



2011-12
Annual Operating
Budget and Capital
Investment Plan
Commissioner Approved
Orange County, NC

Orange County, North Carolina
Commissioner Approved
*2011-12 Annual Operating Budget & Capital
Investment Plan*

Board of County Commissioners

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Assistant County Manager

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Financial Services Director

Michael Talbert
Interim Assistant County Manager

Pam Jones,
Asset Management Services
Director

Katherine Cathey
Interim Human Resources Director

Paul Laughton
Budget and Management Analyst

Lisa Henty
Budget and Management Analyst

Allison Chambers
Budget Technician



GOVERNMENT FINANCE OFFICERS ASSOCIATION

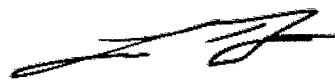
*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Orange County
North Carolina**

For the Fiscal Year Beginning

July 1, 2010



President

Executive Director

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Orange County Mission Statement

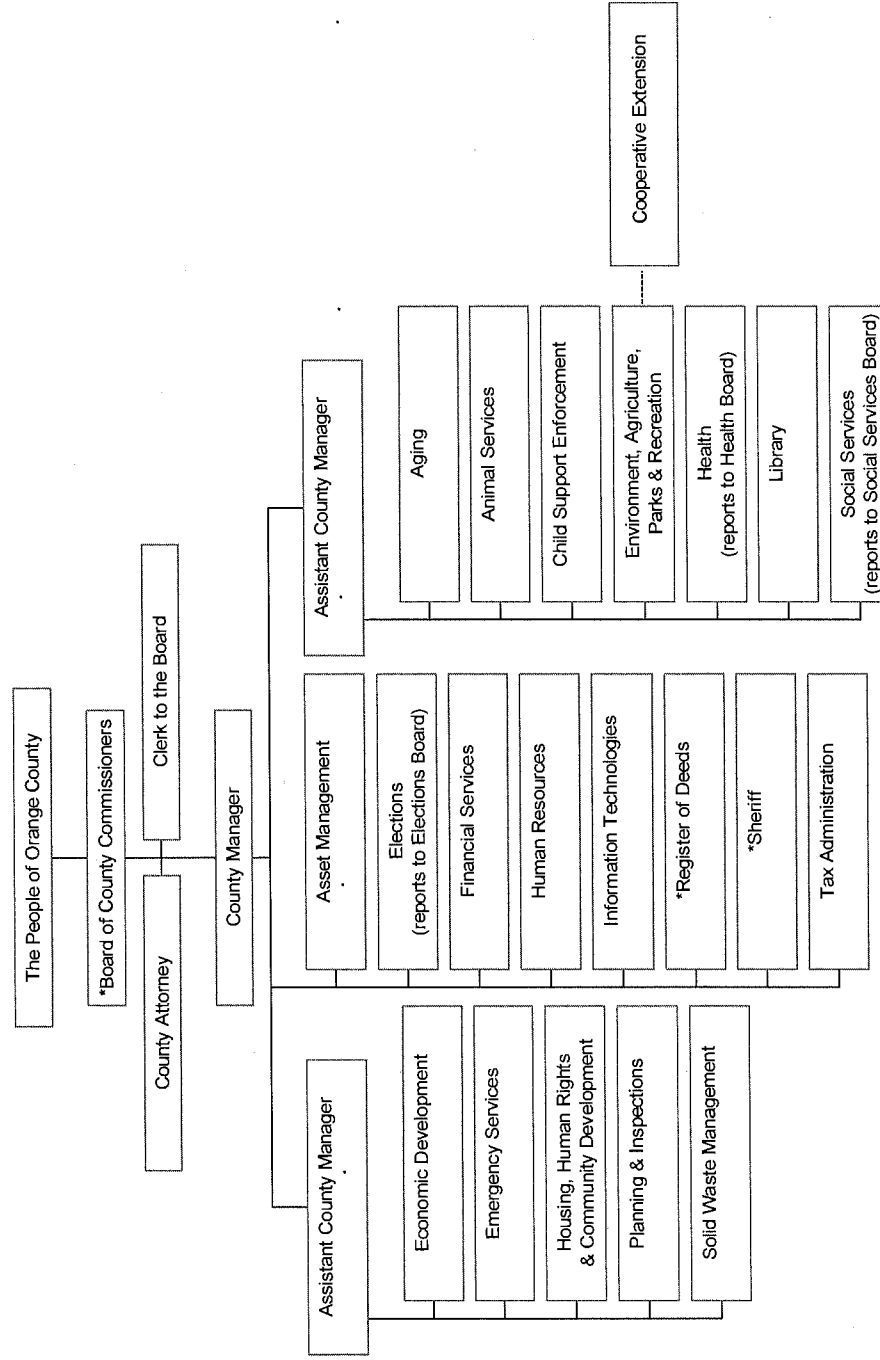
Orange County exists to provide governmental services requested by our Citizens or mandated by the State of North Carolina.

To provide these quality services efficiently, we must:

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

Orange County Citizens Come First.

Orange County Government



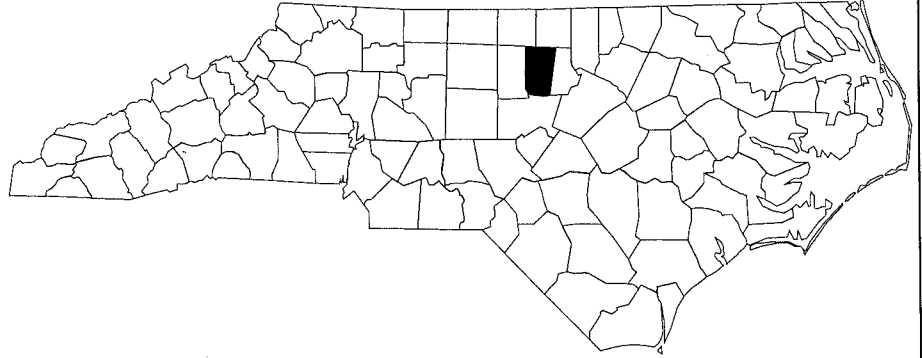
Orange County Goal Setting, Planning, and Budget Process

July 1	Fiscal Year Begins
August	County Manager/Departments Heads analyze progress to date on current goals and develop any recommended modifications.
November	Board of Commissioners solicits top priority goals for next fiscal year from various County appointed boards and commissions. Financial Services prepares fiscal forecast for the upcoming budget year and identifies long-term financial trends.
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. Kick-off County budget planning process for upcoming fiscal year including new staff resources and annual operating and capital budget.
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	County Staff presents County and Schools' five-year Capital Investment Plan.
March – May	County Manager/staff develop recommended budget that provides resources required to accomplish Commissioners Goals.

Goal Setting, Planning, and Budget Process-continued

Mid May	County Manager presents recommended budget; Budget message explains how recommended budget addressed stated Board goals.
Late May – Mid June	Board of Commissioners holds public hearings and work sessions on next fiscal year recommended budget and five-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 133,000 people according to the 2010 Census. 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 2,000,000 residents¹. Two interstate highways, I-40 to the east and west, and I-85 to the north and south connect Orange County to major cities throughout the Southeast.

The economy of the County is characterized by a high degree of institutional and public sector activity plus office, commercial and service-oriented businesses. Manufacturing and agriculture are smaller portions of the economy. The County's economic strengths stem primarily from the presence of the University of North Carolina at Chapel Hill and UNC Hospitals. Together these agencies employ approximately 18,500 people. Nearby Research Triangle Park (RTP) houses many prominent employers, including GlaxoSmithKline and IBM. Continued expansion of diverse manufacturing and research sectors has resulted in unemployment levels that are among the lowest in the nation. *Forbes* Magazine rates the Raleigh metropolitan area #1 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 11,700 students, while the Orange County Schools has more than 7,400 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 in Fall 2008.

In the spring of 2010, Orange County opened a new central Library and Office building in downtown Hillsborough, which along with the Gateway Center, completed the County Campus.

¹ Research Triangle Region Partnership. (May 26 2011). 2011 State of the Research Triangle Region. Retrieved from: <http://www.researchtriangle.org/elements/media/publications/state-research-triangle-region-book.pdf>.

May 17, 2011

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

RE: Budget Message
FY 2011-12 Recommended Budget

In accordance with the Local Budget and Fiscal Control Act, per North Carolina General Statute 159-11, I submit to you the Recommended FY 2011-12 Annual Operating Budget for Orange County. The proposed General Fund budget totals \$177,279,970. It reflects an increase of \$1.97 million, or 1.1%, from the current year original budget of \$175,313,920. This proposed budget represents a \$3.9 million decrease from this year's amended budget of \$181.1 million through April 2011. As proposed, this funding plan meets the Board of County Commissioners' directive of balancing the budget without a property tax increase.

County Commissioners are fully aware of the fiscal issues that may impact the County's FY 2011-12 Budget. Due to State budgetary issues, potential reductions in revenues, expenses that may be passed to the County by the State and effects of the economic recession on our residents, County Commissioners directed that we balance the County's budget without increasing property taxes. We prepared this budget maintaining operational funding for local schools at the same dollar amount as the current fiscal year and total funding close to the 48.1% of the County's General Fund budget target established by the County Commission. Because of a slight reduction in school debt service in FY 2011-12, the percentage of spending temporarily drops to 47.1%. (This change is explained in more detail later in this memo.)

In previous meetings, you have learned that the County's revenues have grown only slightly over the current fiscal year. Other counties have actually seen declines in taxable valuations, thus some growth, even if modest is a positive sign.

This proposed FY2011-12 budget accomplishes your goal of not increasing taxes by holding most county services and programs at the same funding levels except for required increases in expenses.

Factors impacting operational expenses do include:

- Increases in the County's contributions to employee retirement reserves.
- Projected increases in health insurance rates of 15 to 20 percent.
- Higher fuel and energy costs

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

Revenues

County revenues come from limited sources. Major revenues include property and sales taxes, funds from other governments, and fees for services. In prior budget discussions with County Commissioners, staff anticipated revenues to only increase one percent in total for the upcoming year. Due to the lingering effects of the economic recession, there is little growth in the County's tax base, consumer spending has increased slightly, and the State is coming to terms with a major budget deficit that may result in reduction

of revenues received by the County. The Governor's proposals, and the budgets under consideration by the House and Senate, all impact County operations including education. We have no revenue available to meet new demands passed onto the County by the State, except for limited undesignated reserves which remain below sound debt management and fiscal policy standards. Certainly, the County can absorb minor changes, but not of the magnitude suggested in some State proposals being considered. At this point, unknowns remain.

Assessed Property Valuation and Property Tax Rate

Orange County's last revaluation was effective January 1, 2009. The County's current total assessed valuation, including real, personal, public utility property and motor vehicles, equals \$15,681,096,862. The tax levy for the current year is \$134,543,811.

Real property values increased from \$14.7 billion budgeted in FY 2010-11 to \$14.9 billion in FY 2011-12, an increase of 1.4%. As projected in earlier revenue estimates, valuations for personal property and motor vehicles will remain flat next fiscal year. This results in an overall increase in total property valuation of 1.2%. As suggested earlier, while not a significant increase, it is a positive sign toward an improving local economy.

Recommended Tax Rate

Ad Valorem Tax Rate - Revenues generated by the County's ad valorem property tax support day-to-day County and School operations budgeted in the General Fund. The current ad valorem property tax rate is recommended to remain the same for next year at 85.8 cents per \$100 of assessed valuation. One cent on the property tax rate will generate \$1,535,967.

Chapel Hill Carrboro City Schools District Tax -The voter approved Chapel Hill City Schools District Tax provides additional revenue to that school district over and above the County's allocation to education. This recommended budget provides for the District tax rate to remain the same at 18.84 cents per \$100 assessed value. Based on this tax rate, the District will receive an estimated \$18,785,591 or \$1,605 per pupil above the County's allocation to education. One cent on the school special district tax rate will generate \$987,247. 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 education.

Fire District Tax Rates - As outlined in the Fire Districts section of the recommended budget, the tax rates range from 3.58 cents to 7.85 cents per \$100 valuation. Some districts have requested increases in tax rates for FY 2011-12. We have advised those Fire Districts requesting tax rate increases to present their needs to Commissioners at a work session in June. We have not included their requested tax increases in the recommended budget.

Revenue Highlights

Property Tax Revenue - Property taxes make up approximately \$133.1 million, or 75%, of the recommended General Fund revenue base of approximately \$177 million. This equates to a \$1.1 million increase from the current year budget of \$132 million and is reflective of natural growth in the tax base.

Sales Tax Revenue - Fiscal outlooks anticipate consumer spending will increase slightly in FY 2011-12. For this reason, the recommended FY 2011-12 budget estimates sales tax revenues for Articles 39, 40 and 42 at \$821,000 more than the FY 2010-11 budget. Total sales tax revenues are expected to be \$15.3 million.

Charges for Services, Licenses and Permits - Construction and housing markets continue to recover slowly from the economic recession. Although there have been signs of increased housing starts, building and inspection permits requests, we have not seen increased permit revenues. Anticipated charges for services will be approximately \$9.8 million.

Intergovernmental Revenue - Included in this revenue category are funds the County expects to receive from state, federal and local governments. The State's budgetary issues will continue to have an adverse impact on our budget. For FY 2011-12, we remain conservative in budgeting revenues until the State budget is finalized. Estimated intergovernmental revenues are expected to be \$15.9 million.

Funding Highlights

Funding for Local School Districts -The recommended appropriations to Chapel Hill Carrboro City and Orange County Schools remains at a similar level to FY 2010-11. This represents a total appropriation to both school districts of \$83.5 million, which is 47.1 percent of the General Fund budget. There is a \$620,954 decrease in the actual appropriation from the FY 2010-11 budget due to a reduction of debt service. Both Boards of Education presented their budget requests to Commissioners in April 2011. Additional information in regards to the Local School Districts appropriation is as follows:

- Per pupil funding for the County's two local school districts increases to \$3,102.
- Recurring capital for both School districts will remain the same as the prior year appropriation of \$3 million dollars.
- The long range/pay-as-you go capital expense for the local school districts has been fully funded as requested by both school districts. The total of long range/pay-as you go capital expense is \$2.6 million.
- The recommended budget includes \$634,332 to continue the Commissioners' longstanding commitment to providing school health nurses at each school. This funding level reflects a \$23,603 increase over the FY 2010-11 funding level.
- The Sheriff plans to continue providing School Resource Officers to support Orange County Schools. The estimated annual value of this Board of County Commissioners' commitment totals \$529,410.

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

County Programs and Services

We remain committed to maintaining core county services. Orange County residents continue to face economic challenges even in an improving economy. Those least able to provide for themselves and their families turn to the County for assistance. During difficult financial times, the County's responsibility to serve as a safety net in assisting residents with food, shelter, and medical services does not decrease.

The recommended budget proposes some changes in the way Orange County does business. As we have gone through balancing the budget, we reduced some services, but kept most of services funded at the same level as the FY 2010-11 budget. We evaluated services and opportunities to become more efficient.

You will find specific information regarding recommended changes in each department's section of the document. Major initiatives in the FY 2011-12 are as follows:

The functions of **General Government & Management, General Services, Human Services, Community and Environment** do not have major reductions or many new initiatives in the FY 2011-12 budget. Human Service functions still could be impacted by State budget decisions.

Public Safety

- Increases in positions for EMS Communicators and EMTs
- Replaces two (EMS) ambulances with the added staffing will improve emergency response times
- Provides the Sheriff with one transport van and four additional patrol vehicles

Culture and Recreation

- Recommend the purchase of a Bookmobile, support staff, and operational costs to service rural Orange County.

Non Profit Organizations

- Reduce allocations provided non-profit organizations to \$779,600 for FY 2011-12. (Specific allocations are detailed with the budget document and take into account in-kind services funded within other areas of County operations not previously recognized.)

Long Range/Pay-as-you Go County Capital

- Long range/pay-as-you go county capital is reduced to \$181,106.

Debt Service

Due to the rate modifications received during this current fiscal year and debt service being extinguished this year, the total amount of debt service for the General Fund will be \$27 million, which results in a budget savings of \$1.5 million in FY 2011-12. We propose to issue debt for the following County Capital projects:

- EMS Ambulances - \$531,600
- Bookmobile to serve rural Orange County - \$252,500
- Southwest Library Property Purchase- \$436,000
- Information Technology Projects - \$500,000
- Southern Human Services Center - \$280,000
- Building Improvements – 112 N. Churton Street - \$152,000

Solid Waste Convenience Centers and Rogers Road Community Remediation

The FY 2011-12 budget for Solid Waste and Landfill increases the weekend operating hours at Convenience Centers and the Landfill to accommodate increased demand, and provides for an annual sanitation household collection fee to fund the costs of increased hours and needed improvements to the convenience centers.

We propose a new annual sanitation household fee to be charged per household as follows:

• Rural Residential	\$10.00
• Urban Household	\$5.00
• Multifamily units	\$2.00

These fees will provide approximately \$320,000 next year to address the extended hours and related improvements at Solid Waste Convenience Centers.

A proposal for an additional \$5 per ton surcharge added to the landfill tipping fees to create a reserve fund for future Rogers Road Community improvements and remediation is included in this budget. The fund would be established with a \$750,000 transfer from the current landfill reserves. Additionally, the fund would provide \$240,000 in revenues for the reserve in FY 2011-12. Further increases in this added tipping fee surcharge are proposed for future years and are dependent on the remaining lifespan of the Landfill until its closure. The total operating budget for Solid Waste is \$12.4 million for the FY 2011-12 budget.

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

- Continue to budget salaries at 100% in FY 2011-12
- Increases the Living Wage at \$10.81 an hour, as provided by the Board of County Commissioners' living wage policy and address any positions within County government below that level
- No cost of living or in-range increases in compensation for employees
- No mandated furloughs for employees. Voluntary furlough program to remain in effect.
- No layoffs except for grant funded positions where grant funds are terminated.
- Implementing elements of the Classification, Pay and Benefits Study based upon on-going analysis
- Continuing a six-month hiring freeze for vacant positions except EMS and law enforcement
- Vacant positions will be eliminated when possible. Critical positions will be advertised. Employees will be moved to available positions within the County.
- Continue longevity payments to employees with ten or more years of service with Orange County
- Budget a full year of the non-mandated 401(k)/457 plan contributions for non-law enforcement employees
- Maintain the 401(k)/457 plan provisions for law enforcement at current levels
- Assumption of an equivalent 3% +/- increase in employee compensation via projected increases in employee and retiree health insurance expense to be assumed by the County

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

Additional Revenue Options to Fund the FY 2011-12 Budget

Article 46 ¼ Cent Sales Tax – For the upcoming fiscal year, you placed the Article 46 ¼ Cent Sales tax on the November 2011 Public Referendum to help fund education and foster economic development. If the sales tax wins voter approval, the additional revenues provide approximately \$625,000 in FY 2011-12. Beginning in FY 2012-13, the Article 46 ¼ Cent Sales tax would generate approximately \$2.5 million annually. No revenue associated with the referendum is budgeted for FY 2011-12.

Appropriated Fund Balance – At the discretion of County Commissioners an appropriation of fund balance of \$500,000 can be used to offset some budget impacts that have been made in the FY 2011-12 recommended budget. This amount will not create a concern with bond rating agencies and will not significantly impact our efforts to increase our unassigned fund balance. County Commissioners are cautioned that until the NC Legislature adopts its final budget, we do not know what impacts to expect. Moreover, as we are trying to build fund balance to improve credit ratings and protect against future uncertainties, each appropriation of fund balance prolongs our goal of reaching the targeted unassigned (formerly undesignated) fund balance percentage of 17% of annual General Fund expenses. We have made great progress in recent years in improving Orange County's financial standing. We anticipate that at the end of the current fiscal year we could be at an unassigned fund balance level approaching 14%.

Economy and Future Budgets

We do not see revenues for FY 2012-13 increasing much above projections for FY 2011-12. As a result, we can anticipate General Fund budgets roughly the same without additional revenues or major reductions in services into the next several years. We continue to rely heavily upon residential property taxes as the largest revenue source to fund governmental services. A lack of tax base diversity, availability of commercial retail options and building sites for expanding or new businesses puts Orange County at a distinct disadvantage in being able to gain the use of revenues other than residential property taxes to support all public services including education. If the Article 46 ¼ Cent Sales Tax is not approved by voters in November 2011, this situation will not improve.

Orange County Commissioners have taken significant steps toward improving county government operations without increasing taxes by stressing efficiencies, encouraging innovation and pursuing opportunities to invest in efforts to enhance economic development options for the future. Partnerships with the Cities of Mebane and Durham will soon enable much needed utility extensions into two very important economic development zones along I-85. Improved cooperation and collaboration with the Towns of Chapel Hill, Carrboro and Hillsborough offer enhanced abilities to work together to encourage local business to expand and new businesses to consider Orange County as a viable location to do business.

We are in the process of committing to new expenses, initiatives and programs that will require additional revenues or reallocation of resources away from traditional services and programs that are a part of Orange County's basis of being. Human Services, Environmental Standards, Educational Excellence and other icons that make Orange County special could be compromised if we are limited to a dependence upon the residential tax base. Existing residents are already strained by our tax rates and values.

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

- Debt service on utility infrastructure to be constructed for economic development in the business development districts.
- The issuance of debt, construction, and debt service for Elementary #11 for the Chapel Hill – Carrboro City Schools District.
- Improvements and capital needs for both School Districts
- Impacts upon operational expenses for education inclusive of the two school districts and community college are under stress now and will be further strained in the future
- Increases in existing and retired county employee benefit expenses create future fiscal demands
- Impacts of State budget actions that shift financial obligations to the County for many basic services including education.

It is recommended that the Board of County Commissioners discuss its position relative to an increase in the tax rate in this coming fiscal year or in FY 2012-13 budget if we are to continue economic development initiatives, and meet future expenses for education, debt service and other county services/ programs that will arise in coming years.

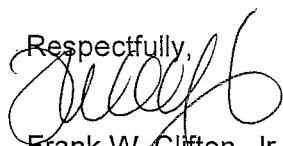
The FY 2011-12 recommended budget is balanced as submitted. It does not require a tax increase. It does not address every public need. It does maintain most services and programs at acceptable levels. It does anticipate actions that will place new financial demands on future budgets requiring new revenues. Future budgets will be impossible to balance without property tax increases or major reductions in programs and services provided by the County. Diversifying the tax base and local government revenue options for Orange County is a priority.

The Board of County Commissioners has recognized the challenges associated with diversifying the tax base and creating employment options for all Orange County residents. Action on those initiatives requires a dedication of financial resources and increasing County debt to accomplish the end goal. If voters decide against the proposed ¼ cent sales tax in November 2011, very difficult choices will need to be made having far reaching impacts.

In closing, I am extremely proud of Orange County and its staff - department directors, supervisors, and employees. They are committed to providing excellent service to our residents regardless of the economic challenges. Department directors have collaborated to compile operating budgets that meet the Board of County Commissioner's directives. This budget preserves a traditional commitment to public safety, human services, and education as Orange County's highest priorities. Staff and I look forward to reviewing the operating budget and related documents with you during upcoming budget work sessions. We will strive to provide you with information you need to consider and approve a FY 2011-12 Orange County budget on or before your anticipated final meeting this fiscal year on June 21, 2011.

We have much to be proud of in Orange County and I remain both committed and excited in my role as Orange County's Manager.

Respectfully,



Frank W. Clifton, Jr.
County Manager

Adjustments to the Manager's Recommended FY 2011-12 Annual Operating Budget

On June 21, 2011, the Board of County Commissioners approved the annual operating budget for FY 2011-12. The budget adoption followed several budget work sessions where the Board adjusted the Manager's Recommended budget. The information below summarizes changes made by the Board.

Revenues	Increase	Decrease
Additional Revenue associated with new Custodial position budgeted in DSS	\$18,635	
Appropriated Fund Balance	\$468,221	
Reduce Loan Proceeds for Mobile Library		(\$252,500)
Appropriated Fund Balance for Schools' Debt Service Reserve	\$663,196	
Total Revenue Changes	\$1,150,052	(\$252,500)
Net Change	\$897,552	

Expenditures	Increase	Decrease
Economic Development Small Loan Program	\$75,000	
Purchase four (4) AED's - 1st year of a 3 year program	\$16,000	
New Custodial position (1.0 FTE) budgeted in DSS	\$37,270	
Reinstate funds for Emergency Assistance in DSS	\$50,000	
Budget a reserve amount for a new PIO position	\$30,000	
Increase funding for Chapel Hill-Carrboro Meals on Wheels	\$500	
Increase funding for Charles House Association	\$4,500	
Increase funding for Family Violence Prevention Center of OC	\$2,600	
Increase funding for Freedom House Recovery Center	\$2,000	
Increase funding for Planned Parenthood of NC	\$10,000	
Additional funding to Chapel Hill Library to reach 21% level of Library Operations (\$30,000 currently budgeted)	\$62,986	
Reserve to provide alternative services (internet access) to rural areas in OC	\$10,000	
Remove Mobile Library and IT Capital set-up costs		(\$266,500)
Drug Treatment Court	\$67,000	
Child Care Subsidy	\$100,000	
Smart Start Dental	\$33,000	
Add Debt Service Reserves for Schools	\$663,196	
Total Expenditure Changes	\$1,164,052	(\$266,500)
Net Change	\$897,552	

How to Read the Budget Document

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

- The first two sections, the *Budget Message* and *Summaries* provide an overview of the Operating Budget.
- The next nine sections, starting with *Community Maintenance* and ending with *Non-Departmental*, represent functions of the budget.
- The *Capital Funds* section lists all capital projects in which new funding is being appropriated during the current fiscal year.
- The *Appendix* contains supplemental information to help the reader understand terminology used in the document. Examples of information in this section include *New Position Report* and *Employee Compensation*.

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

Function Summary

General Administration Summary						
	1998-99 Actual Expenditures	1999-00 Actual Expenditures	2000-01 Original Budget	2000-01 12 Month Estimate	2001-02 Department Requested	2001-02 Commissioner Approved
By Department (General Fund)						
County Manager	\$559,959	\$563,463	\$586,942	\$582,862	\$651,280	\$651,280
Budget Office	\$158,897	\$169,913	\$181,304	\$170,749	\$169,957	\$169,957
Personnel	\$394,840	\$420,608	\$438,114	\$445,510	\$486,282	\$486,282
Finance	\$266,560	\$279,142	\$286,183	\$292,100	\$302,407	\$302,407
Purchasing	\$172,404	\$175,668	\$182,696	\$184,382	\$191,254	\$191,254
Central Services	\$671,307	\$635,403	\$745,055	\$638,811	\$765,798	\$765,798
Rent and Insurance	\$183,638	\$210,840	\$225,450	\$221,946	\$226,463	\$226,463
Information Systems	\$536,648	\$544,847	\$579,249	\$579,249	\$655,739	\$644,548
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>Account 455</i>
Personnel Services	\$145,702	\$146,010	\$174,601	\$163,975	\$184,792	\$188,799
Operations	\$17,348	\$18,511	\$16,330	\$14,897	\$16,680	\$15,990
Capital Outlay	\$10,252	\$4,570	\$1,000	\$8,700	\$0	\$0
Total Expenditures	\$173,302	\$169,091	\$191,931	\$187,572	\$201,472	\$205,689
Authorized F.T.E.	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	\$205,689

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, Spay/Neuter Fund, and Housing 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 2011-12 By Fund Type

<i>Budgeted Revenues</i>	General Fund	Special Revenue Funds	Proprietary Funds	Fiduciary Funds	All Funds Total
Property Tax	133,471,175	3,499,961	0	0	\$ 136,971,136
Occupancy Tax	0	841,598	0	0	\$ 841,598
Sales Tax	15,283,790	0	0	0	\$ 15,283,790
Licenses & Permits	313,000	0	50,000	0	\$ 363,000
Intergovernmental	15,989,453	6,030,115	403,589	0	\$ 22,423,157
Charges for Services	9,517,472	481,896	11,329,349	0	\$ 21,328,717
Investment Earnings	140,000	2,151	20,000	0	\$ 162,151
Miscellaneous	1,266,298	0	79,661	0	\$ 1,345,959
Bond/Loan Proceeds	0	0	0	0	\$ -
Transfers from Other Funds	1,064,917	0	0	0	\$ 1,064,917
Appropriated Fund Balance	1,131,417	146,506	0	0	\$ 1,277,923
Appropriated Reserves	0	0	1,537,106	0	\$ 1,537,106
<i>Total Budgeted Revenues</i>	\$178,177,522	\$11,002,227	\$13,419,705	\$0	\$ 202,599,454

<i>Budgeted Expenditures</i>	General Fund	Special Revenue Funds	Proprietary Funds	Fiduciary Funds	All Funds Total
Governing and Management	14,072,861	171,735	0	0	\$ 14,244,596
General Services	7,707,067	35,365	10,144,949	0	\$ 17,887,381
Community and Environment	5,801,941	1,078,005	0	0	\$ 6,879,946
Human Services	32,525,916	5,648,973	0	0	\$ 38,174,889
Public Safety	19,697,379	4,068,149	0	0	\$ 23,765,528
Culture and Recreation	2,219,103	0	2,541,050	0	\$ 4,760,153
Education	63,939,903	0	0	0	\$ 63,939,903
Debt Service	28,018,850	0	733,706	0	\$ 28,752,556
Transfers to Other Funds	4,194,502	0	0	0	\$ 4,194,502
<i>Total Budgeted Expenditures</i>	\$178,177,522	\$11,002,227	\$13,419,705	\$0	\$ 202,599,454

Permanent Full-Time Equivalent (FTE) Budgeted Positions

All Funds

	2008-09	2009-10	2010-11	2010-11	2011-12	2011-12
	Actual F.T.E.'s	Actual F.T.E.'s	Original Budget	12-Month Estimate	Department Requested	Commissioner Approved
General Fund						
Governing & Management						
Commissioners	4.000	4.000	3.000	3.000	3.000	3.000
County Attorney	3.000	3.000	4.000	4.000	4.000	4.000
County Manager	10.000	10.000	5.000	5.000	5.000	5.000
Animal Services	29.000	29.000	28.000	28.000	28.000	28.000
Financial Services	10.000	10.000	10.000	11.000	11.000	11.000
Asset Management Services ⁽¹⁾	9.000	52.500	42.000	41.000	42.000	41.000
Human Resources	9.000	9.000	8.000	8.000	8.000	8.000
Governing & Management Total	74.000	117.500	100.000	100.000	101.000	100.000
General Services						
Elections	4.000	4.000	4.000	4.000	4.000	4.000
Information Technologies	12.700	12.700	12.300	14.300	15.000	14.700
Register of Deeds	16.000	16.000	14.000	14.000	14.000	14.000
Tax Assessor	17.300	17.300	16.500	17.500	18.000	18.000
Revenue	12.500	12.500	12.000	12.000	13.000	12.000
Building and Grounds ⁽²⁾	37.000	0.000	0.000	0.000	0.000	0.000
Motor Pool ⁽²⁾	6.500	0.000	0.000	0.000	0.000	0.000
Sanitation ⁽³⁾	15.000	15.000	0.000	0.000	0.000	0.000
General Services Total	121.000	77.500	58.800	61.800	64.000	62.700
Community & Environment						
Planning	35.525	35.525	32.000	29.000	29.000	29.000
Economic Development	3.500	3.500	3.500	3.500	3.500	3.500
DEAPR ⁽⁴⁾						
Parks and Recreation	20.000	20.000	20.000	20.000	17.000	17.000
Natural & Cultural Resources	8.000	8.000	8.000	7.000	3.000	3.000
Admin/Support Services	0.000	0.000	0.000	0.000	7.000	7.000
Soil & Water	4.000	4.000	4.000	4.000	4.000	4.000
DEAPR Total	32.000	32.000	32.000	31.000	31.000	31.000
Community & Environment Total	71.025	71.025	67.500	63.500	63.500	63.500
Culture & Recreation						
Library Services	14.575	21.075	20.500	20.500	22.550	22.425
Arts Commission ⁽⁵⁾	1.000	1.000	0.000	0.000	0.000	0.000
Culture & Recreation Total	15.575	22.075	20.500	20.500	22.550	22.425
Human Services						
Social Services						
Administration	23.000	23.000	20.000	21.000	21.000	22.000
Children/Family Services	65.000	65.000	60.000	61.000	61.000	61.000
Economic Services	72.000	72.000	72.000	73.000	75.000	75.000
Skills Development Center	1.000	1.000	1.000	0.000	0.000	0.000
Veterans' Services	1.000	1.000	1.000	1.000	1.000	1.000
Social Services Total	162.000	162.000	154.000	156.000	158.000	159.000

Permanent Full-Time Equivalent (FTE) Budgeted Positions

All Funds

	2008-09	2009-10	2010-11	2010-11	2011-12	2011-12
	Actual F.T.E.'s	Actual F.T.E.'s	Original Budget	12-Month Estimate	Department Requested	Commissioner Approved
<i>Health</i>						
Finance and Admin Operations	15.000	7.000	7.000	7.000	12.000	12.000
Dental Health	9.800	9.800	8.800	8.800	7.800	7.800
Health Promotion and Education	7.500	7.500	7.500	7.500	9.000	9.000
Personal Health	41.500	47.500	45.500	45.500	43.500	43.500
Environmental Health	18.000	18.000	16.000	16.000	16.000	16.000
Risk Management	3.000	2.000	2.000	2.000	0.000	0.000
<i>Health Total</i>	<i>94.800</i>	<i>91.800</i>	<i>86.800</i>	<i>86.800</i>	<i>88.300</i>	<i>88.300</i>
Cooperative Extension	10.000	7.000	6.000	0.000	0.000	0.000
<i>Aging</i>						
Administration	2.500	2.500	2.500	2.500	3.000	3.000
Community Based Services	7.750	8.500	7.750	7.750	7.750	7.750
Elder Care Program	5.375	5.375	5.375	5.375	3.375	3.375
RSVP	2.875	2.875	2.875	2.875	2.875	2.875
<i>Aging Total</i>	<i>18.500</i>	<i>19.250</i>	<i>18.500</i>	<i>18.500</i>	<i>17.000</i>	<i>17.000</i>
Orange Public Transportation	15.750	15.750	10.500	10.500	10.000	10.000
Housing and Community Development ⁽⁶⁾	5.000	4.000	4.000	4.000	4.000	4.000
Child Support	12.000	12.000	12.000	12.000	12.000	12.000
Human Services Total	318.050	311.800	291.800	287.800	289.300	290.300
Public Safety						
Sheriff	140.000	140.000	138.000	138.000	138.000	138.000
<i>EMS</i>						
Administration	4.000	4.000	6.000	6.000	6.000	6.000
Medical Services	55.000	55.000	62.000	62.000	68.000	68.000
Life Safety	4.000	4.000	2.000	2.000	2.000	2.000
Telecommunications	29.000	29.000	27.000	27.000	31.000	31.000
<i>EMS Total</i>	<i>92.000</i>	<i>92.000</i>	<i>97.000</i>	<i>97.000</i>	<i>107.000</i>	<i>107.000</i>
Public Safety Total	232.000	232.000	235.000	235.000	245.000	245.000
General Fund Total	<u>831.650</u>	<u>831.900</u>	<u>773.600</u>	<u>768.600</u>	<u>785.350</u>	<u>783.925</u>

Permanent Full-Time Equivalent (FTE) Budgeted Positions

All Funds

	2008-09	2009-10	2010-11	2010-11	2011-12	2011-12
	Actual F.T.E.'s	Actual F.T.E.'s	Original Budget	12-Month Estimate	Department Requested	Commissioner Approved
Other Funds						
Aging - Senior Health Coordination	1.000	1.000	1.000	1.000	1.000	1.000
Assessor - Revaluation	1.200	1.200	1.500	1.500	2.000	2.000
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	0.000	0.000
Emergency Telephone	3.000	3.000	2.000	2.000	2.000	2.000
Health - Home Visiting	1.000	1.000	1.000	1.000	1.000	1.000
Health - Health Advocacy	0.000	0.000	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	7.000	7.000	7.000	7.000	7.000	7.000
Housing - Urgent Repair Program	1.000	1.000	1.000	1.000	1.000	1.000
Housing - HOME Program	1.000	1.000	1.000	1.000	1.000	1.000
Housing - Homelessness Program	1.000	1.000	1.000	1.000	1.000	1.000
Sheriff - Cops in Schools	0.000	0.000	0.000	0.000	0.000	0.000
Social Services - Homelessness Grant	0.000	0.000	0.000	3.000	3.000	3.000
Solid Waste/Landfill Operations	44.000	44.000	57.500	58.500	59.750	59.750
Arts Commission	0.000	0.000	0.000	0.000	0.000	0.000
Visitors Bureau	6.000	6.000	6.000	6.000	6.000	6.000
Other Funds Total	69.800	69.800	82.600	86.600	87.750	87.750
Grand Total	<u>901.450</u>	<u>901.700</u>	<u>856.200</u>	<u>855.200</u>	<u>873.100</u>	<u>871.675</u>

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

(2) Effective FY 2009-10, Building and Grounds and Motor Pool moved to Asset Management Services.

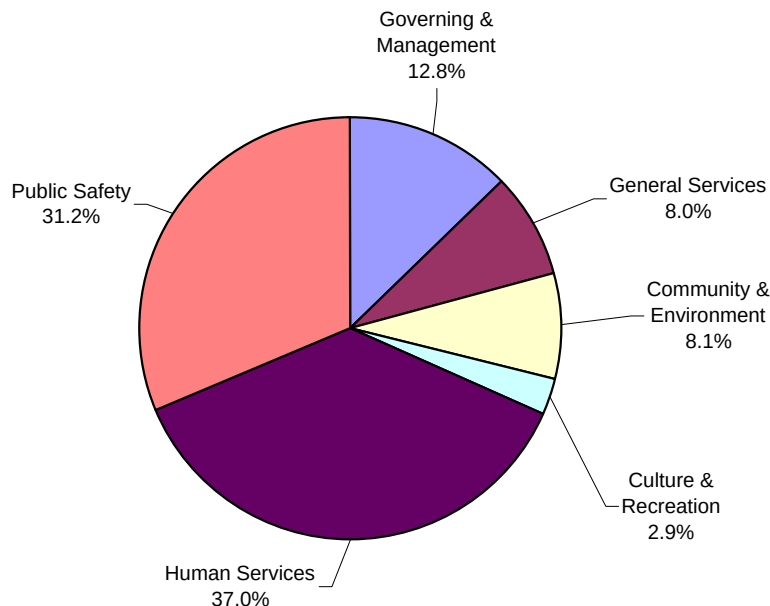
(3) Effective FY 2010-11, the Sanitation division moved to the Solid Waste Enterprise Fund.

(4) Effective April 1, 2010, Environment Resource Conservation, Soil and Water and Parks and Recreation merged to form the Department of Environment, Agriculture, Parks and Recreation.

(5) Effective FY 2010-11, the Arts Commission moved to the Visitor's Bureau Fund.

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

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



Summary of New Positions Approved for FY 2011-12

Department	Position	Effective Date	FTE Change	Salary and Benefits	Operating Costs	One-Time Start-Up Costs	Offsetting Revenue	Net County Cost Total
Emergency Services	Telecommunicators	2 Beginning July 1, 2011 and 2 on January 1, 2012	4.000	\$136,947	\$1,116	\$0	\$0	\$138,063
Emergency Services	EMTs	1 Paramedic every other month beginning July 1, 2011	6.000	\$146,010	\$2,730	\$0		\$148,740
Health ¹	Nutritionist	July 1, 2011	0.500	\$25,885	\$0	\$0	\$25,885	\$0
Health ²	Medical Interpreter/Translator	July 1, 2011	1.000	\$49,319	\$2,293	\$0	\$49,319	\$2,293
Social Services ³	Custodian	July 1, 2011	1.000	\$37,270	\$0	\$0	\$18,635	\$18,635
Tax Administration ⁴	Business Personal Property Appraiser	July 1, 2011	1.000	\$58,846	\$0	\$0	\$58,846	\$0
Solid Waste Fund	Convenience Center Operator	August 15, 2011	0.750	\$23,516	\$0	\$0	\$0	\$23,516
Solid Waste Fund	Convenience Center Operator	August 15, 2011	0.500	\$17,624	\$0	\$0	\$0	\$17,624
Total			14.750	\$495,417	\$6,139	\$0	\$152,885	\$348,871

Summary of Increases in Current FTEs Approved for FY 2011-12 to Improve Service Delivery

Department	Position	Effective Date	Current FTE	Approved FTE	FTE Change	One-Time Start-Up Costs	Offsetting Revenue	Net County Cost Total
Library Services	Librarian I	July 1, 2011	0.750	1.000	0.250	\$0	\$0	\$11,489
Library Services	Librarian Assistant II	July 1, 2011	0.750	1.000	0.250	\$0	\$0	\$9,478
Library Services	Librarian Assistant I	July 1, 2011	0.750	1.000	0.250	\$0	\$0	\$10,678
Library Services	Administrative Assistant I	July 1, 2011	0.625	0.750	0.125	\$0	\$0	\$5,118
Library Services	Librarian Assistant II	July 1, 2011	0.500	0.750	0.250	\$0	\$0	\$8,837
Library Services	Librarian Assistant II	July 1, 2011	0.500	0.750	0.250	\$0	\$0	\$10,771
Total			3.875	5.250	1.375	\$0	\$0	\$56,371

¹ Offsetting Revenue includes funds from Piedmont Health Services to cover the .50 FTE requested increase.

² Offsetting revenue includes \$20,900 of grant funds from the N. C. Office of Minority Health, and \$28,419 in funds previously budgeted for contract interpreters; this is a three-year grant funded position.

³ Offsetting revenues includes reimbursement funds of 50% of position costs.

⁴ The Tax Administrator anticipates additional revenue will be collected to more than cover 100% of the position costs.

Revenue by Category

Summary - General Fund

	2008-09 Actual Revenues	2009-10 Actual Revenues	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
Property Taxes						
Property Taxes	\$ 118,441,328	\$ 124,753,371	\$ 123,759,113	\$ 126,200,000	\$ 125,227,516	\$ 125,227,516
Motor Vehicles	\$ 8,209,003	\$ 7,284,357	\$ 6,794,625	\$ 6,500,000	\$ 6,557,813	\$ 6,557,813
Gross Receipts	\$ 51,158	\$ 52,920	\$ 42,000	\$ 46,000	\$ 42,000	\$ 42,000
Delinquent Taxes	\$ 667,230	\$ 953,913	\$ 785,000	\$ 950,000	\$ 843,846	\$ 843,846
Interest on Delinquent Taxes	\$ 410,310	\$ 524,082	\$ 350,000	\$ 450,000	\$ 350,000	\$ 350,000
Late List Penalties	\$ 34,318	\$ 69,277	\$ 60,000	\$ 65,000	\$ 60,000	\$ 60,000
Animal Taxes	\$ 104,026	\$ 110,852	\$ 185,000	\$ 155,000	\$ 175,000	\$ 175,000
Beer and Wine	\$ 213,577	\$ 68,590	\$ 72,000	\$ 215,000	\$ 215,000	\$ 215,000
Total Property Taxes	\$ 128,130,951	\$ 133,817,363	\$ 132,047,738	\$ 134,581,000	\$ 133,471,175	\$ 133,471,175
Sales Tax						
Article 39 One Cent	\$ 6,202,897	\$ 7,149,075	\$ 6,043,000	\$ 6,550,000	\$ 6,611,190	\$ 6,611,190
Article 40 Half Cent	\$ 5,047,889	\$ 4,839,459	\$ 4,947,000	\$ 4,930,000	\$ 5,095,410	\$ 5,095,410
Article 42 Half Cent	\$ 5,002,534	\$ 3,804,508	\$ 3,473,000	\$ 3,480,000	\$ 3,577,190	\$ 3,577,190
Article 44 Half Cent	\$ 1,893,223	\$ 309,026	\$ 0	\$ 20,800	\$ 0	\$ 0
Total Sales Tax	\$ 18,146,543	\$ 16,102,069	\$ 14,463,000	\$ 14,980,800	\$ 15,283,790	\$ 15,283,790
Licenses and Permits						
Privilege License	\$ 12,789	\$ 12,045	\$ 13,000	\$ 12,200	\$ 13,000	\$ 13,000
Franchise Fee	\$ 350,805	\$ 316,171	\$ 300,000	\$ 305,000	\$ 300,000	\$ 300,000
Total Licenses and Permits	\$ 363,594	\$ 328,216	\$ 313,000	\$ 317,200	\$ 313,000	\$ 313,000
Investment Earnings	\$ 592,004	\$ 88,207	\$ 140,000	\$ 86,000	\$ 140,000	\$ 140,000
Total Miscellaneous	\$ 1,454,559	\$ 242,793	\$ 726,384	\$ 760,658	\$ 1,518,798	\$ 1,266,298
Appropriated Fund Balance	\$ 0	\$ 0	\$ 401,673	\$ 0	\$ 0	\$ 1,131,417
Charges for Services						
Aging and Transportation	\$ 318,768	\$ 283,225	\$ 225,296	\$ 292,198	\$ 221,838	\$ 221,838
Child Support Enforcement	\$ 1,955	\$ 1,530	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800
Community Planning	\$ 838,653	\$ 580,975	\$ 749,750	\$ 711,450	\$ 697,450	\$ 697,450
Emergency Management	\$ 1,994,215	\$ 2,173,824	\$ 1,893,000	\$ 2,139,545	\$ 2,040,000	\$ 2,040,000
Health	\$ 1,391,191	\$ 1,291,113	\$ 1,402,625	\$ 1,202,017	\$ 1,460,909	\$ 1,460,909
Land Records	\$ 824	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Library	\$ 30,199	\$ 29,331	\$ 32,950	\$ 28,870	\$ 28,200	\$ 28,200
Register of Deeds	\$ 1,227,403	\$ 1,366,735	\$ 1,375,516	\$ 1,342,262	\$ 1,342,062	\$ 1,342,062
Staff	\$ 2,648,312	\$ 2,692,212	\$ 2,746,700	\$ 2,646,003	\$ 2,546,700	\$ 2,546,700
Social Services	\$ 0	\$ 4,260	\$ 0	\$ 0	\$ 0	\$ 0
Tax Collection	\$ 143,159	\$ 160,895	\$ 170,046	\$ 280,621	\$ 221,482	\$ 221,482
Other	\$ 1,006,637	\$ 1,104,544	\$ 1,052,948	\$ 961,082	\$ 952,031	\$ 957,031
Total Charges for Services	\$ 9,601,317	\$ 9,688,641	\$ 9,650,631	\$ 9,605,848	\$ 9,512,472	\$ 9,517,472

Revenue by Category

Summary - General Fund

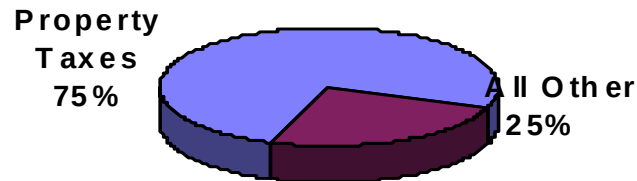
	2008-09 Actual Revenues	2009-10 Actual Revenues	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commission Approved
Intergovernmental						
Aging and Transportation	\$ 862,559	\$ 1,270,925	\$ 833,165	\$ 1,144,650	\$ 802,067	\$ 802,067
Child Support Enforcement	\$ 1,103,144	\$ 1,548,853	\$ 1,315,000	\$ 1,374,500	\$ 1,660,000	\$ 1,660,000
Emergency Management	\$ 41,825	\$ 21,434	\$ 20,000	\$ 76,897	\$ 20,000	\$ 20,000
Health	\$ 760,687	\$ 887,851	\$ 641,534	\$ 769,606	\$ 627,890	\$ 627,890
Library	\$ 126,105	\$ 126,781	\$ 122,590	\$ 122,500	\$ 106,966	\$ 106,966
Lottery Proceeds	\$ 0	\$ 0	\$ 0	\$ 2,376,255	\$ 0	\$ 0
Sheriff	\$ 267,941	\$ 93,684	\$ 11,000	\$ 193,800	\$ 0	\$ 0
Social Services	\$ 12,610,526	\$ 12,873,485	\$ 12,187,466	\$ 11,717,456	\$ 11,678,448	\$ 11,697,083
Tax Collection	\$ 40,117	\$ 41,805	\$ 42,737	\$ 42,737	\$ 44,003	\$ 44,003
Local	\$ 1,975,697	\$ 952,752	\$ 971,689	\$ 961,732	\$ 955,436	\$ 955,436
Other	\$ 66,490	\$ 71,792	\$ 105,086	\$ 75,086	\$ 76,008	\$ 76,008
Total Intergovernmental	\$ 17,855,090	\$ 17,889,363	\$ 16,250,267	\$ 18,855,218	\$ 15,970,818	\$ 15,989,453
Transfers from Other Funds	\$ 2,117,445	\$ 2,577,673	\$ 1,321,227	\$ 1,684,807	\$ 1,064,917	\$ 1,064,917
Total Revenue	\$ 178,261,503	\$ 180,248,742	\$ 175,313,920	\$ 180,871,531	\$ 177,274,970	\$ 178,177,522

General Fund Revenue

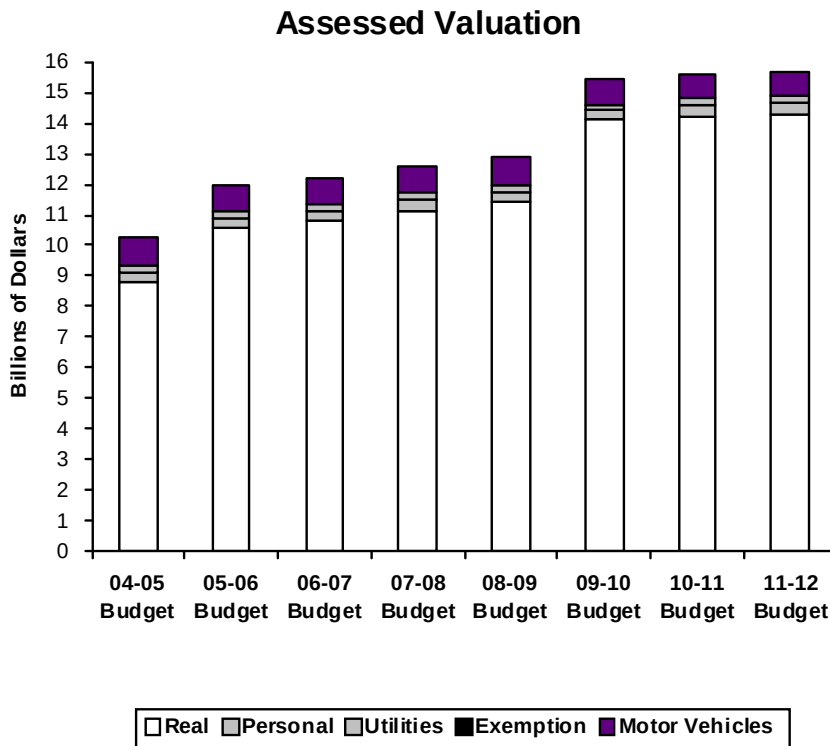
Comments

The Financial Services 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 Financial Services staff.

Property Taxes

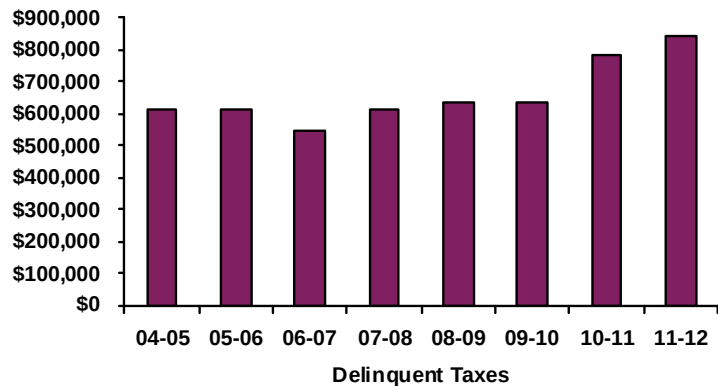


Current Taxes - These taxes are the major revenue source in the General Fund comprising about 75 percent of the total General Fund revenue. Taxes in this category reflect all taxable property valued as of January 2009. Revenues generated by current taxes are based on a tax



rate of 85.8 cents per \$100 assessed valuation. The County's budgeted real property tax base is projected to be \$14.3 billion for the 2011-12 fiscal year. The other components of the County's tax base include Motor Vehicles (budgeted valuation of \$788 million); personal property (budgeted valuation of \$369 million); Utilities and Corporate Excess (budgeted valuation of \$229 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.

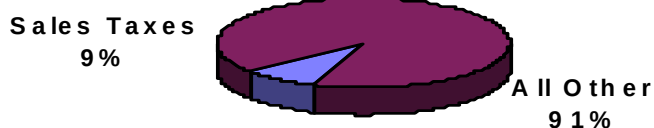


Interest on Delinquent Taxes - These revenues are related to the interest charges established by State Statutes on unpaid property taxes. Interest begins on taxes due as of January 6 at an interest rate of two percent for the first month and for each month that taxes are due, but not paid, the interest 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. For FY 2011-12, the fee remains at \$10.00 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. \$175,000 is anticipated in FY 2011-12 from the issuance of pet licenses.

Sales Taxes



Over the past three fiscal years, Sales Tax revenues have been uncertain and unpredictable due to both the recession of 2009 and the Medicaid/Sales tax swap with the State Of North Carolina. The Medicaid/ Sales tax swap was phased in from FY2008-09 through FY 2009-10. The new funding formulas, including a hold harmless allowance for the Towns, have now been in place for the past two fiscal years and revenue forecasting has become more predictable. Sales Tax revenues have stabilized since the 2009 recession and are now growing.

Article 39 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.

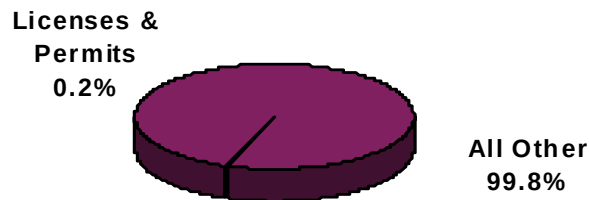
Article 40 Half-Cent (1st Half Cent) - Enacted by the County in late 1984, the State collects this revenue and returns it to local governments on a per capita basis. This revenue source is earmarked for both County and School capital projects and debt service.

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. There was a change in calculating Article 42 proceeds from a per capita to a point of sale formula during FY 2010-11.

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 ceded Article 44 sales tax to the State beginning October 1, 2009.

Hold Harmless Provision – Based on the Medicaid Relief/Sales Tax Swap legislation, House Bill 1473 includes a “hold harmless” provision that guarantees Orange County will receive at least \$500,000 in Medicaid relief, reportedly in perpetuity.

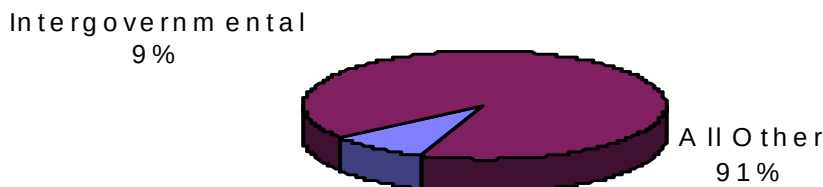
Licenses and Permits



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. An estimated \$215,000 is budgeted for FY 2011-12.

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

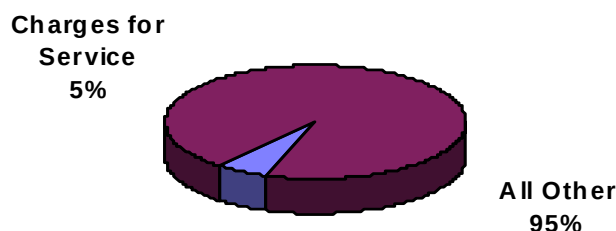
delivery system changes occurring at both the State and Federal level, funding for social programs is expected to change significantly.

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.

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

Charges for Services



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

Electrical Inspections - These fees are for permits and inspections related to the installation of electrical work and wiring in residential and commercial facilities in Orange County. Electrical inspection fees are estimated at \$119,000 for FY 11-12.

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 \$87,000 for FY 11-12.

Plumbing Inspections - This category reflects fees associated with the permits and inspections for the installation of plumbing fixtures. Plumbing inspection fees are estimated at \$64,000 for FY 11-12.

Building Inspections - These revenues are charged for building construction inspections and permits. Fees are estimated at \$169,000 for FY 11-12.

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 \$250 per inspection with an estimated 120 inspections in FY 11-12 for a total of \$30,000.

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 210 new wells will be inspected in FY 11-12 for a total of \$90,000 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 "perks". Existing septic system inspections are \$125 and new system inspections are \$260.

Water Samples - Fees are charged for testing water for bacteriological or chemical components. Bacteriological samples are tested at \$25 each, radon air sample kits are \$20 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 11-12 total approximately \$19,300.

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 (\$157,000).

Emergency Services - The majority of revenues 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 \$575 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 11-12 at \$313,000, while Personal Health fees are estimated at \$725,000.

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 \$32,000 for FY 11-12, 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 \$87,000 for FY 11-12. Total Recreation and Parks revenues from fees are estimated at \$231,000.

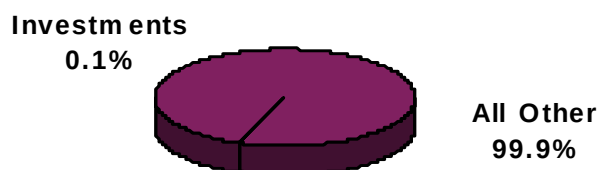
Register of Deeds - These are fees charged for items such as marriage licenses, birth and death certificates, excise stamps on land transfers, and various certified copies. Most of these fees are regulated by the State. Collections for register of deeds fees and excise stamps are estimated at \$688,000 and \$638,000, 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 \$14,600 for FY 11-12.

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 \$1,800,000.

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

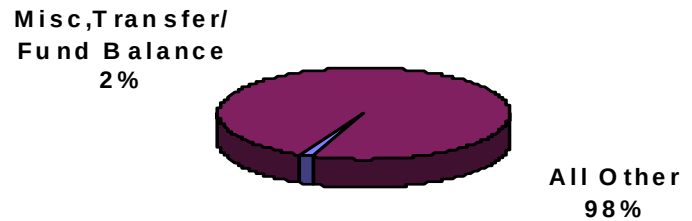
Miscellaneous - Revenues in this category include candidate filing fees and other Board of Election related charges along with charges to outside agencies for use of the County's telephone system and data processing.

Investment Income



Interest Income - The General Fund share of all interest earned on the County's investments is recorded in this category. Continued low interest rates have contributed to budgeting the same in this revenue source as in FY 2010-11.

Miscellaneous, Transfers and and Fund Balance



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

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

Appropriated Fund Balance - This represents an appropriation of fund balance for general operations. For FY 2011-12, \$1,131,417 is budgeted to be appropriated from fund balance. The General Fund balance is estimated to be approximately 16 percent of general fund expenditures.

Appropriations by Function

Summary - General Fund

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
Governing & Management						
Animal Services	\$ 1,654,229	\$ 1,640,081	\$ 1,582,234	\$ 1,580,135	\$ 1,646,816	\$ 1,642,191
Asset Management Services	\$ 7,343,346	\$ 7,012,833	\$ 6,496,280	\$ 5,645,728	\$ 6,985,044	\$ 6,406,574
Board of County Commissioners	\$ 587,603	\$ 551,813	\$ 509,228	\$ 510,081	\$ 516,966	\$ 598,091
County Attorney's Office	\$ 48,544	\$ 394,984	\$ 455,098	\$ 434,498	\$ 461,181	\$ 461,181
County Manager's Office	\$ 1,137,262	\$ 856,888	\$ 699,393	\$ 685,393	\$ 712,316	\$ 712,316
Financial Services	\$ 927,016	\$ 993,320	\$ 867,042	\$ 872,093	\$ 1,051,660	\$ 1,051,660
Human Resources	\$ 644,381	\$ 665,548	\$ 683,404	\$ 685,612	\$ 691,884	\$ 691,884
Non-Departmental	\$ 1,300,675	\$ 1,371,092	\$ 1,914,761	\$ 1,694,846	\$ 3,013,720	\$ 2,508,964
Governing & Management Total	\$ 13,643,057	\$ 13,486,560	\$ 13,207,440	\$ 12,108,386	\$ 15,079,587	\$ 14,072,861
General Services						
Board of Elections	\$ 602,052	\$ 527,976	\$ 462,028	\$ 443,516	\$ 693,394	\$ 693,394
Information Technologies	\$ 1,640,098	\$ 1,651,317	\$ 1,956,881	\$ 1,781,780	\$ 2,131,248	\$ 2,113,394
Non-Departmental	\$ 97,101	\$ 102,327	\$ 1,505,609	\$ 1,505,387	\$ 1,720,401	\$ 1,720,401
Register of Deeds	\$ 989,255	\$ 938,904	\$ 910,671	\$ 865,972	\$ 874,637	\$ 872,937
Solid Waste Department - Sanitation ¹	\$ 2,412,286	\$ 1,751,908	\$ 0	\$ 0	\$ 0	\$ 0
Tax Administration	\$ 2,132,212	\$ 2,134,058	\$ 2,191,383	\$ 2,091,165	\$ 2,354,785	\$ 2,306,941
General Services Total	\$ 7,873,003	\$ 7,106,490	\$ 7,026,572	\$ 6,687,820	\$ 7,774,465	\$ 7,707,067
Human Services						
Child Support Enforcement	\$ 900,365	\$ 886,633	\$ 908,355	\$ 896,900	\$ 962,273	\$ 949,273
Cooperative Extension	\$ 478,058	\$ 445,064	\$ 413,536	\$ 337,743	\$ 380,584	\$ 390,584
Department of Social Services	\$ 21,348,473	\$ 19,097,031	\$ 18,540,035	\$ 17,896,885	\$ 18,345,443	\$ 18,565,213
Department on Aging	\$ 1,468,394	\$ 1,670,748	\$ 1,398,611	\$ 1,486,987	\$ 1,424,122	\$ 1,418,352
Health Department	\$ 6,923,180	\$ 7,067,751	\$ 7,061,798	\$ 7,067,332	\$ 7,333,481	\$ 7,207,231
Housing & Community Development ²	\$ 346,320	\$ 307,948	\$ 284,404	\$ 268,381	\$ 282,673	\$ 282,673
Non-Departmental	\$ 1,922,034	\$ 1,781,108	\$ 1,686,808	\$ 1,676,808	\$ 1,892,583	\$ 1,596,532
Orange Public Transportation	\$ 1,037,244	\$ 1,151,654	\$ 741,238	\$ 993,544	\$ 745,085	\$ 745,085
Orange-Person-Chatham Area Program	\$ 1,372,338	\$ 1,372,352	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973
Human Services Total	\$ 35,796,408	\$ 33,780,287	\$ 32,405,758	\$ 31,995,553	\$ 32,737,217	\$ 32,525,916
Community & Environment						
DEAPR ³	\$ 2,744,809	\$ 2,799,836	\$ 2,935,581	\$ 2,891,952	\$ 2,880,721	\$ 2,867,721
Economic Development	\$ 287,090	\$ 344,923	\$ 356,351	\$ 407,498	\$ 364,528	\$ 377,137
Non-Departmental	\$ 76,866	\$ 101,528	\$ 101,913	\$ 95,511	\$ 85,141	\$ 107,141
Planning & Inspections	\$ 2,681,684	\$ 2,675,014	\$ 2,498,624	\$ 2,473,289	\$ 2,514,942	\$ 2,449,942
Community & Environment Total	\$ 5,790,450	\$ 5,921,301	\$ 5,892,469	\$ 5,868,250	\$ 5,845,332	\$ 5,801,941

Appropriations by Function

Summary - General Fund

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
Culture & Recreation						
Arts Commission ⁴	\$ 130,265	\$ 123,281	\$ 0	\$ 0	\$ 0	\$ 0
Library & Recreation Municipal Support	\$ 375,141	\$ 375,141	\$ 393,238	\$ 393,238	\$ 393,905	\$ 393,905
Library Services	\$ 1,103,541	\$ 1,453,622	\$ 1,414,702	\$ 1,455,059	\$ 1,899,769	\$ 1,633,269
Non-Departmental	\$ 103,212	\$ 86,544	\$ 88,640	\$ 88,640	\$ 114,443	\$ 191,929
Culture & Recreation Total	\$ 1,712,158	\$ 2,038,588	\$ 1,896,580	\$ 1,936,937	\$ 2,408,117	\$ 2,219,103
Public Safety						
Courts	\$ 194,240	\$ 174,390	\$ 178,700	\$ 154,650	\$ 83,786	\$ 83,786
Emergency Services	\$ 6,342,015	\$ 6,034,048	\$ 6,638,295	\$ 7,257,603	\$ 8,600,735	\$ 7,914,092
Non-Departmental	\$ 317,451	\$ 356,221	\$ 380,654	\$ 380,654	\$ 361,050	\$ 428,050
Sheriff	\$ 9,943,897	\$ 10,091,007	\$ 11,000,461	\$ 11,012,073	\$ 11,476,673	\$ 11,271,451
Public Safety Total	\$ 16,797,602	\$ 16,655,666	\$ 18,198,110	\$ 18,804,980	\$ 20,522,244	\$ 19,697,379
Education						
Current Expenses	\$ 60,582,479	\$ 58,508,208	\$ 59,371,992	\$ 59,371,992	\$ 59,638,248	\$ 59,375,382
Fair Funding	\$ 988,000	\$ 988,000	\$ 988,000	\$ 988,000	\$ 988,000	\$ 988,000
Other Related County Support	\$ 581,601	\$ 552,521	\$ 552,521	\$ 552,521	\$ 600,521	\$ 576,521
Recurring Capital	\$ 2,570,635	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
Education Total	\$ 64,722,715	\$ 63,048,729	\$ 63,912,513	\$ 63,912,513	\$ 64,226,769	\$ 63,939,903
Non-Departmental						
Debt Service	\$ 26,208,664	\$ 25,814,979	\$ 28,632,445	\$ 28,632,445	\$ 27,355,654	\$ 28,018,850
Transfers to Other Funds	\$ 11,939,090	\$ 11,115,066	\$ 4,142,033	\$ 6,722,597	\$ 5,585,871	\$ 4,194,502
Non-Departmental Total	\$ 38,147,754	\$ 36,930,045	\$ 32,774,478	\$ 35,355,042	\$ 32,941,525	\$ 32,213,352
Total Expenditures	\$ 184,483,148	\$ 178,967,666	\$ 175,313,920	\$ 176,669,481	\$ 181,535,256	\$ 178,177,522

(1) The Sanitation Division moved to the Solid Waste Fund, effective July 1, 2010. The General Fund will pay for the division's net county costs for operating expenses. These funds are budgeted in the General Services Non-Departmental line items.

(2) Human Rights and Relations merged with Housing and Community Development, in March 2010.

(3) Department of Environment, Agriculture, Parks and Recreation.

(4) The Arts Commission was transferred to the Visitors Bureau Fund, effective July 1, 2010. The Visitors Bureau revenue will cover the commission's division expenses.

Governing and Management

Summary

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Department (General Fund)						
Animal Services	\$ 1,654,229	\$ 1,640,081	\$ 1,582,234	\$ 1,580,135	\$ 1,646,816	\$ 1,642,191
Asset Mgmt and Purchasing Serv	\$ 7,343,346	\$ 7,012,833	\$ 6,496,280	\$ 5,645,728	\$ 6,985,044	\$ 6,406,574
Board of County Commissioners	\$ 587,603	\$ 551,813	\$ 509,228	\$ 510,081	\$ 516,966	\$ 598,091
County Attorney's Office	\$ 48,544	\$ 394,984	\$ 455,098	\$ 434,498	\$ 461,181	\$ 461,181
County Manager's Office	\$ 1,137,262	\$ 856,888	\$ 699,393	\$ 685,393	\$ 712,316	\$ 712,316
Financial Services	\$ 927,016	\$ 993,320	\$ 867,042	\$ 872,093	\$ 1,051,660	\$ 1,051,660
Human Resources	\$ 644,381	\$ 665,548	\$ 683,404	\$ 685,612	\$ 691,884	\$ 691,884
Non-Departmental	\$ 1,300,675	\$ 1,371,092	\$ 1,914,761	\$ 1,694,846	\$ 3,013,720	\$ 2,508,964
Total Function Expenditures	\$ 13,643,057	\$ 13,486,560	\$ 13,207,440	\$ 12,108,386	\$ 15,079,587	\$ 14,072,861
Offsetting Revenue	(\$ 998,340)	(\$ 889,678)	(\$ 1,023,717)	(\$ 894,145)	(\$ 865,722)	(\$ 865,722)
County Costs (net)	\$ 12,644,717	\$ 12,596,882	\$ 12,183,723	\$ 11,214,241	\$ 14,213,865	\$ 13,207,139
Spay/Neuter Fund						
Animal Services	\$ 0	\$ 49,529	\$ 33,500	\$ 40,500	\$ 46,000	\$ 46,000
Total Expenditures	\$ 0	\$ 49,529	\$ 33,500	\$ 40,500	\$ 46,000	\$ 46,000
Offsetting Revenue	\$ 0	(\$ 52,512)	(\$ 33,500)	(\$ 37,300)	(\$ 46,000)	(\$ 46,000)
Costs (net)	\$ 0	(\$ 2,983)	\$ 0	\$ 3,200	\$ 0	\$ 0
Total Governing and Management and Related Expenditures						
	\$ 13,643,057	\$ 13,536,089	\$ 13,240,940	\$ 12,148,886	\$ 15,125,587	\$ 14,118,861

General Services

Summary

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Department (General Fund)						
Board of Elections	\$ 602,052	\$ 527,976	\$ 462,028	\$ 443,516	\$ 693,394	\$ 693,394
Information Technologies	\$ 1,640,098	\$ 1,651,317	\$ 1,956,881	\$ 1,781,780	\$ 2,131,248	\$ 2,113,394
Non-Departmental	\$ 97,101	\$ 102,327	\$ 1,505,609	\$ 1,505,387	\$ 1,720,401	\$ 1,720,401
Register of Deeds	\$ 989,255	\$ 938,904	\$ 910,671	\$ 865,972	\$ 874,637	\$ 872,937
Solid Waste Department	\$ 2,412,286	\$ 1,751,908	\$ 0	\$ 0	\$ 0	\$ 0
Tax Administration	\$ 2,132,212	\$ 2,134,058	\$ 2,191,383	\$ 2,091,165	\$ 2,354,785	\$ 2,306,941
Total Function Expenditures	\$ 7,873,003	\$ 7,106,490	\$ 7,026,572	\$ 6,687,820	\$ 7,774,465	\$ 7,707,067
Offsetting Revenue	(\$ 1,496,432)	(\$ 1,690,914)	(\$ 1,609,007)	(\$ 1,685,486)	(\$ 1,663,215)	(\$ 1,663,215)
County Costs (net)	\$ 6,376,571	\$ 5,415,575	\$ 5,417,565	\$ 5,002,334	\$ 6,111,250	\$ 6,043,852
Other Related Programs (Revaluation Fund)						
Tax Administration	\$ 159,789	\$ 155,792	\$ 131,349	\$ 89,262	\$ 300,365	\$ 220,365
Total Expenditures	\$ 159,789	\$ 155,792	\$ 131,349	\$ 89,262	\$ 300,365	\$ 220,365
Offsetting Revenue	(\$ 597)	(\$ 98)	(\$ 46,349)	\$ 0	(\$ 35,365)	(\$ 35,365)
County Costs (net)	\$ 159,192	\$ 155,693	\$ 85,000	\$ 89,262	\$ 265,000	\$ 185,000
Solid Waste Fund						
Solid Waste Department	\$ 10,319,235	\$ 11,266,159	\$ 10,018,373	\$ 9,807,871	\$ 11,201,929	\$ 12,354,507
Total Expenditures	\$ 10,319,235	\$ 11,266,159	\$ 10,018,373	\$ 9,807,871	\$ 11,201,929	\$ 12,354,507
Offsetting Revenue	(\$ 8,603,303)	(\$ 8,718,575)	(\$ 10,018,373)	(\$ 9,890,576)	(\$ 11,201,929)	(\$ 12,354,507)
County Costs (net)	\$ 1,715,932	\$ 2,547,584	\$ 0	(\$ 82,705)	\$ 0	\$ 0
Other Related Programs (Efland Sewer Fund)						
Planning and Inspections	\$ 177,126	\$ 212,475	\$ 214,950	\$ 220,300	\$ 230,500	\$ 230,500
Total Expenditures	\$ 177,126	\$ 212,475	\$ 214,950	\$ 220,300	\$ 230,500	\$ 230,500
Offsetting Revenue	(\$ 65,977)	(\$ 89,264)	(\$ 119,000)	(\$ 124,000)	(\$ 142,000)	(\$ 142,000)
County Costs (net)	\$ 111,149	\$ 123,211	\$ 95,950	\$ 96,300	\$ 88,500	\$ 88,500
Total General Services and Related Expenditures	\$ 18,529,154	\$ 18,740,915	\$ 17,391,244	\$ 16,805,253	\$ 19,507,259	\$ 20,512,439

Human Services

Summary

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Department (General Fund)						
Child Support Enforcement	\$ 900,365	\$ 886,633	\$ 908,355	\$ 896,900	\$ 962,273	\$ 949,273
Cooperative Extension	\$ 478,058	\$ 445,064	\$ 413,536	\$ 337,743	\$ 380,584	\$ 390,584
Department of Social Services	\$ 21,348,473	\$ 19,097,031	\$ 18,540,035	\$ 17,896,885	\$ 18,345,443	\$ 18,565,213
Department on Aging	\$ 1,468,394	\$ 1,670,748	\$ 1,398,611	\$ 1,486,987	\$ 1,424,122	\$ 1,418,352
Health Department	\$ 6,923,180	\$ 7,067,751	\$ 7,061,798	\$ 7,067,332	\$ 7,333,481	\$ 7,207,231
Housing and Community Develop	\$ 346,320	\$ 307,948	\$ 284,404	\$ 268,381	\$ 282,673	\$ 282,673
Non-Departmental	\$ 1,922,034	\$ 1,781,108	\$ 1,686,808	\$ 1,676,808	\$ 1,892,583	\$ 1,596,532
Orange Public Transportation	\$ 1,037,244	\$ 1,151,654	\$ 741,238	\$ 993,544	\$ 745,085	\$ 745,085
Orange-Person-Chatham Area Pr	\$ 1,372,338	\$ 1,372,352	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973
Total Function Expenditures	\$ 35,796,408	\$ 33,780,287	\$ 32,405,758	\$ 31,995,553	\$ 32,737,217	\$ 32,525,916
Offsetting Revenue	(\$ 17,016,418)	(\$ 18,144,305)	(\$ 16,570,501)	(\$ 16,530,233)	(\$ 16,426,764)	(\$ 16,450,399)
County Costs (net)	\$ 18,779,990	\$ 15,635,983	\$ 15,835,257	\$ 15,465,320	\$ 16,310,453	\$ 16,075,517

Other Related Programs (Grant Fund)

Department of Social Services	\$ 243,160	\$ 216,164	\$ 222,447	\$ 234,090	\$ 216,845	\$ 216,845
Department on Aging	\$ 147,765	\$ 145,065	\$ 97,079	\$ 153,437	\$ 98,604	\$ 98,604
Health Department	\$ 199,299	\$ 225,463	\$ 227,991	\$ 222,576	\$ 221,900	\$ 221,900
Total Expenditures	\$ 590,224	\$ 586,693	\$ 547,517	\$ 610,102	\$ 537,349	\$ 537,349
Offsetting Revenue	(\$ 527,797)	(\$ 528,847)	(\$ 477,828)	(\$ 558,733)	(\$ 450,635)	(\$ 466,135)
County Costs (net)	\$ 62,427	\$ 57,846	\$ 69,689	\$ 51,369	\$ 86,714	\$ 71,214

Housing and Community Development Fund

Housing and Community Develop	\$ 4,276,116	\$ 4,422,240	\$ 4,683,449	\$ 4,418,303	\$ 4,685,180	\$ 4,685,180
Total Expenditures	\$ 4,276,116	\$ 4,422,240	\$ 4,683,449	\$ 4,418,303	\$ 4,685,180	\$ 4,685,180
Offsetting Revenue	(\$ 4,106,369)	(\$ 4,352,164)	(\$ 4,683,449)	(\$ 4,333,037)	(\$ 4,598,183)	(\$ 4,598,183)
County Costs (net)	\$ 169,748	\$ 70,077	\$ 0	\$ 85,266	\$ 86,997	\$ 86,997

Total Human Services and Related Expenditures

	\$ 40,662,748	\$ 38,789,221	\$ 37,636,724	\$ 37,023,958	\$ 37,959,746	\$ 37,748,445

Culture and Recreation

Summary

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Department (General Fund)						
Arts Commission	\$ 130,265	\$ 123,281	\$ 0	\$ 0	\$ 0	\$ 0
Library and Recreation Municipal	\$ 375,141	\$ 375,141	\$ 393,238	\$ 393,238	\$ 393,905	\$ 393,905
Library Services	\$ 1,103,541	\$ 1,453,622	\$ 1,414,702	\$ 1,455,059	\$ 1,899,769	\$ 1,633,269
Non-Departmental	\$ 103,212	\$ 86,544	\$ 88,640	\$ 88,640	\$ 114,443	\$ 191,929
Total Function Expenditures	\$ 1,712,158	\$ 2,038,588	\$ 1,896,580	\$ 1,936,937	\$ 2,408,117	\$ 2,219,103
<i>Offsetting Revenue</i>	<i>(\$ 207,907)</i>	<i>(\$ 215,607)</i>	<i>(\$ 162,540)</i>	<i>(\$ 194,752)</i>	<i>(\$ 142,166)</i>	<i>(\$ 142,166)</i>
County Costs (net)	\$ 1,504,251	\$ 1,822,982	\$ 1,734,040	\$ 1,742,185	\$ 2,265,951	\$ 2,076,937
Total Culture and Recreation and Related Expenditures						
	\$ 1,712,158	\$ 2,038,588	\$ 1,896,580	\$ 1,936,937	\$ 2,408,117	\$ 2,219,103

Community and Environment

Summary

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Department (General Fund)						
DEAPR	\$ 2,744,809	\$ 2,799,836	\$ 2,935,581	\$ 2,891,952	\$ 2,880,721	\$ 2,867,721
Economic Development	\$ 287,090	\$ 344,923	\$ 356,351	\$ 407,498	\$ 364,528	\$ 377,137
Non-Departmental	\$ 76,866	\$ 101,528	\$ 101,913	\$ 95,511	\$ 85,141	\$ 107,141
Planning and Inspections	\$ 2,681,684	\$ 2,675,014	\$ 2,498,624	\$ 2,473,289	\$ 2,514,942	\$ 2,449,942
Total Function Expenditures	\$ 5,790,450	\$ 5,921,301	\$ 5,892,469	\$ 5,868,250	\$ 5,845,332	\$ 5,801,941
<i>Offsetting Revenue</i>	<i>(\$ 1,212,337)</i>	<i>(\$ 1,033,560)</i>	<i>(\$ 1,210,473)</i>	<i>(\$ 1,154,080)</i>	<i>(\$ 1,144,184)</i>	<i>(\$ 1,144,184)</i>
County Costs (net)	\$ 4,578,113	\$ 4,887,741	\$ 4,681,996	\$ 4,714,170	\$ 4,701,148	\$ 4,657,757

Visitors Bureau Fund

Visitors Bureau	\$ 1,114,354	\$ 949,911	\$ 975,555	\$ 1,239,084	\$ 1,111,613	\$ 1,078,005
Total Expenditures	\$ 1,114,354	\$ 949,911	\$ 975,555	\$ 1,239,084	\$ 1,111,613	\$ 1,078,005
<i>Offsetting Revenue</i>	<i>(\$ 1,071,082)</i>	<i>(\$ 1,008,337)</i>	<i>(\$ 975,555)</i>	<i>(\$ 1,037,179)</i>	<i>(\$ 1,111,613)</i>	<i>(\$ 1,078,005)</i>
County Costs (net)	\$ 43,272	\$ 58,426	\$ 0	\$ 201,905	\$ 0	\$ 0

Total Community and Environment and Related Expenditures

	\$ 6,904,804	\$ 6,871,211	\$ 6,868,024	\$ 7,107,334	\$ 6,956,945	\$ 6,879,946

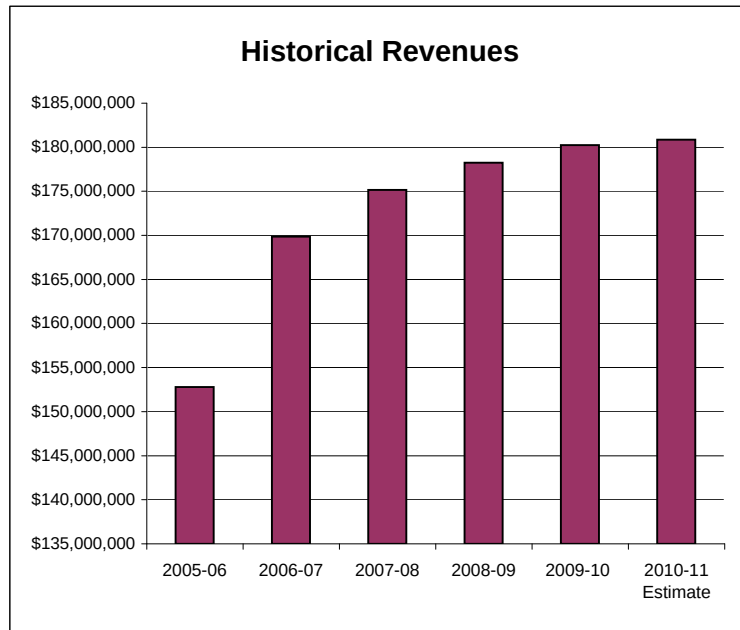
Public Safety

Summary

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Department (General Fund)						
Courts	\$ 194,240	\$ 174,390	\$ 178,700	\$ 154,650	\$ 83,786	\$ 83,786
Emergency Services	\$ 6,342,015	\$ 6,034,048	\$ 6,638,295	\$ 7,257,603	\$ 8,600,735	\$ 7,914,092
Non-Departmental	\$ 317,451	\$ 356,221	\$ 380,654	\$ 380,654	\$ 361,050	\$ 428,050
Sheriff	\$ 9,943,897	\$ 10,091,007	\$ 11,000,461	\$ 11,012,073	\$ 11,476,673	\$ 11,271,451
Total Function Expenditures	\$ 16,797,602	\$ 16,655,666	\$ 18,198,110	\$ 18,804,980	\$ 20,522,244	\$ 19,697,379
Offsetting Revenue	(\$ 5,267,447)	(\$ 5,297,942)	(\$ 5,003,048)	(\$ 5,374,076)	(\$ 4,924,431)	(\$ 4,924,431)
County Costs (net)	\$ 11,530,155	\$ 11,357,724	\$ 13,195,062	\$ 13,430,904	\$ 15,597,813	\$ 14,772,948
Emergency Telephone Fund						
Emergency Services	\$ 750,675	\$ 1,686,436	\$ 424,276	\$ 416,344	\$ 506,348	\$ 506,348
Total Expenditures	\$ 750,675	\$ 1,686,436	\$ 424,276	\$ 416,344	\$ 506,348	\$ 506,348
Offsetting Revenue	(\$ 659,799)	(\$ 658,184)	(\$ 424,276)	(\$ 657,050)	(\$ 605,739)	(\$ 506,348)
County Costs (net)	\$ 90,876	\$ 1,028,252	\$ 0	(\$ 240,706)	(\$ 99,391)	\$ 0
Total Public Safety and Related Expenditures	\$ 17,548,277	\$ 18,342,102	\$ 18,622,386	\$ 19,221,324	\$ 21,028,592	\$ 20,203,727

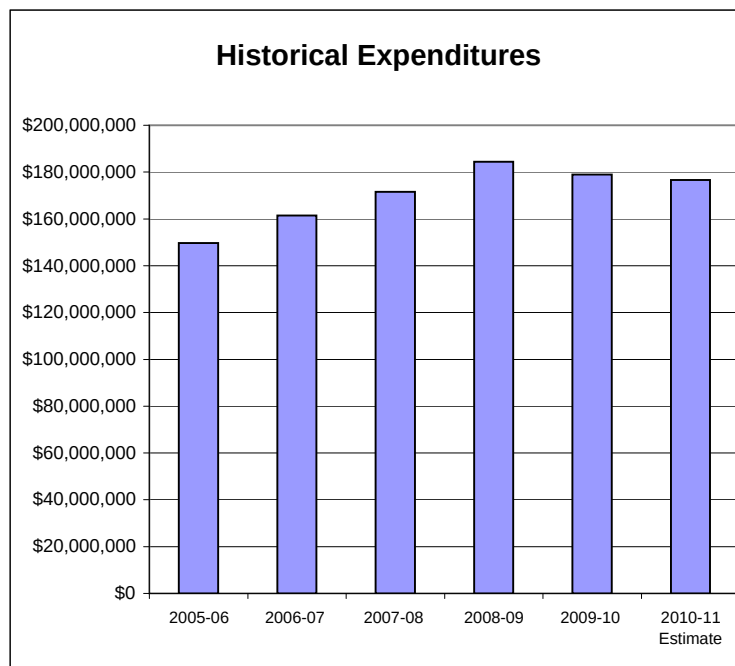
Historical Revenues

	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11 Estimate
Property Taxes	\$100,901,962	\$111,803,542	\$119,548,198	\$128,130,951	\$133,817,363	\$134,581,000
Sales Tax	\$21,176,361	\$22,192,867	\$22,495,928	\$18,146,543	\$15,616,483	\$14,980,800
Licenses and Permits	\$268,571	\$332,545	\$354,569	\$363,594	\$328,216	\$317,200
Intergovernmental	\$15,501,959	\$18,798,427	\$16,927,073	\$17,855,090	\$17,889,363	\$18,855,218
Charges for Services	\$10,380,766	\$10,743,557	\$10,137,748	\$9,601,317	\$9,688,644	\$9,605,848
Investment Earnings	\$1,209,164	\$1,803,382	\$1,582,133	\$592,004	\$88,207	\$86,000
Miscellaneous	\$495,514	\$511,215	\$699,894	\$1,454,559	\$242,793	\$760,658
Transfers from Other Funds	\$2,870,000	\$3,683,545	\$3,401,082	\$2,117,445	\$2,577,673	\$1,684,807
Appropriated Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$152,804,297	\$169,869,080	\$175,146,625	\$178,261,503	\$180,248,742	\$180,871,531



Historical Expenditures

	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11 Estimate
Governing & Management	\$7,073,018	\$7,766,506	\$12,837,885	\$13,643,057	\$13,486,560	\$12,108,386
General Services	\$9,549,688	\$9,949,028	\$6,070,327	\$7,873,003	\$7,106,490	\$6,687,820
Community & Environment	\$3,345,826	\$3,696,152	\$5,590,907	\$5,790,450	\$5,921,301	\$5,868,250
Human Services	\$31,825,581	\$33,766,150	\$35,052,290	\$35,796,408	\$33,780,287	\$31,995,553
Public Safety	\$14,243,853	\$15,068,194	\$16,405,062	\$16,797,602	\$16,655,666	\$18,804,980
Culture & Recreation	\$3,025,126	\$3,286,189	\$1,571,814	\$1,712,158	\$2,038,588	\$1,936,937
Education	\$52,271,554	\$56,993,744	\$60,385,461	\$64,722,715	\$63,048,729	\$63,912,513
Non-Departmental	\$28,290,933	\$30,930,554	\$33,590,190	\$38,147,754	\$36,930,045	\$35,355,042
Total Expenditures	\$149,625,579	\$161,456,517	\$171,503,936	\$184,483,147	\$178,967,666	\$176,669,481



General Fund Expenditures

Percentage Change Year to Year

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	Year To Year Change	2010-11 Original Budget	Year to Year Change	2011-12 Commissioner Approved	Year to Year Change
Governing & Management							
Board of County Commissioners	\$587,603	\$551,813	-6.09%	\$509,228	-7.72%	\$598,091	17.45%
County Attorney's Office	\$48,544	\$394,984	0.00%	\$455,098	0.00%	\$461,181	1.34%
County Manager	\$1,137,262	\$856,888	-24.65%	\$699,393	-18.38%	\$712,316	1.85%
Animal Services	\$1,654,229	\$1,640,081	-0.86%	\$1,582,234	-3.53%	\$1,642,191	3.79%
Financial Services	\$927,016	\$993,320	7.15%	\$867,042	-12.71%	\$1,051,660	21.29%
Asset Management Services	\$7,343,346	\$7,012,833	-4.50%	\$6,496,280	-7.37%	\$6,406,574	-1.38%
Human Resources	\$644,381	\$665,548	3.28%	\$683,404	2.68%	\$691,884	1.24%
Non-Departmental	\$1,300,675	\$1,371,092	5.41%	\$1,914,761	39.65%	\$2,508,964	31.03%
Total Governing & Management	\$13,643,056	\$13,486,559	-1.15%	\$13,207,440	-2.07%	\$14,072,861	6.55%

General Services							
Board of Elections	\$602,052	\$527,976	-12.30%	\$462,028	-12.49%	\$693,394	50.08%
Information Technology	\$1,640,098	\$1,651,317	0.68%	\$1,956,881	18.50%	\$2,113,394	8.00%
Register of Deeds	\$989,255	\$938,904	-5.09%	\$910,671	-3.01%	\$872,937	-4.14%
Tax Administration	\$2,132,212	\$2,134,058	0.09%	\$2,191,383	2.69%	\$2,306,941	5.27%
Sanitation	\$2,412,286	\$1,751,908	-27.38%	\$0	-100.00%	\$0	0.00%
Non-Departmental	\$97,101	\$102,327	5.38%	\$1,505,609	1371.37%	\$1,720,401	14.27%
Total General Services	\$7,873,004	\$7,106,490	-9.74%	\$7,026,572	-1.12%	\$7,707,067	9.68%

Community & Environment							
Economic Development	\$287,090	\$344,923	20.14%	\$356,351	3.31%	\$377,137	5.83%
DEAPR	\$2,744,809	\$2,799,836	2.00%	\$2,935,581	4.85%	\$2,867,721	-2.31%
Planning	\$2,681,684	\$2,675,014	-0.25%	\$2,498,624	-6.59%	\$2,449,942	-1.95%
Non-Departmental	\$76,866	\$101,528	32.08%	\$101,913	0.38%	\$107,141	5.13%
Total Community & Environment	\$5,790,449	\$5,921,301	2.26%	\$5,892,469	-0.49%	\$5,801,941	-1.54%

Human Services							
Social Services	\$21,348,473	\$19,097,031	-10.55%	\$18,540,035	-2.92%	\$18,565,213	0.14%
Health	\$6,923,180	\$7,067,751	2.09%	\$7,061,798	-0.08%	\$7,207,231	2.06%
Cooperative Extension	\$478,058	\$445,064	-6.90%	\$413,536	-7.08%	\$390,584	-5.55%
Department on Aging	\$1,468,394	\$1,670,748	13.78%	\$1,398,611	-16.29%	\$1,418,352	1.41%
Orange Public Transportation	\$1,037,244	\$1,151,654	11.03%	\$741,238	-35.64%	\$745,085	0.52%
Human Rights and Relations	\$346,320	\$307,948	-11.08%	\$284,404	-7.65%	\$282,673	-0.61%
Child Support	\$900,365	\$886,633	-1.53%	\$908,355	2.45%	\$949,273	4.50%
Mental Health	\$1,372,338	\$1,372,352	0.00%	\$1,370,973	-0.10%	\$1,370,973	0.00%
Non-Departmental	\$1,922,035	\$1,781,108	-7.33%	\$1,686,808	-5.29%	\$1,596,532	-5.35%
Total Human Services	\$35,796,407	\$33,780,289	-5.63%	\$32,405,758	-4.07%	\$32,525,916	0.37%

General Fund Expenditures

Percentage Change Year to Year

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	Year To Year Change	2010-11 Original Budget	Year to Year Change	2011-12 Commissioner Approved	Year to Year Change
Public Safety							
Sheriff	\$9,943,897	\$10,091,007	1.48%	\$11,000,461	9.01%	\$11,271,451	2.46%
Emergency Management Services	\$6,342,015	\$6,034,048	-4.86%	\$6,638,295	10.01%	\$7,914,092	19.22%
Courts	\$194,240	\$174,390	-10.22%	\$178,700	2.47%	\$83,786	-53.11%
Non-Departmental	\$317,451	\$356,221	12.21%	\$380,654	6.86%	\$428,050	12.45%
Total Public Safety	\$16,797,603	\$16,655,666	-0.84%	\$18,198,110	9.26%	\$19,697,379	8.24%
Culture & Recreation							
Library Services	\$1,103,541	\$1,453,622	31.72%	\$1,414,702	-2.68%	\$1,633,269	15.45%
Arts Commission	\$130,265	\$123,281	-5.36%	\$0	-100.00%	\$0	0.00%
Other Municipal Support	\$375,141	\$375,141	0.00%	\$393,238	4.82%	\$393,905	0.17%
Non-Departmental	\$103,212	\$86,544	-16.15%	\$88,640	2.42%	\$191,929	116.53%
Total Culture & Recreation	\$1,712,159	\$2,038,588	19.07%	\$1,896,580	-6.97%	\$2,219,103	17.01%
Education							
Current Expense	\$60,582,479	\$58,508,208	-3.42%	\$59,371,992	1.48%	\$59,375,382	0.01%
Non-Departmental	\$988,000	\$988,000	0.00%	\$988,000	0.00%	\$988,000	0.00%
Other Related County Support	\$581,601	\$552,521	0.00%	\$552,521	0.00%	\$576,521	4.34%
Recurring Capital	\$2,570,635	\$3,000,000	16.70%	\$3,000,000	0.00%	\$3,000,000	0.00%
Total Education	\$64,722,715	\$63,048,729	-2.59%	\$63,912,513	1.37%	\$63,939,903	0.04%
Non-Departmental							
Debt Service	\$26,208,664	\$25,814,979	-1.50%	\$28,632,445	10.91%	\$28,018,850	-2.14%
Transfers to Other Funds	\$11,939,090	\$11,115,066	-6.90%	\$4,142,033	-62.73%	\$4,194,502	1.27%
Total Non-Departmental	\$38,147,754	\$36,930,045	-3.19%	\$32,774,478	-11.25%	\$32,213,352	-1.71%
Total Expenditures	\$184,483,147	\$178,967,667	-2.99%	\$175,313,920	-4.97%	\$178,177,522	1.63%

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. Unassigned/Undesignated fund balance in the General Fund at year-end is expected to be approximately \$27.9 million or about 15.8 percent of estimated fiscal year 2010-11 expenditures. This percentage level surpasses the 8 percent minimum guideline recommended by the State of North Carolina Local Government Commission (LGC). Unassigned/Undesignated fund balance as a percentage of the fiscal year 2011-12 budgeted General Fund Expenditures is anticipated to be about 15.7 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, 2010	31,442,042	5,856,517
Revenues (FY 2010-11 Year End Estimates)		
Taxes	\$ 149,940,994	\$ 4,495,136
Licenses and Permits	1,096,029	0
Intergovernmental	20,021,242	7,449,990
Charges for Services	8,326,833	602,296
Investment Earnings	69,164	7,243
Impact Fees	0	1,461,956
Operating Transfers In	1,339,227	865,964
Miscellaneous	1,254,360	56,172
Total Revenues	182,047,849	14,938,757
Expenditures By Function (FY 2010-11 Year-End Estimates)		
Governing and Management	11,626,204	35,952
General Services	6,707,714	1,003,278
Human Services	32,463,367	6,703,142
Culture and Recreation	1,944,451	656,600
Community and Environment	5,701,360	895,675
Public Safety	18,658,983	4,177,876
Education		
Current Expense	59,909,513	0
Fair Funding	988,000	0
Recurring Capital	3,015,000	0
School Related Debt Service	18,182,682	0
School Capital Reserve Fund	0	0
<i>Total Education</i>	<i>82,095,195</i>	<i>0</i>
County Related Debt Service	10,442,967	0
Operating and Residual Transfers Out	6,844,139	2,800,921
Total Expenditures	176,484,380	16,273,444
Excess of Revenues Over Expenditures	5,563,469	(1,334,687)
Ending Balance, 6/30/2011 (Estimated)	\$ 37,005,511	\$ 4,521,830
Less:		
Fund Balance Restricted/Reserved ⁽¹⁾	(7,929,384)	(4,521,830)
Fund Balance Committed/Designated for Subsequent Year ⁽²⁾	(1,131,417)	0
Unassigned/Undesignated Fund Balance	\$ 27,944,710	0
Fund Balance as a Percent of FY 2010-11 Expenditures	15.83%	0.00%
Fund Balance as a Percent of FY 2011-12 Budget	15.68%	0.00%

⁽¹⁾ This represents the amounts of reserve for 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

	FY 2010-11 Commissioner Approved	FY 2011-12 Commissioner Approved	% Change
Assessed Valuation of Real, Personal and Corporate Excess	\$14,718,509,234	\$14,893,144,474	1.2%
Assessed Valuation of Motor Vehicles	<u>\$816,406,515</u>	<u>\$787,952,388</u>	-3.5%
Total Assessed Valuation	\$15,534,915,749	\$15,681,096,862	0.9%
Ad Valorem Tax Rate per \$100 of Assessed Valuation	0.8580	0.8580	
General Fund Levy	\$133,289,577	\$134,543,811	0.9%
Collection Rate (excluding motor vehicles)	98.00%	98.00%	
Collection Rate (motor vehicles only)	97.00%	97.00%	
Property Tax Collections (Real, Personal, Corporate Excess)	\$123,759,113	\$125,227,516	1.2%
Property Tax Collections (motor vehicles only)	\$6,794,625	\$6,557,813	-3.5%

1 Cent on the Tax Rate Equals:	\$1,521,612	\$1,535,967	0.9%

Totals may be slightly off due to rounding.

Appropriations by County Department

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

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
Animal Services	\$ 1,654,229	\$ 1,640,081	\$ 1,582,234	\$ 1,580,135	\$ 1,646,816	\$ 1,642,191
Arts Commission	\$ 130,265	\$ 123,281	\$ 0	\$ 0	\$ 0	\$ 0
Asset Management Services	\$ 7,343,346	\$ 7,012,833	\$ 6,496,280	\$ 5,645,728	\$ 6,985,044	\$ 6,406,574
Board of County Commissioners	\$ 587,603	\$ 551,813	\$ 509,228	\$ 510,081	\$ 516,966	\$ 598,091
Board of Elections	\$ 602,052	\$ 527,976	\$ 462,028	\$ 443,516	\$ 693,394	\$ 693,394
Child Support Enforcement	\$ 900,365	\$ 886,633	\$ 908,355	\$ 896,900	\$ 962,273	\$ 949,273
Cooperative Extension	\$ 478,058	\$ 445,064	\$ 413,536	\$ 337,743	\$ 380,584	\$ 390,584
County Attorney's Office	\$ 48,544	\$ 394,984	\$ 455,098	\$ 434,498	\$ 461,181	\$ 461,181
County Manager's Office	\$ 1,137,262	\$ 856,888	\$ 699,393	\$ 685,393	\$ 712,316	\$ 712,316
Courts	\$ 194,240	\$ 174,390	\$ 178,700	\$ 154,650	\$ 83,786	\$ 83,786
DEAPR	\$ 2,744,809	\$ 2,799,836	\$ 2,935,581	\$ 2,891,952	\$ 2,880,721	\$ 2,867,721
Department of Social Services	\$ 21,348,473	\$ 19,097,031	\$ 18,540,035	\$ 17,896,885	\$ 18,345,443	\$ 18,565,213
Department on Aging	\$ 1,468,394	\$ 1,670,748	\$ 1,398,611	\$ 1,486,987	\$ 1,424,122	\$ 1,418,352
Economic Development	\$ 287,090	\$ 344,923	\$ 356,351	\$ 407,498	\$ 364,528	\$ 377,137
Efland Sewer Fund	\$ 177,126	\$ 212,475	\$ 214,950	\$ 220,300	\$ 230,500	\$ 230,500
Emergency Services	\$ 7,092,690	\$ 7,720,485	\$ 7,062,571	\$ 7,673,947	\$ 9,107,083	\$ 8,420,440
Financial Services	\$ 927,016	\$ 993,320	\$ 867,042	\$ 872,093	\$ 1,051,660	\$ 1,051,660
Health Department	\$ 6,923,180	\$ 7,067,751	\$ 7,061,798	\$ 7,067,332	\$ 7,333,481	\$ 7,207,231
Housing and Community Develop	\$ 4,622,436	\$ 4,730,188	\$ 4,967,853	\$ 4,686,684	\$ 4,967,853	\$ 4,967,853
Human Resources	\$ 644,381	\$ 665,548	\$ 683,404	\$ 685,612	\$ 691,884	\$ 691,884
Information Technologies	\$ 1,640,098	\$ 1,651,317	\$ 1,956,881	\$ 1,781,780	\$ 2,131,248	\$ 2,113,394
Library Services	\$ 1,103,541	\$ 1,453,622	\$ 1,414,702	\$ 1,455,059	\$ 1,899,769	\$ 1,633,269
Orange Public Transportation	\$ 1,037,244	\$ 1,151,654	\$ 741,238	\$ 993,544	\$ 745,085	\$ 745,085
Orange-Person-Chatham Area Pr	\$ 1,372,338	\$ 1,372,352	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973
Planning and Inspections	\$ 2,681,684	\$ 2,675,014	\$ 2,498,624	\$ 2,473,289	\$ 2,514,942	\$ 2,449,942
Register of Deeds	\$ 989,255	\$ 938,904	\$ 910,671	\$ 865,972	\$ 874,637	\$ 872,937
Sanitation	\$ 2,412,286	\$ 1,751,908	\$ 0	\$ 0	\$ 0	\$ 0
Sheriff	\$ 9,943,897	\$ 10,091,007	\$ 11,000,461	\$ 11,012,073	\$ 11,476,673	\$ 11,271,451
Solid Waste Department	\$ 10,319,235	\$ 11,266,159	\$ 10,018,373	\$ 9,807,871	\$ 11,201,929	\$ 12,354,507
Tax Administration	\$ 2,292,001	\$ 2,289,850	\$ 2,322,732	\$ 2,180,427	\$ 2,655,150	\$ 2,527,306
Visitors Bureau Fund	\$ 1,114,354	\$ 949,911	\$ 975,555	\$ 1,239,084	\$ 1,111,613	\$ 1,078,005
Total Expenditures	94,217,496	93,507,944	89,003,258	87,758,005	94,821,654	94,152,250

Department on Aging

Phone Number: (919) 245-2000

Website: <http://www.co.orange.nc.us/aging/index.asp>

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Category (General Fund)						Account: 4300
Personnel Services	\$ 1,083,927	\$ 1,157,356	\$ 1,052,364	\$ 1,013,445	\$ 1,021,335	\$ 1,021,335
Operations	\$ 384,467	\$ 501,132	\$ 346,247	\$ 470,042	\$ 402,787	\$ 397,017
Capital Outlay	\$ 0	\$ 12,260	\$ 0	\$ 3,500	\$ 0	\$ 0
Total Expenditures	\$ 1,468,394	\$ 1,670,748	\$ 1,398,611	\$ 1,486,987	\$ 1,424,122	\$ 1,418,352
Offsetting Revenues	\$ (518,080)	\$ (727,118)	\$ (574,104)	\$ (749,743)	\$ (518,753)	\$ (518,753)
County Costs (net)	\$ 950,315	\$ 943,629	\$ 824,507	\$ 737,244	\$ 905,369	\$ 899,599
Other Related Programs (Grant Fund)						Account: 4303
Personnel Services	\$ 65,524	\$ 63,207	\$ 64,300	\$ 64,658	\$ 65,825	\$ 65,825
Operations	\$ 82,242	\$ 81,859	\$ 32,779	\$ 88,779	\$ 32,779	\$ 32,779
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 147,765	\$ 145,065	\$ 97,079	\$ 153,437	\$ 98,604	\$ 98,604
Offsetting Revenues	\$ (104,220)	\$ (108,559)	\$ (57,000)	\$ (119,553)	\$ (57,000)	\$ (57,000)
County Costs (net)	\$ 43,546	\$ 36,506	\$ 40,079	\$ 33,884	\$ 41,604	\$ 41,604
Total Department on Aging and Related Expenditures	\$ 1,616,160	\$ 1,815,813	\$ 1,495,690	\$ 1,640,424	\$ 1,522,726	\$ 1,516,956

Division Summary

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Manager Recommended
By Program (General Fund)						
Administration	\$ 238,222	\$ 257,201	\$ 189,463	\$ 192,745	\$ 266,821	\$ 266,821
Community-Based Services	\$ 565,041	\$ 739,154	\$ 651,546	\$ 747,199	\$ 718,125	\$ 712,355
Elder Care Program	\$ 492,347	\$ 483,828	\$ 386,847	\$ 353,049	\$ 264,281	\$ 264,281
Retired Senior Volunteer Program	\$ 172,784	\$ 190,564	\$ 170,755	\$ 193,994	\$ 174,895	\$ 174,895
Total Expenditures	\$ 1,468,394	\$ 1,670,748	\$ 1,398,611	\$ 1,486,987	\$ 1,424,122	\$ 1,418,352
Offsetting Revenue	\$ (518,080)	\$ (727,118)	\$ (574,104)	\$ (749,743)	\$ (518,753)	\$ (518,753)
County Costs (net)	\$ 950,315	\$ 943,629	\$ 824,507	\$ 737,244	\$ 905,369	\$ 899,599
Other Related Programs (Grant Fund)						
Senior Health Coordination	\$ 147,765	\$ 145,065	\$ 97,079	\$ 153,437	\$ 98,604	\$ 98,604
Total Expenditures	\$ 147,765	\$ 145,065	\$ 97,079	\$ 153,437	\$ 98,604	\$ 98,604
Offsetting Revenue	\$ (104,220)	\$ (108,559)	\$ (57,000)	\$ (119,553)	\$ (57,000)	\$ (57,000)
County Costs (net)	\$ 43,546	\$ 36,506	\$ 40,079	\$ 33,884	\$ 41,604	\$ 41,604
Total Expenditures	\$ 1,616,160	\$ 1,815,813	\$ 1,495,690	\$ 1,640,424	\$ 1,522,726	\$ 1,516,956

Mission Statement

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

Department on Aging – continued

Administration Division

Major Services

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

FY 2010-11 Outcomes

- Continued the Senior Lunch Program initiative, improving the quality and presentation of the food by going green and contracting with a local caterer.
- Generated 50% of Department's budget from non-County sources, equaling \$749,743 in outside revenues.
- Prepared and submitted the Master Aging Plan Annual Report for 2010 to the Board of County Commissioners on March 3, 2011.
- Hosted the 30th anniversary celebration of the Orange County Department on Aging and its Advisory Board on October 1 using private donations; produced a weekly public access television program on senior issues - "In Praise of Age".
- Made Department of Social Services more user-friendly for seniors by providing access to its services at the Orange County Senior Centers.
- Utilized funding from the Friends of the Seymour and Central Orange Senior Center organizations to provide staffing for evening and Saturday hours of operation.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Total offsetting revenues generated	\$518,080	\$727,118	\$574,104	\$749,743	\$518,753*

* Transfer of Home & Community Care Block Grant funds to DSS for partial funding of two social work positions assigned to the senior centers

FY 2011-12 Fiscal Year Objectives

- Continue to offset Department's operational expenses with non-county resources.
- Implement 2011 Master Aging Plan recommendations.

Department on Aging – continued

- Continue implementation for the National ADRC (Aging and Disabilities Resource Centers) initiative through the state funded Chatham-Orange Community Resource Connections "no wrong door" model.
- Develop Long Term Care Task Force to promote improvements in the quality of care in Orange County facilities.
- Prepare the 2012-2016 Master Aging Plan Update, with the initial report to be presented to the Board of County Commissioners in May 2012.

Budget Highlights

- The Senior Times newspaper's distribution costs were eliminated by establishing community distribution points instead of direct mailing the quarterly publication.
- Secured community sponsors for the RSVP Annual Recognition Luncheon that recognizes the value of the many hours of volunteer service donated by Orange County seniors.
- Established the Eldercare/Aging Transitions Division's Aging In Place service fund that allows staff the flexibility to arrange for services that meet the need of the at-risk older adult without the restriction of federal regulation.
- Includes the transfer of .25 FTE of the Aging Director and .25 FTE of the Senior Citizens Program Administrator positions from Orange Public Transportation's budget to the Department on Aging in FY 2011-12.

Community Based Center Services Division

Major Services- Senior Center Operations

- Operate two senior centers to provide older adults with opportunities for enrichment, community involvement, socialization and public service.
- Provide a multitude of 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.
- Publish quarterly Senior Times newspaper that promotes the services and activities of all Department on Aging program divisions.
- Serve hot noon meals daily at each Center.
- Operate Fitness Studio during Seymour Center business hours
- Operate a Senior Net Learning Center affiliated with Senior Net, Inc., a national non-profit organization. Senior Net is totally supported by volunteers and minimal class fees.

FY 2010-11 Outcomes

- Improved management of the senior lunch program, including "going green."
- Renewed contract with the Town of Chapel Hill's Parks and Recreation Department for full support of the Seymour Center Program Operations Manager position.
- Served an average of 137 meals per day at the Senior Centers

Department on Aging – continued

- Developed a bi-monthly senior center listserv that currently has 1,000 subscribers and distributed the Senior Times to 20,000+ persons. The Senior Times is also available on-line via the Orange County website.
- Friends of Senior Center organizations volunteered 2,260 hours at a value of \$42,420 and provided funding for staff for two nights per week at the each senior center and Saturdays at Seymour.
- Computerized front desk operations and registration process.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Total # of Senior Center contacts	159,990	180,334	170,000	183,000	185,000
# Of volunteers	9,500	16,382	9,500	16,400	16,400
# Of unduplicated people served	2,800	3,000	3,000	3,100	3,100
# Of Senior Net volunteers	28	19	18	18	18

FY 2011-12 Fiscal Year Objectives

- Continue evening/weekend hours of operation at the Seymour and Central Orange Senior Centers through support of the senior centers Friends organizations.
- Continue to increase Senior Center participation through high quality programming.

Highlights

- Continue to recruit volunteers to assist with Senior Center operations and programming.
- Continue to use a variety of outreach methods (Senior Times, listserv, In Praise of Age, flyers, public speaking opportunities) to educate the community about senior centers as “one-stop” shops for aging services.

Major Services - Senior Lunch Program

- Operate the senior lunch program at two Senior Centers.
- Participate in the Senior Farmers' Market Nutrition Program sponsored by NC Division of Aging and Adult Services and the NC Department of Agriculture, which provides Farmers' Market coupons to low-income seniors age 60+ enrolled in the Senior Centers' lunch program and continue to host Farmers' Market vendors at the senior centers.

FY 2010-11 Outcomes

- Improved management of the daily lunch service at the two Senior Centers.
- Provided quality meals by successfully renegotiating a food contract with a local caterer.

Department on Aging – continued

- Went "green" by replacing disposable items with dinnerware purchased by the Friends of the Center organizations.
- Utilized \$7,337 ARRA funds which allowed us to serve an additional 1,950 meals.
- Expanded the Farmers' Market Outreach Program to the Senior Centers from 4 months to 7 months annually.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
# Of meals served	NA	24,771	33,725	34,250	40,000
# Of unduplicated participants	NA	750	300	830	750
# Of Farmers' Market visits to Senior Centers	NA	18	30	30	30

FY 2011-12 Fiscal Year Objectives

- Increase the average number served daily from 140 meals to 160 meals by reallocating funds from the Aging Transitions program. This will expand the program to serve new participants currently placed on a waiting list and provide meals for the Senior Care Adult Day Health Program .
- Continue to serve a diverse population for lunch at the Senior Centers,
- Further the "going green" initiative by exploring the opportunity of composting food scraps.
- Continue with quarterly participant evaluations to quality service.
- Continue the monitoring of food quality with participant satisfaction surveys.

Highlights

- Promote participant contributions to increase growth in the number of meals served daily.
- Continue the monitoring of food quality with participant satisfaction surveys.
- Includes an increase of \$55,770 in FY 2011-12 funding for the Senior Lunch Program meals at both Senior Centers

Major Services - Seymour Center Fitness Studio

- Provide physical function assessments for base-line measurement of a person's flexibility, balance, agility, strength and endurance.
- Provide orientation and continued monitoring of participants for safe use of the equipment.
- Provide personal training services for those joining the Fitness Studio.
- Provide quarterly maintenance on the 14 machines in the Studio.

Department on Aging – continued

FY 2010-11 Outcomes

- Provided 90 physical function screens prior to membership to insure that participants can safely use the equipment.
- Served 160 individuals through fitness studio memberships.
- Counseled all fitness studio participants on safe equipment use

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
# Physical function screens	120	82	100	90	105
# Fitness studio memberships	183	170	160	160	160
# Attendees per year (duplicated)	5,919	5,915	6,000	6,000	6,000
# Personal Training Hours	948	830	980	980	980

FY 2011-12 Fiscal Year Objectives

- Provide 105 physical function screens
- Continue to maintain 160 fitness studio memberships
- Screen new clients monthly who are interested in membership to the Fitness Studio
- Generate adequate membership fees in order for this program to be self supporting.

Aging Transitions/Eldercare Division

Major Services

- Provide information and assistance on all age-related issues through the telephone help-line, office consultations, Senior Health Insurance and Information Program (SHIIP), classes and individual sessions, printed resource materials, and educational community presentations.
- Provide in-home assessments of needs and strengths, care planning recommendations, care coordination, and counseling to promote safety and well-being while delaying institutionalization.
- Provide professional services to family caregivers, including information, consultations, education, individual counseling, skill-building support groups, and respite options with a special emphasis on dementia care.
- Provide short-term counseling and behavioral interventions to prolong independence in spite of age-related issues, such as chronic illness, mood disorders, cognitive impairment, and other predictors of functional decline.
- Provide a range of Aging In Place services, including preventive home evaluations by an occupational therapist, family training, equipment loans, accessibility and safety recommendations to reduce functional decline and maximize self-reliance and informal support systems.
- Design, recommend, fund, and monitor cost effective Aging In Place alternatives to expensive in-home aide service.

Department on Aging – continued

FY 2010-11 Estimated Outcomes

- 2,900 individuals received information about aging issues and resources through telephone calls, office consultations, Senior Health Insurance and Information Program counseling and/or educational presentations in the community.
- 400 individuals received professional Aging Transitions services, including in-home assessments; care coordination; caregiver counseling; caregiver support groups; preventive home visits from an occupational therapist; group respite; early dementia support group; multi-disciplinary geriatric assessments of mood, memory, and mobility; short-term behavioral counseling; daily telephone safety checks; and funding for in-home assistance, or adult day care.
- 100 caregivers received clinical counseling and/or support group interventions to learn skills in managing dementia behaviors and the stressors of family caregiving.
- 275 home visits were made for assessments and care coordination.
- 20 individuals received funding for contracted services, including adult day care and in-home aide services.
- 48 individuals received Aging-in-Place services such as durable medical equipment not funded by insurance, medical emergency telephone alert systems, and minor home modifications for safety and accessibility such as grab bars and railings.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
# Individuals reached through telephone/ walk-in consultations and educational presentations	4,958	4,934	5,300	2,900	5,300
# Unduplicated clients receiving professional services, including: in-home assessments; care coordination; caregiver counseling; caregiver support groups; preventive home visits; group respite; early dementia support group; short-term behavioral counseling; daily telephone safety checks; and funding for in-home aid or adult day care	410	515	515	400	515
# Unduplicated caregivers participating in individual counseling and/or support group sessions	106	160	160	100	160
# In-home visits for assessments and care planning	442	425	425	275	425
# Clients receiving funding for contract services -- adult day care or in-home aide service	38	38	14	20	14
# Clients receiving Aging In Place Service Options	N/a	N/a	39	48	50

Department on Aging – continued

FY 2011-12 Fiscal Year Objectives

- Develop leadership in Community Resource Connections for Aging and Disabilities (CRC) and focus services on information, education, consultations, current care planning, long-term care planning, options counseling, and Senior Health Insurance and Information Program (SHIIP).
- Expand meal service at the senior centers to low income people with disabilities under the age of 60 (if Aging Transition staff assessment indicates the need) with United Way funding.
- Continue to shift from reliance on traditional in-home aide services that can be limited and one-dimensional and to focus on information, case assistance, and professional services, thereby avoiding duplication of services within County departments.
- Expand Aging In Place service options, including occupational therapist services for home safety assessments, family education/training, use of equipment and technology, a la carte in-home services, adult day care, respite, and the use of creative group interventions to serve County residents more effectively and efficiently.
- Provide clinical counseling services and skill-building support groups for caregivers and seniors to reduce stressors and prevent the need for in-home aides and institutionalization.

Highlights

- Continue the implementation and promotion of the Chatham-Orange Community Resource Connections for Aging and Disabilities (CRC) “no wrong door” access to services.
- The FY 11-12 plan for Aging Transitions Services is to work with individuals and families to intervene with education, prevention, and resources as early as possible and then to introduce private and public services as part of a multi-component, person-centered plan with an emphasis on low-cost, highly therapeutic Aging-In-Place service options.
- Joint funding of two (2) social work positions at the senior centers with the Department of Social Services to create a ‘one-stop’ opportunity for seniors in need of service. This reflects a reduction of \$111,891 in salary and benefits within the Department on Aging’s budget for FY 2011-12, and a loss of Case Assistance revenue of \$50,351. Both the expenses and the revenue will be reflected in the Department of Social Services budget for FY 2011-12.

Retired and Senior Volunteer Program (RSVP) Division

Major Services

- Volunteer Recruitment and Referral: Recruit senior volunteers (55 years+) and match them based on their interests, skills, expertise and knowledge to assignments provided by volunteer work sites (local nonprofits, public education and government entities). Enable volunteers to make their desired community contributions by providing a benefits package that includes supplemental insurance coverage, mileage reimbursement, several annual recognition events for volunteers and supervisors, and birthday cards.
- Partnerships: Establish volunteer work sites with non-profit and government agencies with volunteer needs. Identify rewarding volunteer assignments for senior volunteers.
- Community Impact: Federally mandated to have 50% of RSVP volunteers serve in areas of measurable community impact.

Department on Aging – continued

- **RSVP Direct Service Programs to Address Unmet Community Needs:**

Identify unmet community needs and develop and administer programs that can address needs through volunteer service: RSVP Senior Education Corps (SEC), RSVP English as a Second Language and the RSVP Volunteer Income Tax Assistance (VITA) programs.

1. Coordinate the Orange County RSVP-VITA program to provide free tax preparation services (6 days/week at 9 locations) for those with low-to-moderate-incomes, targeting individuals who might qualify for special credits such as the Earned Income Credit. Offer VITA to employees of local sponsors regardless of income level (towns & county government employees) as a benefit. Due to budget cuts, RSVP will seek outside funding.

2. Provide RSVP Senior Education Corps – \$10,778 Mini-Grant awarded annually since 2000, now part of RSVP federal ACTION grant. Originally designed for volunteers to serve specifically with literacy needs in the Orange County School District K-5. Perform background checks on volunteers working one-on-one with children.

FY 2010-11 Outcomes

- **Volunteer Recruitment and Referral:** Recruited 100 new volunteers to compensate for attrition of volunteers in the targeted age group of 55+) RSVP Advisory Council Recognition Committee solicited sponsors for the Annual Recognition Luncheon at the Friday Center to replace lost County dollars. 560 volunteers served 30,000 clients (including 500 school and 2050 tax clients)
- **Partnerships:** Added 3 volunteer work sites. Added a VITA Site: El Centro Hispano-Carrboro. MLK Day Children's Book Fair: RSVP Collaborated with 22 AmeriCorps volunteers and 3 other agencies
- **Community Impact:** Qualitative Impact Measurements (50% of the RSVP volunteers) for the following programs: 1.&2. Child Literacy-2 schools systems; 3. Computer literacy-seniors teaching seniors-SeniorNet; 4. Crisis intervention-Ronald McDonald House 5. VITA free tax service 6. Senior Center Programs. Quantitative Impact: (100% RSVP volunteers for FY09-10) 530 volunteers= 31 full time paid employees
- **Direct Service Programs:** RSVP has applied for and received additional outside funding to develop and administer new programs to address unmet community needs in these areas.
 1. RSVP-VITA: has received annual grant funds (IRS \$9,209 and Triangle United Way \$4,000=\$13,209) for FY10-11 (2nd year). The additional funding has enabled RSVP to hire a seasonal VITA IT Specialist that assists in coordinating the VITA program (the position was created and funded by Orange County in FY08-09 and budget cuts reduced funding by two thirds for FY09-10). Partnered with the Women's Center and EITC Carolina for the above outside funding. Established a new VITA site at the new Hispanic liaison agency in Carrboro: El Centro Hispano. All nationalities will be served including English. Designed an electronic calendar for appointments. Converted 66% of desktop software to online tax prep
 2. RSVP-SEC: Expanded from one school district to serve the broader educational arena, K-12 and adults: both school districts (ESL, math, reading), Durham Tech-Orange Co. Campus (college math), Chapel Hill Carrboro YMCA-Boomerang Program (suspended teens) and community learning centers (after school). 49 vols served approximately 500 children and college students.

Department on Aging – continued

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
# New Volunteers	97	129	100	100	100
# Of RSVP volunteers	558	530	560	560	560
# Of volunteer service hours	65,895	62,541	65,000	65,000	65,000
OC cost per volunteer hour		1.64	\$1.65	\$1.65	\$1.65
Total cost per volunteer hour		3.05	\$2.76	\$2.76	\$2.76
# Of RSVP Volunteer Work Stations (non-profit agencies) served	98	92	90	90	85
# Of Volunteer Income Tax Assistance (VITA) tax volunteers: Computer trained preparers, administrative, support site coordinators & apptmt recp	104	106	100	100	100
# Of persons helped by VITA (0708) higher due to Economic Stimulus Package & 0809 high due to Economic Recovery Payment)	2,341	2,005	2,050	2,050	2,050
Value of volunteer hours donated to county agencies (calculation based on \$18.77/hour 2006 Economic Report to the President)	\$1,236,849	\$1,173,895	\$1,220,050	\$1,220,050	\$1,220,050

2011-12 Fiscal Year Objectives

- Recruit and place new volunteers to maintain and exceed a core of approximately 560 volunteers by using technology to offer a broad range of placement opportunities.
- Obtain a VITA phone system with greater capabilities for handling multiple callers in order to address more client needs. Implement a software-based appointment system. Convert by 100% to online tax preparation.
- Partner with non-profit agencies to provide ongoing support as a community resource and to incorporate a volunteer management system that helps the agency provide much needed community services.

Major Services - Senior Health Coordination/Wellness Program (Grant Funded)

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

Department on Aging – continued

FY 2010-11 Outcomes

- Continued agreements with UNC Healthcare & Triangle United Way for funding of Wellness program (i.e. monthly Mall Walk program provided in collaboration with UNC Healthcare; Maintain Fit Feet, a registered nurse provided foot health care program that receives its support from non-county funding sources- United Way and client fees).
- Experienced growth in reduced fee senior memberships with the Sportsplex (100 persons renewed memberships this year; 218 new memberships were issued).
- Provided evidence-based program opportunities, i.e. cholesterol and diabetes screening, diabetes self-management courses, flu shots, health education programs (all in conjunction with the OC Health Department), Chronic Disease Self-Management, Matter of Balance, and Arthritis Foundation Exercise classes (co-sponsored with Triangle J Area Agency on Aging)

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
# Of participations in Wellness	35,639	25,275	35,000	26,000	26,500
# Of SportsPlex Memberships	293	218	180	200	220
# Of Mall Walkers (unduplicated)	45	98	55	110	120
# Of Fit Feet Clients	547	827	700	985	1,000
# Of movement/exercise sessions	1,958	1,850	2,000	1,900	1,900
# Of participants enrolled in Telehealth began 3/10 (unduplicated)	N/A	19	200	25	40

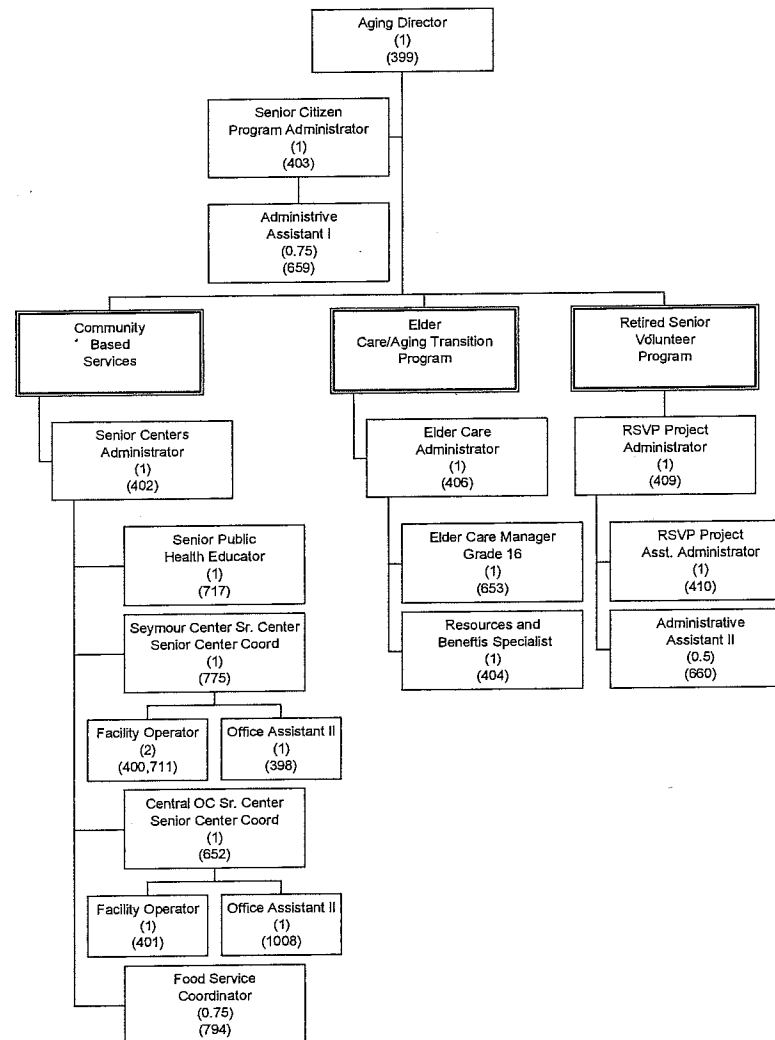
FY 2011-12 Fiscal Year Objectives

- Maintain all program offerings at current level.
- Promote and evaluate the new Telehealth self-monitoring health care system funded by the Duke Endowment Fund, Carol Woods and Piedmont Health Services that began in March 2010.
- Offer programs and services that promote healthy living and lifelong fitness.

Highlights

- Continue collaborations with UNC-CH Medical School Faculty and Healthcare system.
- Continue utilization of volunteers as much as possible for Wellness Program.

Department on Aging



Animal Services

Phone Number: (919) 968-2287

Website: <http://www.co.orange.nc.us/animalservices/index.asp>

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Category (General Fund)						Account: 2150
Personnel Services	\$ 1,294,648	\$ 1,311,242	\$ 1,309,244	\$ 1,308,177	\$ 1,373,326	\$ 1,373,326
Operations	\$ 336,326	\$ 304,872	\$ 272,990	\$ 258,190	\$ 268,865	\$ 268,865
Capital Outlay	\$ 23,254	\$ 23,968	\$ 0	\$ 13,768	\$ 4,625	\$ 0
Total Expenditures	\$ 1,654,229	\$ 1,640,081	\$ 1,582,234	\$ 1,580,135	\$ 1,646,816	\$ 1,642,191
Offsetting Revenues	\$ (393,055)	\$ (402,601)	\$ (519,950)	\$ (487,000)	\$ (529,721)	\$ (529,721)
County Costs (net)	\$ 1,261,174	\$ 1,237,480	\$ 1,062,284	\$ 1,093,135	\$ 1,117,095	\$ 1,112,470
Spay/Neuter Fund						Account: 2150
Operations	\$ 0	\$ 49,529	\$ 33,500	\$ 40,500	\$ 46,000	\$ 46,000
Total Expenditures	\$ 0	\$ 49,529	\$ 33,500	\$ 40,500	\$ 46,000	\$ 46,000
Offsetting Revenues	\$ 0	\$ (52,512)	\$ (33,500)	\$ (37,300)	\$ (46,000)	\$ (46,000)
Net Costs	\$ 0	\$ (2,983)	\$ 0	\$ 3,200	\$ 0	\$ 0
Total Animal Services and Related Expenditures	\$ 1,654,229	\$ 1,689,610	\$ 1,615,734	\$ 1,620,635	\$ 1,692,816	\$ 1,688,191

Division Summary

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Program (General Fund)						
Administration	\$ 219,096	\$ 320,819	\$ 336,460	\$ 327,960	\$ 338,555	\$ 338,555
Animal Control	\$ 606,532	\$ 497,750	\$ 429,827	\$ 428,760	\$ 458,856	\$ 458,856
Animal Shelter	\$ 828,601	\$ 821,513	\$ 815,947	\$ 823,415	\$ 849,405	\$ 844,780
Total Expenditures	\$ 1,654,229	\$ 1,640,081	\$ 1,582,234	\$ 1,580,135	\$ 1,646,816	\$ 1,642,191
Offsetting Revenue	\$ (393,055)	\$ (402,601)	\$ (519,950)	\$ (487,000)	\$ (529,721)	\$ (529,721)
County Costs (net)	\$ 1,261,174	\$ 1,237,480	\$ 1,062,284	\$ 1,093,135	\$ 1,117,095	\$ 1,112,470
Total Expenditures	\$ 1,654,229	\$ 1,640,081	\$ 1,582,234	\$ 1,580,135	\$ 1,646,816	\$ 1,642,191

Mission Statement

The Animal Services Department strives to meet the needs of residents by working with citizen advisors, volunteers, stakeholders and other partners to deliver cost-effective and integrated sheltering and animal control services that promote responsible pet ownership and ensure the health, safety and well being of humans, pets, and the community as a whole.

Animal Services - continued

Animal Services – Administration and Programs

Major Services

- Organizational direction and oversight in coordination with the Office of the County Manager and consultation with the Office of the County Attorney; coordination with other support departments to ensure effective operations; and coordination with advisory bodies created and maintained by the Board of County Commissioners.
- Leadership of assorted organizational changes and effective performance management on the basis of regular and ongoing departmental communication, performance appraisals, work plan development and management, etc.
- Budgetary planning and oversight of the department's operating budget and community spay and neuter budget; contract management for services provided and services received; and all operating accounts and revenue streams.
- Oversight and coordination of development and planning, management and evaluation of all departmental program.
- Policy and operations review and analysis, as well as the development and implementation of standard operating guidelines required by regulatory changes, changes in best practices, organizational changes, and the like.
- Coordination of facility and landscape management and maintenance for the Animal Services Center with Asset Management Services and the Department of Environment, Agriculture, Parks and Recreation.

FY 2010-11 Outcomes

- Continued close coordination with the Office of the County Manager and effectively managed service changes, expenditure reductions and fee adjustments on the basis of the department's reduced operating budget; managed various service agreements with a total value of more than \$200,000 and oversaw the collection of more than \$500,000 in total revenues collections.
- Oversaw a complete changeover to much more cost-effective in-house sterilization of adopted and adoptable animals; continued to reorganize the duties of Office Assistants in an effective and efficient manner to support sheltering and animal control staff and services; initiated reorganization of the call taking and dispatching process in coordination with the fuller use of these functionalities of the department's software (Chameleon); coordinated software "optimization" project that included the development of standard operating guidelines, staff training, the use of new functionalities to achieve greater effectiveness and efficiency in operations and services (e.g., a labor saving address verification system); and worked with IT to set up a lobby computer kiosk that will save labor and allow members of the public greater ease and ability to search for adoptable or lost pets; and developed additional standard guidelines as part of a comprehensive set of departmental policies and procedures.
- Program management included significant growth in the volunteer program measured by more varied volunteer activities as well as volunteer numbers and hours; "targeted" spay and neuter efforts in coordination with the Department of Social Services and AnimalKind (The \$20 Fix) and implementation of additional elements of ***Managing Pet Overpopulation: A Strategic Plan for Orange County, North Carolina***; public outreach on the basis of varied media relations and campaigns, flyers, and featured pets appearing weekly and monthly; finalizing and initiating a Placement Partner Agreement to govern the transfer of pets to rescue organizations for their re-homing; and offering

Animal Services - continued

very successful low-cost rabies vaccination clinics as part of the department's rabies awareness and control activities.

- Developed the pet licensing program by coordinating with IT and Financial Services to make available web-based pet licensing; developing appropriate standard operating guidelines for quality data entry and related staff training; initiated a second (or delinquent) notice for cats and dogs whose licenses were not renewed as they should have been; and coordinating with the County Attorney's Office to begin to establish an appropriate collection process for delinquent accounts such as unlicensed dogs and cats.
- Coordinated with Asset Management Services and the Department of Environment, Agriculture, Parks and Recreation to begin to establish a comprehensive and appropriate preventative maintenance program and schedule for the Animal Services Center and its landscape; correctively address soil erosion, an inoperable reclaimed water system, peeling paint in the adoptable dog area, and wall cracks and epoxy floor creases; and continued to complete facility programming, e.g., obtaining and installing monument and wayfaring signage. .

Program Measures. *Other performance measures are presented in the following sections on the department's Animal Sheltering and Animal Control Divisions.*

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Volunteer Hours / Weekly Average	6,256 /120	8,921/172	N/a	10,200/196	10,800/208
Targeted Spay/Neuter	158	303	N/a	400	500
Total Pet Registrations	19,806	20,941	22,000	17,500	18,500
Rabies Clinics / Clinic Vaccinations	21/1,219	9/951	10/ 750	10/950	10/1,000

FY 2011-2012 Objectives

- Provide strong leadership and oversight in coordination with the office of the County Manager and other County staff with respect to overall services, and more specifically, budgeting and finance, operations, work reorganization and quality improvement, performance management, and community relations.
- Increase compliance with the County's pet registration program through more effective follow-up procedures, among other measures; conduct outreach about the availability of web-based pet licensing; pursue greater collaboration with Orange County veterinarians; consider licensing alternatives such as lifetime licenses for sterilized and micro-chipped pets; and implement an effective notification process for delinquent pets and a suitable and cost-effective collection process.
- Provide effective program oversight and management in such areas as volunteerism, "targeted" spay and neuter, and low-cost rabies vaccination clinics with associated efforts to promote awareness of pet owner responsibilities.
- Provide effective oversight and management of public relations efforts regarding Orange County Animal Services itself; specific services such as pet licensing, adoptions and lost pet recovery; and crucial community issues as rabies, spay/neuter, and responsible pet ownership.

Animal Services - continued

- Continue the department's software (Chameleon) optimization process to achieve efficiencies and effectiveness and related reorganization initiatives; and efforts to create a comprehensive set of department policies and procedures that are dynamic and reflective of ongoing changes in departmental organization and operations.
- Implement preventative maintenance for the Animal Services Center and its landscape in coordination with Asset Management Services and the Department of Environment, Agriculture, Parks and Recreation; and coordinate with these departments to address such corrective maintenance issues as soil erosion, an inoperable reclaimed water system, peeling paint in the adoptable dog area, wall cracks and epoxy floor creases, and the like.

FY 2011-2012 Budget Highlights

- A continuation budget is achieved based upon various line item expenditure adjustments and reductions and some adjustments to revenue levels based upon our experience during the prior fiscal year.
- Pet licensing revenues are adjusted downward given the department's experience with compliance with the new fee (\$10) for sterilized pets in the preceding fiscal year, but only to a limited extent given other changes made in this program to increase compliance.
- No new fees were proposed for FY 2011-12; but there were approved changes to some fees related to: uniform adoptions fees for cats (\$95) and dogs (\$115), a discounted adoption fee for special events (\$50 for cats; \$60 for dogs), and a discounted fee for a second cat adoption during the peak season (\$50).
- Also approved was an increase in the fee range from \$5-\$100 to \$5-\$250 for small and other animals such as pocket pets, parrots, and horses.
- All municipal agreement fees now entail the recovery of direct and indirect costs, and there is a \$12,988 increase in the fee for Town of Hillsborough as a result of complete cost recovery of indirect and direct costs.

Animal Shelter

Major Services

- Effectively shelter and, as needed, euthanize stray, relinquished, quarantined and confiscated animals pursuant to the requirements of the North Carolina General Statutes and the County's Animal Ordinance. Serve as an open-admission facility for County residents and facilitate owner recovery and surrender of animals for residents.
- Actively work to return lost pets to owners or custodians. This includes microchip scanning, rabies tag searches, maintaining a website so owners may search for lost pets online, and the facilitation of inquiries and searches by members of the public.
- Place adoptable animals into permanent homes via direct adoption from the Animal Services Center or transfer to placement partners for their final re-homing.
- Address pet overpopulation by ensuring to the greatest extent possible that dogs and cats (and puppies and kittens) are sterilized prior to their adoption in a cost effective manner.
- Effectively coordinate with other Animal Services staff, community stakeholders, and other agencies to provide animal services in an integrated, cost-effective and professional manner.

Animal Services - continued

- Manage infectious disease through health protocols and practices, in the context of the physical capabilities of the new Animal Services Center, to ensure to the greatest extent possible the health of sheltered, reclaimed and adoptable animals.

FY 2010-11 Outcomes

- Achieved an overall placement rate of fifty-six (56) percent and a “live release rate” (which excludes unadoptable animals) of sixty four (64) percent in a challenging economic environment.
- Completed the transition to cost effective and efficient in-house sterilization of animals for adoption and transfer, achieving substantial savings in operating expenses and staff time since animals no longer need to be transported elsewhere for surgery.
- Continued work on the Placement Partner Agreement and Guidelines, initiating implementation with the goal of establishing an even stronger transfer program as part of a comprehensive approach aimed at controlling costs and limiting the euthanasia of adoptable animals.
- Renewed required federal and state registration for needed controlled substances; received the required public animal shelter license issued on an annual basis by the North Carolina Department of Agriculture & Consumer Services; and continued to certify staff as Euthanasia Technicians as mandated by the North Carolina Animal Welfare Act.
- Revised procedures related to animal relinquishment, holding and disposition in accordance with new state statutes and in a manner that controlled the number of days stray animals need to be sheltered and the associated animal care costs.
- Continued effective preventative care on the basis of reduced medical resources; vaccination protocols became more restrictive and little rehabilitative treatment was performed but overall “herd health” in specific species populations was maintained.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Domestic Animals Admitted	4,491	3,830	4,300	3,750	3,750
Placement Rate of All Animals	51%	56%	55%	55%	55%
Stray Animal Recovery Rate	18%	20%	18%	21%	21%
Animals Adopted by the Public	1,395	1,323	1,450	1,325	1,350
Animal Sterilizations	1,368	1,231	1,600	1,225	1,300
Microchips	N/a	N/a	720	900	1,000

FY 2011-12 Fiscal Year Objectives

- Offer adoption events with discounted fees (e.g., Adopt a Cat Month, Be Mine Valentine, and Home for the Holidays) to decrease the number of days animals need to be sheltered as well as to adopt more animals from the Animal Services Center.

Animal Services - continued

- Fully implement the placement partner agreement and grow and strengthen these partnerships through more organized outreach to sustain the number of animal transfers and control animal care costs.
- Sustain in-house sterilization services for adoptable animals, continuing to key on optimizing hourly productivity, and promote these services to prospective as well as established placement partners.
- Continue infectious disease control through preventative care, based on intake and/or adoption examinations, ensuring “herd health” for the benefit of owners and adopters and the overall credibility of the County’s Animal Services Center.
- Enhance cat care and enrichment protocols and practices in accordance with best practices in the context of an open admission facility oriented toward a speedy “flow through” of adoptable animals.

Budget Highlights

- Creation of uniform adoption fees for cats (\$95) and dogs (\$115); a peak season discount (\$50) for second cat adoptions; discounted adoption fees for dogs and cats during special adoption events (\$50 for cats; \$60 for dogs); and a broader range of fees (\$5-\$250) for the adoption of small and other animals such as pocket pets, parrots and horses.
- Redirection of \$5,000 into the medical line item from the animal supplies line item (combined with a more concerted effort to attract targeted donations of food and other needed supplies including enrichment items and furnishings for cats).
- Continued use of seasonal help to care for animals during the summer months of peak service demand and use of temporary funds to enable staff to appropriately support in-house sterilization.
- The Department requested \$4,625 in FY 2011-12 Recurring Capital (for Equipment Replacement of a commercial-grade clothes washer), but it is not included in the Commissioner Approved budget.

ANIMAL CONTROL

Major Services

- Respond to varied animal services requests from citizens and resolve by education, advisement or enforcement – and when necessary, animal impoundment or confiscation. Enforce local and state laws as they apply to resident responsibilities for the care and control of animals.
- Impound stray animals and animals surrendered by an owner, quarantine biting animals and rabies suspects, and confiscate other animals in accordance with North Carolina General Statutes (NCGS) and Orange County’s Animal Ordinances.
- Protect the safety of our citizens and their companion animals from potentially rabid and aggressive animals by responding immediately to such services requests and taking appropriate actions as required by NCGS and Orange County’s Animal Ordinance.

Animal Services - continued

- Protect animals from cruelty, abuse and neglect by investigating complaints and taking appropriate action, including enforcing violations under NCGS and/or Orange County's Animal Ordinances.
- Under annual agreements, provide complete service to the Towns of Chapel Hill and Hillsborough and the portion of Durham City in Orange County and provide emergency after hour service to the Town of Carrboro.

FY 2010-11 Outcomes

- Responded to every request for service according to a priority schedule while also acting as a community resource for wildlife and other issues for unincorporated Orange County, Chapel Hill, Hillsborough and the portion of Durham City that lies in Orange County.
- Investigated all animal bites and rabies cases and promptly tested or quarantined per NCGS when there may have been a rabies exposure. In addition, deemed dogs dangerous or potentially dangerous as appropriate under NCGS and participated in appeals processes when an owner requested a hearing as guaranteed by statute for dogs declared potentially dangerous.
- Sustained strong working relationships with the County Attorney regarding not only case development and criminal matters but the collection of fees and fines
- Responded to all reports of animal abuse and/or neglect the same day they were received, and took appropriate action including enforcement under NCGS and/or Orange County Ordinance; and finished implementing the County's new tethering ordinance according to standard operating guidelines that address education and enforcement in different stages of the implementation process
- Inspected all kennels and pet shops and renewed or issued an annual permit. Educated other residents about the permit requirement and what it entails.
- Discontinued traditional trapping of cats as part of budget reductions and introduced a trap lease program (involving a deposit but no fee) for residents experiencing problems with free-roaming and/or feral cats.
- Reorganized work processes and service delivery to more effectively tap the potential productivity of the department's software and began to generate periodic reports.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Services Responses	6,247	5,374	6,291	5,000	5,000
Regular / After Hours	5248/844	4746/628	5600/691	4500/550	4500/550
Rabies Investigations	145	109	163	140	150
Positive Rabies Cases	20	5	20	15	20
Animal Bite Investigations	184	134	187	170	170
Cruelty Complaints	388	320	400	365	365
Animal Impounds	1,979	1,462	2,000	1,200	1,200

Animal Services - continued

FY 2011-12 Fiscal Year Objectives

- Continue to provide all core animal control services as part of the department's integrated approach to public service and animal welfare.
- Complete transition to new organization of dispatching and field services to tap the full productive potential of the department's software, and provide periodic and geographically-oriented data and reports that are used to orient the department's delivery of field services.
- Continue and as needed reinforce the transition from traditional cat trapping to the cat trap lease program initiated during the prior fiscal year.
- Initiate public outreach for kennel permit process based upon a web page that describes different permit classes and their requirements.
- Continue to partner with Emergency Services in the continued development of the CAMET unit deployment and utilization to serve all animals and citizens in need at co-location disaster shelters.

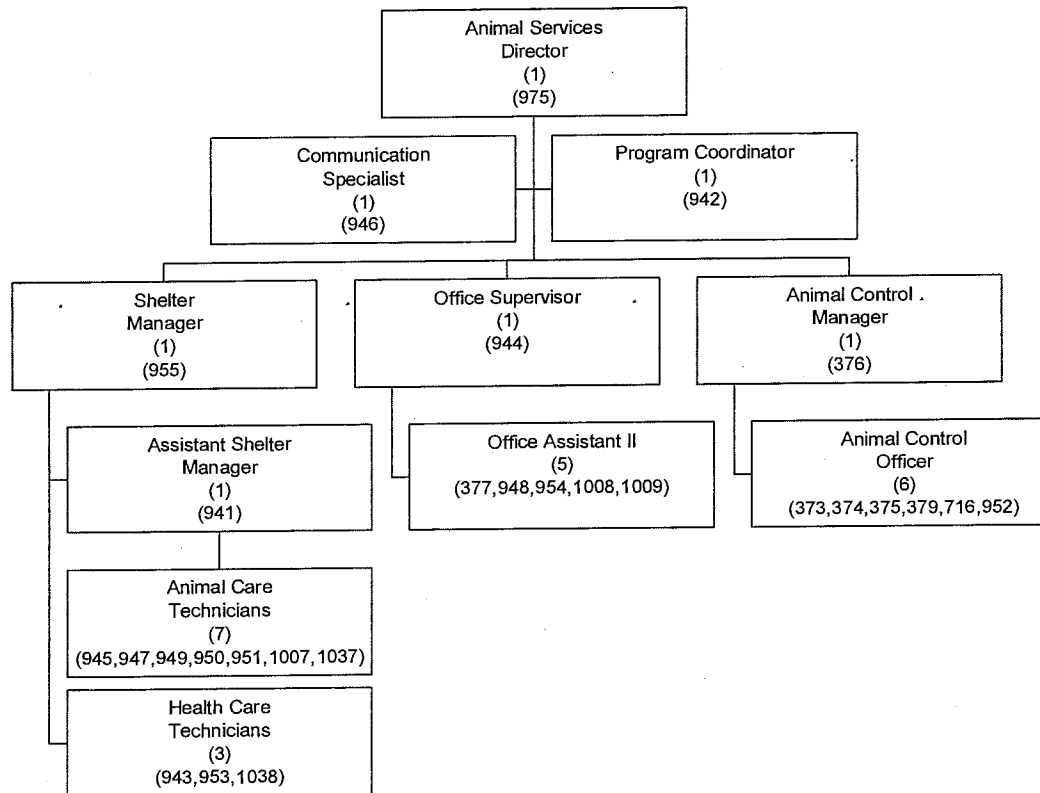
Budget Highlights

- Full cost recovery for animal control services provided to the Town of Hillsborough as a result of a fee increase (\$12,988) as well as the Town of Chapel Hill; and continued service to Carrboro and the City of Durham on a cost recovery basis under annual agreements.
- Continue motor pool savings by redesigning work processes and service delivery to achieve greater effectiveness and efficiency.
- Coordinate with the Office of the County Attorney and other County staff in the collection of unpaid fees and fines including court judgments (\$5,000).

Fee Changes/Additions

- See Appendix B – Fee Schedule

Animal Services



Asset Management Services

Phone Number: (919) 245-2650

Website: <http://www.co.orange.nc.us/AssetMgmt>

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Category (General Fund)						Account: 2400
Personnel Services	\$ 2,647,754	\$ 2,612,986	\$ 2,315,227	\$ 2,245,993	\$ 2,350,852	\$ 2,267,509
Operations	\$ 4,636,185	\$ 4,367,527	\$ 4,181,053	\$ 3,399,735	\$ 4,447,992	\$ 4,089,065
Capital Outlay	\$ 59,407	\$ 32,320	\$ 0	\$ 0	\$ 186,200	\$ 50,000
Total Expenditures	\$ 7,343,346	\$ 7,012,833	\$ 6,496,280	\$ 5,645,728	\$ 6,985,044	\$ 6,406,574
Offsetting Revenues	\$ (605,284)	\$ (482,817)	\$ (503,767)	\$ (407,145)	\$ (336,001)	\$ (336,001)
County Costs (net)	\$ 6,738,062	\$ 6,530,016	\$ 5,992,513	\$ 5,238,583	\$ 6,649,043	\$ 6,070,573
Total Asset Management Services and Related Expenditures	\$ 7,343,346	\$ 7,012,833	\$ 6,496,280	\$ 5,645,728	\$ 6,985,044	\$ 6,406,574

Division Summary

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Program (General Fund)						
Administration	\$ 348,968	\$ 409,568	\$ 452,680	\$ 448,156	\$ 704,664	\$ 658,591
Building and Grounds	\$ 3,757,108	\$ 4,163,732	\$ 2,684,907	\$ 2,619,194	\$ 2,705,816	\$ 2,592,566
Central Services	\$ 2,266,156	\$ 1,827,052	\$ 2,473,525	\$ 1,613,040	\$ 2,450,200	\$ 2,100,200
Custodial Services	\$ 0	\$ 0	\$ 751,828	\$ 755,469	\$ 850,872	\$ 813,602
Motor Pool	\$ 524,927	\$ 554,494	\$ 133,340	\$ 209,869	\$ 273,492	\$ 241,615
Rents and Insurance	\$ 446,187	\$ 57,986	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 7,343,346	\$ 7,012,833	\$ 6,496,280	\$ 5,645,728	\$ 6,985,044	\$ 6,406,574
Offsetting Revenue	\$ (605,284)	\$ (482,817)	\$ (503,767)	\$ (407,145)	\$ (336,001)	\$ (336,001)
County Costs (net)	\$ 6,738,062	\$ 6,530,016	\$ 5,992,513	\$ 5,238,583	\$ 6,649,043	\$ 6,070,573
Total Expenditures	\$ 7,343,346	\$ 7,012,833	\$ 6,496,280	\$ 5,645,728	\$ 6,985,044	\$ 6,406,574

Mission Statement

To promote the coordinated acquisition, construction and management of the County's physical assets whereby the asset may be most efficiently, economically and sustainably managed throughout its life cycle.

Major Services

- Administer capital projects as identified in the Capital Investment Plan (CIP).
- Acquire and manage real estate, including leases, as may be needed for County operations; and coordinate space allocations for County departments.

Asset Management Services – continued

- Serve as liaison with Court offices regarding facilities and other operational needs as required.
- Provide interdepartmental services to all County offices (e.g. courier, mail).
- Maintain Fixed Asset records and dispose of assets at the end of their useful County life.
- Provide risk management services, including support of the department-based Risk Management Team, a safety team tasked with identifying and resolving safety issues associated with County assets; exploring alternatives and acquiring sufficient insurance coverage to address the County's various business exposures.
- Administer building access and security systems in County facilities.
- Provide preventative maintenance, corrective and restorative services to 35 County-owned and two leased properties in areas including, but not limited to: electrical, heating, air conditioning and ventilation (HVAC), painting, plumbing and carpentry through a combination of outside contractors and in-house staff.
- Formulate and promote conservation and sustainability practices in County operations as it respects facilities use (e.g. promote management practices designed to reduce overall energy use by County departments)
- Manage all service contracts and utility services (electricity, natural gas, water, fuel oil, propane) for County facilities.
- Maintain the County's fleet of over 300 vehicles, examples of which include: emergency response vehicles, buses, vans, automobiles; and maintain more than 100 pieces of equipment such as tractors, trailers, mowers, vehicle mounted chair lifts, animal cages and compressors and 14 emergency generators serving County facilities.
- Operate and maintain fueling facilities for County vehicles.
- Provide custodial services and supplies for all County buildings and leased properties (exceptions: SportsPlex and Solid Waste facilities).
- Set up and tear down for all County Commissioner events/meetings, including but not limited to furnishings for the County Commissioners, audio visual and public address equipment, seating for the public (approximately 52 meetings in calendar 2011).

FY 2010-11 Outcomes

- Capital Projects completed and opened for their intended use in FY2011:
 - Twin Creeks Linear Park (in tandem with DEAPR staff)
 - Fairview Park (in tandem with DEAPR staff)
 - Piedmont Food and Agricultural Processing Center
 - Note: County staff initiated and won a significant grant from the Department of Energy through the EECBG ARRA grant process that provided the major portion of the equipment installed in this facility.
 - Revere Road Emergency Services Sub-station renovation
 - Environment & Agriculture Center renovations, including a managed storage facility

Asset Management Services – continued

- Court Street Annex renovations to accommodate court-related staff relocated from the Moody Building. The Moody Building lease will not be renewed effective July 1, 2011 at a savings of approximately \$70,000 annually.
 - Renovations at 129 King Street for Public Defender staff. The space at Carr Mill Mall currently occupied by the Public Defender's staff will terminate effective September 30, 2011, allowing an annual savings of approximately \$113,000.
 - Re-roofing of Board of Elections and District Attorney buildings
- Whitted Human Services Center renovations are in progress and will be completed in first quarter of FY 2012, providing space for expanded Dental and Health Clinic operations and allowing the discontinuation of leased space at Carr Mill Mall.
- Selection of system designer for first phase of community geo-thermal system for East Campus facilities

Conservation and Sustainability Outcomes:

- Received approval of American Reinvestment and Recovery Act (ARRA) funds for conservation projects at SportsPlex (lighting and Low E ceiling); and Link Government Services Center (phase I Community Geothermal); electric charging station for use with resident and County-owned neighborhood electric vehicles.
 - Diesel powered generator at Jail replaced with newer model natural gas powered unit, providing greater reliability of fuel during power outages, at a reduced operating cost
 - Draft Utility & Fuel Conservation program developed and prepared for presentation to Commissioners by June 30, 2011; sets a benchmark for annual conservation efforts which will be reported to the Board.
 - Re-constituted the Energy Conservation Team that will capture, monitor, analyze, and recommend energy, water and fuel conservation measures to County departments.
 - "Know Your Building" program developed and launched to ensure building occupants know and understand systems, especially for life safety, security and utility conservation
- Launched team approach to Facility Maintenance, intended to develop higher accountability for facilities and reduce overall maintenance cost per square foot
- Established County Fleet Operations standard operating procedures and service guidelines designed to achieve outcomes consistent with other professional maintenance service organizations.
- Installed GoGas, a more efficient fuel delivery system for County vehicles that utilizes geographically diverse distribution points for vehicle re-fueling operations while allowing the conservation of County fuel resources during critical times.
- Implemented Integrated Supply Model to manage Fleet and Facilities inventory, projected to save significant annual supply chain costs for County operations.
- Custodial services previously performed under contract were modified and brought entirely "in-house" to reduce cost to County.

Asset Management Services – continued

Outcome Measures	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-2011 Estimate	2011-12 Projected
Managed Capital Projects	6	3	7	7	7	5
Value of Managed Capital Projects	\$53,458,000	\$13,782,000	\$29,840,000	\$29,840,000	29,840,000	\$7,975,900
County buildings maintained	54	50	53	49	51	52
Leased Properties Maintained	6	6	3	3	3	1
Total Square Footage under maintenance	505,228	583,784	673,301	693,924	647,571	634,192
S.F. Reduction due to divestiture of buildings	0	0	0	4000 (Homestead Com Ctr)	900 (ABC)	7,000 (New Hope Church Road)
Total area (GSF) provided with custodial services	284,286	339,085	392,337	445,060	378,275	406,956
Service requests completed: building maintenance and departmental requested	7,403	6,512	6,536	6,500	6,234	6,500
Fleet Mileage	3,507,840	3,215,571	3,026,441	3,000,000	3,085,000	3,000,000

FY 2011-12 Fiscal Year Objectives

- Explore feasibility of self funded worker's compensation coverage for the County workforce.
- Continue implementation of the energy management policy and practices for County facilities.
- Appropriately plan and manage capital projects at: 129 East King Street, 112 North Churton Street, the Whitted Building phase II dental clinic upfit currently underway, the Link Government Services Center geothermal HVAC project, roofing projects at the Court Street Annex, and the renovations and master planning projects at the Southern Human Services Center.
- Explore and implement alternatives which will improve service and response times to County departments, while reducing costs for fleet maintenance.
- Complete the review and modification of departmental policies and procedures--an initiative resulting from 2009 and 2010 departmental reorganizations.
- Aggressively execute a comprehensive and consolidated inventory system for facilities care and fleet maintenance inventories.
- Continue to explore and implement service delivery options for custodial services that will balance service expectations and available resources.

Asset Management Services – continued

- Implement energy, water and fuel management policies and practices for County facilities and vehicles.
- Implement improved computerized maintenance management system for County assets (facilities, vehicles and equipment)
- Analyze departmental vehicle use by County departments, develop acquisition and replacement schedule based on most efficient platform as determined by the analysis.

Budget Highlights

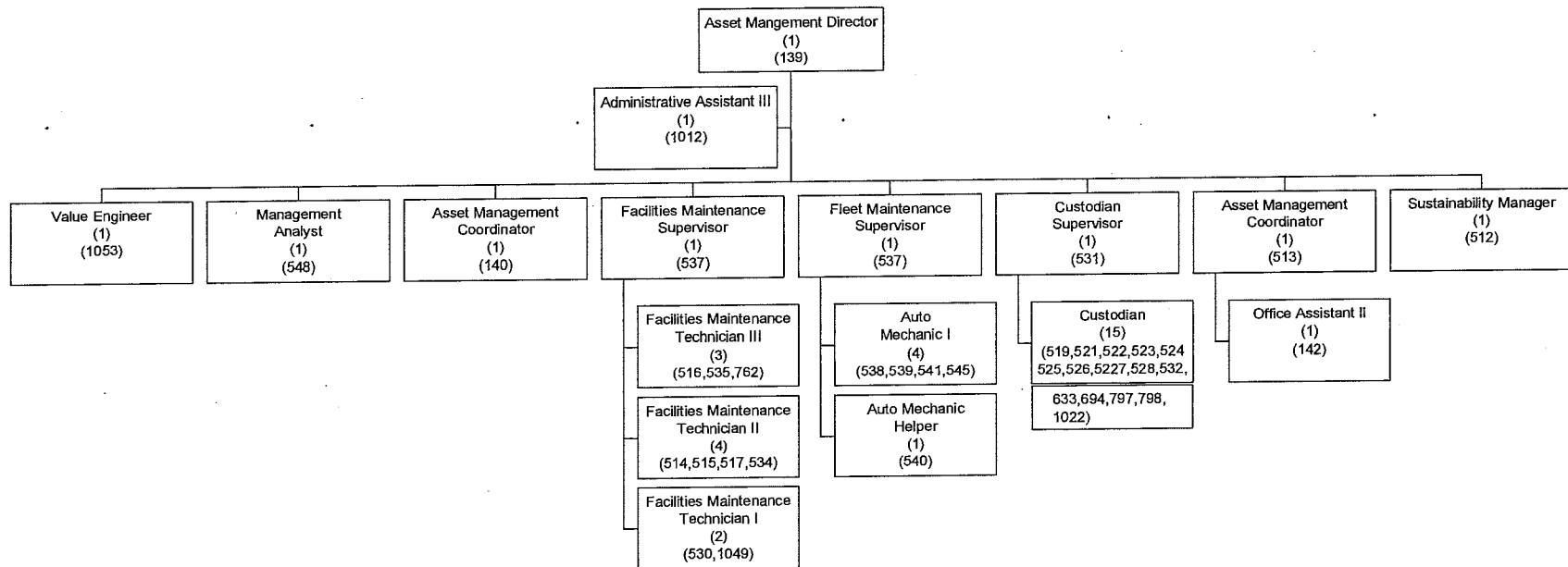
- The Department requested a new Custodian position (1.0 FTE) for FY 2011-12. This position was not included in the Manager Recommended budget, but is included in the Commissioner Approved budget within the Department of Social Services in order to recover 50% reimbursement revenue of the position costs.
- The Department reorganized/realigned staff between divisions so variances within divisional budgets will be reflected when comparing FY 2010-11 Original Budget to FY 2011-12.
- The FY 2011-12 Commissioner Approved budget includes a reduction of \$350,000 in Workers Compensation. A high deductible program commenced in FY 2010-11 reduces the cost of premiums, but requires the County to pay claims up to \$150,000 per claim. High deductible premiums are recommended until such time the County's reserve is sufficient to embark upon a self-funded program. The proposed reduction will not jeopardize this initiative.
- The Department requested a total of \$186,200 in FY 2011-12 Recurring Capital (Equipment and Building Improvements), but only \$50,000 in Building Improvements is included in the Commissioner Approved budget.
- The FY 2011-12 Commissioner Approved budget includes the reduction of an Office Assistant II (1.0 FTE) position in the Administrative division related to the outsourcing of inventory management to Walker Automotive, and the transfer of funds from personnel services to contract services.
- The FY 2011-12 Commissioner Approved budget includes an additional \$76,360 in the Motor Pool division for increased diesel and gas costs, and an additional \$23,274 in the Custodial division for the refinishing of hard surface flooring and carpet cleaning in select locations.
- Includes a New Facilities Use fee for FY 2011-12. Fees are charged for use of County meeting rooms and facilities, excluding Parks, based on the Board of County Commissioners' approved Facilities Use Policy.

Fee Change/Addition

- See Appendix B – Fee Schedule

Asset Management

3-28



FY 2011-12

Board of County Commissioners

Phone Number (919) 245-2130

Website: <http://www.co.orange.nc.us/occlerks/bocc.asp>

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Category (General Fund)						Account: 2000
Personnel Services	\$ 415,505	\$ 420,445	\$ 395,764	\$ 395,841	\$ 401,736	\$ 401,736
Operations	\$ 158,272	\$ 130,334	\$ 113,464	\$ 114,240	\$ 115,230	\$ 196,355
Capital Outlay	\$ 13,826	\$ 1,034	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 587,603	\$ 551,813	\$ 509,228	\$ 510,081	\$ 516,966	\$ 598,091
County Costs (net)	\$ 587,603	\$ 551,813	\$ 509,228	\$ 510,081	\$ 516,966	\$ 598,091
Total Board of County Commissioners and Related Expenditures	\$ 587,603	\$ 551,813	\$ 509,228	\$ 510,081	\$ 516,966	\$ 598,091

Mission Statement

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

Major Services

- Custodian for the County seal and the retention of official records including minutes, ordinance books, records of County-appointed boards and committees, resolutions, contracts, agreements, and leases, etc.; in accordance with the North Carolina General Statutes
- Prepares official copies of documents including ordinances, resolutions and meeting minutes as adopted by the Board; certifies legal documents on behalf of the County.
- Administers appointment process for 30 volunteer boards and commissions
- Answers inquiries, providing information based on considerable knowledge of County programs and activities; ensures public access to County records as required by state public records laws and receives the follows up on complaints pertaining to County services.
- Provides primary communications between Orange County Government and the public through local and regional media outlets
- Support for Board of Commissioners, which includes scheduling, and coordination of meetings for Commissioners and other officials as necessary, ensuring availability of rooms, equipment, materials, refreshments etc., as requested or otherwise deemed necessary. Handles scheduling the travel arrangements including hotel, airline and car rental reservations.
- Develops publications about County issues and activities.
- Updates and maintains the content of the website
- Oversees cable television programming

Board of County Commissioners – continued

- Responds to public requests for information
- Provides direct outreach to the public at county events.
- Maintains and makes easily accessible all official records of the local legislative process.

FY 2010-11 Outcomes

- Webcasting of Board of Commissioner Meetings
- Continued to assist with the on-going standardization of the website
- Clerked approximately 60 BOCC meetings/work sessions/public hearings/retreats/joint meetings in 2010
- Legal review/Board of Commissioners approval of closed session minutes from 1999-2005
- Indexed approved minutes are up to date (on Intranet and Internet)
- Maintained public records on Laser fiche including agenda material, minutes, ordinance, contracts, agreements leases, resolutions etc back to 2005.
- Contract routing system – asked for and legal implemented to make sure the Clerk's office has a permanent record of legal documents
- BOCC reduction of in the number of internal boards/commissions and beginning the process of standardization of policies and procedures for their internal boards/commissions
- Continue to maintain calendars of official County activities and meetings.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Meetings	74	88	60	60	58
Indexed Minutes on Internet and Intranet	74 (2008)	88 (2009)	60 (2010)	60 (2011)	58 (2012)
Legal Review and BOCC Closed Session Meetings/Minutes	9	37	12	Approx. 75 (from 1999- 2005)	2006-2011 Approx. 120
Webcasting BOCC Meetings at 2 locations	N/a	N/a	10	20	20
Reduction of boards/commissions (eliminate duplicity, coordination of services)	N/a	75	75 (includes multi- jurisdictional)	30 (reduced Internal)	30 Internal
Document Management	N/a	89 Resolutions 178 ordinances Over 60 agendas & over 200 Contracts	500-1000+ documents	500-1000+ documents	500-1100+ documents

Board of County Commissioners – continued

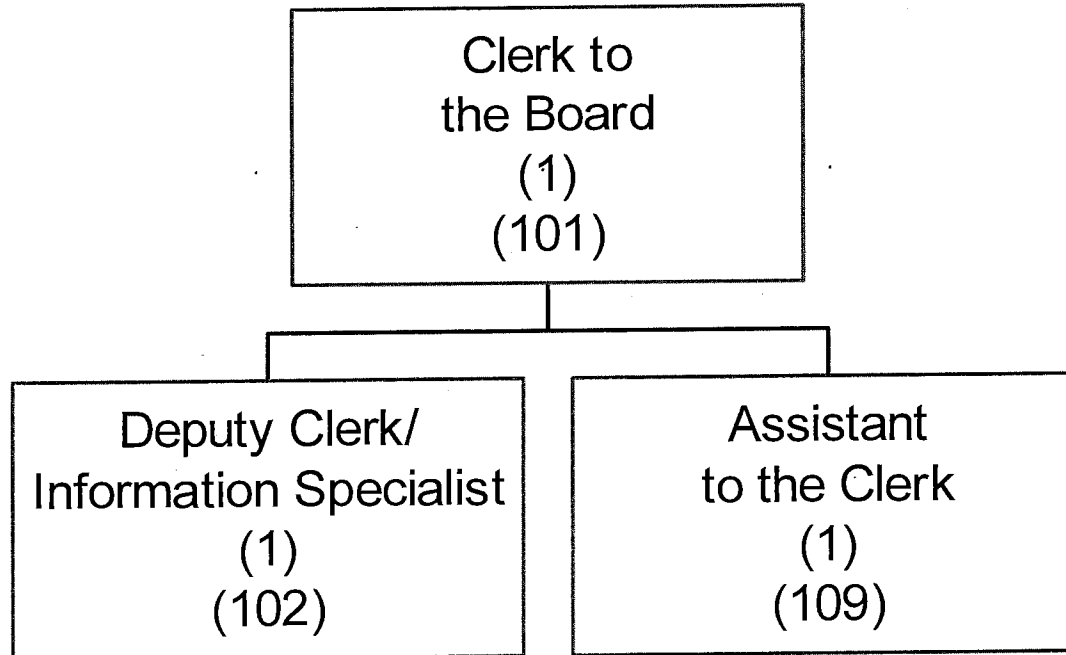
FY 2011-12 Fiscal Year Objectives

- Approval/opening of all remaining closed session minutes-2006-2010 and to begin approving closed session minutes on a quarterly basis (with review assistance from County Attorney)
- Document Management – to continue to streamline our in-house document management process (laserfiche); with limited storage space and scanning in-house has been a challenge but would like to scan as many public records (minutes, contracts, agreements, etc) as possible for easier staff and public access through the internet
- Work with the legal department, on completion and adoption of the Code of Ordinances of Orange County
- Transference of massage applications from Clerk's office to the Sheriff's office as a "one-stop shop" for these applications (since the sheriff's office has to do the background checks anyway)
- Continue to assist the media in their coverage and understanding of County issues.
- Continue to assist departments in their communications outreach efforts.
- Continue to coordinate Board appointments to County/Multi-jurisdictional boards and commissions
- Standardization and efficient management of applications to boards and commissions and encourage new participation.
- With other departments - Develop and maintain Countywide Strategic Communications Plan
- Explore uses of emerging technologies for outreach and engagement.

Budget Highlights

- Operated year without one Assistant-to-the Clerk position
- Reduced travel and training opportunities for staff and the Board of County Commissioners
- Reduction in general operating expenses (e.g. office supplies, printing and advertising)
- Fewer organizational memberships
- Decreased funding for consultants (e.g. retreats) and other contracted services
- Reduced funds for replacement equipment
- Completed the Clerk to the Board's Contract of Employment
- The increase in Operations in the FY 2011-12 Commissioner Approved budget is due to moving Meeting Support and Supplies, Commissioner Contingency, and Cablecasting expenses from Governing & Management Non-Departmental to the Board of Commissioners budget.

Board of County Commissioners Office



Board of Elections

Phone Number (919) 245-2350

Website: <http://www.co.orange.nc.us/elect.asp>

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Category (General Fund)	Account: 3100					
Personnel Services	\$ 444,116	\$ 388,777	\$ 362,196	\$ 348,656	\$ 494,533	\$ 494,533
Operations	\$ 121,639	\$ 139,198	\$ 99,832	\$ 90,560	\$ 198,861	\$ 198,861
Capital Outlay	\$ 36,298	\$ 0	\$ 0	\$ 4,300	\$ 0	\$ 0
Total Expenditures	\$ 602,052	\$ 527,976	\$ 462,028	\$ 443,516	\$ 693,394	\$ 693,394
Offsetting Revenues	\$ (24,525)	\$ (45,639)	\$ (100)	\$ (38)	\$ (44,837)	\$ (44,837)
County Costs (net)	\$ 577,527	\$ 482,337	\$ 461,928	\$ 443,478	\$ 648,557	\$ 648,557
Total Board of Elections and Related Expenditures	\$ 602,052	\$ 527,976	\$ 462,028	\$ 443,516	\$ 693,394	\$ 693,394

Mission Statement

The mission of the Orange County Board of Elections is to plan, organize, conduct and monitor all elections held in Orange County to ensure that citizens have the right to vote in fair and impartial elections, in accordance with state and federal election laws.

Major Services

- Conduct federal, state, county and municipal elections.
- Serve as the county source for information on election laws, procedures and policies.
- Receive, report and certify voter statistics and election results.
- Maintain voter registration database.
- Receive candidate filings and issue certifications to elected officials.
- Receive, audit and report campaign finance reports.

FY 2010-11 Outcomes

- Effectively and efficiently conducted 2010 General Election.
- Processed and maintained current voter registration database.
- Successfully established and operated additional one-stop voting sites.
- Completed several voter registration drives.
- Relocated polling sites to accommodate voters.
- Maintained website to provide current election information.

Board of Elections – continued

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Registered Voters	99,456	100,202	100,696	100,696	103,000
Total Ballots Cast	75,194	31,819	46,127	46,127	65,000
Early Voting Sites	5	4	3	3	4
Ballots Cast at Early Voting Sites	51,961	12,344	16,425	16,425	20,000
Polling Sites Relocated	2	2	1	1	1
Voter Registration Drives	2	2	3	3	4

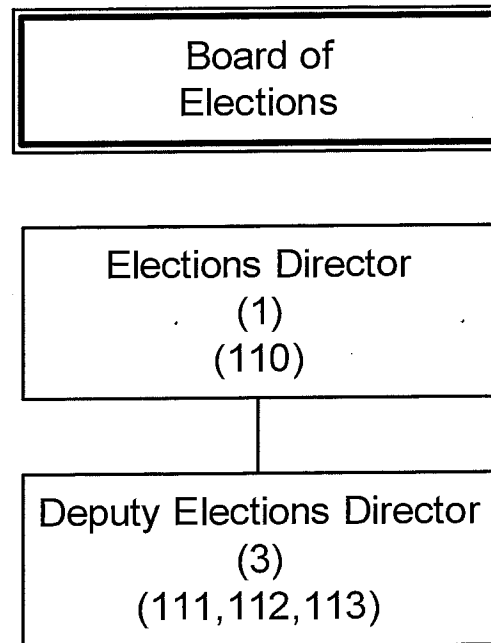
FY 2011-12 Fiscal Year Objectives

- Successfully conduct 2011 Municipal/School Board Elections.
- Successfully conduct 2012 Presidential Primary and 2nd Primary.
- Increase voter participation.
- Provide the best possible services at a minimum cost to the electorate.

Budget Highlights

- The increase in Personnel and Operating costs for FY 2011-12 is due to a 2011 Municipal/School Board Election and the 2012 Primary and 2nd Primary Elections, compared to only one election held in FY 2010-11.
- Voting machine maintenance will be paid by the State Board of Elections.
- Election coding will no longer be paid by the State Board of Elections.

Board of Elections



Child Support Enforcement

Phone Number (919) 245-2175

Website: <http://www.co.orange.nc.us/cse/index.asp>

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Category (General Fund)						Account: 4400
Personnel Services	\$ 765,657	\$ 767,458	\$ 779,905	\$ 779,555	\$ 798,559	\$ 798,559
Operations	\$ 130,436	\$ 117,802	\$ 128,450	\$ 114,900	\$ 130,714	\$ 130,714
Capital Outlay	\$ 4,273	\$ 1,373	\$ 0	\$ 2,445	\$ 33,000	\$ 20,000
Total Expenditures	\$ 900,365	\$ 886,633	\$ 908,355	\$ 896,900	\$ 962,273	\$ 949,273
Offsetting Revenues	\$ (1,108,819)	\$ (1,550,747)	\$ (1,317,800)	\$ (1,386,321)	\$ (1,662,300)	\$ (1,662,300)
County Costs (net)	\$ (208,453)	\$ (664,115)	\$ (409,445)	\$ (489,421)	\$ (700,027)	\$ (713,027)
Total Child Support Enforcement and Related Expenditures	\$ 900,365	\$ 886,633	\$ 908,355	\$ 896,900	\$ 962,273	\$ 949,273

Mission Statement

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

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

FY 2010-11 Outcomes

- Orange County children will receive financial support of \$6,000,000
- New child support orders will be established for 210 families
- Paternity will be established for 150 children

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Collections	\$6,086,218	\$5,882,462	\$6,000,000	\$5,800,00	\$5,800,00
New child support orders	227	219	230	210	210
Paternity established	140	178	140	150	150

Child Support Enforcement – continued

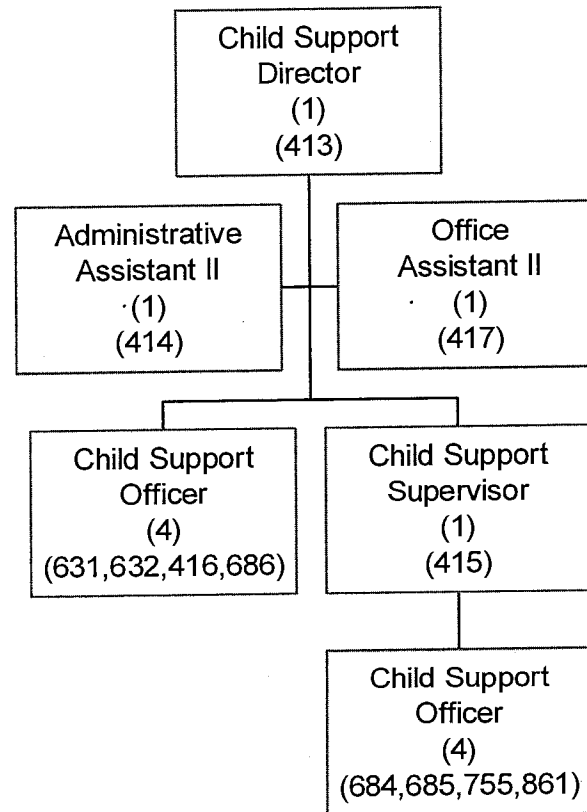
FY 2011-12 Fiscal Year Objectives

- Orange County families will receive financial support of \$5,800,000
- New child support orders will be established for 210 families
- Paternity will be established for 150 children

Budget Highlights

- Unemployment and under-employment continue to effect collections
- The Department requested \$33,000 in FY 2011-12 Recurring Capital (IT Equipment and Furnishings), but only \$20,000 in Furnishings, related to the move to the West Campus building, is included in the Commissioner Approved budget.
- The increase in Revenues for FY 2011-12 is due to the most recent cost allocation reimbursement plan, as well as an increase in incentive pass-through funds from the State.

Child Support Enforcement



N.C. Cooperative Extension, Orange County Center

Phone Number (919) 245-2050

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

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Category (General Fund)						Account: 4500
Personnel Services	\$ 336,557	\$ 402,461	\$ 380,015	\$ 301,613	\$ 347,063	\$ 347,063
Operations	\$ 138,884	\$ 42,602	\$ 33,521	\$ 36,130	\$ 33,521	\$ 43,521
Capital Outlay	\$ 2,618	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 478,058	\$ 445,064	\$ 413,536	\$ 337,743	\$ 380,584	\$ 390,584
Offsetting Revenues	\$ (1,315)	\$ (2,747)	\$ 0	\$ 0	\$ 0	\$ (5,000)
County Costs (net)	\$ 476,743	\$ 442,317	\$ 413,536	\$ 337,743	\$ 380,584	\$ 385,584
Total Cooperative Extension and Related Expenditures	\$ 478,058	\$ 445,064	\$ 413,536	\$ 337,743	\$ 380,584	\$ 390,584

Mission Statement

North Carolina Cooperative Extension is an educational partnership helping people put research-based knowledge to work for economic prosperity, environmental stewardship, and an improved quality of life.

Agriculture: Crops and Local Food

Major Services

- Provide technical assistance to animal, poultry, aquaculture, and crop producers and assist in the implementation of practices such as crop and livestock management strategies, alternative, local marketing, organic production systems and waste management that will achieve individual and family goals related to profitability, environmental stewardship and quality of life.
- Provide training for existing farmers and potentially new farmers on fruit, vegetable and flower production, using organic methods in the PLANT@ Breeze training program.
- Provide on-farm apprenticeship training via the PLANT @ Breeze Farm Enterprise Program on day-to-day on-farm best management practices

FY 2010-11 Outcomes

- Animal, poultry, aquaculture and crop producers will implement best management practices and improved farm financial planning that will enhance profitability.
- Field crop growers will gain knowledge and skills leading to increased production for local markets, diversify crop production, improve problem solving skills to address infrastructure issues and increase consumer awareness of local agricultural systems.
- Farmers and workers will adopt safer food and agricultural production, handling, and distribution practices that increase the quality and safety of food sold at markets.
- Farmers will explore organic alternatives for pest control and those who use pesticides will use personal protective equipment and application methods that reduce health risks and assure food and water quality.

Cooperative Extension – continued

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Farmers participation in Educational Programs	445	350	350	450	450
Farmers growing new crops	6	20	25	25	25
Farmers increasing income generated at local markets	N/a	N/a	N/a	25	25
Farmers using organic alternatives or safe pesticide practices.	N/a	N/a	N/a	25	25
Farmers adopting safe handling practices	N/a	N/a	N/a	25	25

FY 2011-12 Fiscal Year Objectives

- Incorporate educational programs on food safety into the operations of the Piedmont Food and Agriculture Processing Center.
- Expand Breeze Farm infrastructure by developing new water sources, building coolers for harvested crops and building raised tunnels for season extension.

Budget Highlights

- The FY 2011-12 Commissioner Approved budget includes moving \$10,000 for the Breeze Farm from the Human Services Non-Departmental section to the Cooperative Extension's operational budget, as well as its associated revenue.

Agriculture: Horticulture and Master Gardeners

Major Services: Horticulture

- Provide technical support, educational seminars and symposia for Green Industry, landscape contractors and landscape maintenance professionals on best management practices in the areas of horticulture and pesticide alternatives and safety.
- Train Extension Master Gardener Volunteers to deliver researched based horticultural information to the gardening public.
- Provide educational classes, newsletters, newspaper articles, individual consultations and phone calls for home gardeners to learn proper plant selection and landscape management techniques that minimize water use and chemical inputs.
- Develop leadership skills of Extension Master Gardener Volunteers enabling them to run committee meetings and provide guidance to community gardeners, teachers, community associations and the gardening public visiting the Extension Center and the North Carolina Botanical Garden in Chapel Hill.

Cooperative Extension – continued

FY 2010-11 Outcomes

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

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Number of Green Industry Professional trained	-	100	100	100	100
Number of Master Gardener Volunteers	53	60	65	65	75
Number of informal educational program participants and contacts	987	1,100	3,976	3,976	4,000
Estimated value of volunteer service and financial impact	\$63,000	\$65,000	\$65,000	\$70,000	\$70,000

FY 2011-12 Fiscal Year Objectives

- Enhance the Green industry's level of professionalism and knowledge of proper tree care practices. Evaluate the demand for green industry and Certified Arborist training, a Legacy Tree Program or Treasure Tree Program.

Agriculture: Livestock

Major Services

- Provide educational assistance to animal producers in the county.
- Assist in the implementation of best management practices and strategies in regards to livestock, marketing and pasture management.
- Promote agricultural awareness through educational opportunities for youth.

FY 2010-11 Outcomes

- Livestock producers will utilize research-based information and incorporate best management practices in their daily operations.
- Farmers will evaluate the recommended and potential production practices that work best for their farm.
- Youth will build upon responsibility and leadership skills through animal husbandry projects.

Cooperative Extension – continued

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Farmer participation in educational programs	410	445	350	350	300
Farmers increasing knowledge of waste management	74	70	65	70	20
Farmers showing increased profits by marketing calves through graded feeder sales	14	18	15	15	30

FY 2011-12 Fiscal Year Objectives

- Provide research based programming for livestock producers in regards to management, herd health, pasture management, marketing and agricultural business plans.

Family and Consumer Sciences: Household Management and Volunteer Leadership

Major Services

- Financial Management Education
- Residential Energy Education
- Pest Identification and Control
- Estate Planning and Planning for Future Incompetency and Dependency
- Volunteer Leadership Development
- Parenting Education (Grandparents Raising Grandchildren & Parenting the Second Time Around)

FY 2010-11 Outcomes

- Educational programs on basic money management and consumer buymanship.
- Pest control and pest identification information for homeowners.
- Residential energy education and conservation for homeowners.
- Volunteer leadership development skills for Orange County ECA members.
- Parenting education for those who are parenting in the absence of biological parents.
- Estate planning education for individuals and families.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Consumer education efforts.	33	81	50	50	45
Estate planning efforts.	132	94	45	45	40
Pest control and pest identification.	58	40	35	35	35

Cooperative Extension – continued

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Residential energy conservation.	129	35	85	85	80
Volunteer leadership development.	129	121	115	115	115
Parent education efforts.	N/a	N/a	25	25	25

FY 2011-12 Fiscal Year Objectives

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

Budget Highlights

- Dollars saved through use of volunteers and leaders to extend educational efforts.
- Dollars saved by reducing energy usage and in turn reducing energy costs for homeowners.
- Dollars saved as a result of enhanced consumer buymanship skills relative to goods and services.

Family and Consumer Sciences: Food and Nutrition

Major Services

- Food Preservation Programming and Education.
- ServSafe Certification Programming.
- Weight Management and Weight Loss Education.
- Nutrition Education and Programming.
- Food Safety Education and Programming.

FY 2010-11 Outcomes

- Educational programming and workshops on food preservations techniques.
- ServSafe Food Safety Certification Course for restaurant workers.
- Eat Smart, Move More, Weigh Less program for weight loss and weight maintenance.
- Nutrition education programs for general public.
- Food safety education programs for general public.

Cooperative Extension – continued

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Food Preservation Programming	N/a	N/a	50	50	50
ServSafe Certification	N/a	N/a	100	100	100
Weight Loss/Maintenance Programming	N/a	21	30	35	50
Nutrition Education Programming	N/a	N/a	50	50	50
Food Safety Education Programming	N/a	N/a	50	50	50

FY 2011-12 Fiscal Year Objectives

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

Budget Highlights

- Approximately \$75,000 saved per food-borne illness outbreak prevented by having restaurant workers who are ServSafe Certified.
- Dollars saved as a result of direct and indirect results related to weight loss programming.
- Dollars saved as a result of direct and indirect results related to nutrition education programming.

4-H: Youth Development

Major Services

- Empower young people to develop cognitive, social, physical, and emotional skills in order to reach their full potential in becoming competent and contributing participants in their peer groups, families, schools, and communities.

FY 2010-11 Outcomes

- Orange County's youth (5-19) enrolled in the community club program and be active participants in club projects and activities.
- Orange County's youth (5-19) will participate in environmental, science, and sustainable 4-H projects/activities.
- Orange County's youth will be involved in the already existing after-school program activities.
- Orange County's youth population (5-19) will enroll in 4-H summer activities.

Cooperative Extension – continued

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Number of Youth enrolled in 4-H	29,217	25,000	23,000	23,000	23,000
Number of youth enrolled in environmental education and science programming	11,336	7,500	7,000	7,000	7,000
Number of youth enrolled in 4-H programs as a result of their previous experience with 4-H programs and activities	17,217	18,000	18,000	18,000	18,000

FY 2011-12 Fiscal Year Objectives

- 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 5-18, during summer, after-school care, special interest activities, and through community club activities.

4-H: Volunteer Development

Major Services

- Recruit, retain, and support a diverse group of youth and adult volunteers serving as advisers and leaders in implementing effective county-based 4-H programs.

FY 2010-11 Outcomes

- To have additional volunteers complete training in fiscal year.
- To have volunteers take part in county, district, and state level training opportunities.
- To have trained volunteers implement subject matter workshops to the Orange County 4-H population.
- To have volunteers participate in recognition during an annual volunteer recognition celebration.

Cooperative Extension – continued

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Volunteers who complete training in a fiscal year.	1,040	700	800	800	800
Number of volunteers who take part and/or implement county, district, and state level trainings.	450	500	450	450	450
Volunteers that participate in a formal recognition ceremony.	250	300	400	400	400

FY 2011-12 Fiscal Year Objectives

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

County Attorney's Office

Phone Number (919) 245-2318

Website: <http://www.co.orange.nc.us/>

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
<i>By Category (General Fund)</i>						Account: 2050
Personnel Services	\$ 41,681	\$ 307,207	\$ 399,048	\$ 396,498	\$ 405,631	\$ 405,631
Operations	\$ 4,296	\$ 84,540	\$ 56,050	\$ 38,000	\$ 55,550	\$ 55,550
Capital Outlay	\$ 2,566	\$ 3,236	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 48,544	\$ 394,984	\$ 455,098	\$ 434,498	\$ 461,181	\$ 461,181
County Costs (net)	\$ 48,544	\$ 394,984	\$ 455,098	\$ 434,498	\$ 461,181	\$ 461,181
Total County Attorney's Office and Related Expenditures	\$ 48,544	\$ 394,984	\$ 455,098	\$ 434,498	\$ 461,181	\$ 461,181

Mission Statement

To provide effective and efficient legal services to the Orange County Board of Commissioners and all Departments within Orange County Government.

Major Services

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

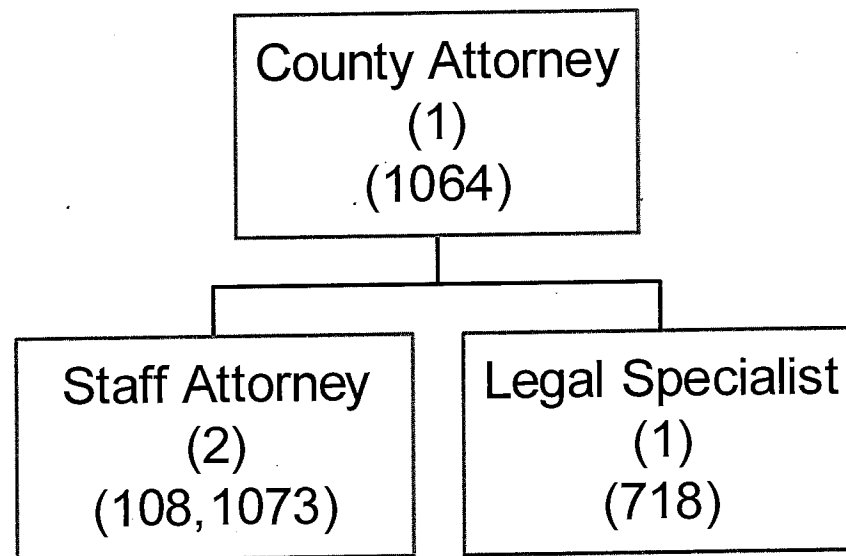
FY 2011-12 Fiscal Year Objectives

- Finalize Orange County UDO for Codification
- With Information Technology initiate a paperless process for most legal review
- Continue providing expedient and accurate legal advice to Commissioners and Departments

Budget Highlights

- Operational costs remain consistent with the FY 2010-11 Budget.

County Attorney's Office



County Manager's Office

Phone Number (919) 245-2300

Website: <http://www.co.orange.nc.us/manager/index.asp>

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Category (General Fund)						Account: 2100
Personnel Services	\$ 1,068,675	\$ 823,536	\$ 656,883	\$ 658,808	\$ 668,231	\$ 668,231
Operations	\$ 63,260	\$ 33,352	\$ 42,510	\$ 26,585	\$ 44,085	\$ 44,085
Capital Outlay	\$ 5,327	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 1,137,262	\$ 856,888	\$ 699,393	\$ 685,393	\$ 712,316	\$ 712,316
Offsetting Revenues	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
County Costs (net)	\$ 1,137,262	\$ 856,888	\$ 699,393	\$ 685,393	\$ 712,316	\$ 712,316
Total County Manager's Office and Related Expenditures	\$ 1,137,262	\$ 856,888	\$ 699,393	\$ 685,393	\$ 712,316	\$ 712,316

Mission Statement

The Orange County Manager's Office manages all departments of County government to assure adequate levels of service are provided to residents as efficiently as possible. The Department implements the policies of the Board of County Commissioners and coordinates, monitors, and evaluates all County government activities.

Major Services

- Oversee the development, presentation and administration of the annual operating budget and capital investment plan.
- Monitor and evaluate County operations and coordinate the implementation of Board initiatives and policies
- Coordinate the County legislative process through agenda preparation and presentation, with follow-up to document, assign responsibility, and coordinate response to items identified at Commissioner meetings that need follow up action; 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
- Establish budget criteria and performance levels of service for all County departments to assure that services are delivered to citizens with efficiency and effectiveness
- Investigate and develop strategies for improving service delivery, with emphasis on tangible and measurable service outcomes for County residents
- Provide guidance to the County's two school systems on matters related to funding for operations and capital facilities and manage outside agency annual grant application process

County Manager's Office – continued

FY 2010-11 Outcomes

- Continued to coordinate the County legislative process through agenda preparation and presentation, with follow-up to document, assign responsibility, and coordinate response to items identified at Commissioner meetings that need follow-up action; 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

- Addressed multiple budget and personnel related issues including early retirement, selective filling of vacant staff positions to achieve financial savings, and presentation to the Board of Commissioners of the pending financial challenges associated with continuing to provide existing and future services to County residents
- Continued to serve as lead in executing technical and analytical tasks associated with Schools Collaboration and special endeavors regarding the school districts.
- Progress on the resolving historical uncertainties related to the Orange-Alamance County line, and continued progress on Piedmont Food & Agricultural Processing Center

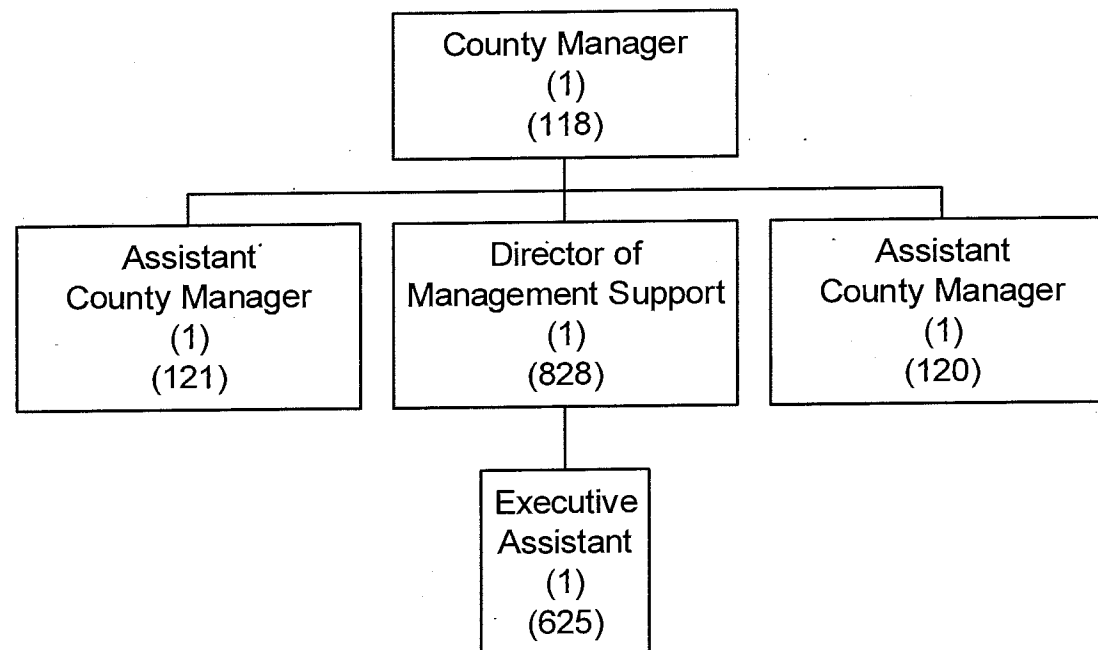
FY 2011-12 Fiscal Year Objectives

- Continue review of County departments and operations for efficiencies, duplicative activities and investigation of possible reorganizations and/or reassignment of existing staff
- Continue progress on the resolving historical uncertainties related to the Orange-Alamance County line
- Continue work with the Board of Commissioners to address the financial challenges associated with providing services to County residents

Budget Highlights

- The County Manager's Office budget reduced substantially from FY 2009-10 to FY 2010-11 with one retirement and one reassignment

County Manager's Office



Courts

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Category (General Fund)						Account: 7000
Personnel Services	\$ 0	\$ 9,000	\$ 9,000	\$ 0	\$ 9,000	\$ 9,000
Operations	\$ 193,780	\$ 165,255	\$ 169,700	\$ 154,650	\$ 74,786	\$ 74,786
Capital Outlay	\$ 460	\$ 135	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 194,240	\$ 174,390	\$ 178,700	\$ 154,650	\$ 83,786	\$ 83,786
County Costs (net)	\$ 194,240	\$ 174,390	\$ 178,700	\$ 154,650	\$ 83,786	\$ 83,786
Total Courts and Related Expenditures	\$ 194,240	\$ 174,390	\$ 178,700	\$ 154,650	\$ 83,786	\$ 83,786

Major Services

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

Budget Highlights

- The decrease in Operations for FY 2011-12 is due to the closing of the space at Carr Mill Mall in Carrboro, and the budgeting of only three months of rent in FY 2011-12.

Department of Environment, Agriculture, Parks & Recreation

Phone Number (919) 245-2510

Website: <http://www.co.orange.nc.us/deapr/index.asp>

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Category (General Fund)						Account: 5110
Personnel Services	\$ 2,206,811	\$ 2,266,518	\$ 2,364,054	\$ 2,318,554	\$ 2,319,222	\$ 2,319,222
Operations	\$ 521,355	\$ 518,759	\$ 571,527	\$ 570,898	\$ 548,499	\$ 548,499
Capital Outlay	\$ 16,644	\$ 14,560	\$ 0	\$ 2,500	\$ 13,000	\$ 0
Total Expenditures	\$ 2,744,809	\$ 2,799,836	\$ 2,935,581	\$ 2,891,952	\$ 2,880,721	\$ 2,867,721
Offsetting Revenues	\$ (298,370)	\$ (361,142)	\$ (399,838)	\$ (377,745)	\$ (403,849)	\$ (403,849)
County Costs (net)	\$ 2,446,440	\$ 2,438,694	\$ 2,535,743	\$ 2,514,207	\$ 2,476,872	\$ 2,463,872
Total DEAPR Expenditures	\$ 2,744,809	\$ 2,799,836	\$ 2,935,581	\$ 2,891,952	\$ 2,880,721	\$ 2,867,721

Division Summary

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Program (General Fund)						
Admin/Support Services	\$ 1,741,267	\$ 1,823,991	\$ 1,959,285	\$ 1,909,029	\$ 691,085	\$ 691,085
Natural and Cultural Resources	\$ 687,419	\$ 668,503	\$ 662,768	\$ 666,146	\$ 253,411	\$ 253,411
Parks	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,052,024	\$ 1,039,024
Recreation	\$ 0	\$ 0	\$ 0	\$ 0	\$ 569,905	\$ 569,905
Soil & Water Conservation	\$ 316,124	\$ 307,342	\$ 313,528	\$ 316,777	\$ 314,296	\$ 314,296
Total Expenditures	\$ 2,744,809	\$ 2,799,836	\$ 2,935,581	\$ 2,891,952	\$ 2,880,721	\$ 2,867,721
Offsetting Revenue	\$ (298,370)	\$ (361,142)	\$ (399,838)	\$ (377,745)	\$ (403,849)	\$ (403,849)
County Costs (net)	\$ 2,446,440	\$ 2,438,694	\$ 2,535,743	\$ 2,514,207	\$ 2,476,872	\$ 2,463,872
Total Expenditures	\$ 2,744,809	\$ 2,799,836	\$ 2,935,581	\$ 2,891,952	\$ 2,880,721	\$ 2,867,721

Mission Statement

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

Natural and Cultural Resources Division

Major Services

- The Natural and Cultural Resources (NCR) Division provides a wide range of services in the areas of land conservation, water resources policy analysis and data, protection of significant historic/cultural resources, farmland preservation, air quality, and efforts to implement the long-term goal of environmental responsibility in county government.

DEAPR – continued

- The **Lands Legacy Program** works with willing landowners and other partners (e.g., land trusts, universities, other units of government) to conserve high priority natural and cultural resource lands.
- The **Local Landmark Program** recognizes properties and groups of properties (districts) with local historic and architectural significance. Once designated, individual local landmarks are eligible for a 50% property tax deferral. All designated properties (individual and districts) are subject to a design review process prior to making exterior changes. The program is administered through the Historic Preservation Commission.
- **Orange WellNet** is a groundwater observation well network established by the County in 2010 in partnership with other entities. The network currently includes six bedrock wells that monitor fluctuations in bedrock groundwater levels. This information is used to inform the public and officials about groundwater supply issues, including the impact of natural phenomena (such as drought) on groundwater in Orange County. Groundwater levels are collected hourly, and this information is made available to the public on the NC Division of Water Resources web page.
- **H2Orange** is a multi-departmental initiative (led by DEAPR NCR) to provide, share, and discuss information on water resources in Orange County, including: reservoir levels, surface water data, drought information (historic/current), water conservation strategies, stormwater and erosion control information, and weather information. H2Orange takes a lead role in coordinating drought response among County departments, and in reviewing data and information for regional water resource programs and projects.
- The **Voluntary Agricultural District Program** allows farmers with qualifying farms to enroll in a revocable 10-year conservation agreement. Enrollment provides a number of benefits such as recognition, waiver from water and sewer assessments, and protection from nuisance and condemnation suits. Beginning in 2010 farms may be enrolled as an *Enhanced* Voluntary Agricultural District farm, which includes an *irrevocable* 10-year conservation agreement for additional benefits such as cost share assistance and an expanded bona fide farm status for zoning purposes. More than 2,800 acres of farmland are enrolled in the VAD program. The program is administered through the Agricultural Preservation Board.
- The goal of **Environmental Responsibility in County Government** was adopted by Orange County in December 2005. DEAPR works with other county departments to implement a series of objectives that support the goal of performing County functions with an awareness, sensitivity and ethic that promotes environmental responsibility and leadership.
- Finally, the NCR Division maintains a comprehensive database of significant natural and cultural resources in Orange County. These data are updated regularly; most are available electronically for use by other County departments, other jurisdictions, partner entities, and the general public.

FY 2010-11 Outcomes

- Acquired permanent conservation easements that will help protect significant natural resources on three properties (Covey Creek – 7.56 acres, Volpe – 5.18 acres, Sykes Dairy – 160 acres)
- Provided financial and technical assistance to the Botanical Garden Foundation for acquiring a significant property (5.5 acres) that will enlarge the Stillhouse Bottom Nature Preserve
- Completed restoration/stabilization of historic buildings at Blackwood Farm (future county park)
- Completed design standards for Orange County Local Historic Landmarks and Local Historic Districts (approved by State of NC and adopted by BOCC on 10/5/10)
- Assisted the owner of Murphey School to have it designated an Orange County Local Landmark

DEAPR – continued

- Updated Orange County's Historic Preservation Ordinance (adopted 10/5/10)
- Arranged for Orange County's groundwater data to be available from NC DENR web site
- Established three new groundwater observation wells (regolith wells) for Orange WellNet
- Helped plan, organize and present the 2011 Agricultural Summit
- Prepared joint application to NCDOT for proposed new Scenic Byway in Orange County

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Land conserved through Lands Legacy Program (acres)	110	13	160	173	200
Farmland enrolled in Voluntary Agricultural District program (acres)	467	113	0	57	75
Groundwater monitoring wells established by Orange Well Net	N/A	6	3	3	2
Local landmarks designated through Local Landmark Program	0	0	0	1	1

FY 2011-12 Fiscal Year Objectives

- Develop new signs and outreach materials for Local Landmark Program
- Develop new outreach materials for Voluntary Agricultural District Program
- Work with IT to put historic properties inventory on Orange County web site
- Help plan and conduct 2012 Agricultural Summit
- Acquire land for the future Bingham District Park, and other approved Lands Legacy priorities
- Acquire land and landowner agreements for new segments of the NC Mountains-to-Sea Trail
- Complete two farmland conservation easements with federal/state grant funds
- Add new wells (in needed geologic zones or locations) to Orange WellNet
- Develop database of groundwater contamination incidents in Orange County
- Address and evaluate County water allocation and demand from Jordan Lake, with Planning
- Integrate open space plans into new Comprehensive Parks and Recreation Master Plan
- Undertake next steps for implementation of Environmental Responsibility Goal, working with AMS and other departments.

Budget Highlights

- Will use federal/state matching grants (\$322,000) awarded to complete Breeze Farm conservation easement (Phase 2)
- Will use \$7,500 from NC Soil and Water Conservation Division to install a well on County-owned property; will supply water for agricultural use so that cattle will no longer contaminate streams on property

DEAPR – continued

Athletics Division

Major Services

- Planning, organizing and implementing 31 youth and adult athletic leagues, camps, instructional programs and special events involving 2,009 Orange County participants and generating \$99,340 in revenue.
- Scheduling, billing and supervising 535 rental hours (2010) of athletic facility rentals, which include the Central Recreation Center, Cedar Grove Park, and Efland Cheeks Community Park, generating \$15,470 in revenue.
- Management and operation (including financial management, inventory control, personnel management, equipment servicing, and food service safety practices) of Eurosport Soccer Center full-service concession stand and County-owned concession trailer generating \$15,000 in revenue.
- Administration of Parent Training Program conducted 12 times per year attended by 478 Orange County households, which introduces all youth sport league parents to the mission, philosophy and structure of Athletic Division youth athletic leagues for the purpose of providing a safe, educational and enjoyable experience for players, parents and volunteer coaches.
- Administration of Volunteer Coaches Training Program conducted 8 times per year attended by 420 head and assistant coaches. The program provides training in child safety and motor skills development, basic sports knowledge and practices, child psychology, parent and child communication and recreational coaching principles and philosophies. In addition, all volunteers are subjected to national and state criminal background checks and a national sexual predator check.

FY 2010-11 Outcomes

- Operated 31 youth and adult athletic programs recouping 100% of direct operating expenditures and maintaining a 90% satisfaction rate on all surveys.
- Designed and developed Athletic Division youth program sponsorship program. Program instituted to assist in producing revenue neutral impact to the Athletic Division scholarship program along with covering complete direct cost of two special events.
- Processed and completed 100% (240) background checks of volunteer baseball, softball, soccer, football and basketball coaches
- Attended and completed certification with the Orange/Durham County Cooperative Extension ServSafe program to ensure Eurosport Soccer Center and County-owned concession trailer adhere to all food safety practices as prescribed by the National Restaurant Association. The certification carries a 2 point bonus on current year's Environmental Health Inspection restaurant ratings scorecard.
- Conducted parent training sessions with a 73% attendance rate for registered youth participant's households.

DEAPR – continued

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Evaluation of revenue against direct operating expenditures.	\$86,380 (R) \$94,993 (E)	\$110,576 (R) \$99,378 (E)	\$115,027 (R) \$101,858 (E)	\$109,058 (R) \$104,730 (E)	\$112,840 (R) \$109,165 (E)
County expenditure for Athletic program participants related to direct costs.	\$75,013 (E) \$66,380 (R) - \$9.64 (E/P) 895-(P)	\$85,378 (E) \$82,637 (R) - \$2.08 (E/P) 1315-(P)	\$91,953 (E) \$92,960 (R) + \$0.62 (E/P) 1614-(P)	\$91,950 (E) \$94,847 (R) + \$1.36 (E/P) 2119-(P)	\$96,826 (E) \$99,340 (R) +\$1.25 (E/P) 2004-(P)
Enrollment and availability of programs for adults ages 18-55 that will promote physical fitness and healthy lifestyles.	8 programs 175 (P)	12 programs 265 (P)	16 programs 300 (P)	6 programs 360 (P)	7 programs 420 (P)
Athletic participation scholarship program for underprivileged youth, to promote physical fitness, social skills, teamwork, discipline and civic responsibility.	\$1,037.50 21 (P)	\$3,663 68 (P)	\$3,375 75 (P)	\$3,037 135 (P)	\$3,375 155 (P)

R – revenues; E – expenditures; P – participants; E/P – expenditures per participant.

FY 2011-12 Fiscal Year Objectives

- To implement the Athletic Division sponsorship program that will support two athletic oriented special events and offset the financial liability that offering scholarships has caused.
- To develop a youth soccer advisory board to assist with the implementation and direction of the Athletic Division's youth soccer program.

Budget Highlights

- To increase registration revenue by 5% through fee adjustments for programs and increased enrollment by reallocation of current resources.
- To increase concession revenue by increasing the utilization of the County-owned concession trailer at department-sponsored programs and authorized rental organizations.
- To implement an Athletic sponsorship program expected to generate \$7,000 to support participants with financial hardships and reduce the County's financial burden to support Athletic Division programs.
- Re-structuring of department combines Athletics and Recreation into one division (Recreation).

Recreation Division

Major Services

- The Recreation Division provides a wide range of on-going recreational programs for Orange County residents of all ages including but not limited to instructional programs such as Tai Chi, Yoga, Aerobics, Tae Kwon Do, Women's Self Defense, Square Dance, Piano, Guitar, Preschool Programs, Creative Arts, and Children's Dance Classes; Annual Special Events such as the Fishing Rodeo, County-Wide Children's Egg Hunt Celebration, the Daddy-Daughter Dance, and Halloween Spooktacular; and Summer Enrichments Camps such as Teen and Pre-Teen Adventure Camps, Music, Theatre, Guitar, Golf, and Creative

DEAPR – continued

Arts Mini Enrichment Camps, Variety Camps, and Environmental Camps for school-aged children; and programs which encourage environmental stewardship, preservation and nature appreciation for adults and youth such as Teen Day Trips, Adult Gardening Series, and Children's Nature Programs. Ongoing collaboration with Cooperative Extension, the Chapel Hill-Carrboro YMCA, the Hillsborough Police Department, and the Towns of Chapel Hill and Carrboro Parks and Recreation Departments allows the Recreation Division to offer a broader spectrum of programs reaching a greater audience of participants while utilizing fewer Orange County resources.

- The Recreation Division also provides Orange County residents with the opportunity to rent facilities for group functions such as meetings, community gatherings, family reunions, wedding receptions, and birthday parties. Programs and rentals are offered at Central Recreation Center and Efland-Cheeks Community Center.
- The Recreation Division also provides Orange County residents specialized therapeutic recreation programming for individuals who have developmental and/or cognitive disabilities which includes but is not limited to instructional programs such as soccer, guitar, voice and piano; special events such as monthly dances, holiday parties, and an annual talent show; and day activities such as nature walks, spring gardening, and hiking trips.

FY 2010-11 Outcomes

- Supervision and scheduling of two rental facilities which include Central Recreation Center and Efland-Cheeks Community Center with a total of 379 rental hours (2010) generating \$6,143 in revenue and hosting 4,053 renters.
- Recreation Division coordinated and collaborated with the following agencies in order to increase participation and decrease expenditures; Carrboro Parks and Recreation, Chapel-Hill Parks and Recreation, Orange County Cooperative Extension, Orange County 4-H Clubs, The Chapel Hill YMCA, UNC - Morehead Planetarium, Orange High School, Cedar Ridge High School, Durham Academy, NC Wildlife Recourses Commission, Bridge to Sports Corporation, Healthy Carolinians, ERC Wellness Committee, Mebane Parks and Recreation, and Cross Disability Services.
- Recreation Division recorded 2,144 total visits in our open gym programs (badminton, walking, adult basketball, youth basketball, parent-child basketball) in 2010

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Special Population program participants	1,360	875	1,200	715	800
General recreation program participants	897	1,335	2,018	1,838	2,050
Actual Revenue from programs (Based on enrollment expenses)	56,443	68,230	69,101	70,000	86,970
Number of community center rentals	191	326	131	150	150
Community Center Rental revenue	\$4,718	\$7,455	\$5,681	\$5,024	\$5,500

DEAPR – continued

FY 2011-12 Fiscal Year Objectives

- Continue collaboration with the Advance Placement and International Baccalaureate programs at Cedar Ridge and Orange High Schools to allow youth in rising 11th – 12th grades to assist full-time staff in operations of the summer enrichment camps for community service hours.
- Achieve an Above Average or Excellent rating on 95% of evaluations for Recreation Division programs
- Continue to seek out sponsorships and collaborations with local community resources to enhance participation and decrease expenditures for programs and special events.
- Fully implement the new “Inclusion Policy” developed this year as well as the medication policy for full day programs.

Budget Highlights

- To decrease Permanent Personnel Expense by reorganizing department, combining Recreation and Athletic Divisions, and reclassifying the vacant Recreation Program Superintendent position (Grade 22) into a Recreation Supervisor position (Grade 14). This will enable more on-the-field support for programs and free up existing staff, thus increasing revenue while decreasing personnel expenses.
- Conduct equity study and implement results for “supervisor” positions.
- Provide improved and expanded programming in areas of high interest, with expenditures matching revenues, to address the increasing demands and expectations of the community.

Parks Division

Major Services

- Maintain all County Parks, public open spaces and “landscape areas” to a high standard, ensuring that all resources and facilities are clean and safe.
- Improved the quality and aesthetics of all County Park athletic fields and facilities to provide for longer seasons, improved playing surfaces, safety and user experience.
- Maintained County Preserves and public open spaces and began developing programs on the expansion, enhancement and management of natural resources.
- Conduct Environmental Education classes and Special Events to various age groups promoting environmental stewardship and an appreciation for nature.
- Maintained all County play structures to meet or exceed codes and standards set forth by the National Playground Safety Institute, the NRPA and ASTM.
- Promote high level of safety by conducting monthly safety meetings.

FY 2010-11 Outcomes

- All County Parks, public open spaces and “landscape areas” are maintained to a high level of excellence
- County Athletic fields are maintained to a high standard.

DEAPR – continued

- Environmental Education classes were conducted biweekly and special events were held in accordance with the occasion
- All County playgrounds meet or exceed all safety standards and regulations or needed improvements are under way.
- Conducted monthly safety meetings and quarterly committee meetings as well as “On the Spot” inspections.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Provide maintenance to all Parks, public open spaces and landscaped areas	8 shelters, 9 miles of hiking trails, 7 miles of biking trails, 1,258 acres	Cedar Grove expansion and Eurosport came on line, Hollow Rock master plan created more attention to that site; and Fairview expansion broke ground	Added responsibility of maintaining and enhancing grounds around all County owned buildings. Also maintain all county road signs. Expansion/ improvement to one County park, and the construction of greenway	Additional funding transferred over from AMS for landscape crew and road sign maintenance- all other funds remained same	Full year of new Fairview Park, and new Twin Creeks half-mile greenway. Increased use of Parks, structures and athletic fields
Improve quality and aesthetics of all sports fields and complexes	7 Baseball fields, +/- 25 soccer fields, 1 football field & 1 multipurpose field	9 baseball fields and additional 2 basketball courts	Same as previous year	An additional baseball field, 3 basketball courts, 3 tennis courts, 1 volleyball court and 1 horse shoe court in Park expansion	No new sport facilities planned
Inspect and patrol future Nature Preserves	756 acres	756 acres	1,395 acres	same	same
Conduct environmental education classes for various age groups.	25	34	44	44	47
Play structures meet or exceed all appropriate codes and standards	6	6	6	6	7
Provide a high quality safety program to increase safety in the workplace and reduce work related injuries	Conducted monthly safety meetings and Quarterly committee meetings	Same	Same	Same	Same

DEAPR – continued

FY 2011-12 Fiscal Year Objectives

- Plan and initiate Grassland, Meadow and Habitat Restoration Program at the future Blackwood Farm Park. Trail construction at Fairview Park, meadow enhancements at Fairview.
- Enhance and beautify landscape beds at Link Center and Animal Control. Oversee numerous Eagle Scout Projects.
- Change perimeter fencing at certain playgrounds to meet/exceed National Playground Safety requirements. Install vehicle barriers (boulders) as required.
- Trail improvements to sections of trail at Little River Park. Installation of trails at other sites as may be approved. Forest management at Blackwood Farm.
- Improve range and scope of safety program

Budget Highlights

- The Department requested \$13,000 in FY 2011-12 Recurring Capital (for Vehicle Replacement of pick-up truck), but it is not included in the Commissioner Approved budget.
- Continued Improvements/Repairs/Adjustments to Parks Operations Base
- Opening and operation of new expanded area of Fairview Park
- Opening and operation of Jones Creek Greenway segment - Twin Creeks (Moniese Nomp) Park, Phase I)
- Re-structuring of department has redirected a staff position to the Parks Division to help address new parks

Soil and Water Conservation District

Major Services

- Improve water quality in Orange County utilizing the NC Agricultural Cost Share Program, the NC Community Conservation Assistance Program (CCAP), and the USDA Farm Bill-Environmental Quality Incentives Program (EQIP); all are technical and financial incentive programs for land users.
- Provide agricultural land use recommendations, conservation planning, nutrient management planning, and technical assistance to landowners, homeowners, schools, municipalities, and other public and private groups.
- Inform citizens of county, state and federal regulatory and incentive programs related to agricultural and other natural resources issues.
- Provide technical assistance to landowners and other agency co-workers to promote the USDA Farm and Ranchland Protection Program, the NC Agriculture Development and Farmland Preservation Trust Fund program, the Orange County Voluntary Agriculture District program, and other programs that promote preservation of farmland.
- Enhance citizen awareness of Natural Resource Conservation through educational and information programs.

DEAPR – continued

- Provide technical assistance to agricultural landowners in meeting the required nutrient reductions in the Jordan Lake and Falls Lake watersheds to meet state standards/requirements.

FY 2010-11 Outcomes

- Provide technical and financial assistance to landowners; planning and designing “best management practices” (BMP’s) to treat water quality problems; provide most current information on water quality regulations, and determine most suitable state and federal financial incentive programs that meets landowner needs. Assess treatment needs for animal operations and cropland relative to water quality and soil erosion issues; installation of BMP’s treating agricultural sediment and nutrient runoff problems.
- Promote best land use and total resource management systems; agricultural conservation planning that include not only sediment and nutrient reduction on farmland, but wildlife enhancement, water quality improvement, and reforestation through available cost share programs.
- Provide technical assistance to urban landowners; assessment, planning and designing BMP’s to treat water quality concerns with sediment and storm water runoff problems; abandoned well closures working directly with and using guidelines from the County Environmental Health Division and the NC Division of Water Quality.
- Promote natural resources educational opportunities by assisting schools/teachers/home-schoolers with developing outdoor classrooms, farm trips, mini-grants program, teachers’ workshops, environmental field days, local, state and national Envirothon contest, and free resource materials.
- Assist DEAPR/Natural and Cultural Resources division with technical assistance, development and review of conservation plans, assist with yearly status reviews of easements, and securing state and federal funding for the Orange County Lands Legacy Program initiative for agricultural conservation easements.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Allocate funds encumbered to NC Ag Cost-Share Program contracts with agricultural land users	\$161,091	\$73,400	\$70,170	\$70,170	\$51,345
Allocate funds encumbered to CCAP contracts with urban land users	\$15,000	\$8,300	\$8,500	\$8,500	\$8,000
Allocate EQIP funding for installation of conservation practices	\$160,000	\$150,000	\$150,000	\$200,000	\$50,000
Apply for State/Federal Farmland Protection Program funding for easements	\$0	\$327,000	\$150,000	\$322,000	\$100,000
Promote natural resources and assist citizens with information and educational opportunities, (no. of contacts)	2,200	2,350	2,400	2,400	2,400

CCAP – Community Conservation Assistance Program; EQIP – Environmental Quality Incentives Program

DEAPR – continued

FY 2011-12 Fiscal Year Objectives

- Maintain a high level of customer service through agriculture planning, designing, implementation, construction, and review of best management practices (BMP's) that will improve soil and water quality in Orange County watersheds; utilization of local, state, and federal financial incentive programs.
- Increase awareness to citizens about the importance of conservation and preservation of natural resources through educational programs and workshops for students and adults. Continue to inform landowners of voluntary agriculture and non-agricultural programs that are available to citizens of Orange County.
- Assist DEAPR/Natural and Cultural Resources division with review of conservation plans and securing state and federal funding for the Lands Legacy Program agricultural conservation easement initiative, and assist with yearly status reviews of easements.
- Increase awareness of programs - NC Community Conservation Assistance Program, USDA Farm Bill incentive programs, NC Agricultural Cost-Share Program - that provide education, technical and financial assistance to agricultural and non-agricultural landowners (public and private) to protect natural resources.
- Provide assistance to agricultural landowners in meeting the required nutrient reductions goals in the Jordan Lake and Falls Lake Watersheds to meet state mandated rules.

Budget Highlights

- Provided technical assistance in planning and implementation of Best Management Practices for protection of natural resources and water quality concerns; encumbered 100% of state and federal allocated funds to landowners.
- Work with Orange County Schools (C.W. Stanford Middle) to complete an outdoor classroom area; complete grant funded (CWMTF-\$355,000) project to capture and reuse stormwater from parking lots and buildings; protect Eno River water quality and provide an outdoor learning environment for the students.
- Provide technical assistance and help secure funding for farmland preservation and water quality protection for Orange County.

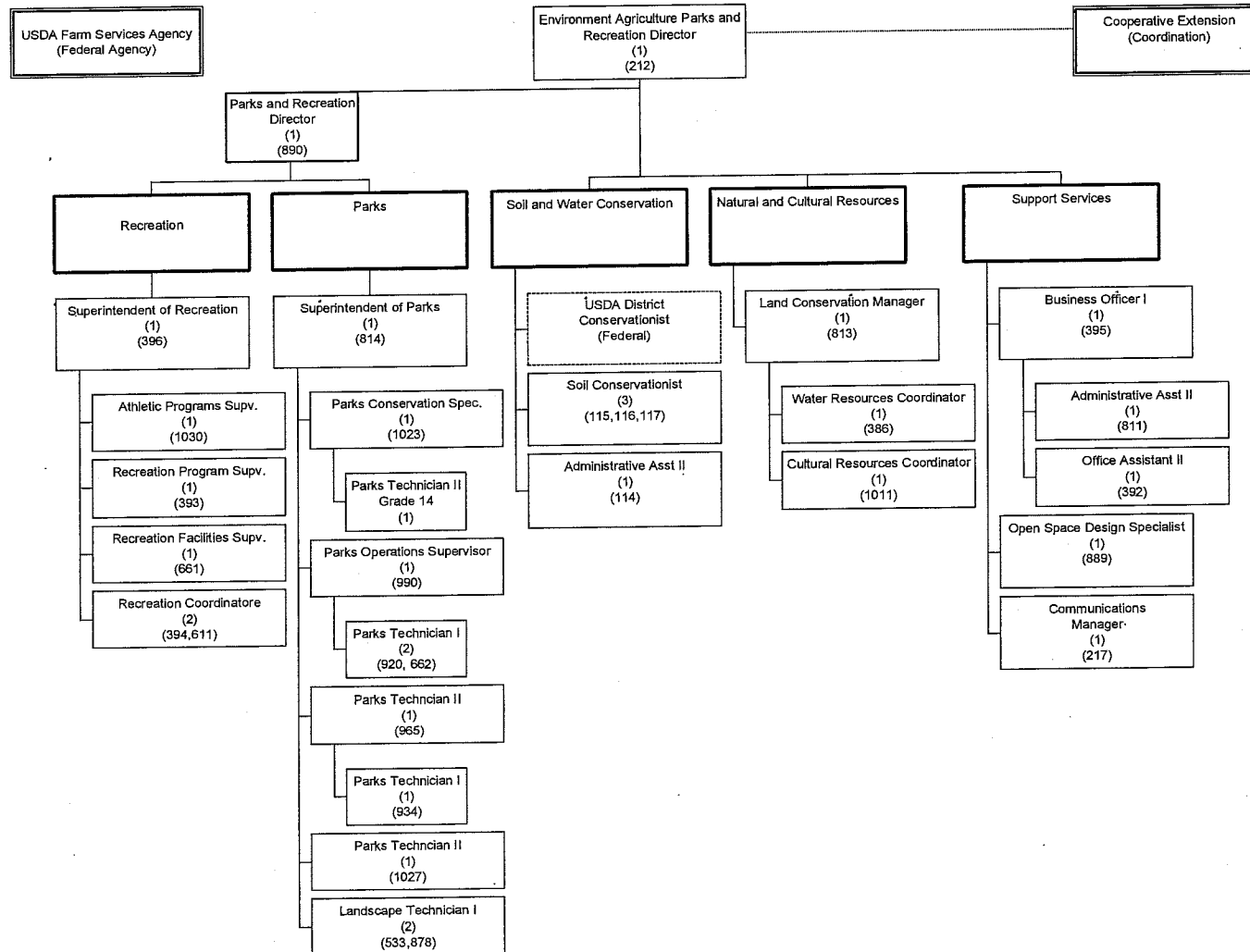
Department - Overall Budget Highlights

- The FY 2011-12 Commissioner Approved budget includes funds of \$22,000 in the Community and Environment Non-Departmental section of the budget for a temporary or contract staff person for data collection, research, graphics, and initial drafting of a Comprehensive Parks and Recreation Master Plan.
- Reorganization within department resulted in combining two divisions and eliminating one superintendent position, providing current and future personnel cost savings.

Fee Changes/Additions

- See Appendix B – Fee Schedule

Department of Environment, Agriculture, Parks and Recreation



Economic Development

Phone Number (919) 245-2325

Website: <http://www.co.orange.nc.us/ecodev/index.asp>

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Category (General Fund)						Account: 6000
Personnel Services	\$ 241,820	\$ 282,012	\$ 286,890	\$ 341,164	\$ 295,067	\$ 295,067
Operations	\$ 45,270	\$ 62,281	\$ 69,461	\$ 65,135	\$ 69,461	\$ 82,070
Capital Outlay	\$ 0	\$ 630	\$ 0	\$ 1,199	\$ 0	\$ 0
Total Expenditures	\$ 287,090	\$ 344,923	\$ 356,351	\$ 407,498	\$ 364,528	\$ 377,137
Offsetting Revenues	\$ (18,000)	\$ (12,000)	\$ (18,000)	\$ (18,000)	\$ 0	\$ 0
County Costs (net)	\$ 269,090	\$ 332,923	\$ 338,351	\$ 389,498	\$ 364,528	\$ 377,137
Total Economic Development and Related Expenditures	\$ 287,090	\$ 344,923	\$ 356,351	\$ 407,498	\$ 364,528	\$ 377,137

Mission Statement

Our purpose is to make Orange County a smart, innovative place to live and work. We encourage public and private investments to provide jobs for county residents and to increase the non-residential tax base. Through these investments and department's involvement, we will enhance the financial well-being and quality of life of county residents.

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 (all facets of commerce including entrepreneurship, agriculture, arts and tourism).
- Research and disseminate business, economic and demographic data to citizens, businesses, non-profits and elected officials through the website and printed materials.
- 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. 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.
- Assist with and oversee activities of the Chapel Hill/Orange County Visitors Bureau and the Orange County Arts Commission.
- Provide financing for small businesses and local entrepreneurs (Orange County Small Business Loan Program).

Economic Development – continued

FY 2010-11 Outcomes

- Research, develop, and prepare publications available free to anyone seeking information on small businesses and the local economy. Develop, publicize and update a webpage containing the most requested information.
- Encourage the use of all existing buildings by maintaining a comprehensive database of all commercial property (buildings and land) and by providing that information to firms looking to start, expand or relocate a business.
- Operate "Buy Local" campaign to inform citizens and governments of the value of shopping locally.
- Increase workforce participation of Orange County citizens by coordinating and linking the business community; various employment and training providers (such as Durham Technical Community College, Workforce Development Board, the Chambers public education support efforts and Work first programs).
- Encourage development of additional markets for local farm goods through an interactive web site (www.orangecountyfarms.org) and by convincing local food service operations to purchase local farm products. Activities include the regional value-added agricultural processing center.
- 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.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Web Contacts – Home Page Visits	175,000	100,000	170,000	170,000	170,000
Small Business Loan Application/Approved	6/1	3/2	5/1	4/2	5/2
SBTDC Local Clients	201	225	225	225	225
Orange County Employment	61,410	61,180	62,000	62,000	63,000
Number of Businesses	3,598	3,721	3,800	3,800	3,850
Request for Information/Referrals	1,200	725	1,000	1,000	1,000

FY 2011-12 Fiscal Year Objectives

- Provide citizens and businesses with information they seek in a timely and efficient manner.
- Begin aggressive existing industry visitations.
- Continue work to ensure that infrastructure is available to all Economic Development Districts.
- Provide a full range of services available to 21st century industry as well as innovative businesses and to encourage start-ups, expansion and retention of all of our businesses.

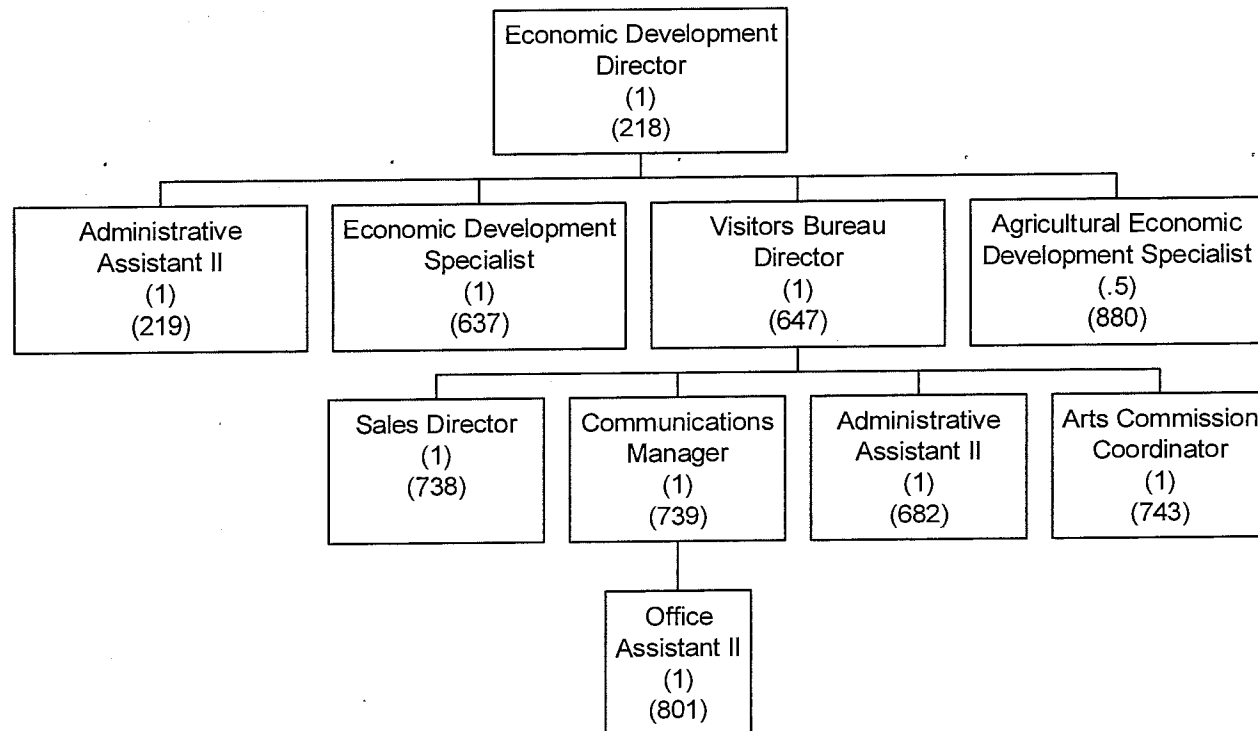
Economic Development – continued

Budget Highlights

- The FY 2011-12 Commissioner Approved budget includes an increase of \$12,609 in several operational accounts within the department.
- Continuation of services.

Economic Development

(Including Arts Commission & Visitors Bureau)



FY 2011-12

Emergency Services Department

Phone Number (919) 245-6100

Website: <http://www.co.orange.nc.us/emergency/index.asp>

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Category (General Fund)						Account: 7575
Personnel Services	\$ 5,440,620	\$ 5,146,968	\$ 5,747,890	\$ 5,288,291	\$ 6,671,207	\$ 6,337,976
Operations	\$ 858,237	\$ 780,440	\$ 890,405	\$ 945,611	\$ 1,150,928	\$ 1,028,516
Capital Outlay	\$ 43,158	\$ 106,640	\$ 0	\$ 1,023,701	\$ 778,600	\$ 547,600
Total Expenditures	\$ 6,342,015	\$ 6,034,048	\$ 6,638,295	\$ 7,257,603	\$ 8,600,735	\$ 7,914,092
Offsetting Revenues	\$ (2,036,190)	\$ (2,195,332)	\$ (1,913,000)	\$ (2,216,542)	\$ (2,060,000)	\$ (2,060,000)
County Costs (net)	\$ 4,305,825	\$ 3,838,716	\$ 4,725,295	\$ 5,041,061	\$ 6,540,735	\$ 5,854,092

Emergency Telephone Fund						Account: 7551
Overhead	\$ 19,556	\$ 19,556	\$ 19,556	\$ 19,556	\$ 19,556	\$ 19,556
Personnel Services	\$ 182,234	\$ 179,045	\$ 134,120	\$ 133,067	\$ 136,940	\$ 136,940
Operations	\$ 457,466	\$ 1,487,836	\$ 264,600	\$ 235,545	\$ 288,660	\$ 288,660
Capital Outlay	\$ 91,418	\$ 0	\$ 6,000	\$ 28,175	\$ 61,192	\$ 61,192
Total Expenditures	\$ 750,675	\$ 1,686,436	\$ 424,276	\$ 416,344	\$ 506,348	\$ 506,348
Offsetting Revenues	\$ (659,799)	\$ (658,184)	\$ (424,276)	\$ (657,050)	\$ (605,739)	\$ (506,348)
Net Costs	\$ 90,876	\$ 1,028,252	\$ 0	\$ (240,706)	\$ (99,391)	\$ 0

Total Emergency Services and Related Expenditures	\$ 7,092,690	\$ 7,720,485	\$ 7,062,571	\$ 7,673,947	\$ 9,107,083	\$ 8,420,440

Division Summary

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Program (General Fund)						
Administration	\$ 350,665	\$ 436,024	\$ 774,767	\$ 1,895,543	\$ 952,519	\$ 904,419
Emergency Medical Services	\$ 3,852,426	\$ 3,461,794	\$ 3,832,201	\$ 3,496,179	\$ 5,294,764	\$ 4,777,170
Life Safety Management	\$ 209,633	\$ 235,591	\$ 156,561	\$ 135,331	\$ 184,975	\$ 149,175
Telecommunications	\$ 1,929,292	\$ 1,900,640	\$ 1,874,766	\$ 1,730,550	\$ 2,168,477	\$ 2,083,328
Total Expenditures	\$ 6,342,015	\$ 6,034,048	\$ 6,638,295	\$ 7,257,603	\$ 8,600,735	\$ 7,914,092
Offsetting Revenue	\$ (2,036,190)	\$ (2,195,332)	\$ (1,913,000)	\$ (2,216,542)	\$ (2,060,000)	\$ (2,060,000)
County Costs (net)	\$ 4,305,825	\$ 3,838,716	\$ 4,725,295	\$ 5,041,061	\$ 6,540,735	\$ 5,854,092
Emergency Telephone Fund						
Emergency Telephone System	\$ 750,675	\$ 1,686,436	\$ 424,276	\$ 416,344	\$ 506,348	\$ 506,348
Total Expenditures	\$ 750,675	\$ 1,686,436	\$ 424,276	\$ 416,344	\$ 506,348	\$ 506,348
Offsetting Revenue	\$ (659,799)	\$ (658,184)	\$ (424,276)	\$ (657,050)	\$ (605,739)	\$ (506,348)
County Costs (net)	\$ 90,876	\$ 1,028,252	\$ 0	\$ (240,706)	\$ (99,391)	\$ 0
Total Expenditures	\$ 7,092,690	\$ 7,720,485	\$ 7,062,571	\$ 7,673,947	\$ 9,107,083	\$ 8,420,440

Emergency Services – continued

Mission Statement

The planning and Logistics Branch is focused on providing materials support and management to the EMS and Communications Operations Branch as well as the management of capital projects in the department. Planning responsibilities center around the Emergency Management Program as well as time-limited departmental initiatives as they occur.

Planning and Logistics Division

Major Services

- Emergency Management Program
- Management of the ES fleet, including Ambulances
- Warehouse Management
- Facilities Support and Maintenance
- Departmental Issued Attire and Personal Protective Equipment
- Capital Projects

FY 2010-11 Outcomes

- 5 Activations of the Emergency Operations Center
- Rewrote core of County Emergency Operations Framework
- Began rewriting Emergency Annexes to the County Emergency Operations Framework
- Renovated Emergency Operations Center
- Began EMS service in two new stations in the southern portion of the county.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Emergency Plans Updated	10	10	3	12	5 (Large Plans)
EOC Activations	N/a	4	4	6	6
Disaster Training	4	3	5	5	5
Cert Trainings	4	4	4	4	4
Disaster Recovery Operations	N/a	N/a	1	1	1
Warehousing Support Events	N/a	N/a	25	30	35

FY 2011-12 Fiscal Year Objectives

- Complete updates and Board Approval of Emergency Operations Framework and Functional and Hazard Specific Annexes, Debris Management Plan, Special Needs Registry/Aging Registry, and begin work on the Continuity of Operations Plan.

Emergency Services – continued

- Conduct a Table Top and Full Scale Emergency Exercise for all county partners.
- Conduct refresher training for Department Heads and all county critical staff to ensure continuity of operations and to assure ongoing preparedness.
- Support Integration of Automated Vehicle Location and mobile data from Communications and emergency response units.

Budget Highlights

- The FY 2011-12 Commissioner Approved budget includes the addition of \$19,000 to Training in order to conduct a Full Scale Emergency Exercise.
- The Department requested \$20,000 in FY 2011-12 Recurring Capital for year 1 of a 3 year program to purchase and install AED's in County facilities. This was not part of the Manager Recommended budget, but the Commissioners Approved budget does include funds of \$16,000 for this purchase.

Life Safety Division

Mission Statement

The Emergency Services Life Safety Management Office is responsible for enforcing the North Carolina Fire Prevention Code, conducting fire inspections, reviewing plans for new building construction, fire/arson investigations, county fire department coordination, hazardous materials response, and SARA Title III reporting in the unincorporated areas.

Major Services

- Administer the provision of the North Carolina 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 all schools, all County employees, 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
- Administer the SARA Title III Regulations, which includes the collection of data about chemical hazard in fixed storage facilities as well as existing plans and capabilities for emergency response.

FY 2010-11 Outcomes

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

Emergency Services – continued

- Review new commercial construction and major renovation plans to existing buildings to ensure fire code and life safety code compliance when facilities become operational, thus enhancing life safety and reducing the dangers of fire and property loss.
- Deliver fire prevention programs, life safety programs, and disaster preparedness programs to citizens, school students, health care providers, day care providers and county employees to heighten fire prevention awareness, identify fire hazards, injury prevention and disaster planning.
- 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

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Fire Inspections	132	185	260	300	275
Fire Re-inspections	45	65	85	100	90
Investigations	207	130	220	200	175
Structure Fires	182	225	350	250	275
Code enforcement	60	70	85	80	90
Public Education, OSHA , Fire Training	6	18	40	30	35

FY 2011-12 Fiscal Year Objectives

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

Communications Division

Mission Statement

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

Emergency Services – continued

appropriate response agencies within three minutes of receiving the call in the communications center.

Major Services

- Primary access point for citizens requiring emergency and non-emergency assistance. Receive, process and disseminate information received via 9-1-1 and administrative lines to appropriate response and/or resource.
- Dispatch all law enforcement, EMS and fire resources to respond to the needs of the community. Monitor and respond to all public safety agency requests through various mediums of communication to provide information and oversee safety of the field unit.
- Primary access point for all Orange County Law Enforcement Criminal Justice agencies and those authorized through NC Administrative Code Title 12, Chapter 4 – Division of Criminal Information, requests with regard to stolen items, wanted/missing persons, criminal histories, secure criminal messaging, Domestic Violence Orders, etc
- Provide Emergency Medical Dispatch by prioritizing emergency medical calls for appropriate dispatch, resource allocation and providing pre-arrival and post-dispatch instructions to the caller until medically trained personnel arrive on scene. The mobile technology project has begun with the purchase of MobileTrak allowing mobile units to interface with the 9-1-1 Center's CAD (Computer Aided Dispatch) System to receive call information direct and review status of other units in the County. This project should be active by September 2011.
- Coordinate with vendors, local agencies, Wireless and Wireline carriers and county departments to maintain the GIS (Geographic Information System) to assign addresses and maintain cell towers to provide dependable location information. Continuing to address the Narrowbanding project affecting all conventional radio systems in order to comply with FCC regulations by 2013. The Rebanding project (moving from 800 to 700 MHz) is projected for 2012.
- Maintain all 9-1-1 records as outlined by NC GS 132-1.4 and GS 132-1.5. Responsible for the duplication of all recordings via subpoenas, records request forms, etc. for all public safety agencies, government agencies, citizens, media and out of county requests.

FY 2010-11 Outcomes

- 98.07% of all 9-1-1 calls were answered within 0-10 seconds.
- 1.79% of all 9-1-1 calls were answered within 11 – 20 seconds.
- 0.13% of all 9-1-1 calls were answered within 21 – 30 seconds.
- 0.01% of all 9-1-1 calls were answered within 31 – 40 seconds.
- Orange County Sheriff's Office successfully transitioned to the VIPER System in February 2011.
- Installed DOT Cameras in the Communications Center to provide live visual of traffic patterns, accidents, and other calls on the interstates.

Emergency Services – continued

- Implemented Criticall Software for personnel testing for new hires as well as establishing a skills baseline for existing employees.
- We have completed all emergency/non-emergency dispatches (law enforcement, medical, fire, support agencies) on an average of 2 minutes 10 seconds from receipt of the call to notification of the response agency.
- Maintained all certifications through continuing education for the NC Sheriff's Commission, NC Office of EMS and Division of Criminal Information.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Call for Service Reports	186,402	188,820	189,553	182,771	186,426
9-1-1 Calls Received and Processed	N/a	447,169	436,310	439,084	447,865
Radio Transmissions Law Enforcement	N/a	N/a	2,366,595	2,180,424	2,223,424
Radio Transmissions EMS/Fire/Rescue	N/a	N/a	1,383,631	1,752,437	1,787,437

FY 2011-12 Fiscal Year Objectives

- Answer all 9-1-1 lines within 3 rings and/or less than 15 seconds.
- Process all Delta and ECHO calls within and not greater than 30 seconds from call received time to dispatch time.
- Process priority fire calls within and not greater than 45 seconds from call received time to dispatch time utilizing emergency fire dispatch protocol software.
- Complete Phase I to interface the CAD with mobile data terminals in ambulances.
- Begin Phase II to purchase and implement MapTrak and AVL for closest unit dispatch and shortest route.
- Begin Phase III to purchase and outfit 10 additional units with MobilTrak, MapTrak and AVL.
- Continue educating and preparing all agencies utilizing conventional paging and radio systems of the FCC regulations to be mandated in 2012-13.
- Be able to utilize AQUA software for QA/QI on medical calls to determine an accurate account of chief complaints, response determinants and statistics related to response times.

Budget Highlights

- The FY 2011-12 Commissioner Approved budget includes funding four (4) new Telecommunicator positions (two effective July 1, 2011, and two effective January 1, 2012). Salary and benefits total \$136,947 for FY 2011-12.
- The Department requested \$2,000 in FY 2011-12 Recurring Capital (for two video monitors and hardware for weather monitoring in the 911 center), but these are not included in the Commissioner Approved budget.
- Staff the 9-1-1 Center with 30 positions (from the current 26) to allow 7 per shift with 2 positions dedicated to municipal fire departments to relieve the workload of the currently

Emergency Services – continued

assigned position to handle all fire/EMS and rescue calls for the entire county which is staffed most hours with 1 position.

- The FY 2011-12 Commissioner Approved budget in the Emergency Telephone Fund includes a revenue amount to meet the budgeted expenditures; any additional revenue from subscriber fees will go in the 9-1-1's fund balance for future capital needs.

Emergency Medical Services Division

Mission Statement

The Emergency Medical Services branch of Emergency Services is committed to providing prompt and appropriate response to medical and traumatic emergencies around the clock with adequately trained, experienced technicians. EMS will provide excellent patient care as well as safe and timely transport to the hospital.

Major Services

- Provide treatment for persons with medical or traumatic emergencies
- Coordinate transportation resources to provide appropriate transportation of patients, including ambulance, taxi, public transport, or private vehicles
- 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, first responders, and community partners
- Manage EMS Medical Services throughout the county through ordinance franchise process
- Prepare for and respond to EMS Surge, Mass Casualty providing medical services throughout the region.

FY 2010-11 Outcomes

- EMS responded to 11,239 requests for service and provided transports for over 7,000 people.
- With the addition of the 12 hour peak load unit response times stabilized at 19 minutes 90% of the time.
- EMTs and Paramedics were provided enough continuing medical education hours to allow for recertification of expiring credentials
- EMS had enough staffing and equipment to provide adequate coverage for special events without impacting the day to day EMS system.
- Orange County Emergency Services partnered with South Orange Rescue Squad to operate a 12 hour pm unit three nights per week saving maintenance costs of the Orange County Ambulance and helped mitigate overtime costs for EMTs.

Emergency Services – continued

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Requests for EMS Service	10,945	11,239	11,392	10,512	11,923
EMS Response Time 90 th Percentile	17:00	19:00	14:00	19:00	17:00
Number of times where no ambulances were available to answer 911 calls.	235	129	300	86	75
Number of EMS Calls with response times > 15 min	1,315	1,951	1,232	1,908	1,900
Number of EMS Calls with response times >30 min	112	172	124	158	150
Requests for EMS Service	10,945	11,239	11,392	10,512	11,923

FY 2011-12 Fiscal Year Objectives

- Paramedic assessment and treatment will be available to persons with immediately life threatening situations within 16 minutes of a request 90 percent of the time by the end of FY 2010-11
- Transportation will be arranged or provided for any person who requests EMS service, needs to be transported, and cannot safely be transported by any other means.
- Public safety preparedness and potential medical needs will dictate the type and amount of service provided at special events. Emergency Services will coordinate special event service.
- Orange County Emergency Services partners with South Orange Rescue Squad to provide an additional 12 hour pm ambulance seven nights per week cutting response times.
- The paramedic academy enables OCES to recruit additional paramedics to decrease overtime costs, add additional unit, and decrease response time.
- EMS opens 3 stations partnering with local fire departments and UNC to further reduce response time in the urban areas of the county.

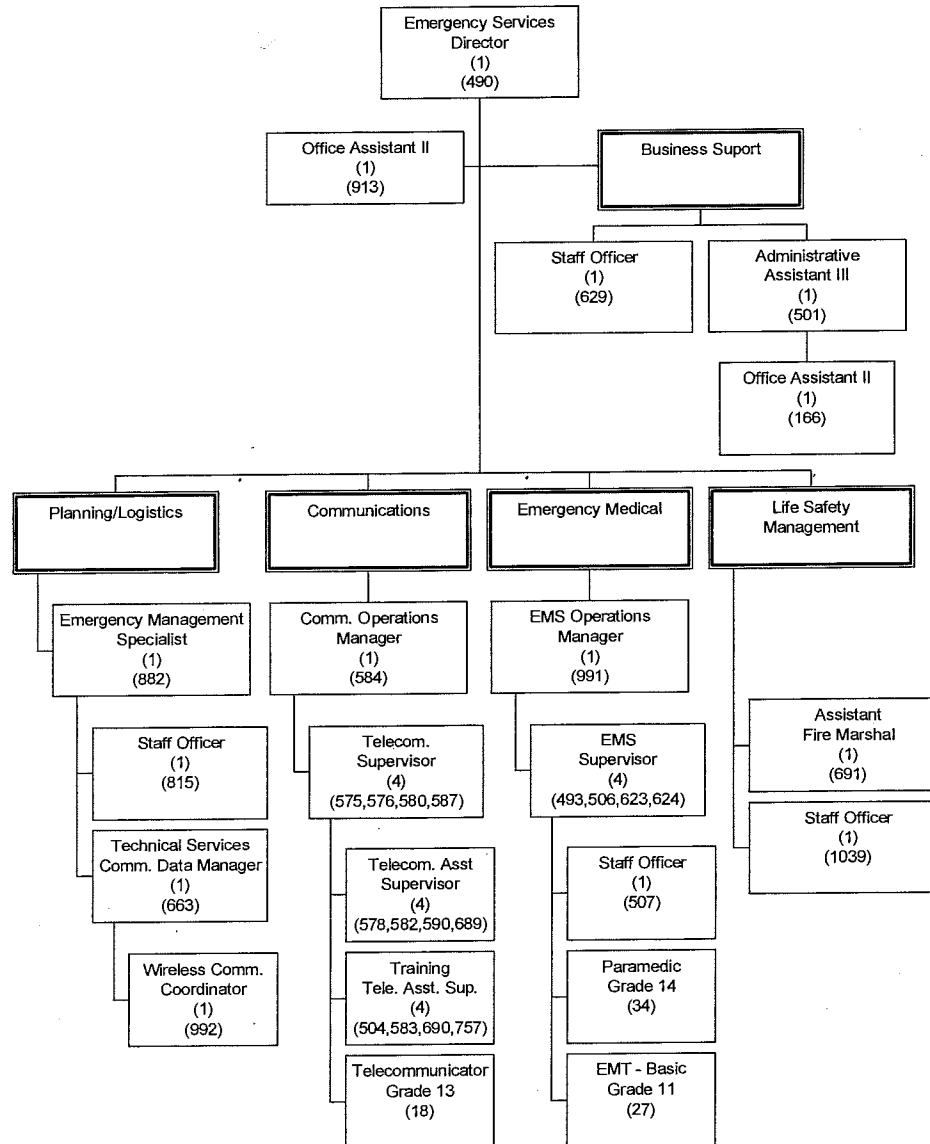
Budget Highlights

- The FY 2011-12 Commissioner Approved budget includes the funding of six (6) EMTs at hiring intervals of one position every other month, starting July 1, 2011 with the final EMT to start on May 1, 2012. Salary and benefits total \$146,010 for FY 2011-12.
- The FY 2011-12 Commissioner Approved budget includes the purchase (financing) of two (2) replacement ambulances at a total cost of \$531,600, which includes the outfitting of the vehicles.
- The department had also requested \$225,000 in FY 2011-12 Recurring Capital (for the replacement of 6 lifepacks and card access readers for 3 EMS station locations), but these are not included in the Commissioner Approved budget.

Fee Changes/Additions

- See Appendix B – Fee Schedule

Emergency Services



FY 2011 -12

Financial Services

Phone Number (919) 245-2151

Website: <http://www.co.orange.nc.us/finance/index.asp>

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Category (General Fund)						Account: 2300
Personnel Services	\$ 750,017	\$ 827,120	\$ 703,367	\$ 723,160	\$ 878,234	\$ 878,234
Operations	\$ 176,999	\$ 164,661	\$ 163,675	\$ 148,933	\$ 173,426	\$ 173,426
Capital Outlay	\$ 0	\$ 1,540	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 927,016	\$ 993,320	\$ 867,042	\$ 872,093	\$ 1,051,660	\$ 1,051,660
County Costs (net)	\$ 927,016	\$ 993,320	\$ 867,042	\$ 872,093	\$ 1,051,660	\$ 1,051,660
Total Financial Services and Related Expenditures	\$ 927,016	\$ 993,320	\$ 867,042	\$ 872,093	\$ 1,051,660	\$ 1,051,660

Mission Statement

The Financial Services department mission is to provide budgetary, fiscal and internal business policy guidance, financial accountability, stability, and integrity of the County's resources through fiscal and operational practices and procedures to achieve and fund the goals and priorities of the County and its citizens.

Major Services

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

FY 2010-11 Outcomes

- Debt service on bonds and installment purchases is met with 100 percent accuracy. No penalties for late payment.
- Maintain excellent credit rating through sound financial policies and practices and strong financial condition.
- Monitor debt to ensure compliance with debt management policy.
- Increase the bond ratings from Moody's and Standards and Poors to Aa1 and AA+ respectively.
- Audit and financial statements completed as required by the Local Government Commission.

Financial Services – continued

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Unassigned Fund Balance percent of General Fund Expenditures	12%	12.1%	12.1%	16%	16%
CAFR issued by October 31	No	Yes	Yes	Yes	Yes
Retention of GFOA Certificate	Yes	Yes	Yes	Yes	Yes
Percent of time debt service paid when due and penalties avoided	100%	100%	100%	100%	100%
Debt Service as a percent of General Fund expenditures	15%	14.9%	16%	15.34%	14.5%
Percent of time Payroll Completed two days prior to payday	100%	100%	100%	100%	100%

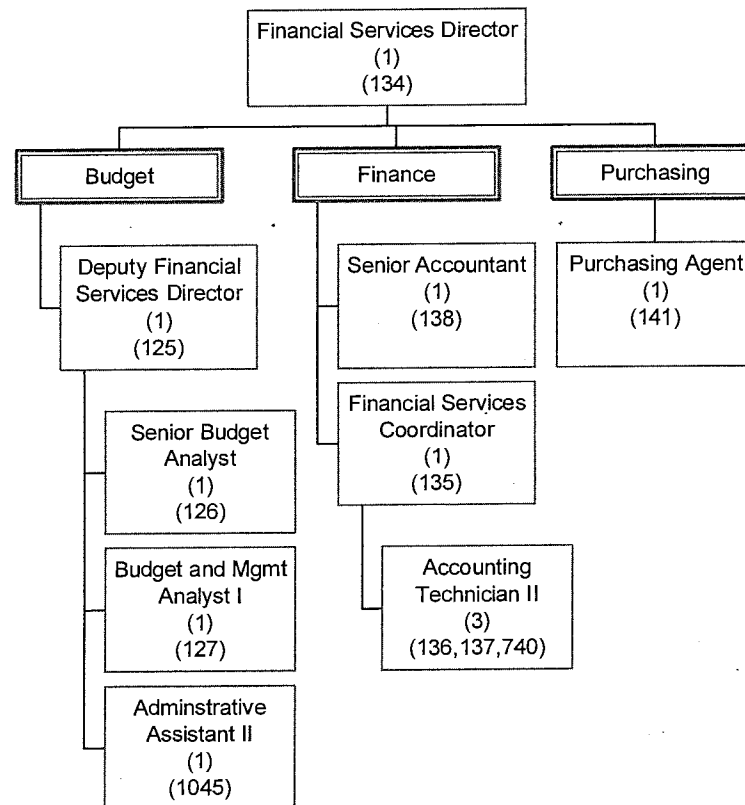
FY 2011-12 Fiscal Year Objectives

- Complete the County's Comprehensive Annual Financial Report by October 31, 2011.
- Fund balance meets budgeted goals of 10 percent or greater.
- Monitor financial transactions to insure compliance with Fiscal Control Act, taking corrective action when necessary resulting in no more than two finance related management points, and retain the GFOA Certificate of Achievement for Excellence to Financial Reporting.
- Ensure timely payment of debt service. Plan, execute and oversee debt issuance to comply with the Fiscal Control Act and ensure fund availability for designated capital projects.

Budget Highlights

- Held vacant Financial Services Coordinator position open for 9 months generating \$18,913 in savings, and held vacant the Budget and Management Analyst I position open for 10 months generating \$19,962.
- Increased the bonded debt ratings for Moody's and S&P to Aa1 and AA+ respectively
- Issued the CAFR by October 31, 2010 and resolved all of the audit findings from the prior three fiscal years.
- Effectively consolidated the Finance and Budget Divisions into Financial Services.
- Merged the Purchasing Division of the County into Financial Services.
- Refunded County debt and received interest rate reductions on debt to reduce the debt service of the County.

Financial Services Department



FY 2011-12

Health Department

Phone Number (919) 245-2400

Website: <http://www.co.orange.nc.us/health/index.asp>

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Category (General Fund)						Account: 4100
Personnel Services	\$ 5,815,653	\$ 5,890,355	\$ 5,886,335	\$ 6,015,140	\$ 6,054,892	\$ 6,066,553
Operations	\$ 1,058,319	\$ 1,069,963	\$ 1,175,463	\$ 1,052,192	\$ 1,119,339	\$ 1,140,678
Capital Outlay	\$ 49,208	\$ 107,433	\$ 0	\$ 0	\$ 159,250	\$ 0
Total Expenditures	\$ 6,923,180	\$ 7,067,751	\$ 7,061,798	\$ 7,067,332	\$ 7,333,481	\$ 7,207,231
Offsetting Revenues	\$ (2,151,878)	\$ (2,180,714)	\$ (2,044,159)	\$ (1,971,623)	\$ (2,088,799)	\$ (2,088,799)
County Costs (net)	\$ 4,771,302	\$ 4,887,037	\$ 5,017,639	\$ 5,095,709	\$ 5,244,682	\$ 5,118,432
Other Related Programs (Grant Fund)						Account: 4102
Personnel Services	\$ 166,892	\$ 174,321	\$ 178,464	\$ 176,635	\$ 180,409	\$ 180,409
Operations	\$ 32,407	\$ 51,142	\$ 49,527	\$ 45,941	\$ 41,491	\$ 41,491
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Others	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 199,299	\$ 225,463	\$ 227,991	\$ 222,576	\$ 221,900	\$ 221,900
Offsetting Revenues	\$ (196,040)	\$ (212,175)	\$ (227,991)	\$ (224,793)	\$ (221,900)	\$ (221,900)
County Costs (net)	\$ 3,259	\$ 13,289	\$ 0	\$ (2,218)	\$ 0	\$ 0
Total Health Department and Related Expenditures	\$ 7,122,479	\$ 7,293,214	\$ 7,289,789	\$ 7,289,908	\$ 7,555,381	\$ 7,429,131

Division Summary

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Program (General Fund)						
Finance and Admin Operations	\$ 887,453	\$ 524,630	\$ 506,169	\$ 803,994	\$ 883,941	\$ 883,941
Dental	\$ 936,990	\$ 914,957	\$ 944,398	\$ 935,557	\$ 807,715	\$ 840,715
Environmental Health	\$ 1,271,394	\$ 1,170,556	\$ 1,243,574	\$ 1,212,014	\$ 1,356,964	\$ 1,252,964
Personal Health	\$ 3,271,072	\$ 3,582,978	\$ 3,651,573	\$ 3,567,518	\$ 3,673,640	\$ 3,618,390
Promotion and Education	\$ 384,044	\$ 456,811	\$ 525,529	\$ 548,249	\$ 611,221	\$ 611,221
Risk Management	\$ 172,228	\$ 417,819	\$ 190,555	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 6,923,180	\$ 7,067,751	\$ 7,061,798	\$ 7,067,332	\$ 7,333,481	\$ 7,207,231
Offsetting Revenue	\$ (2,151,878)	\$ (2,180,714)	\$ (2,044,159)	\$ (1,971,623)	\$ (2,088,799)	\$ (2,088,799)
County Costs (net)	\$ 4,771,302	\$ 4,887,037	\$ 5,017,639	\$ 5,095,709	\$ 5,244,682	\$ 5,118,432
Other Related Programs (Grant Fund)						
Dental	\$ 191	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Personal Health	\$ 121,512	\$ 138,398	\$ 136,291	\$ 132,702	\$ 130,970	\$ 130,970
Promotion and Education	\$ 77,596	\$ 87,065	\$ 91,700	\$ 89,874	\$ 90,930	\$ 90,930
Total Expenditures	\$ 199,299	\$ 225,463	\$ 227,991	\$ 222,576	\$ 221,900	\$ 221,900
Offsetting Revenue	\$ (196,040)	\$ (212,175)	\$ (227,991)	\$ (224,793)	\$ (221,900)	\$ (221,900)
County Costs (net)	\$ 3,259	\$ 13,289	\$ 0	\$ (2,218)	\$ 0	\$ 0
Total Expenditures	\$ 7,122,479	\$ 7,293,214	\$ 7,289,789	\$ 7,289,908	\$ 7,555,381	\$ 7,429,131

Health Department – continued

Mission Statement

To enhance the quality of life, promote the health, and preserve the environment for all people in the Orange County community.

Major Services

- Prevent and intervene in epidemics and the spread of disease
- Protect against environmental hazards
- Promote and encourage safe and healthy behaviors
- Assure the quality and accessibility of health services
- Assure compliance with laws and regulation that protect health and safety
- Assure compliance with state, federal and local laws and program and grant requirements

Finance and Administrative Operations Division

Major Services

- Provide administrative, financial and technical support services to the Orange County Health Department and the Board of Health.
- Process all birth and death certificates, burial transit permits and other vital records in compliance with state general statutes.
- Provide fiscal and audit compliance for a \$7 million budget and 7 grants totaling over \$300,000 per year.
- Assist Health Department Divisions with development, implementation, and maintenance of program audits and continuous quality improvement processes and plans..
- Develop and maintain department-wide safety and risk management programs and plans.
- Coordinate Health Department HIPAA privacy and security policies, training requirements, strategic planning, and accreditation standards.

FY 2010-11 Outcomes

- Increased by 5% the number of birth certificates processed in the required time frame.
- Processed additional 150 death certificates.
- Revised financial and administrative policies for health department to meet state requirements.
- Prepared and submitted over 10 different financial reports by deadlines.

Outcome Measures	2008-09 Actual	2009-10 Budget	2009-10 Estimate	2010-11 Projected	2011-12 Projected
Birth Certificates processed	3,325	3,600	3,475	3,600	3,735
Death Certificates processed	1,650	1,500	1,500	1,650	1,494

Health Department – continued

Outcome Measures	2008-09 Actual	2009-10 Budget	2009-10 Estimate	2010-11 Projected	2011-12 Projected
% of certificates processed within required timeframe		<i>*new measure</i>	70%	75%	76%
% of financial reports prepared by deadlines		<i>*new measure</i>	99%	100%	100%
% of state, federal & grant funds appropriately received as revenue		<i>*new measure</i>	90%	100%	100%
% uncollected debt from billable services				<i>*new measure</i>	15%
Audits conducted and continuous quality improvement projects completed	12	6	15	10	25

FY 2011-12 Fiscal Year Objectives

- Work with funeral home directors to streamline process for death certificate issuance in order to meet state deadlines.
- Increase accuracy and timeliness in financial reporting, with audit compliance target at 100%.
- Ensure that all state, federal and grant funds are expended in accordance with requirements, maximizing appropriate use of these funds.
- Complete new strategic plan for health department.
- Consolidate oversight and technical assistance to health department staff for required state web-based software programs.
- Continue to develop quality assurance audits for all programs and facilitate six quality improvement projects.

Budget Highlights

- Reorganized financial and administrative services to gain billing and collection efficiencies and to provide additional financial analysis and technical support capabilities for the department.
- Transferred public health emergency preparedness functions to personal health services community services section.
- Health department chose to participate in electronic birth certificate processing from the State.
- Facilitated three quality improvement projects for different divisions in health department.
- Renovation for medical and dental services at Whitted Human Services Center to be completed summer of 2011 utilizing savings from 13 years of Medicaid cost settlement funds.
- Challenging year for personal health and dental service tracking and billing because of the difficulty the state had with deploying the new statewide software Health Information System (HIS). HIS is complex and difficult to navigate with many portions remaining non-functional.

Health Department – continued

Dental Health Services Division

Major Services

- Provide routine dental treatment including fillings, extractions and cleanings to residents of Orange County primarily to patients who are Medicaid eligible and to those who meet the Federal Poverty Guidelines.
- Provide emergency dental treatment within 24 hours to patients who experience pain/infection and swelling.
- Provide dental screenings and education to Orange County residents, emphasizing childcare facilities, schools, and senior centers.
- Provide the application of dental sealants to dental patients in the OCHD Dental Program with the emphasis on Medicaid eligible children.

FY 2010-11 Outcomes

- Increase the percentage of kindergarten children with a DMFT (decayed, missing or filled teeth) equal to 0/0 (no decay/no fillings) to meet the NC 2010 target of 90%. There is no data available for Orange County for the current year.
- Increase the percentage of 5th graders with a DMFT (decayed, missing or filled permanent teeth) equal to 0/0 (no decay/no fillings) to meet the NC 2010 target of 87%. There is no data available for Orange County for the current year.
- Increase the proportion of school age children with dental sealants in 17 elementary schools in Orange County that have not reached the 50% target. There is no data available for Orange County for the current year.
- Reduce the incidence of dental disease by providing 2000 instructions on dental care, sealants, nutrition and fluoride in a community or school setting to parents, educators, healthcare professionals and children.
- Reduce tooth decay in preschool and kindergarten children to meet the NC 2010 target of 1.30 average of decayed, missing and filled primary teeth with a 10% improvement. The state average is at 1.50. There is no data available for Orange County for the current year.
- Maintain the number of dental patient visits in the OCHD Dental Program at or around 4200 visits per year.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Estimate	2011-12 Projected
% Preschool children screened with dental needs	6.5%	5.7%	5.7%	5.5%*
# sealants placed on teeth	3,403	2,044	2,000	2,100*
# Preschool, school age and adults educated	2,847	2,332	1,400	1,400
% Visits from patients 0-80% pay	47.9%	53.5	55%	55%*
# Dental patient visits	4,165	4,126	4,200	4,200
% Medicaid visits	35.4%	30.6%	31%	32%*

*new measures in 2010-2011

Health Department – continued

FY 2011-12 Fiscal Year Objectives

- Provide dental screenings, education and follow-up to children age 0-5 in childcare facilities, providers and parents through our Smart Start Dental Program to decrease the number of kindergarten children with dental disease.
- Provide dental sealants to school age children in two schools with a high number of free or reduced lunch children through the Seal Orange County Kids project by working with school nurses to identify children.
- Increase knowledge regarding good oral health and stimulate an interest in attaining excellence in oral hygiene through educational presentations for schools and community organizations.
- Improve the oral health of economically disadvantaged children and adults by providing quality dental care for Orange County residents eligible for Medicaid, Health Choice or sliding fee program.
- Transition patients from Carrboro clinic to Hillsborough, ensuring that patients receive appropriate dental care needed.
- Determine new outcome measures that have reliable data available.

Budget Highlights

- Nearly all of the outcome measures for next year will be revised during the 2011-12 fiscal year. The outcome measures in the table of measures are largely activity measures rather than outcome measures. The NC Division of Public Health cut in the oral health section caused the loss of a state dental hygienist in Orange County who was responsible for education and screening services in all Orange County Schools. School screenings conducted jointly between the state and the county yielded the data that formed most of the outcome objectives in dental health for the county. That data will no longer be available for Orange County. We will be searching for valid outcome measures for which we have data available.
- The program director that founded the dental program retired in 2010 resulting in a loss of administrative expertise in this area that is slowly being replaced.
- The renovation of the Whitted Human Services Center to accommodate a larger medical and dental clinic and the transition of services from Carrboro to Whitted has been a focus this year.
- The decrease in Operations for FY 2011-12 is due mostly to the savings from building rent at Carr Mill due to the relocation of the dental clinic to Whitted HSC and thus the closing of the Carr Mill clinic. Building rent is budgeted for only three months in FY 2011-12.
- The decrease in Personnel Services for FY 2011-12 is due to a reassignment of the former Dental Health Program Director position from this division to the Finance and Administrative Operations division.
- The FY 2011-12 Commissioner Approved budget includes funds of \$33,000 to offset the loss of State Smart Start Dental funds.

Health Department – continued

Health Promotion and Education Services Division

Major Services

- Community assessment and coalition building
- Policy development and technical assistance for community health priorities
- Public information, media relations and educational resource development
- Medical nutrition therapy
- Outreach education and training, especially for vulnerable populations
- Language coordination

FY 2009-10 Outcomes

- Build community capacity to improve health status through submission of the state mandated health assessment, and in alternate years, the State of the County's Health (SOTCH) report.
- 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.
- Collaborate with departmental divisions to produce a minimum of 4 educational/awareness campaigns promoting healthy behaviors.
- Provide Medical Nutrition Therapy (MNT) and targeted community health education interventions, increasing the availability of such services for high-risk populations, within the department's clinic and community.
- Provide interactive educational exhibits or health education interventions for at least 6 agencies or traditionally well-attended community events facilitating health education outreach to diverse community audiences.
- Maintain compliance with Title VI through a cadre of at least 5 qualified contract foreign language interpreters and/or translators.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
CHA submitted every 4 yrs. SOTCH in alternate years	2008 SOTCH	2009 SOTCH	2010 SOTCH	2010 SOTCH	2011 CHA
# of health-related coalition/task forces receiving technical resource services	10	12	10	10	10
# of educational/awareness campaigns	NEW	4	4	4	4
MNT Encounters /Units Billed	453/1272	359/1047	400/1000	300/900	450/1250
# of community outreach events or health education interventions	12	12	12	12	10
# of qualified contract and staff interpreters and/or translators	10	12	12	13	14

Health Department – continued

FY 2011-12 Fiscal Year Objectives

- By June 30, 2012, complete data collection and analysis for the 2011 Community Health Assessment, resulting in a Community Improvement Plan.
- By June 30, 2012, a minimum of 4 communication campaigns to increase the public's use of health department services.
- By June 30, 2012, increase medical nutrition therapy services to high-risk populations in the community (encounters and units billed) by Registered Dietitians becoming providers with additional third party reimbursement insurers.
- By June 30, 2012, lower costs and improve access to Language Services by coordinated departmental scheduling, maximized use of staff Medical Interpreters and enhanced training for contract Interpreters.
- By June 30, 2012 provide technical assistance, interactive educational exhibits or health education interventions for at least 10 agencies and participant in at least 10 traditionally well attended community events facilitating health education outreach to diverse community audiences.
- By June 30, 2012 explore grant opportunities for continuation of teen health initiatives within both school districts.

FY 2010-2011 Budget Highlights

- The FY 2011-12 Commissioner Approved budget includes the increase of a current .50 FTE Nutritionist position to a 1.0 FTE, which is totally offset with funds from Piedmont Health Services. The position will be in Orange County 2.5 days/week, and with Piedmont Health Services 2.5 days/week.
- The FY 2011-12 Commissioner Approved budget also includes a three-year partially grant funded Medical Interpreter/Translator (1.0 FTE) position. Salary and benefits total \$ 49,319. Grant funds of \$20,900 will come from the North Carolina Office of Minority Health, with the remainder of the funds (\$28,419) reallocated from funds previously budgeted within the department for contract interpreters.
- Kate B. Reynolds Charitable Trust was a major source of grant awards: \$10,000 for Healthy Carolinians' initiatives and \$202,000 over two years for start up of a Diabetes Self Management Education (DSME) Program.
- A PAN (Physical Activity and Nutrition Branch) Community Grant of \$14,920 was used to fund Phase I of PLAY—a collaboration between UNC Sports Clubs and Recreation, Orange County Schools and Healthy Carolinians of Orange County. UNC athletes visit three after-school programs and help students build skills for active lives beyond middle school.
- Reduction in staff (extended leave and a vacancy) and the attention needed to start-up DSME resulted in a reduction of Nutrition services.
- Two American Sign Language interpreters joined our cadre of contract interpreters.
- Health Communication received two first-place Excellence in Communication Awards from the North Carolina Association of Government Information Officers. The first award was for our 2009 Annual Report and the second award was for our Diabetes Campaign materials.
- See the following publications for more programmatic highlights:
<http://www.co.orange.nc.us/health/Publications.asp> (i.e. 2010 State of the County Health Report, Highlighting Health 2010 Annual Report of the Orange County Health Department.)

Health Department – continued

Environmental Health Services Division

Major Services

- Permitting, evaluation, and inspection of on-site wastewater systems
- Permitting, evaluation, and inspection of private well water supplies
- Water sampling and testing services for private water supply wells
- Permitting, evaluation, and inspection of facilities that prepare and serve food and inspection of childcare centers, rest homes, and schools
- Environmental investigation and abatement of lead hazards to children under 6
- Inspection and permitting of public swimming pools

FY 2010-11 Outcomes

- Achieved less than 100% of the required Wastewater Treatment Management Program (WTMP) due to vacant positions and hiring freezes preventing operations at full-staff. The observed failure rate of systems at 9% was slightly higher than the previous year.
- All septic systems installed in Orange County were in compliance with the rules governing septic systems adopted by the Orange County Board of Health.
- All wells constructed in Orange County were in compliance with the requirements established in the well rules adopted by the Orange County Board of Health.
- Achieved less than the projected required inspections for facilities in the county due to lack of fully authorized applicants. Two qualified interns were hired, however they required six to eight months of training in preparation for authorization by the state.
- All public swimming pools in the county that were issued operating permits met the NC rules as well as the requirements of the Virginia Graeme Baker act. Although several pools received a second operation inspection, due to staffing vacancies, approximately 65% had only a single inspection.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Percentage of completed WTMP inspections	100% (575)	80% (512/630)	75% (519/690)	10%	80% (600/750)
Number of septic systems properly installed and approved for use	147	102	150	175	200
Number of new wells properly constructed and approved for use	149	183	225	225	225
Percentage of required facility inspections	53.18%	64.14%	85%	42%	100%
Number of pools permitted (Percentage of pools with greater than one inspection).	123 (N/A)	120 (25%)	125 (100%)	120 (90%)	120 (100%)

Health Department – continued

FY 2011-12 Fiscal Year Objectives

- Accomplish 80% of the required WTMP inspections provided the two vacant positions are filled with fully qualified personnel.
- Pursue collection of delinquent fees in the WTMP program through the new protocol developed with the county attorney's office reducing the outstanding debt from the current \$50,000 to less than \$5,000.
- Achieve 100% inspection rate in the Food & Lodging Program
- Provide two inspections per pool in the Public Swimming Pool Program
- Provide the required water sampling of all newly constructed wells within 30 days of the issuance of the Certificate of Completion.

Budget Highlights

- The EH Program Specialist retired in July 2010 which created a vacancy in the Wastewater Treatment Management Program (WTMP) program; this position was filled early in 2011. As a result of the vacancy, the percentage of completed WTMP inspections has plummeted. This has been compounded by the county's discontinued support of the TMBL indexing system, requiring hundreds of staff hours researching and relabeling thousands of property files and re-indexing database records.
- The rate of collection of revenue in the program continues to be a challenge due to the lack of a single tracking, billing, and collections database application. The department has teamed with the County Attorney's office to implement a protocol to pursue uncollected delinquent accounts in this program. Rebilling for this program will be transferred to another division in the health department in the coming year.
- The two vacant positions in the Food & Lodging Program were filled with interns in October 2010. It is expected that both EH Specialists will finish training and be authorized by the state to begin inspections by April of 2011. In December of 2010, an EH Specialist who had been re-assigned to this program, resigned to return to school, creating an additional vacancy that is affecting both major program areas.
- Revenues in the on-site wastewater program and well program continue to be flat this past year reflecting the real estate, housing starts, and land development activity. There are some signs of increased activity in the permit applications in early calendar year 2011. Activities not related to subdivisions and new building construction such as existing system inspections, WTMP inspections, water samples, geothermal well permits, and mobile home park inspections still place a high demand for services.
- The Department requested \$104,000 in FY 2011-12 Recurring Capital (IT Equipment of \$54,000 related to Permits Plus and replacement of laptops; and Vehicles – replacement of two mid-size pick-up trucks), but are not included in the Commissioner Approved budget.

Health Department - continued

Personal Health Division

Major Services

- Investigation and control of reportable communicable diseases to protect the health of the community
- Communicable disease screening of newly arriving refugees
- Preventive clinical services including family planning, prenatal, and well child care
- Primary care (diagnosis and treatment of acute and chronic health conditions) for patients enrolled in preventive services
- Diagnosis/treatment services for sexually transmitted diseases and tuberculosis
- Care coordination/management services for at risk Medicaid eligible pregnant women and children with special health care needs; Post-partum/newborn home visiting services

FY 2010-11 Outcomes

- 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
- The number of prenatal patients and visits will increase by 5%.
- The number of primary care patients and visits will increase by 6%.
- 100% of active tuberculosis (TB) cases in 2010 will be placed on Directly Observed Therapy (DOT) in accordance with NC TB policy
- 80% of newborn/postpartum home visits to Medicaid eligible OCHD prenatal patients will be completed by a public health nurse within two weeks of delivery.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
% reportable communicable disease cases/suspects/contacts investigated and managed	100% (607/607)	100% (956/956)	100%	100%	100%
% of refugees receiving CD screening within 30 days of arrival	61% (109/179)	74% (42/57)	90%	89%	90%
# of Prenatal patients/encounters served	212 / 1422	207/1370	250 / 1550	200/1320*	250/1550
# of Primary Care patients served/clinic encounters provided	425 / 756	423 / 716	450 / 800	400/650*	450/800
% of active TB cases placed on DOT therapy (Calendar Year)	CY 08 100%	CY 09 100%	CY 10 100%	CY 10 100%	CY 11 100%
% of NB/PP home visits to OCHD Medicaid-eligible prenats completed within 2 weeks of delivery	95% (within 4 weeks)	59% (within 2 weeks) 95% (within 4 weeks)	75%	75%	75% (within 2 weeks) 90% (within 4 weeks)

*Clinic schedules reduced FY 10-11 due to implementation of new HIS system and Whitted renovations

Health Department - continued

FY 2011-12 Fiscal Year Objectives

- 100% of reportable communicable diseases will be investigated and appropriate measures taken to prevent spread of disease
- 100% of active tuberculosis (TB) cases in 2011 will be placed on Directly Observed Therapy (DOT) in accordance with NC TB policy
- 100% of Medicaid pregnant women will be screened for risk factors and referred for Pregnancy Care Management services in the new Pregnancy Home Model
- The number of primary care patients and visits will increase by more than 6% over FY 10-11
- 75% of newborn/postpartum home visits to Medicaid eligible OCHD postnatal patients will be completed within two weeks of delivery; 90% will be completed within 30 days

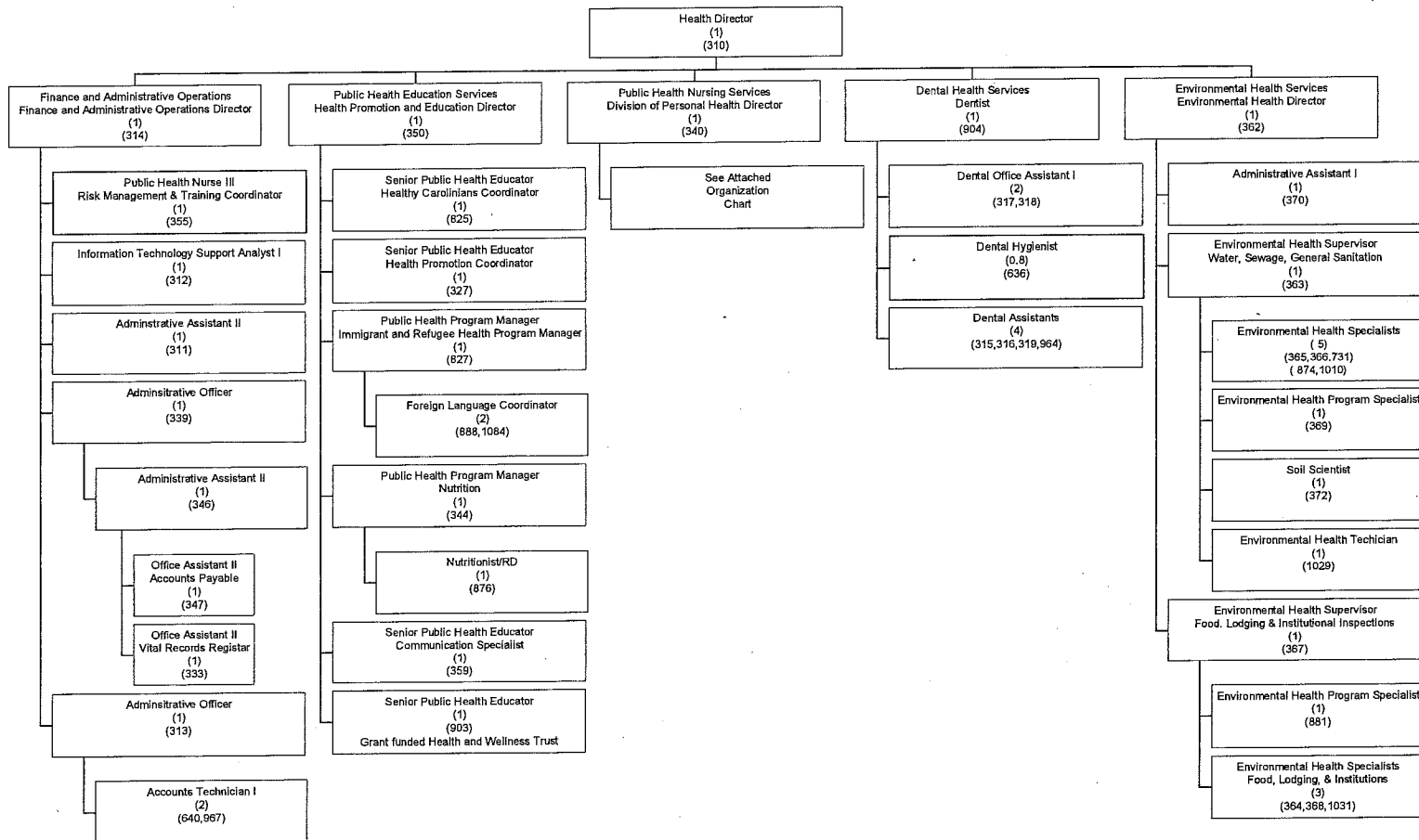
Budget Highlights

- The decrease in Personnel Services for FY 2011-12 is due to a reassignment of 3.0 FTE positions from this division to the Finance and Administrative Operations division.
- The Department requested \$55,250 in FY 2011-12 Recurring Capital (IT Equipment of \$9,250 for 5 field laptops for Social Workers; and Vehicles – two new Hybrid vehicles for the Family Home Visiting staff of \$46,000), but are not included in the Commissioner Approved budget.
- The increase in Operations for FY 2011-12 is due to the departmental reorganization of the former Risk Management/Quality Assurance division into this and other departmental divisions.
- A new Health Information System was implemented by the State to register, schedule and bill for client services in Health Departments, but issues with inefficiencies, billing and data retrieval has been problematic and costly; alternatives may need to be considered.
- The Maternal Care Coordination and Child Service Coordination Programs are being transitioned to new Medicaid managed care models (Pregnancy Care Management and Care Coordination for Children) to improve health outcomes and decrease costs; reimbursement will change from fee for service to per member/per month payment.
- The Newborn/Post-partum Home Visiting program will focus on Medicaid-eligible clients only to make it financially viable; currently offering it to all first-time mothers.

Fee Changes/Additions

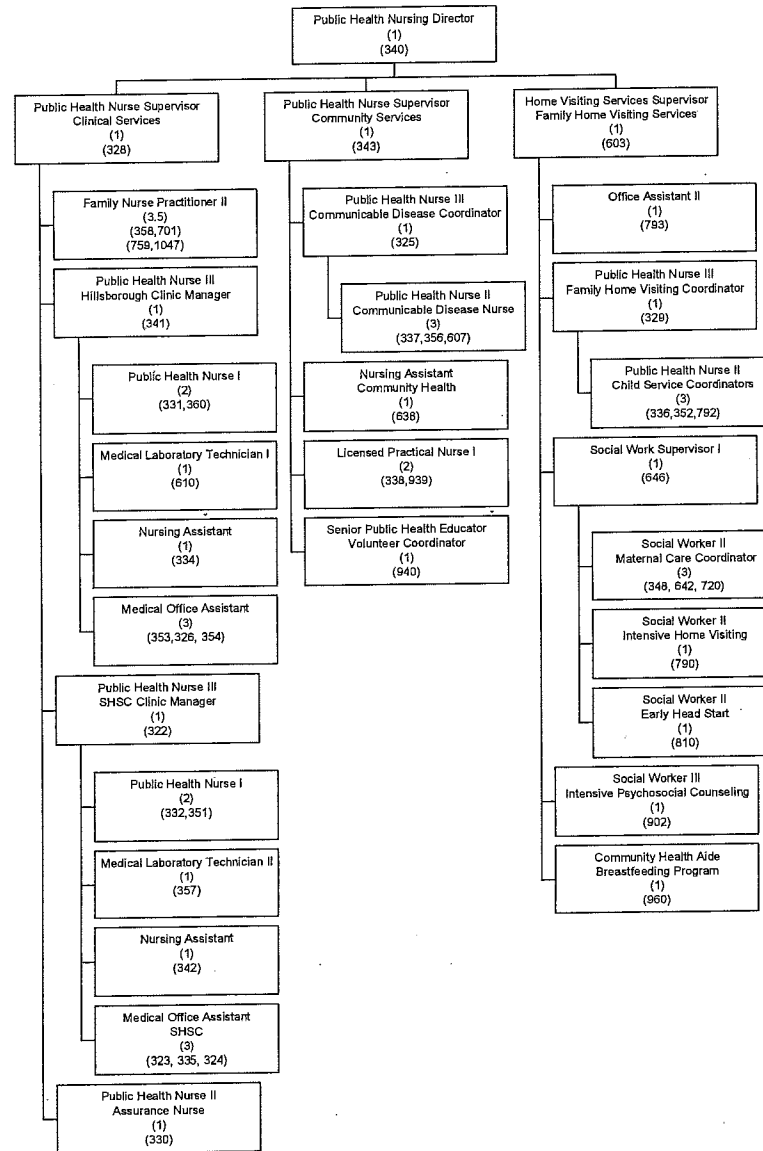
- See Appendix B – Fee Schedule

Health Department



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Personal Health Services Division



Housing, Human Rights and Community Development

Phone Number (919) 245-2490

Website: <http://www.co.orange.nc.us/housing/index.asp>

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Category (General Fund)						Account: 4600
Personnel Services	\$ 328,012	\$ 294,528	\$ 263,604	\$ 255,605	\$ 261,873	\$ 261,873
Operations	\$ 18,308	\$ 13,420	\$ 20,800	\$ 12,776	\$ 20,800	\$ 20,800
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 346,320	\$ 307,948	\$ 284,404	\$ 268,381	\$ 282,673	\$ 282,673
Offsetting Revenues	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
County Costs (net)	\$ 346,320	\$ 307,948	\$ 284,404	\$ 268,381	\$ 282,673	\$ 282,673
(Section 8 - Housing Fund)						Account: 4800
Personnel Services	\$ 448,705	\$ 478,626	\$ 479,885	\$ 447,874	\$ 499,048	\$ 499,048
Operations	\$ 24,057	\$ 37,897	\$ 44,389	\$ 40,993	\$ 26,956	\$ 26,956
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Rental Assistance	\$ 3,803,354	\$ 3,905,718	\$ 4,159,175	\$ 3,929,436	\$ 4,159,176	\$ 4,159,176
Total Expenditures	\$ 4,276,116	\$ 4,422,240	\$ 4,683,449	\$ 4,418,303	\$ 4,685,180	\$ 4,685,180
Offsetting Revenues	\$ (4,106,369)	\$ (4,352,164)	\$ (4,683,449)	\$ (4,333,037)	\$ (4,598,183)	\$ (4,598,183)
County Costs (net)	\$ 169,748	\$ 70,077	\$ 0	\$ 85,266	\$ 86,997	\$ 86,997
Total Housing and Community Development and Related Expenditures	\$ 4,622,436	\$ 4,730,188	\$ 4,967,853	\$ 4,686,684	\$ 4,967,853	\$ 4,967,853

Mission Statement

The primary mission of the Orange County Housing, Human Rights and Community Development Department is to promote adequate and affordable housing, economic opportunity and a suitable living environment free from discrimination.

Section 8 Housing Choice Voucher Program Division

Major Services

- Assist low/moderate income families and individuals in obtaining safe, decent, and sanitary housing at reasonable rates.
- Provide rent subsidies to low-income families and individuals leasing standard housing in the County.

FY 2010-11 Outcomes

- Provided rent subsidies to an average of 623 low-income families to enable them to obtain standard, affordable rental housing in the County.
- Issued rental vouchers to eligible applicants on the established waiting list as there was program turnover during the fiscal year.

Housing, Human Rights and Community Development – continued

- Provide complete program information to interested landlords and clients, thereby, increasing the number of units available for rent by program participants.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Number of families receiving rent subsidies	615	620	620	623	623
Issued rental vouchers to eligible applicants	50	40	30	30	45

FY 2011-12 Fiscal Year Objectives

- Provide rent subsidies to an average of 623 low-income families to enable them to obtain standard, affordable rental housing in the County.
- Processed all application updates for rental assistance received during the fiscal year. The current waiting list is closed to new applicants due to high volume of applicants already placed on the list.
- Provide complete program information to interested landlords and clients, thereby, increasing the number of units available for rent by program participants.
- Implement a Section 8 Homeownership Program for low-income program voucher holders.

HOME Investment Partnership Program

Major Services

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

FY 2010 - 11 Outcomes

- Reduced the number of substandard housing units occupied by low and moderate income families with housing code violations.
- Facilitated the creation of first-time homebuyer families who are below 80 percent of area median income.
- Facilitated the provision of affordable rental housing for families at or below 50 percent of the area median income.
- Assisted in the provision of infrastructure for a planned Habitat for Humanity subdivision.

Housing, Human Rights and Community Development – continued

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Repair existing substandard housing units	10	2	12	2	2
Provide new single-family housing units for first-time homebuyers with incomes at or below 80% of the area median income.	30	10	10	6	14
Facilitate the provision of affordable rental housing for families at or below 50 percent of the area median income.	20	20	30	25	45
Provide second mortgage assistance to first-time homebuyers at 50% of the area median income.	12	15	15	10	10

FY 2011-12 Fiscal Year Objectives

- Repair twenty substandard housing units for lease to low income families; Repair four substandard housing units occupied by low-income families.
- Provide first-time homebuyer opportunities for 10 low and moderate income families.
- Provide rental subsidy for up to 25 low-income families that were homeless at the time of initial assistance.

Urgent Repair Program

Major Services

Small Housing Rehabilitation Services to address the repair needs that pose a threat to the life, safety, and/or health of low-income occupants, or that address accessibility modifications for a disabled occupant.

FY 2011-12 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.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Number of dwelling units with immediate health and/or safety hazards repaired to alleviate the problem.	29	25	15	22	20

Housing, Human Rights and Community Development – continued

FY 2011-12 Fiscal Year Objectives

- Repair twenty dwelling units occupied by disabled and/or elderly residents that contain health, safety, or accessibility issues.

Partnership to End Homelessness Program

Major Services

- Work with identified partners to build capacity and a process to provide housing first units to chronically homeless individuals up to at least a total of 40 units.
- Strengthen partnerships with local service providers to the homeless.
- Establish work groups dedicated to the five goals of the County's 10 Year Plan to End Homelessness.
- Develop tools and processes for evaluating the impact of the Orange County Ten Year Plan to End Homelessness in the community.

FY 2010 - 11 Outcomes

- Facilitated increased access to services for homeless individuals and families. Reduce the number of homeless individuals and families in Orange County.
- Worked with housing development partners to provide two (2) permanent supportive housing beds for chronically homeless individuals.
- Facilitated and staffed five work groups dedicated to the five goals of the County's 10 Year Plan to End Homelessness.
- Hosted the fourth Project Homeless Connect in Chapel Hill on October 8, 2010 – a one-day event that provides a wide range of services to homeless persons or persons at risk of homelessness. Approximately 235 individuals were served on that day.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Number of permanent supportive housing beds provided to the chronically homeless	3	2	2	5	5
Number of individuals served by Project Homeless Connect	200	235	250	240	250

FY 2011-12 Fiscal Year Objectives

- Work with identified partners to build capacity and a process to provide housing first units to chronically homeless individuals up to at least a total of 40 units at the end of 10 years with 10 units provided during this fiscal year.
- Strengthen partnerships with local service providers to the homeless.

Housing, Human Rights and Community Development – continued

- Provide staff support to the Partnership to End Homelessness Executive Team and associated work groups.
- Implement Job Readiness Certificate Program for homeless individuals seeking employment in the community.
- Implement the support circle concept for local homeless families to help them move toward self-sufficiency after receiving the necessary initial family supports.
- Participate in the 100,000 Homes Campaign designed to provide permanent housing for the homeless.

Human Relations Division

Major Services

- Prevent discriminatory practices in Housing and Public Accommodations through education and outreach on civil rights laws, the Orange County Civil Rights Ordinance and Title VII of the Civil Rights Act of 1964.
- Provide technical assistance and training to the business community, community based organizations, and individuals regarding equal opportunity, fair housing, equal access and civil rights in addition to social justice issues such as gender equality and immigrant rights.
- Research, advocate and make recommendations for policies, programs and/or funding that will improve social justice for the Orange County community.
- Provide staff support to the Orange County Human Relations Commission.
- Identify Limited English Proficient (LEP) communities in Orange County; assess their needs, and conduct outreach to those communities to enable improved access to county government services.

FY 2010 - 11 Outcomes

- Receive housing and public accommodation discrimination complaints and resolve 75% within the 100 day standard.
- Conducted four (4) fair housing workshops or presentations to non-profit community based organizations in the County.
- Assist the Human Relations Commission with 1) Planning Human Relations Month activities and 2) Monitoring human rights and relations issues and advising the Board of County Commissioners as necessary.
- Advised the Board of County Commissioners in the passage of the Social Justice Goal and began development of the Social Justice Implementation Goal.
- Planned and implemented a community-wide activity in acknowledgement of April as Fair Housing Month.

Housing, Human Rights and Community Development – continued

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Number of Complaints Received	36	40	20	10	20
Number of Cases Initiated	14	15	15	6	15
Number of Cases Closed	9	5	12	5	15
Number of Workshops and Presentations	98	30	50	20	20
Organizations and Agencies receiving technical assistance	10	12	10	10	15
Number of LEP Outreach Activities	10	12	12	5	10

FY 2011-12 Fiscal Year Objectives

- Finalize the Analysis of Impediments to Fair Housing Choice document.
- Implement a Fair Housing Action Plan with monthly milestones that considers the findings of the Analysis of Impediments.
- Receive housing and public accommodation discrimination complaints and resolve 75% within the 100 day standard.
- Provide technical assistance and training to the business community, community based organizations, and individuals regarding equal opportunity, fair housing, equal access and civil rights in addition to social justice issues such as gender equality and immigrant rights.
- Assist the Human Relations Commission with 1) Planning Human Relations Month activities including the Pauli Murray Awards Program; and 2) Monitoring human rights and relations issues and advising the Board of County Commissioners as necessary.
- Review and amend if necessary the Comprehensive Orange County LEP Policy.

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 \$86,997 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 8 housing activities, such as the County's involvement in affordable housing programs.
- The General Fund's total contribution to Affordable Housing Programs for FY 2011-12 is \$315,434, which includes the following programs and amounts: Section 8 Voucher Program (\$86,997), HOME Program (\$56,264), Urgent Repair Program (\$144,873), and the Homelessness Program (\$27,300)

Housing, Human Rights and Community Development – continued

- Total Community Development Program Budgets for FY 2011-12:

Urgent Repair Program - \$144,873

Urgent Repairs	\$ 83,070
Program Administration	\$ 61,803
Total	\$144,873

HOME Program - \$785,454

Expenditures

Rental Assistance – Homelessness Initiative	\$ 50,000
New Construction – TBLF, LLC	\$ 81,335
New Construction – Inter-Faith	\$125,000
Acquisition – Habitat for Humanity	\$ 75,000
Homeownership Assistance – CLT	\$185,000
Homeownership Assistance - Habitat	\$175,000
Operational Support – OCHLT	\$ 30,000
Program Administration	\$ 64,119
Total	\$785,454

Revenues

Orange County Match – 2011	\$ 56,264
Town of Chapel Hill – 2011	\$ 59,150
Town of Carrboro – 2011	\$ 21,640
Town of Hillsborough – 2011	\$ 7,213
HUD Grant – 2011	\$641,187
Total	\$785,454

Homelessness Partnership Program - \$70,000

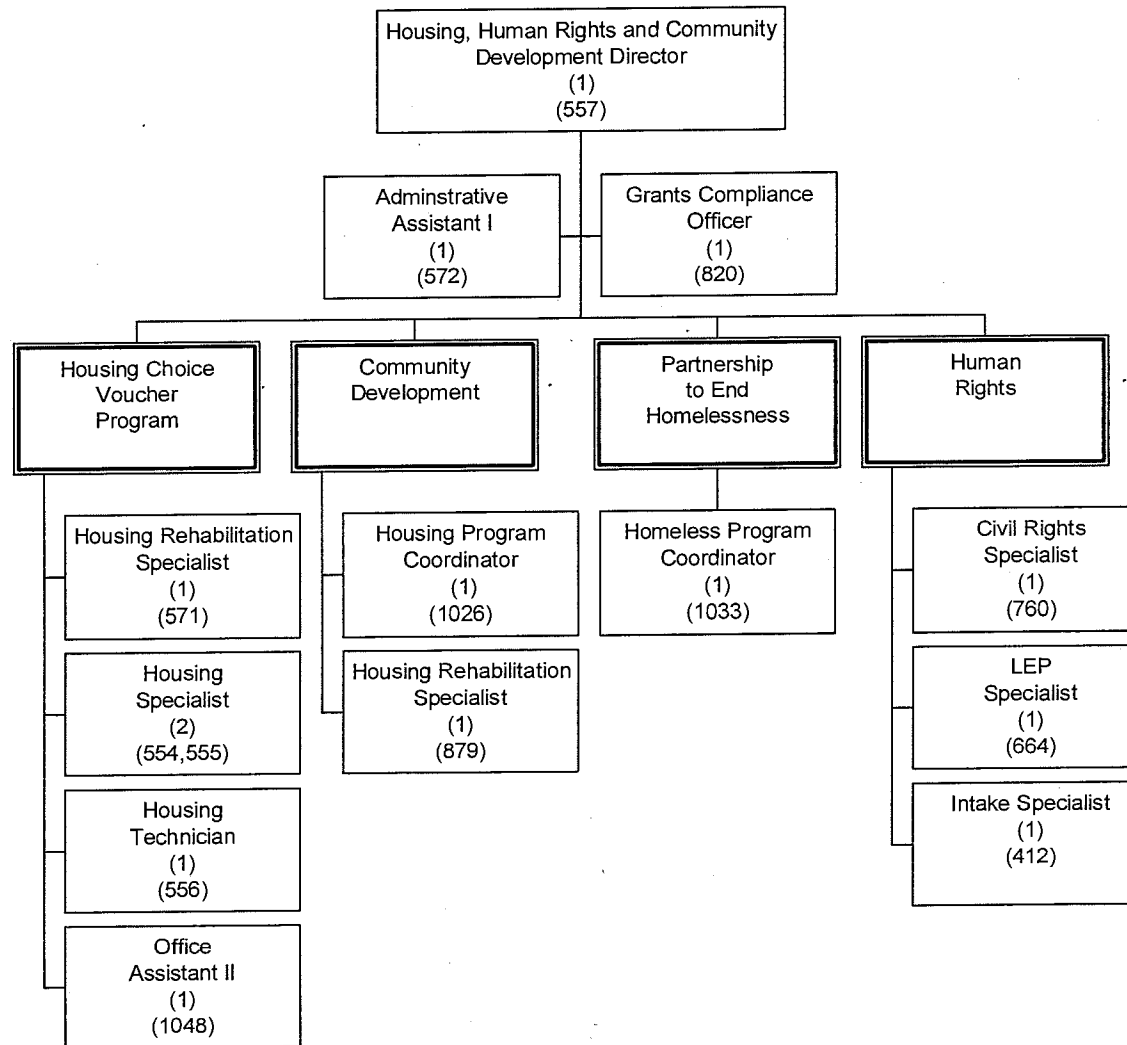
Expenditures

Personnel	\$70,000
Total	\$70,000

Revenues

Orange County	\$27,300
Town of Chapel Hill	\$28,700
Town of Carrboro	\$10,500
Town of Hillsborough	\$ 3,500
Total	\$70,000

Housing, Human Rights & Community Development



Human Resources Department

Phone Number (919) 245-2550

Website: <http://www.co.orange.nc.us/prsnl/index.asp>

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Category (General Fund)						Account: 2500
Personnel Services	\$ 577,684	\$ 604,923	\$ 612,954	\$ 629,361	\$ 623,224	\$ 623,224
Operations	\$ 66,698	\$ 60,221	\$ 70,450	\$ 56,251	\$ 68,660	\$ 68,660
Capital Outlay	\$ 0	\$ 404	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 644,381	\$ 665,548	\$ 683,404	\$ 685,612	\$ 691,884	\$ 691,884
County Costs (net)	\$ 644,381	\$ 665,548	\$ 683,404	\$ 685,612	\$ 691,884	\$ 691,884
Total Human Resources and Related Expenditures	\$ 644,381	\$ 665,548	\$ 683,404	\$ 685,612	\$ 691,884	\$ 691,884

Mission Statement

We serve as a responsive strategic partner committed to developing and maximizing the County's human resources by fostering excellence throughout the organization.

Major Services

- Develop and manage position classification and pay programs for County employees.
- Support County departments in recruitment, selection and retention of well-qualified employees and administer the County's equal employment opportunity program.
- Develop and implement organizational personnel ordinance policies, maintain personnel records and process personnel actions.
- Develop, propose, communicate and administer employee benefit programs and activities that assist in recruiting and retaining qualified employees while using County resources effectively.
- Develop and administer a wide range of organizational development programs to support effective employee relations, performance management and training.
- Provide strategic leadership to departments and administration on meeting organizational goals and objectives.

FY 2010-11 Outcomes

- Utilized a position classification evaluation tool to review 309 (approximately one-third) County positions.
- Retained and successfully integrated employees into the County organization in the first year of employment.
- Ensured a productive workplace for County employees through employee training, partnerships with internal and external sources, and consistent program management and policy application.

Human Resources Department – continued

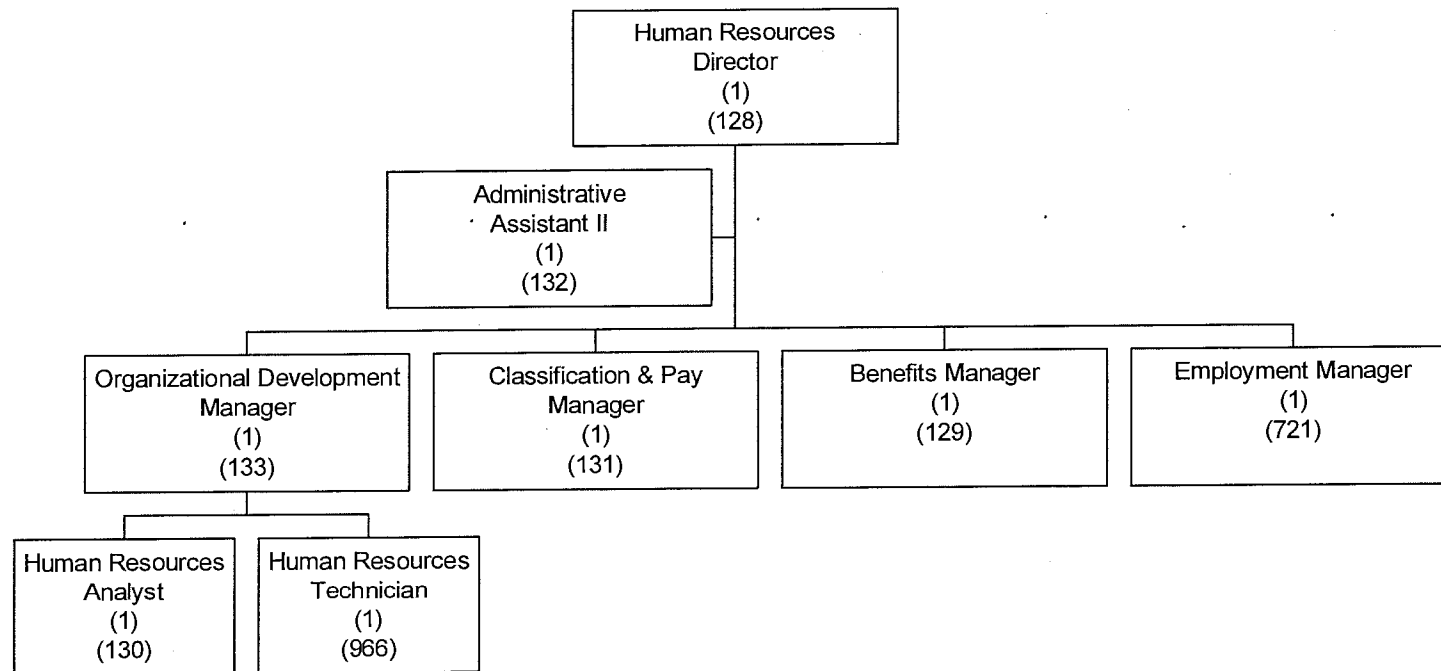
- Ensured benefits-related programs and activities directly contributed to improving resources – human and financial. Re-instated County contribution to supplemental retirement income.
- Provided cost effective supplemental insurance benefits to employees and increased options. Increased employee participation in flexible spending accounts and supplemental benefits. Decreased cost of post-65 retiree health costs without reducing benefits.
- Recommended and implemented programs to reduce the cost of personnel services to the organization.
- Partnered with seven departments to assist in a successful reorganization and reviewed positions that were changed, resulting in the 17 recommended position classification changes.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Department Directors report positive results from the utilization of the reorganization tool and HR support.	N/A	N/A	98%	98%	96%
Employees successfully complete their first year of employment.	82.5%	N/A	95%	90%	95%
Employees and covered dependents using preventative health care benefits.	N/A	1,513	1,436	1,590	1,600
Human Resources staff time dedicated to working within other departments.	N/A	N/A	10%	10%	12%
Personnel cost reductions achieved through programs such as hiring freezes, retirement incentives and voluntary furloughs.	N/A	N/A	\$1.75 million	\$1.75 million	\$2 million

FY 2011-12 Fiscal Year Objectives

- Ensure benefits-related programs and activities directly contribute to improving resources – human and financial.
- Integrate Kronos into employees' daily routines to accurately and efficiently record time worked, track leave requests, process payroll and communicate valuable information.
- Develop, propose and implement a variety of policies and programs to enhance the outcomes identified above, including personnel ordinance revisions, a training-program strategic plan, and enhanced wellness activities.
- Implement a strategic classification and pay approach that will assist the County's efforts to attract and retain qualified employees.
- Automate the recruitment and selection process through Neogov, a system that will enhance efficiencies and host various portals for statistical reports, classifications, correspondence and workforce planning.

Human Resources Department



Information Technologies

Phone Number (919) 245-2280

Website: <http://www.co.orange.nc.us/it.asp>

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Category (General Fund)						Account: 3150
Personnel Services	\$ 988,658	\$ 977,840	\$ 989,106	\$ 985,388	\$ 1,210,988	\$ 1,193,134
Operations	\$ 651,439	\$ 673,477	\$ 967,775	\$ 796,392	\$ 920,260	\$ 920,260
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 1,640,098	\$ 1,651,317	\$ 1,956,881	\$ 1,781,780	\$ 2,131,248	\$ 2,113,394
Offsetting Revenues	\$ 0	\$ 0	\$ (19,683)	\$ (19,683)	\$ (10,831)	\$ (10,831)
County Costs (net)	\$ 1,640,098	\$ 1,651,317	\$ 1,937,198	\$ 1,762,097	\$ 2,120,417	\$ 2,102,563
Total Information Technologies and Related Expenditures	\$ 1,640,098	\$ 1,651,317	\$ 1,956,881	\$ 1,781,780	\$ 2,131,248	\$ 2,113,394

Mission Statement

To Serve Orange County citizens by creating, configuring and maintaining reliable and cost-effective technical solutions for the provision of public services and the protection of County information.

Major Services

- Ensuring all Orange County staff members have access to efficient and effective technology
- Provisioning and supporting Orange County staff computers
- Provisioning and maintaining Orange County servers and networking equipment
- Coordinating technology procurement for all Orange County departments
- Protecting and preserving Orange County's digital data
- Establishing security and best practices policies for Orange County computing
- Providing enterprise GIS services for the County and municipal partners
- Providing addressing standards and assignment for all County departments

FY 2010-11 Outcomes

- Implemented new jury selection/management system for Courts
- Created and implemented PIN/TMBL/Parcel Lookup tool for public cross-referencing of parcels
- Enhanced County website standards to broaden browser compatibility
- Implemented training facility for County staff training
- Implemented Parks and Recreational facilities locator website for public searching of facilities across governmental entities
- Implemented new Tax system, including revenue, assessment, Land Records components and integration into GIS, Planning Inspections and Register of Deeds
- Migration from County mainframe
- Consolidation of GIS Enterprise Services
- Implemented public wifi network across all major County facilities

Information Technologies – continued

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Network Uptime	99.69%	99.73%	99.9%	99.77%	99.8%
Incoming Tickets	4,447	7,015	8,000	6,409	7,500
Service Call Resolution Within Targets	80	81	80	83	80
Data Backup Success Rates	98.5%	97.95%	98%	99.25%	99.3%

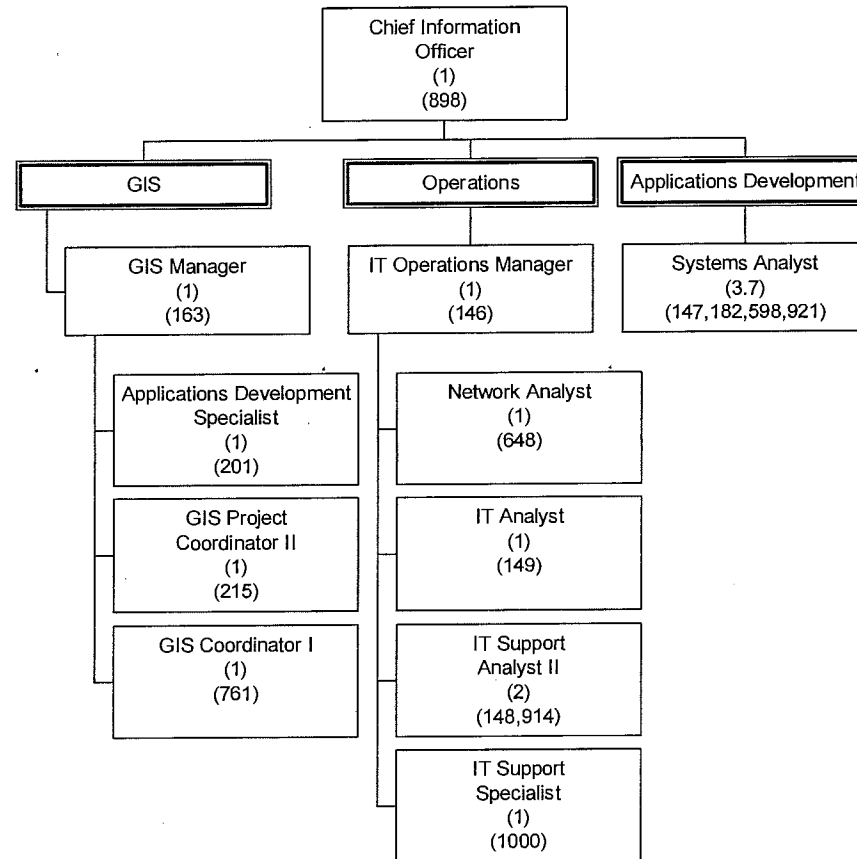
FY 2011-12 Fiscal Year Objectives

- Email archiving
- Digital timekeeping
- Major infrastructure upgrades (laptops/desktops/Email/servers/storage)
- Facilities maintenance automation
- Additional interactive web services
- Expand phone system to CH facilities

Budget Highlights

- The Department requested an increase of .30 FTE (from .70 to 1.00 FTE) of a Systems Analyst position, but it is not included in the Commissioner Approved budget for FY 2011-12.
- The increase in Personnel Services for FY 2011-12 includes budgeting for two (2) GIS positions that were transitioned into the Information Technologies department from other County departments during FY 2010-11.
- Reductions in Equipment Repair and Telephone in FY 2011-12.
- Restoration of Travel and Training Funds to address technology advances in FY 2011-12.
- The decrease in revenues for FY 2011-12 is due to a more accurate picture of the true operating costs for the annual support and maintenance of the billings and collections portion of the new tax system. Revenue collected comes from the Towns' percentage share of the annual costs.

Information Technologies



Library Services

Phone Number (919) 245-2529

Website: <http://www.co.orange.nc.us/library/index.asp>

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Category (General Fund)						Account: 5000
Personnel Services	\$ 865,566	\$ 1,087,551	\$ 1,168,621	\$ 1,169,190	\$ 1,328,699	\$ 1,332,245
Operations	\$ 226,276	\$ 322,753	\$ 246,081	\$ 259,755	\$ 304,570	\$ 301,024
Capital Outlay	\$ 11,699	\$ 43,318	\$ 0	\$ 26,114	\$ 266,500	\$ 0
Total Expenditures	\$ 1,103,541	\$ 1,453,622	\$ 1,414,702	\$ 1,455,059	\$ 1,899,769	\$ 1,633,269
Offsetting Revenues	\$ (168,415)	\$ (181,826)	\$ (162,540)	\$ (194,752)	\$ (142,166)	\$ (142,166)
County Costs (net)	\$ 935,126	\$ 1,271,797	\$ 1,252,162	\$ 1,260,307	\$ 1,757,603	\$ 1,491,103
Total Library Services and Related Expenditures	\$ 1,103,541	\$ 1,453,622	\$ 1,414,702	\$ 1,455,059	\$ 1,899,769	\$ 1,633,269

Division Summary

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Program (General Fund)						
Carrboro Library	\$ 130,841	\$ 124,682	\$ 101,264	\$ 110,042	\$ 105,721	\$ 105,721
Cedar Grove Library	\$ 98,895	\$ 95,202	\$ 6,400	\$ 5,000	\$ 0	\$ 0
Cybrary	\$ 83,477	\$ 90,105	\$ 46,218	\$ 49,255	\$ 46,351	\$ 67,851
Main Library	\$ 790,327	\$ 1,143,632	\$ 1,260,820	\$ 1,290,762	\$ 1,747,697	\$ 1,459,697
Total Expenditures	\$ 1,103,541	\$ 1,453,622	\$ 1,414,702	\$ 1,455,059	\$ 1,899,769	\$ 1,633,269
Offsetting Revenue	\$ (168,415)	\$ (181,826)	\$ (162,540)	\$ (194,752)	\$ (142,166)	\$ (142,166)
County Costs (net)	\$ 935,126	\$ 1,271,797	\$ 1,252,162	\$ 1,260,307	\$ 1,757,603	\$ 1,491,103
Total Expenditures	\$ 1,103,541	\$ 1,453,622	\$ 1,414,702	\$ 1,455,059	\$ 1,899,769	\$ 1,633,269

Mission Statement

The Orange County Public Library exists to meet the recreational, educational, and information reading needs of our diverse community by facilitating literacy, lifelong learning, cultural enrichment, information equity and civic involvement in a welcoming, customer-focused environment.

Major Services

- The Library provides sustainable and relevant resources that are designed to meet the needs of a growing and diverse community.
- The Library will connect to the community through youth and family oriented events, resources, and services.
- The Library offers consistent quality service through a motivated and skilled customer oriented staff.
- The Library will be available to the public 24 hours a day through online databases, resources and information.

Library Services – continued

- The Library actively seeks and maintains relationships with agencies, organizations, and institutions that will enhance or supplement service to its customers.
- The Library encourages community involvement through volunteerism and financial support.
- The Library strives to offer accessible facilities that provide customers and staff with a comfortable, inviting and safe atmosphere.

FY 2010-11 Outcomes

- Successfully completed closure of the Cedar Grove Branch Library, including completion of re-cataloguing of appropriate materials to be utilized at Main, re-distributing technology and furnishings to Main and Cybrary branch.
- Enhanced library services by increasing hours to 60 hours per week, including adding Sunday hours (Labor Day – Memorial Day)
- Successfully provided library services to patrons amongst increasing requests and patron needs: circulation increasing more than 25%, patron visits increasing more than 4% and Librarian assisted transactions increasing by over 76%.
- Initiated a successful e-newsletter program for Children's department, with over 360 subscriber's to-date.
- Increased the successful Literacy Bag outreach program by repurposing items from Cedar Grove Branch and created an additional 40 bags.
- Began issuing one patron cards that can be utilized at either Carrboro McDougle, Main or Cybrary. No longer need a separate card for McDougle site.
- Completed our first year of Teen programming, which included establishing a Teen advisory board
- Added Ebook collection and Kindles provided through donations from Friends of the OC Library.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Circulation of materials at Main	209,023	203,099	215,000	250,000	250,000
Programming attendance for Adults, Children and Young Adult (teen)	6,750	4,141	4,500	4,500	4,500
Hours per week of operation at Main Library	64	54	60	60	60
Public Internet access by patrons	29,271	26,654	28,000	28,000	28,000
Patrons – active and registered *inactive patron accounts purged every two years starting Sept 09	26,470	17,894	29,500	15,000	16,500

Library Services – continued

FY 2011-12 Fiscal Year Objectives

- Complete POLARIS (Integrated Library System) upgrade
- Implement Technology Plan Goals focusing on staff training to improve competencies in cataloguing, circulation, and reference service through expanded use of library automated system, POLARIS.
- Develop programs and resources that promote early literacy for pre-school children, assist teens in developing skills for educational success and promote life-long learning opportunities for adults.
- Improve material selection based on annual collection analyses to determine circulation and / or use of its various collections.

Budget Highlights

- The FY 2011-12 Manager Recommended budget included funding (financing) of a new Bookmobile at a cost of \$252,500, as well as \$14,000 in IT Equipment to outfit the Bookmobile, and additional operating costs of \$50,815, for a total of \$317,315. This item was not approved in the 2011-12 Commissioner's budget however \$128,500 was allocated to provide enhanced services to the public:
 - Increase the Main branch hours to 60 hours per week including year-round Sundays beginning on September 1st
 - Adding 15 additional e-readers (Kindles) with a small collection
 - Increase in funding for the book collection
 - Increase in funding to provide database access to patrons
 - Increase in programming offered for children, young adults and adults
- The FY 2011-12 Commissioner Approved budget includes an increase of 1.375 FTEs shared over six positions. There is also a total increase of \$42,142 for non-permanent funding at all of the branches compared to the prior year. These changes are associated with the increase in hours at both the Main and Cybrary branches.
- The other increases in Personnel Services in FY 2011-12 are due to the transfer of .55 FTEs previously expensed in the Hyconeechee Regional Library to the Main Library branch, as well as an increase in temporary personnel funding of \$10,248 due to an increase in circulation and Librarian assisted transactions.
- The Manager's budget recommended moving the Contributions to the Chapel Hill Library (\$250,000), the Mebane Library (\$700), and the Hyconeechee Regional Library (\$18,097) from Culture and Recreation Non-Departmental to the Library budget. The 2011-12 Commissioner Approved budget maintains contributions to other libraries as a Culture and Recreation Non-Departmental item.
- Hyconeechee Regional Library to dissolve by July 1, 2012
- Increase non permanent budget to address increase in patron traffic and circulation statistics.
- Seek to provide services to all rural areas of Orange County. Discuss bookmobile as possible service provider.

Library Services – continued

Carrboro Branch Library – McDougle Middle School

Major Services

- Select and provide access to a broad selection of high-interest print and non-print materials for popular reading and basic informational purposes.
- Provide access to up-to-date computers with basic software internet access, and printing capabilities.
- Provide patron assistance in accessing and utilizing materials and technology.
- Provide basic pre-school programming to highlight collection, instill reading skills in children and attract new patrons to the library.
- Provide computer classes in partnership with UNC School of Information and Technology at the library.
- Established a 2nd language collection for the Karen community, including outreach.

FY 2010-11 Outcomes

- Received Gates Grant public internet equipment, including computers and furnishings.
- Began cataloguing all materials into POLARIS for a smooth transition in anticipation of the free-standing southwest branch library.
- Began issuing one patron cards that can be utilized at either Carrboro McDougle, Main or Cybrary. No longer need a separate card for McDougle site.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Circulation of materials at CBL	52,271	51,922	49,000	48,000	50,000
Programming attendance for Children's	1,590	1,248	1,200	600	500
Public internet access by patrons	3,167	3,157	3,000	3,000	3,000
Patrons – active and registered *inactive patron accounts purged every 2 years starting Sep 09	7,412	5,019	4,900	4,900	4,800

FY 2011-12 Fiscal Year Objectives

- Improve customer service initiatives by focusing on materials circulated and public internet access.
- Upgrade ILS system from Sagebrush to Destiny. School system to pay for hardware and software upgrades.

Cybrary Branch Library

Major Services

- Select and provide access to a small collection of high-interest print and non-print materials for popular reading and basic informational purposes.

Library Services – continued

- Provide access to up-to-date computers with basic software internet access, and printing capabilities.
- Provide patron assistance in accessing and utilizing materials and technology.

FY 2010-11 Outcomes

- Received Gates Grant public internet equipment, including computers.
- Reduction in hours at Cybrary branch from 46 to 30, hours are 9 -3 pm Mon – Fri to complement hours at McDougale Branch.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Public Internet access by patrons	16,315	16,311	10,000	10,000	10,000
Patrons – active and registered *inactive patron accounts purged every 2 years	4,521	2,952	3,000	1,400	1,400
Circulation of materials at Cybrary	4,521	4,952	4,300	3,500	3,500

FY 2011-12 Fiscal Year Objectives

- Improve customer service initiatives by focusing on materials circulated and public internet access.
- Increase hours at the Cybrary offering hours Monday through Friday 9am - 4pm and Saturday 10am - 2pm for a total of 9 additional hours per week

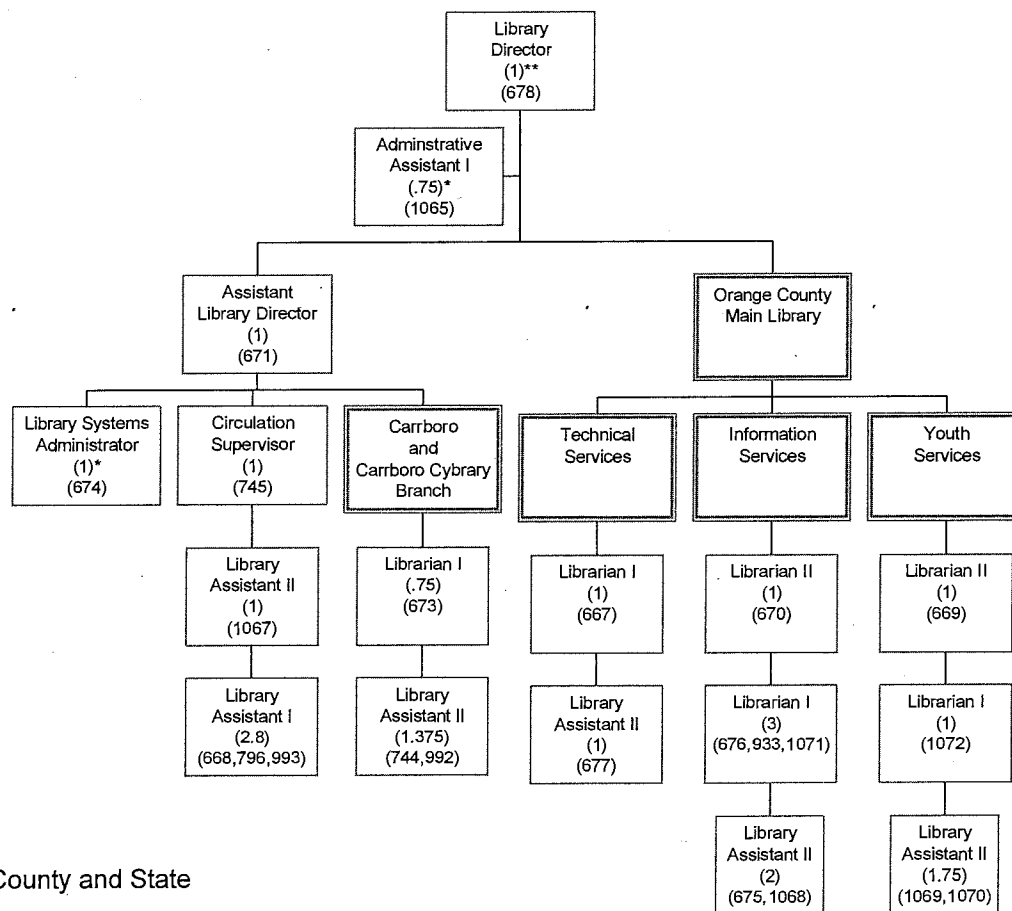
Budget Highlights

- Reclassification of permanent staff at Cybrary.
- The decrease in revenue for FY 2011-12 is due to a reduction in hours of operation at the Cybrary.

Fee Changes/Additions

- See Appendix B – Fee Schedule

Library Services



*jointly funded by County and State

**salary supplemented by State funding

FY 2011-12

Orange-Person-Chatham Area Program

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Category (General Fund)						Account: 4205
Personnel Services	\$ 1,365	\$ 1,379	\$ 0	\$ 0	\$ 0	\$ 0
Operations	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973
Total Expenditures	\$ 1,372,338	\$ 1,372,352	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973
Offsetting Revenues	\$ (42,299)	\$ (38,916)	\$ (40,000)	\$ (40,000)	\$ (40,000)	\$ (40,000)
County Costs (net)	\$ 1,330,039	\$ 1,333,436	\$ 1,330,973	\$ 1,330,973	\$ 1,330,973	\$ 1,330,973
Total Orange-Person-Chatham Area Program Expenditures	\$ 1,372,338	\$ 1,372,352	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973

ORANGE COUNTY FUNDING

	2011-12 Fiscal Year
<u>MENTAL HEALTH</u>	
Mental Health Services	776,138
Crisis Services (MH & SA)	60,000
Psychiatrists	200,400
Housing	30,000
JCPC	40,040
Property Management	22,220
CFAC	6,667
Guardianship Coordinator	15,000
Continuity of Care Project	21,000
Burmesse Immigrants	28,000
Pro Bono Therapy	17,508
Medical Records Storage	10,000
Club Nova	40,000
Compeer	9,000
 <u>DEVELOPMENTAL DISABILITIES</u>	
Center for Development & Learning	30,000
Targeted Case Management	20,000
 <u>SUBSTANCE ABUSE</u>	
	45,000

TOTAL \$ 1,370,973

Orange Public Transportation (OPT)

Phone Number: (919) 245-2008

Website: <http://www.co.orange.nc.us/transportation/index.asp>

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Category (General Fund)						Account: 4350
Personnel Services	\$ 785,624	\$ 668,350	\$ 553,612	\$ 584,682	\$ 557,459	\$ 557,459
Operations	\$ 211,788	\$ 231,051	\$ 187,626	\$ 254,567	\$ 187,626	\$ 187,626
Capital Outlay	\$ 39,832	\$ 252,253	\$ 0	\$ 154,295	\$ 0	\$ 0
Total Expenditures	\$ 1,037,244	\$ 1,151,654	\$ 741,238	\$ 993,544	\$ 745,085	\$ 745,085
Offsetting Revenues	\$ (671,178)	\$ (846,935)	\$ (489,857)	\$ (719,605)	\$ (509,152)	\$ (509,152)
County Costs (net)	\$ 366,066	\$ 304,719	\$ 251,381	\$ 273,939	\$ 235,933	\$ 235,933
Total Orange Public Transportation and Related Expenditures	\$ 1,037,244	\$ 1,151,654	\$ 741,238	\$ 993,544	\$ 745,085	\$ 745,085

Mission Statement

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

Major Services

- Design and operate public bus routes for special populations and general public riders.
- Provide medical demand-response service for Orange County residents outside Chapel Hill Transit service area
- Operate public rural routes such as 420 in conjunction with Chapel Hill Transit on behalf of the Triangle Transit Authority
- Provide emergency bus transportation on behalf of Emergency Management Services (EMS)
- Prepare, update and implement a NCDOT approved Orange County Transportation Plan. NCDOT, Chapel Hill Transit, Orange County hired a consulting firm to study the possibility of consolidation between Chapel Hill Transit and Orange Public Transportation.
- Apply for transit grants and administer a NCDOT approved Community Transportation Program (CTP) and Rural Operating Assistance Program (ROAP)
- Market all public and para-transit services provided by Orange Public Transportation

FY 2010-11 Outcomes

- Provided more than 113,000 one-way trips to Orange County residents
- Increased the total rural ridership by 1.8% when the coordinated Chapel Hill Transit 420 rural route peak hour service was included.

Orange Public Transportation (OPT) – continued

- Applied for and was awarded a \$447,600 ARRA contract for replacement of five buses with lifts and two additional ARRA bus replacements (value at \$184,800) under lease arrangements with Chapel Hill Transit.
- Ordered two buses with lifts from the Community Transportation Program grant for FY2010-2011.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Total Passenger Trips (Chapel Hill Transit 420 Rte trips not included)	133,892	115,331	115,331	116,000	113,434
Total Cost per OPT trip	\$8.24	\$8.77	\$8.80	3.80	\$7.77
County Cost per OPT Trip (42%)	\$3.46	\$3.68	\$3.70	\$3.70	\$3.27
Total number of daily public routes	16	18	19	19	20
Total number of medical trips	12,831	10,744	11,000	11,000	26,348

FY 2011-12 Fiscal Year Objectives

- Identify and apply for additional transit funds from NCDOT, local businesses, stimulus or municipal funds to improve transit services.
- Maintain the current OPT transit operations serving an estimated 116,000 trips unless an In-town Hillsborough route is added (123,000 trips estimated).
- Market the OPT Orange Bus transit service with new brochures, vehicle lettering, uniforms and website link.
- Replace two high mileage buses with CTP grant for FY2010-11.

Highlights

- The additional expenditures and revenues reflected in the FY 2010-11 12-Month Estimate is due to the purchase of two OPT buses during FY 2010-11.
- Develop a business transit plan and Memorandum of Agreement for implementing a Hillsborough In-Town public route with local match provided by the Town of Hillsborough.
- Develop options for relocation of OPT to another service delivery system.
- Awarded CMAQ funds to operate a Hillsborough public route. The Town of Hillsborough will offset operational funds for this route.
- Utilize non-permanent drivers to reduce overall payroll expenses.

Planning & Inspections Department

Phone Number (919) 245-2575

Website: <http://www.co.orange.nc.us/planning/index.asp>

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Category (General Fund)						Account: 6200
Personnel Services	\$ 2,516,826	\$ 2,512,108	\$ 2,258,914	\$ 2,264,004	\$ 2,156,722	\$ 2,156,722
Operations	\$ 163,887	\$ 159,828	\$ 239,710	\$ 209,285	\$ 358,220	\$ 293,220
Capital Outlay	\$ 972	\$ 3,078	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 2,681,684	\$ 2,675,014	\$ 2,498,624	\$ 2,473,289	\$ 2,514,942	\$ 2,449,942
Offsetting Revenues	\$ (838,653)	\$ (580,975)	\$ (749,750)	\$ (711,450)	\$ (697,450)	\$ (697,450)
County Costs (net)	\$ 1,843,031	\$ 2,094,039	\$ 1,748,874	\$ 1,761,839	\$ 1,817,492	\$ 1,752,492
Efland Sewer Fund						Account: 3601
Operations	\$ 177,126	\$ 212,475	\$ 214,950	\$ 220,300	\$ 230,500	\$ 230,500
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 177,126	\$ 212,475	\$ 214,950	\$ 220,300	\$ 230,500	\$ 230,500
Offsetting Revenues	\$ (65,977)	\$ (89,264)	\$ (119,000)	\$ (124,000)	\$ (142,000)	\$ (142,000)
County Costs (net)	\$ 111,149	\$ 123,211	\$ 95,950	\$ 96,300	\$ 88,500	\$ 88,500
Total Planning and Inspections and Related Expenditures	\$ 2,858,811	\$ 2,887,488	\$ 2,713,574	\$ 2,693,589	\$ 2,745,442	\$ 2,680,442

Division Summary

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Program (General Fund)						
County Engineer	\$ 0	\$ 162,664	\$ 82,203	\$ 80,023	\$ 81,375	\$ 81,375
Planning and Inspections	\$ 2,681,684	\$ 2,512,350	\$ 2,416,421	\$ 2,393,266	\$ 2,433,567	\$ 2,368,567
Total Expenditures	\$ 2,681,684	\$ 2,675,014	\$ 2,498,624	\$ 2,473,289	\$ 2,514,942	\$ 2,449,942
Building Inspections	\$ (567,387)	\$ (483,660)	\$ (511,250)	\$ (511,450)	\$ (515,450)	\$ (515,450)
Current Planning	\$ (38,696)	\$ (32,155)	\$ (35,500)	\$ (20,000)	\$ (32,000)	\$ (32,000)
Erosion Control	\$ (232,571)	\$ (65,159)	\$ (203,000)	\$ (180,000)	\$ (150,000)	\$ (150,000)
County Costs (net)	\$ 1,843,031	\$ 2,094,039	\$ 1,748,874	\$ 1,761,839	\$ 1,817,492	\$ 1,752,492
Efland Sewer Fund						
Efland Sewer	\$ 177,126	\$ 212,475	\$ 214,950	\$ 220,300	\$ 230,500	\$ 230,500
Total Expenditures	\$ 177,126	\$ 212,475	\$ 214,950	\$ 220,300	\$ 230,500	\$ 230,500
Offsetting Revenue	\$ (65,977)	\$ (89,264)	\$ (119,000)	\$ (124,000)	\$ (142,000)	\$ (142,000)
County Costs (net)	\$ 111,149	\$ 123,211	\$ 95,950	\$ 96,300	\$ 88,500	\$ 88,500
Total Expenditures	\$ 2,858,811	\$ 2,887,488	\$ 2,713,574	\$ 2,693,589	\$ 2,745,442	\$ 2,680,442

Planning & Inspections Department – continued

Mission Statement

The Planning and Inspections Department seeks to serve the citizens of Orange County by implementing adopted land use, infrastructure, environmental, and building policies and standards through a system of regulations to promote stable and quality development while balancing the multi-faceted elements of the 2030 Comprehensive Plan.

ADMINISTRATIVE DIVISION

Major Services

- Develops plans or regulatory measures to implement BOCC Goals.
- Administration of Planning Board agendas/meetings and Quarterly Public Hearing agendas.
- Administration of various inter-governmental planning initiatives such as the Joint Planning Agreement with the Towns of Chapel Hill and Carrboro, Cities of Durham and Mebane, and the Schools Adequate Public Facilities Ordinance (SAPFO).
- Manages interdepartmental collaboration and takes lead roles on special planning projects. Assists in other major comprehensive plan implementation and current planning amendments.
- Manage Public Transit initiatives
- Manage Engineering initiatives

FY 2010-11 Outcomes

- SAPFO Administration, including authoring annual technical report
- Orange-Alamance County Line Issue – significant support on project and with GIS mapping work
- Efficient Agenda Preparation and Management for Planning Board and Quarterly Public Hearings including continual maintenance of Departmental webpage.
- Hillsborough-Orange County Strategic Growth Plan Interlocal Agreement adopted.
- JPA Administration – reviews and comments on Land Use Management Ordinance revisions proposed by Towns of Chapel Hill and Carrboro – 10 since July 1, 2009 – and on-going coordination with the Towns on land use issues
- Zoning Ordinance with Map Amendment and Comprehensive Plan Text with Map amendment related to the Upper Eno Watershed Critical Area, including significant mapping efforts. This is an implementation measure of the Efland-Mebane Small Area Plan.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Prepare and distribute agendas: Quarterly Public Hearing	4	4	4	4	4
JPA Public Hearing	2	2	2	2	1
Advisory Boards/Task Forces	26	26	21	30	22
Other Local Government Meetings	15	15	15	20	15

Planning & Inspections Department – continued

FY 2011-12 Fiscal Year Objectives

- Continued administration of JPA, SAPFO, and Planning Board and Quarterly Public Hearing agendas
- Assistance with "Phase II" Unified Development Ordinance amendments as needed (i.e., addition of Economic Development planning process streamlining and Central Permitting Agricultural Support Enterprises)
- Continued implementation of Efland-Mebane Small Area Plan (i.e., Design Guidelines, Land Use Plan text and map amendments)
- Continued coordination with the Town of Hillsborough to develop and adopt a Joint Land Use Plan, as called for in the intergovernmental agreement that was signed by the two local governments in FY'09-10.
- Adoption of updated Hazard Mitigation Plan (required by FEMA).
- Continue to provide GIS mapping (including thematic maps) and socio-economic data (updated by 2010 Census) to department staff, other county departments, and outside agencies as requested. Department will begin to update the Data Element of the Comprehensive Plan.
- Orange Public Transportation/Chapel Hill Transit (OPT/CHT) Consolidation Study
- Research/Planning to address Regional Mobility Act and ½ cent sales initiative.

Budget Highlights

- Continued work on BOCC identified 2009-11 priorities, including further implementation of adopted small area plans, a joint land use plan with the Town of Hillsborough, and work on economic development districts and processes. Continued work on the Unified Development Ordinance (UDO) to support economic development.
- The decrease in Personnel Services within the Planning Department for FY 2011-12 is due the transfer of a Plans Examiner position to another County department, which occurred during FY 2010-11.
- The increase in Operations for FY 2011-12 is due to an increase of \$61,000 in Contract Services related to the following initiatives: UDO Phase II (\$11,000); Orange Alamance Boundary Survey (\$25,000); Transit Study (\$25,000).

CURRENT PLANNING DIVISION

Mission Statement

To develop, administer, interpret, and enforce comprehensive land use development regulations throughout the planning jurisdiction of Orange County consistent with the adopted 2030 Comprehensive Plan, adopted small area plans, and in accordance with the provisions Chapter 153A of the North Carolina General Statutes inclusive.

Planning & Inspections Department – continued

Major Services

- Administration, interpretation, and enforcement of land use regulations including, but not limited to: zoning, subdivision, erosion control, flood damage prevention, and adequate public facilities
- Process, review, approve, and issue permits authorizing land disturbing activity consistent with local regulations (i.e. Special Use Permits, Zoning Compliance Permits, subdivision applications, letters of map amendment, etc)
- Serve as a source of information for the general public concerning development policies and land use issues
- Completion of special planning projects intended to establish growth management policies for the County
- Coordinate infrastructure improvements (water/sewer provision, landscaping, proposed street patterns, open space networks, etc) during the development process
- Periodic revision of existing, and development of new, land use regulations
- Zoning and subdivision inspections/enforcement
- Support of Economic Development through the development advisory meetings
- Public outreach and education

FY 2010-11 Outcomes

- Issued approximately 1,100 zoning compliance permits authorizing land disturbing activities (i.e. residential)
- Processed approximately 20 new minor subdivision applications
- Continued working on 30 existing minor subdivision applications
- Processed 5 Class B Special Use Permit(s) applications
- Processed 3 site plan applications (i.e. non-residential development)
- Division assisted on a Departmental level project, specifically the completion of the Orange County Unified Development Ordinance (UDO)

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Customer Service (walk-in/telephone, e-mail requests, etc)	4,795	4,925	5,000	5,200	5,500
Zoning Compliance Permits (residential, non-residential, home occupations, etc)	450	455	450	1,100	1,100
Subdivision applications (Exempt, Minor, Major)	207	115	150	130	150
Special Use Permits (Class A and B)	5	3	4	5	4
Processing of ordinance amendments, variance requests, interpretation requests, zoning atlas amendments, letter of flood map amendments, etc	4	10	10	5	10

Planning & Inspections Department – continued

FY 2011-12 Fiscal Year Objectives

- Commence phase two (2) development work on the Unified Development Ordinance
- Complete draft ordinance amendment packages addressing: Airport, Lighting, Adult Uses, Telecommunication, Land Use (i.e. Table of Permitted Uses), Stormwater (in conjunction with the Erosion Control Division) and Mixed Use regulations
- Begin the implementation of the Central Permitting processes (i.e. business rules) within the permit review process
- Complete a comprehensive assessment of existing subdivision regulations including an overhaul of the existing private road standards for the County

COMPREHENSIVE PLANNING

Mission Statement

Provides guidance to the BOCC, County advisory boards, and departments in the areas of land use, location, intensity and character, sustainable development, transportation, and infrastructure. Administers the 2030 Comprehensive Plan, which is representative of the County's vision of growth and development.

Major Services

- Prepares, updates, and implements elements of the Comprehensive Plan and Small Area Plans
- Prepares, amends, and coordinates functional long- and short-range plans and special studies
- Provides technical assistance to governing and advisory boards concerning comprehensive planning issues in Orange County
- Coordinates with other County Departments and Divisions on ordinance and/or policy preparation/amendment required to implement the Comprehensive Plan

FY 2010-11 Outcomes

- Completes coordination/management of aspects of the Unified Development Ordinance process
- Coordinate the implementation of various elements of the Comprehensive Plan
- Manage/coordinate Transportation Planning activities and serve as a central point of contact for the Commissioners and advisory boards for related information
- Analyze impacts of growth and development to inform Commissioners and public of its impacts
- Completed 2010 Census coordination and county Complete Count Committee commitments

Planning & Inspections Department – continued

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Management/Coordination of Comprehensive Plan Update	Complete				
Coordinate/Manage aspects of Unified Development Ordinance development		Underway	Complete	Complete	
Small Area Plan Implementation		Underway	Underway	Underway	Underway
Coordinate implementation of Comprehensive Plan		Underway	Underway	Underway	Underway
Update County Profile Element of Comprehensive Plan with 2010 Census data					Underway

FY 2011-12 Fiscal Year Objectives

- 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.

Budget Highlights

- Coordinate/manage aspects of Comprehensive Plan and Unified Development Ordinance amendments with a focus on Economic Development
- Implementation of Small Area Plans with a focus on Economic Development

BUILDING INSPECTIONS DIVISION

Mission Statement

It is our mission to safeguard life and limb, health, property and public welfare through the permitting and inspection of buildings, structures and sites for compliance through enforcement of the North Carolina State Building Codes and other local laws regulating and controlling the construction, quality of materials, use and occupancy, location and maintenance within unincorporated Orange County and the Town of Hillsborough. This process is to be performed in a timely manner with professional and courteous service to our clients.

Major Services

- Review plans, issue permits, conduct inspections, in the trades of building, mechanical, electrical, and plumbing systems associated with new construction and alterations to existing buildings, to achieve compliance with and enforce the North Carolina State Building Codes
- Respond to the general public regarding investigation of code violations
- Conduct biannual safety inspections of schools
- Maintain customer service initiatives through use of field pen tablets which will connect 'automatically' a code section with each inspection 'turn-down', continue use of drawing

Planning & Inspections Department – continued

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
- Calculate and 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
- Assist County Fire Marshal in routine fire inspections of commercial occupancies
- Inspect sewer line, manholes, cleanouts and outfall of the Efland Sewer System and report inspections back to engineering division for maintenance
- GPS sewer manholes
- Interact with county, city and state on Building Code issues

FY 2010-11 Outcomes

- Implemented 2009 North Carolina Building, Electrical, Plumbing, and Mechanical code and relevant changes
- Processed and issued permits for building, electrical, plumbing, mechanical systems, zoning compliance and solid waste
- Conducted plan review of residential permit applications; work with applicant to achieve compliance
- Maintained ISO rating of '3' for residential and commercial projects through residential and commercial plans review, experienced and educated inspections staff
- Provide plan review on all commercial permit applications, assuring all relevant codes and laws are complied with before approval
- Conducted 99% of inspections on the day requested to be conducted.
- Issued Certificates of Occupancy or Certificates of Compliance at the completion of all projects
- Maintained records and provided reports on building activities, revenue, inspections conducted, etc
- Inspected all schools two times per year
- Obtained certifications and conducted fire inspections in support of the Orange County Fire Marshal's Office
- Reduced paper usage; paperless in field inspections, through use of pen tablets
- Issued and inspected commercial facilities for ABC permits
- Posted occupancy loads in 100% of restaurants and other assembly occupancies
- Maintained electronic connections to customers alerting them of impending permit expirations, permit approval and inspection results
- Maintained project files to archived status

Planning & Inspections Department – continued

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Permits Issued	3,234	3,099	3,200	3,316	3,400
Building	824	668	640	658	670
Electrical	1,185	1,152	1,180	1,224	1,260
Plumbing	500	468	430	462	480
Mechanical	725	811	950	972	800
Field inspections	13,545	12,125	14,900	15,400	15,500
Complaint/Inquiries	39	54	40	50	55
Commercial Plan Review	232	211	243	254	260
One & Two Family Dwellings	217	170	210	200	205
New Mobile Homes	13	19	17	16	14
Replacement Mobile Homes	30	24	18	16	15
Fire Inspections	0	0	0	0	260
Sewer Manhole Inspections	0	0	0	0	164
School Inspections	27	37	38	38	38
Commercial Facilities for ABC Licenses	12	9	9	10	11
Condemnations	0	1	3	4	3
Impact Fees Collected	\$773,258	\$731,357	\$730,000	\$679,900	\$735,000

FY 2011-12 Fiscal Year Objectives

- Train and implement the 2011 National Electrical Code (North Carolina Electrical Code) in September.
- Train and implement the 2012 Building, Fire, Fuel Gas, Mechanical, Plumbing, Administration, Energy Conservation and Residential codes in March 2012.
 - Process and issue permits for building, electrical, plumbing, mechanical systems, zoning compliance and solid waste.
 - Conduct plan review of residential permit applications; work with applicant to achieve compliance.
 - Maintain ISO rating of '3' for residential and commercial projects through residential and commercial plans review, experienced and educated inspections staff.
 - Provide plan review on all commercial permit applications, assuring all relevant codes and laws are complied with before approval.
 - Conduct 99% of inspections on the day requested to be conducted.
 - Issue Certificates of Occupancy or Certificates of Compliance at the completion of all projects.

Planning & Inspections Department – continued

- Maintain records and provide reports on building activities, revenue, inspections conducted, etc.
- Inspect all schools two times per year.
- Obtain certifications and conduct fire inspections in support of the Orange County Fire Marshal's Office
- Reduce paper usage; paperless in field inspections, through use of pen tablets
- Issue and inspect commercial facilities for ABC permits
- Post occupancy loads in 100% of restaurants and other assembly occupancies.
- Maintain electronic connections to customers alerting them of: impending permit expirations, permit approval and inspection results
- Maintain project files to archived status

Budget Highlights

- Conduct required sewer system inspections to keep sewer system permits in compliance.
- Save \$4,000 by conducting in-house seminars to obtain continuing education credits of 12 employees with 48 certifications.
- Conduct fire inspections in the unincorporated Orange County and bring the county into compliance with required fire inspections by the end of the year.

EROSION CONTROL & STORMWATER SERVICES DIVISION

Mission Statement

Protect the county's surface water and ground water resources by encouraging LID (low impact development), monitor construction sites for compliance with approved plans, enforce riparian buffer requirements and conduct surface water identifications (SWID calls) to ensure accurate mapping.

Major Services

- Review and approve erosion control plans
- Review and approve Stormwater management plans
- Monitor construction sites for erosion control compliance
- Monitor projects for compliance with Stormwater requirements
- Protect riparian buffers
- Identify streams per DWQ guidelines
- Implement new state nutrient rules

FY 2010-11 Outcomes (Thru end of February 2011)

- Conduct approximately 450 Erosion Control compliance inspections
- Permit 38 projects involving 984 acres of which 66 acres were disturbed

Planning & Inspections Department – continued

- Issue 25 waivers for projects of less than 10,000 square feet in the Upper Eno, Cane Creek & University lake watersheds
- Conduct 43 surface water ID field determinations
- Assist the public approximately 76 times
- Attend approximately 26 training, seminars, meetings

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate (38YTD)	2011-12 Projected
Erosion Control plans reviewed	52	37	25	50	50
Grading permits issued	52	37	25	50	50
Stormwater management plans	0	6	3	6	6
Inspections	1,524	1,261	1,000	600	700
Surface Water ID (SWID)	109	92	32	70	70

FY 2011-12 Fiscal Year Objectives

- Within 20 days of application, comment on erosion control plan
- Inspect all sites at least weekly
- Reduce nitrogen and phosphorous levels county wide
- Implement Falls Lake and Jordan Lake rules

Budget Highlights

- The decrease in Personnel Services within the Planning Department for FY 2011-12 is due to the transfer of an Erosion Control Officer I position to another County department, which occurred during FY 2010-11.
- The decrease in revenue projected for FY 2011-12 is due to the continued slow recovery of real estate development however, there is additional water quality oversight.

Division: Engineering

Major Services

- Management and operation of the Efland sewer system
- Management and operation of Lake Orange reservoir
- Provide engineering support and technical analysis as needed for development applications
- Urban transition area infrastructure master planning and construction oversight
- Provide engineering perspective on various County advisory boards and work groups including support of infrastructure in economic development districts.

Planning & Inspections Department – continued

FY 2010-2011 Outcomes

- Maintain and seek to improve the excellent operational record of the Efland sewer system
- Shepherd the Central Efland/Northern Buckhorn sewer expansion project through the regulatory process to completion of the plan review stage. Receive permit and begin bid process.
- Complete the first phase of a multi-phase plan to rehabilitate the concrete spillway at the Lake Orange Dam
- Complete the installation of an automated valve, lake level monitor, and water flow monitor at Lake Orange. This will vastly increase the efficiency of Lake operation and will gather vital data for the County. This data will also be used in the State's recently designed model of water flow in the Neuse River Basin.

Outcome Measures	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-2012 Projected
Efland/Buckhorn sewer expansion	State Review underway	Complete Federal review and begin construction	Complete State permit review and prepare bid documents	Bid project, secure SRF loan funding and begin construction
Lake Orange Spillway Repairs	Inspected	Complete Phase I Design and complete Phase II	Design and partially construct Phase I	Finish Phase I repairs, design and complete Phase II repairs
Lake Orange valve and controls	Cost estimates gathered	Collect data and refine operations	Design and complete construction	Implement new gate technology to improve efficiency, collect data for public display and internal use
Documented Sanitary Sewer Overflows(SSO)	0	0	0	0
Buckhorn-Mebane Utilities		Design	Design underway	Design complete, permitting complete, identification of construction funding source underway

FY 2011-12 Fiscal Year Objectives

- Continue to maintain zero sanitary sewer overflows and monitor new rate system in Efland sewer system.
- Secure state revolving loan funds for sewer expansion.
- Begin the Central Efland/Buckhorn sewer construction phase.
- Complete Phase I repairs to the Lake Orange Spillway and design and complete Phase II repairs. Develop an ongoing maintenance and repair plan for the dam and spillway

Planning & Inspections Department – continued

- Refine the use of monitoring and control equipment at Lake Orange. Investigate broadening the application of the communications software to other areas, such as the Efland Sewer pump stations.
- Search for funding sources for Phase II Buckhorn-Mebane utilities construction.

Budget Highlights

- Reduced Efland sewer infiltration and inflow through several initiatives and projects undertaken throughout the year, resulting in a \$13,000 reduction in our total treatment costs for the year. This was despite a 5% increase in the rate we are charged by Hillsborough to treat the Efland sewer wastewater.

SPECIAL PROJECTS & GIS

Major Services

- Prepares, updates, and implements small area plans, development regulations (UDO), and special studies to implement BOCC goals.
- Administration of various inter-governmental planning initiatives such as the Joint Planning Agreement with the Towns of Chapel Hill and Carrboro; the Hillsborough-Orange County Strategic Growth Plan; the Schools Adequate Public Facilities Ordinance (SAPFO); and the Water and Sewer Management, Planning, and Boundary Agreement (WASMPBA).
- Administration of Planning Board agendas/meetings and Quarterly Public Hearing agendas.
- GIS mapping services and socio-economic/demographic data for Planning and Inspections, other county departments as requested, and other agencies as requested.
- Manages interdepartmental collaboration, including BOCC agenda coordination with the County Manager's office.

FY 2010-11 Outcomes

- Completed consolidation of land use regulations into the Unified Development Ordinance. Included significant internal and external coordination and educational/informational efforts.
- SAPFO Administration, including authoring annual technical report.
- Authored and coordinated the FEMA-required 5-year update to the County's Hazard Mitigation Plan. Included significant coordination with our local government partners in this plan, the Towns of Carrboro and Hillsborough.
- Began work with the Efland-Mabane SAP Implementation Focus Group on design guidelines for the Efland core area (put on temporary hold due to UDO workload).
- Orange-Alamance County Line Issue – significant support on project and with GIS mapping work.
- Efficient Agenda Preparation and Management for Planning Board and Quarterly Public Hearings.
- Revision of and continual maintenance of Departmental webpage (until December 2010 when duties switched to other staff).

Planning & Inspections Department – continued

- JPA Administration – review and comment on a number of Land Use Management Ordinance revisions proposed by Towns of Chapel Hill and Carrboro and on-going coordination with the Towns on land use issues.
- Wrote and coordinated, including intergovernmental coordination with the five partner local governments, revisions to the Water, Sewer, Management, Planning and Boundary Agreement. This was an implementation measure of the Efland-Mebane SAP and the Orange-County Hillsborough Strategic Growth Plan.
- Planning GIS analysis, including Efland – Buckhorn – Mebane sewer work, Jordan Lake allocation analysis, student membership projections, and maintenance of numerous GIS layers that are directly related to Planning issues.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Prepare and Distribute Agendas:					
Quarterly Public Hearing	4	4	4	4	4
Advisory Board/Task Forces	26	21	30	27	30
Other Local Government Meetings	15	15	15	15	15
Consolidation of land use ordinances into a Unified Development Ordinance development		Underway (minor role)	Complete (became lead on project in June '10)	Complete	
Small Area Plan Implementation		Underway	Underway	Underway	Underway
Orange-Alamance County Line Issue		Underway	Underway	Underway	Complete
Director Requested Economic Development Mapping			Ongoing	Ongoing	Ongoing

FY 2011-12 Fiscal Year Objectives

- To undertake significant work on Phase II UDO amendments, as directed by the BOCC.
- To continue with implementation measures contained in small area plans, with a particular emphasis on the Efland-Mebane SAP.
- Continue to provide GIS mapping (including thematic maps) and socio-economic data to department staff, other county departments, and outside agencies as requested.
- Continued administration of JPA, SAPFO, and Planning Board and Quarterly Public Hearing agendas, as well as Department-wide coordination of BOCC agenda items with the County Manager's office.
- Possible coordination with the Town of Hillsborough to develop and adopt a Joint Land Use Plan, as called for in the intergovernmental agreement that was signed by the two local governments in FY'09-10 (project is tentative for FY 11-12).

Planning & Inspections Department – continued

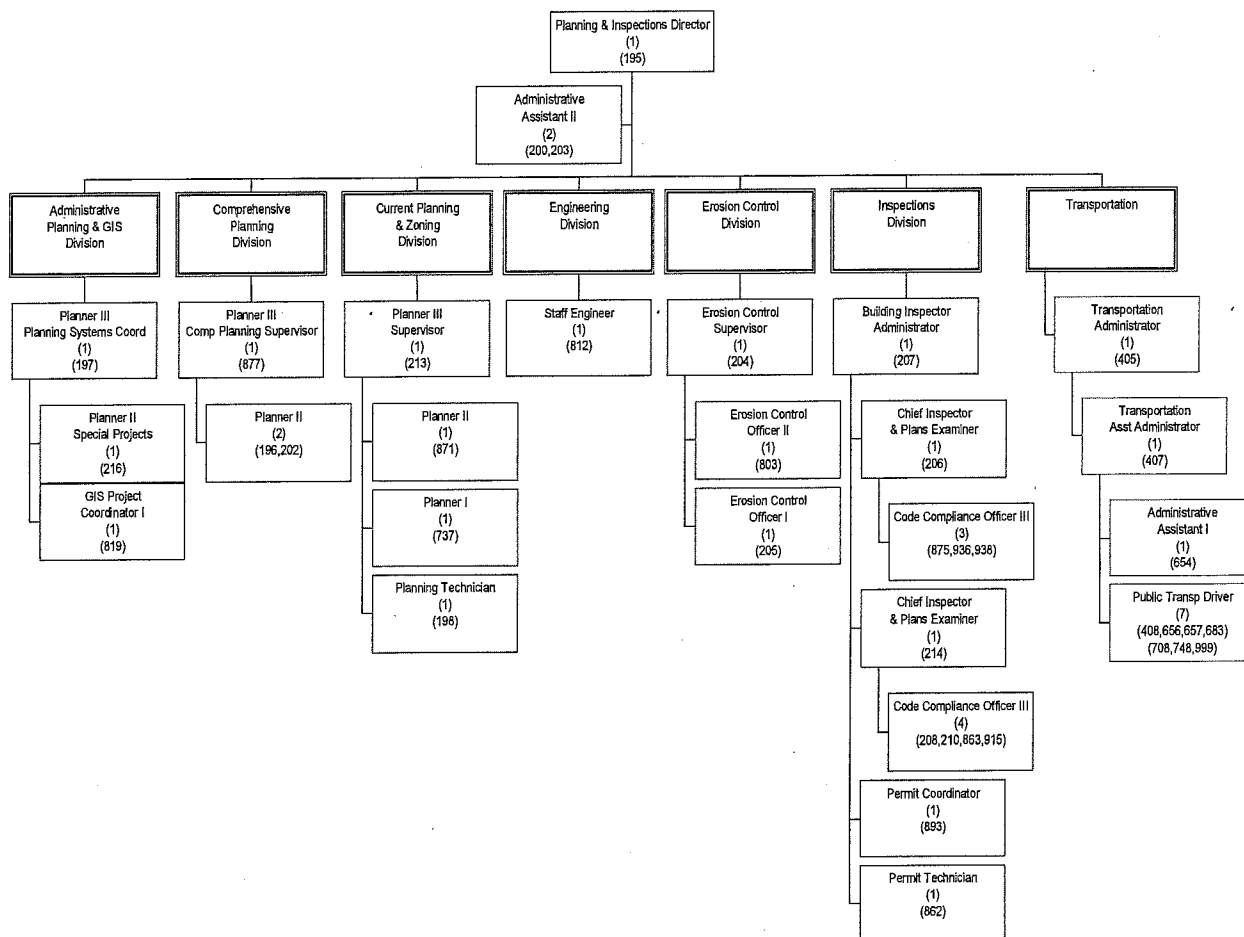
Budget Highlights

- Completed consolidation of land use ordinances into a Unified Development Ordinance.
- Implementation of small area plans with a focus on economic development
- Completion of FEMA-required 5-year update to Hazard Mitigation Plan
- Continued work on the Orange-Alamance County Line issue which culminated in the two counties agreeing to 91% of the line.

Fee Changes/Additions

- See Appendix B – Fee Schedule

Planning & Inspections



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Register of Deeds

Phone Number (919) 245-2679

Website: <http://www.co.orange.nc.us/deeds.asp>

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Category (General Fund)						Account: 3250
Personnel Services	\$ 869,839	\$ 818,204	\$ 754,924	\$ 718,775	\$ 723,540	\$ 723,540
Operations	\$ 116,823	\$ 118,027	\$ 155,747	\$ 143,943	\$ 149,397	\$ 149,397
Capital Outlay	\$ 2,593	\$ 2,674	\$ 0	\$ 3,254	\$ 1,700	\$ 0
Total Expenditures	\$ 989,255	\$ 938,904	\$ 910,671	\$ 865,972	\$ 874,637	\$ 872,937
Offsetting Revenues	\$ (1,227,403)	\$ (1,366,735)	\$ (1,375,516)	\$ (1,342,262)	\$ (1,342,062)	\$ (1,342,062)
County Costs (net)	\$ (238,148)	\$ (427,831)	\$ (464,845)	\$ (476,290)	\$ (467,425)	\$ (469,125)
Total Register of Deeds and Related Expenditures	\$ 989,255	\$ 938,904	\$ 910,671	\$ 865,972	\$ 874,637	\$ 872,937

Mission Statement

The purpose of the Register of Deeds Office is to record, maintain and preserve real and personal records and, in compliance with NC General Statutes, provide access to public records and courteous and professional service to citizens.

Major Services

- File documents presented for registration
- Index and scan all filed documents to create permanent public records
- Create permanent records of births, deaths, marriages and military discharges
- Issue marriage licenses and certified copies of public permanent records
- Redact personal information from web (upon citizen's request)
- Customer Service & Special Projects, for example back-scanning old documents

FY 2010-11 Outcomes

- Recording Process - Each document was reviewed and certified to proof of acknowledgment of execution and other prerequisites to registration to ensure compliance with NC recording laws; submitted each land-related document to Land Records for PIN (Parcel Identifier Number) assignment within five minutes of presentation. Completed the filing process, affixed book and page, time and date, collected/receipted fee within ten minutes. Each document processed by the Quality Control Supervisor within 8 hours of recording. Process completed in the designated time frame approximately 99% of the time.
- Indexing & Imaging Process - Indexed document within twenty minutes of filing process (this phase gives notice to title searchers that the document is on file). Scanned recorded documents within three hours of recording and printed permanent record book copies. Process completed in the designated time frame approximately 99% of the time.

Register of Deeds – continued

- Returned filed documents to designated party within 5 to 7 days of filing approximately 98% of the time.
- Vital Records – Issued certified copies of Birth, Death & Marriage Certificates within 5 minutes of application approximately 99% of the time. Issued marriage license within 20 minutes of application approximately 99% of the time. Indexed births, deaths the same day received approximately 95% of the time.
- Customers acknowledged and served as quickly as possible. Responded to citizens' requests courteously and timely.
- Special Projects: Labeled/Scanned associated images of pre-1993 indexed records.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Deeds, Deeds of Trust, D/T Cancellations, other documents, UCCs recorded, scanned and indexed	22,975	22,058	21,150	23,804	22,500
Marriage Licenses Issued	769	747	725	657	725
Births Indexed	4,059	3,882	3,900	3,803	3,915
Deaths Indexed	1,512	1,461	1,475	1,430	1,470
Certified Copies of Vital Records Issued	22,165	17,221	15,100	18,321	18,202

FY 2011-12 Fiscal Year Objectives

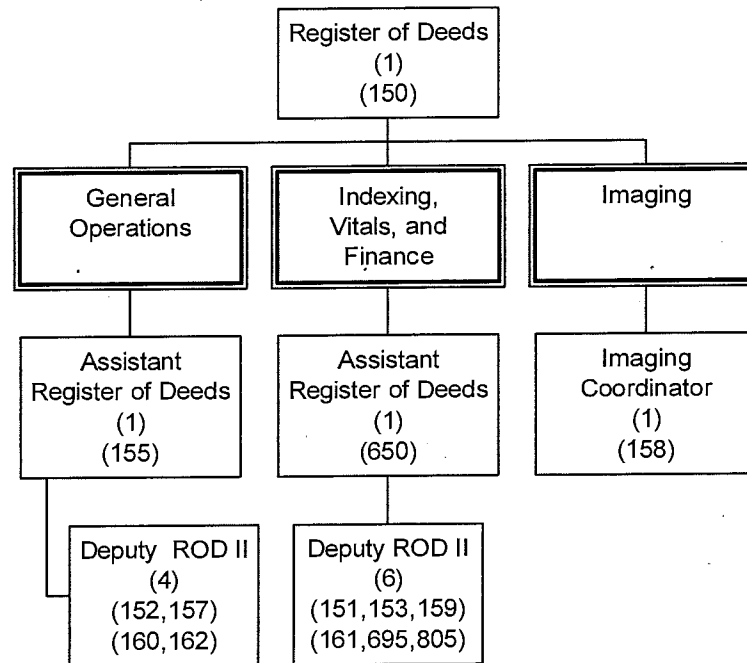
- Real Estate Imaging Project - Scan permanent records beginning with the year 1992 back to 1752. - Citizens frequently request that images of records prior to 1992 be available on the internet. For three years, we have made an in-house effort to scan associated images of indexed records prior to 1992. Staff scanned approximately 370 books of back files (1995 -1991) in the last four years. This process is very slow. Our goal is to focus on vendor assistance with microfilm conversion. The project will be funded from the Register of Deeds Automation Fund (NCGS 161-11.3) and (possibly) CIP.
- Back file conversion of old birth, death and marriage records as funds are available in the Register of Deeds Automation Fund (NCGS 161-11.3).
- Redaction of personal information on the internet.
- Research and give consideration to implementing e-recording within the next two years.
- Implentation of ROAM software within AMCAD system, possibility of new/upgraded hardware to implement system. This implementation will be funded from the Register of Deeds Automation Fund (NCGS 161-11.3). ROAM software \$13,000.00. New/Upgraded hardware approximate cost \$12,000.00. Total approximate cost to implement \$25,000.00.

Register of Deeds – continued

Budget Highlights

- The Department requested \$1,700 in FY 2011-12 Recurring Capital (for purchase of additional shelving units and a fire-proof file cabinet), but these are not included in the Commissioner Approved budget. The department purchased these out of available FY 2010-11 funds.
- The decrease in Personnel Services for FY 2011-12 is due in part to retirement of the long-time Register of Deeds position, and budgeting at a lower salary for both the Register of Deeds and Assistant Register of Deeds positions when compared to FY 2010-11 and FY 2011-12.
- The decrease in budgeted revenues in FY 2011-12 is due to the continued economic downturn associated with the construction and housing industry.

Register of Deeds



Sheriff

Phone Number (919) 644-3050

Website: <http://www.co.orange.nc.us/sheriff>

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Category (General Fund)						Account: 7100
Personnel Services	\$ 8,502,490	\$ 8,541,573	\$ 8,642,599	\$ 8,597,632	\$ 8,870,126	\$ 8,870,126
Operations	\$ 1,433,792	\$ 1,502,113	\$ 2,105,862	\$ 1,958,825	\$ 2,232,325	\$ 2,182,325
Capital Outlay	\$ 7,615	\$ 47,321	\$ 252,000	\$ 455,616	\$ 374,222	\$ 219,000
Total Expenditures	\$ 9,943,897	\$ 10,091,007	\$ 11,000,461	\$ 11,012,073	\$ 11,476,673	\$ 11,271,451
Offsetting Revenues	\$ (2,916,254)	\$ (2,785,896)	\$ (2,757,700)	\$ (2,839,803)	\$ (2,546,700)	\$ (2,546,700)
County Costs (net)	\$ 7,027,643	\$ 7,305,112	\$ 8,242,761	\$ 8,172,270	\$ 8,929,973	\$ 8,724,751
Total Sheriff and Related Expenditures	\$ 9,943,897	\$ 10,091,007	\$ 11,000,461	\$ 11,012,073	\$ 11,476,673	\$ 11,271,451

Mission Statement

The mission of the Orange County Sheriff's Office can best be stated as: **"Community peace through competent law enforcement."** This motto summarizes the goal of our department: **to protect the rights of all persons to be free from crime and to live in peace.** Every person regardless of his or her respective background is guaranteed certain rights and privileges that this department is bound to protect.

Our mission can be further exemplified into certain ongoing objectives that we in law enforcement must continually strive to achieve as we seek to fulfill the goals of this Sheriff's Office:

1. The protection of life, property, and Constitutional guarantees.
2. The enforcement of the General Statutes of the State of North Carolina.
3. The apprehension of law violators and the repression of crime.
4. The preservation of social tranquility, safety, and well being of all citizens.
5. The recovery and safe keeping of property.
6. The prevention of civil disorder.
7. To provide service to the courts and the criminal justice system.
8. To provide humane safe keeping of all persons confined in the Orange County Detention Center.

Major Services

- Provide continuous 24-hour routine patrol services to the entire county.
- Respond to crimes in progress, citizen complaints and incident investigations.

Sheriff – continued

- Seek out wanted persons and serve criminal process. Serve civil process as mandated by the court.
- Provide school/community resource deputies for Orange County's high and middle schools, to prevent violence and work with at risk students in the community.
- Operate the County Jail Facility. Transport inmates to court and maintain custody of same during court trials, transport inmates to and from other jail facilities and state prisons. Provide courtroom security for courts and courthouse property.
- Continue Community watch and crime stoppers programs conduct the D.A.R.E./GREAT programs in the county schools. Provide assistance to domestic violence victims, child abuse, elderly and handicapped and aid crisis victims.

FY 2010-11 Outcomes

- Reduce the number of property and larcenies crimes.
- To continue our school resource deputy program to reduce crime and incidents of violence in our schools,
- Provide safe housing and security for housed state and federal inmates.
- Staff will continue screening all reports from the OCSO and initiate contact with victims of domestic violence.
- Respond to 100% of citizens concerns regarding neighborhood drug and crime problems.
- Involve more citizens in our efforts to reduce and prevent crime. Continue high visibility and aggressive patrol coverage through out the county to deter and prevent crime.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 (7/1/10- 3/10/11)	2010-11 Estimate	2011-12 Projected
Number of OCSO Break-ins	458	547	343	450	450
Number of OCSO Larcenies	439	608	403	598	598
Number reported domestic violence contacts/incidents	2,500	3,615	2,934	3,800	4,300
Number of juvenile contacts by deputies (state law requires juvenile contacts be reported)	22,800	38,879	40,100	41,500	42,000
Number of child abuse cases	468	175	185	180	190
Average number of inmates per month	170	155	153	170	170

Sheriff – continued

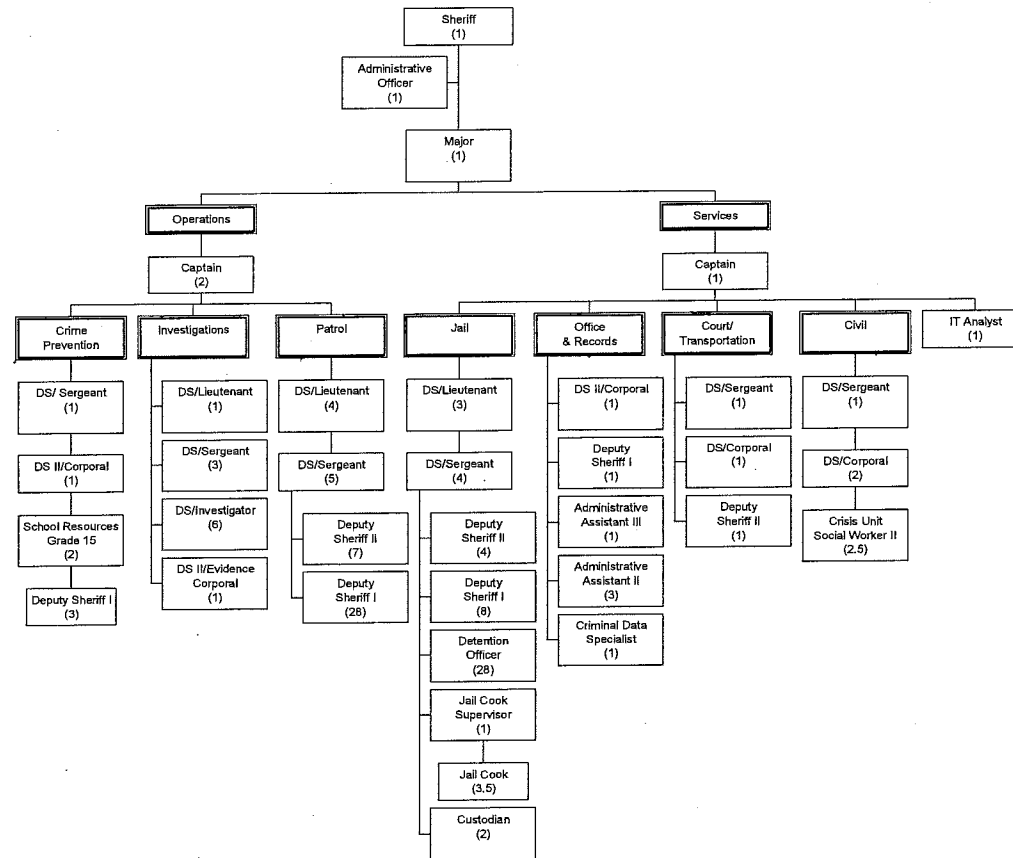
FY 2011-12 Fiscal Year Objectives

- Involving more citizens in our efforts to reduce and prevent crime. Continue high visibility and aggressive patrol coverage through out the county to deter and prevent crime. Increase daily e-mail to Community Watch Groups for crime in their community.
- Work in cooperation with other community agencies to empower victims of domestic violence and provide them with the resources available to prevent and remove themselves from domestic violence.
- Continue to involve citizens, especially parents of school age children in our drug awareness prevention programs. Encourage citizen participation in solving community problems and decrease overall incidents of crime.
- Meet federal and state jail standards as mandates.

Budget Highlights

- The Department requested a total of \$374,222 in FY 2011-12 Recurring Capital: Equipment (\$90,000) – for replacement of kitchen equipment; Vehicles (\$258,222) – for replacement of 2 Inmate transport vans and 8 patrol vehicles; and IT Equipment (\$26,000) – replacement of 20 computers, originally purchased with grant funds. The FY 2011-12 Commissioner Approved budget includes funding of \$219,000: Equipment (\$90,000); and Vehicles (\$129,000) – for replacement of 1 Inmate transport van and 4 patrol vehicles.
- Increases in Operations for FY 2011-12 are due to increased costs in providing for the needs of inmates.
- The Orange County Jail Transportation & Operations division has been set up as a separate division for the FY 2011-12 Budget. The Operations budget for the jail totals \$1,449,346, which was transferred from the Sheriff's budget. There are 46.5 FTE's assigned to the jail for a total Personnel budget of \$2,365,781. Total projected cost for the annual operation of the Jail is \$3,815,127 for FY 2011-12. With an average daily inmate population of 165, the cost per inmate per day is \$63.35.

Sheriff's Department



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FY 2011-12

Department of Social Services

Phone Number (919) 245-2800

Website: <http://www.co.orange.nc.us/socsvcs/index.asp>

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Category (General Fund)						Account: 4001
Personnel Services	\$ 9,125,999	\$ 8,999,197	\$ 9,095,339	\$ 8,611,487	\$ 9,410,207	\$ 9,447,477
Operations	\$ 12,126,786	\$ 9,936,332	\$ 9,444,696	\$ 9,237,266	\$ 8,915,236	\$ 9,097,736
Capital Outlay	\$ 95,689	\$ 161,502	\$ 0	\$ 48,131	\$ 20,000	\$ 20,000
Total Expenditures	\$ 21,348,473	\$ 19,097,031	\$ 18,540,035	\$ 17,896,885	\$ 18,345,443	\$ 18,565,213
Offsetting Revenues	\$ (12,622,463)	\$ (12,877,745)	\$ (12,237,466)	\$ (11,796,207)	\$ (11,715,562)	\$ (11,734,197)
County Costs (net)	\$ 8,726,011	\$ 6,219,285	\$ 6,302,569	\$ 6,100,678	\$ 6,629,881	\$ 6,831,016
Other Related Programs (Grant Fund)						Account: 7050
Personnel Services	\$ 51,471	\$ 51,109	\$ 51,824	\$ 51,067	\$ 53,195	\$ 53,195
Operations	\$ 188,780	\$ 165,055	\$ 170,623	\$ 183,023	\$ 163,650	\$ 163,650
Capital Outlay	\$ 2,909	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 243,160	\$ 216,164	\$ 222,447	\$ 234,090	\$ 216,845	\$ 216,845
Offsetting Revenues	\$ (227,537)	\$ (208,113)	\$ (192,837)	\$ (214,387)	\$ (171,735)	\$ (187,235)
County Costs (net)	\$ 15,622	\$ 8,051	\$ 29,610	\$ 19,703	\$ 45,110	\$ 29,610
Total Department of Social Services and Related Expenditures	\$ 21,591,633	\$ 19,313,195	\$ 18,762,482	\$ 18,130,975	\$ 18,562,288	\$ 18,782,058

Division Summary

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Program (General Fund)						
Administration	\$ 2,783,938	\$ 2,696,963	\$ 2,596,057	\$ 2,570,516	\$ 2,671,801	\$ 2,709,071
Children/Family Services	\$ 4,623,176	\$ 4,691,665	\$ 4,581,612	\$ 4,262,162	\$ 4,660,901	\$ 4,660,901
Economic Services	\$ 4,107,411	\$ 3,900,746	\$ 4,126,395	\$ 3,994,694	\$ 4,345,549	\$ 4,345,549
Public Assistance	\$ 3,441,353	\$ 1,467,597	\$ 1,239,898	\$ 1,432,860	\$ 1,257,087	\$ 1,257,087
Skills Development Center	\$ 63,296	\$ 28,675	\$ 33,635	\$ 8,818	\$ 10,668	\$ 10,668
Subsidy	\$ 6,262,694	\$ 6,245,248	\$ 5,895,580	\$ 5,561,817	\$ 5,329,457	\$ 5,511,957
Veterans' Services	\$ 66,606	\$ 66,137	\$ 66,858	\$ 66,019	\$ 69,980	\$ 69,980
Total Expenditures	\$ 21,348,473	\$ 19,097,031	\$ 18,540,035	\$ 17,896,885	\$ 18,345,443	\$ 18,565,213
Offsetting Revenue	\$ (12,622,463)	\$ (12,877,745)	\$ (12,237,466)	\$ (11,796,207)	\$ (11,715,562)	\$ (11,734,197)
County Costs (net)	\$ 8,726,011	\$ 6,219,285	\$ 6,302,569	\$ 6,100,678	\$ 6,629,881	\$ 6,831,016
Other Related Programs (Grant Fund)						
Orange-Chatham Justice Partners	\$ 243,160	\$ 216,164	\$ 222,447	\$ 234,090	\$ 216,845	\$ 216,845
Total Expenditures	\$ 243,160	\$ 216,164	\$ 222,447	\$ 234,090	\$ 216,845	\$ 216,845
Offsetting Revenue	\$ (227,537)	\$ (208,113)	\$ (192,837)	\$ (214,387)	\$ (171,735)	\$ (187,235)
County Costs (net)	\$ 15,622	\$ 8,051	\$ 29,610	\$ 19,703	\$ 45,110	\$ 29,610
Total Expenditures	\$ 21,591,633	\$ 19,313,195	\$ 18,762,482	\$ 18,130,975	\$ 18,562,288	\$ 18,782,058

Department of Social Services – continued

Mission Statement

The Orange County Department of Social Services shall meet with clients at their point of need to provide preventive, supportive, and restorative services delivered with competence and compassion while striving to protect vulnerable children, the at-risk elderly, persons with disabilities and the economically disadvantaged in our community.

Administration

Major Services

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

FY 2010-11 Outcomes

- Bilingual receptionists were available at each site to assist public with language barriers
- Maintained contracts with qualified interpreters
- Maintained expenditures within approved county budget

FY 2011-12 Fiscal Year Objectives

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

Budget Highlights

- Although there are few changes in the administrative budget, DSS is still adjusting to the reduction in the number of office assistants who can handle reception, switchboard and other support activities.
- The FY 2011-12 Commissioner Approved budget includes \$20,000 in Recurring Capital to replace outdated laptops and switch out desktops for laptops for field workers.

Public Assistance Division

Major Services

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

Department of Social Services - continued

FY 2010-11 Outcomes

- Managed Medicaid caseload that has increased more than 3% over the last year
- Managed Food and Nutrition Services caseload that has increased more than 15% over the last year
- Reorganized staff to manage increases in public assistance areas

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Work First Cases	253	213	300	290	320
Food and Nutrition Services Households	3,475	4,911	4,812	5,647	6,211
Medicaid Cases	6,830	6,958	8,029	7,166	7,380
Special Assistance Recipients	280	280	300	283	285
Health Choice Cases	646	732	772	819	905

FY 2011-12 Fiscal Year Objectives

- Assist low-income families and individuals with meeting nutritional, medical, and other basic needs
- Continue to manage high demand while providing good customer services without any additional resources
- Develop mechanisms to manage the ongoing demand for Emergency Assistance

Budget Highlights

- Public Assistance cases continued to rise, particularly in Food and Nutrition Services and Medicaid.
- These public assistance programs are projected to pay \$19,251,799 in Food and Nutrition Services and \$94,892,990 in Medicaid dollars to local grocers and medical providers in FY2011-12.
- Given the sustained impact of the economy on families, the agency continues to look for ways to meet the ongoing demand for emergency assistance.

Child/Family Services Division

Major Services

- Conduct Child Protective Services (CPS)/Adult Protective Services (APS) intake and investigations
- Provide protective services treatment and substitute care for children
- Provide adoption services
- Provide supportive services to adults in their homes

Department of Social Services - continued

- Coordinate adult out-of-home placement
- Act as guardian and protective payee for incompetent or disabled adults

FY 2010-11 Outcomes

- Provided CPS/APS coverage 24 hours per day year round
- Completed CPS/APS screenings and conducted investigations/assessments where appropriate
- Achieved permanence for children in DSS custody
- Assured availability of appropriate, prepared foster and adoptive families for children in DSS custody
- Assured elderly and disabled adults were able to remain safely in their own homes whenever possible
- Provided guardianship services and acted as protective payee for individuals when no other resource could be identified in the community

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Children in households reported for suspected child abuse/neglect	933	1,029	1,000	1,050	1,075
Number of children in DSS legal custody	196	232	205	220	225
Number of children who achieved permanence	85	81	75	75	80
APS investigations	44	44	70	45	50
CAP/In-Home Services	129	116	103	118	120
Guardianship Cases	18	17	20	18	20

FY 2011-12 Fiscal Year Objectives

- Protect children by responding to referrals made alleging abuse, neglect, and/or dependency, providing services, preventing unnecessary removal, and achieving permanence expeditiously
- Protect elderly and disabled adults by responding to referrals alleging abuse, neglect, and/or exploitation
- Help maintain elderly and disabled adults in their own homes when possible
- Assist elderly and disabled adults by facilitating appropriate placements and/or providing payee or guardianship services as appropriate

Economic Services Division

Major Services

- Provide funding for staff administering various Public Assistance programs, the Work First and Adolescent Parenting programs (Actual costs for Public Assistance programs are found in the Public Assistance division)

Department of Social Services - continued

- Provide case management services to adolescent parents to delay future pregnancies and Work First families to obtain employment
- Assess Work First families' and teen parents' needs, strengths, and barriers to employment and continuance of education and completion of high school
- Provide training and supportive services (such as child care and transportation)
- Provide counseling and referral services

FY 2010-11 Outcomes

- Enabled 120 recipients to obtain employment
- 75 percent of Work First families participated in an employment services work activity
- Assisted 7 medically exempt Work First families in improving self-sufficiency by obtaining SSI Disability
- 85 percent of teen mothers active in the Adolescent Parenting Program avoided a second pregnancy
- Ensured that 85 percent of adolescent parents continue their education and 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
- Implemented federally funded subsidized employment program with 7 local employers, resulting in permanent, full-time employment of 14 individuals

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Employed Families (unduplicated)	140	150	130	110	120
County Participation Rate	55%	65%	65%	53%	65%
SSI Disability Claims	11	10	10	7	10
Adolescent Parents	36	35	35	45	40
2 nd Pregnancy Avoidance	100%	85%	100%	85%	100%
Education Continuance	97%	85%	100%	85%	100%

FY 2011-12 Fiscal Year Objectives

- Move public assistance families into employment and toward self-sufficiency and personal responsibility
- Delay second pregnancies for adolescent parents and support continued school attendance

Budget Highlights

- Social Services plans to operate an Employment and Training Program for Food and Nutrition Services recipients beginning October 1, 2011. The agency will use existing staff for this voluntary

Department of Social Services - continued

program, and will receive 100% reimbursement for staff time utilized (\$150,000). The agency anticipates serving 40 participants at a time. Additional participants will be added as clients become employed. This initiative will be coordinated with existing efforts at the Skills Development Center.

- Orange County received \$12,973 in additional funds for Emergency Food and Shelter in FY2010-11 and does not anticipate receiving these funds in FY2011-12.
- Permanent salaries reflect the addition of two social workers (\$80,000) who have been transferred from the Department on Aging to Social Services. This change allows a social worker to be stationed at each senior center to provide coordinated services from both agencies, including Food and Nutrition Services and Medicaid.

Subsidy Division

Major Services

- Child day care subsidy and social casework services for families, including information and referral services to help parents determine appropriate child care placements
- Provide payments for foster and adoptive parents
- County-funded emergency assistance to eligible families with utility, housing, food, and medication assistance

FY 2010-11 Outcomes

- Provided child care subsidy for 975 children of working families
- Provided a safe, stimulating learning environment for 40 children and respite for parents as part of the protection plan when children have been neglected or abused
- Assured that 35 foster children received child care services to supplement foster care services when the foster parent(s) work outside the home
- Provided payments to approximately 85 foster parents each month for care provided to children in agency custody and approximately 180 payments each month for adoptive parents in cases where children have special needs
- Provided child care information and referral services to parents on availability, quality, and subsidy for child care, and provided supportive casework services to 560 families (Made 1,175 information and referral contacts on child care issues)
- Provided county funds for public assistance emergencies on behalf of families not eligible for federal Crisis Intervention Program and Work First emergency assistance funds

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Average number of children served per month in child care subsidy program	771	724	790	715	675
Number of information and referral contacts for child care placements	1,295	1,325	1,275	1,175	1,300
Total number of children served during the year for child care subsidy	1,132	1,114	1,160	975	900

Department of Social Services - continued

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Number of children adopted	11	24	25	23	25

FY 2011-12 Fiscal Year Objectives

- Improve family functioning by providing child care subsidy and casework support services
- Provide foster and adoptive payments to Orange County families enabling them to care for children currently or formerly in the custody of Social Services
- Develop processes to manage the ongoing need for emergency services

Budget Highlights

- The FY 2011-12 Commissioner Approved budget includes funds of \$10,000 for youth scholarships, and an additional \$22,500 for adult day care purchases of service.
- The state estimate for child care subsidy indicates a significant decrease in funds for payments for children and for staff to administer the program. This decrease is on top of the \$647,245 decrease for the current year. The state also reduced the percentage of funds that can be used for social workers and administrative staff from 5 to 3 percent.
- The agency is having a difficult time serving even the priority child care cases at this time and has a wait list of over 450 children. For this reason, the agency requested to spend \$50,000 on child care instead of emergency assistance in FY2011-12. The agency would use these funds to assure that adolescent parents have child care so they can finish high school, to provide cares for children in child protective services and foster care, and to serve Work First families participating in employment and training activities. The Commissioner Approved budget reinstates the \$50,000 to emergency assistance and increases the child care budget an additional \$100,000.
- Social Services submitted a proposal to operate Smart Start subsidy for FY2011-12. Funds to support social workers administering Smart Start funds have been included in the budget (\$75,000).
- There has been a decrease in both the number of payments and the costs of the various providers of foster care.

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, job referrals and placement; career planning and employment counseling
- Provide labor market and career information to job seekers and employers

FY 2010-11 Outcomes

- Enabled 450 citizens to obtain employment or increase income

Department of Social Services – continued

- Made job search easier through the availability of computers and access to the World Wide Web
- Assisted 7,822 citizens with job search
- Provided educational and vocational training for 3,000 citizens
- Monitored 100% of customer satisfaction surveys for continuous improvement

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Customer Satisfaction Survey	99%	100%	100%	100%	100%
Human Resources Development	310	300	400	450	450
Basic Skills Training (ABE, ESL, GED)	442	550	600	650	700
Educational and Vocational Training	2,851	2,850	2,900	3,000	3,100
Obtained Employment or Increased Income	440	450	450	500	550
Facility Usage (monthly)	3,441	4,000	4,000	4,500	5,300

FY 2011-12 Fiscal Year 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

Budget Highlights

- Although the budget committed to this program has been reduced, other resources including staff are being realigned to provide more services at the Skills Development Center to enhance the overall effectiveness of Orange County employment programs.

Veterans Services Division

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

FY 2010-11 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

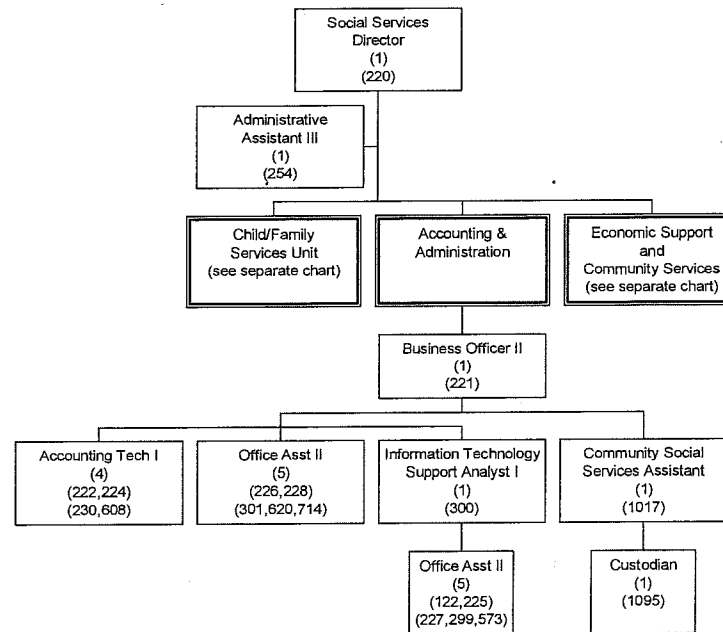
Department of Social Services – continued

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Compensation Applications	179	190	240	240	252
Education Applications	12	25	25	12	15
Burial Applications	13	25	25	13	16
Food & Nutrition Applications and Reviews	N/a	110	110	42	45

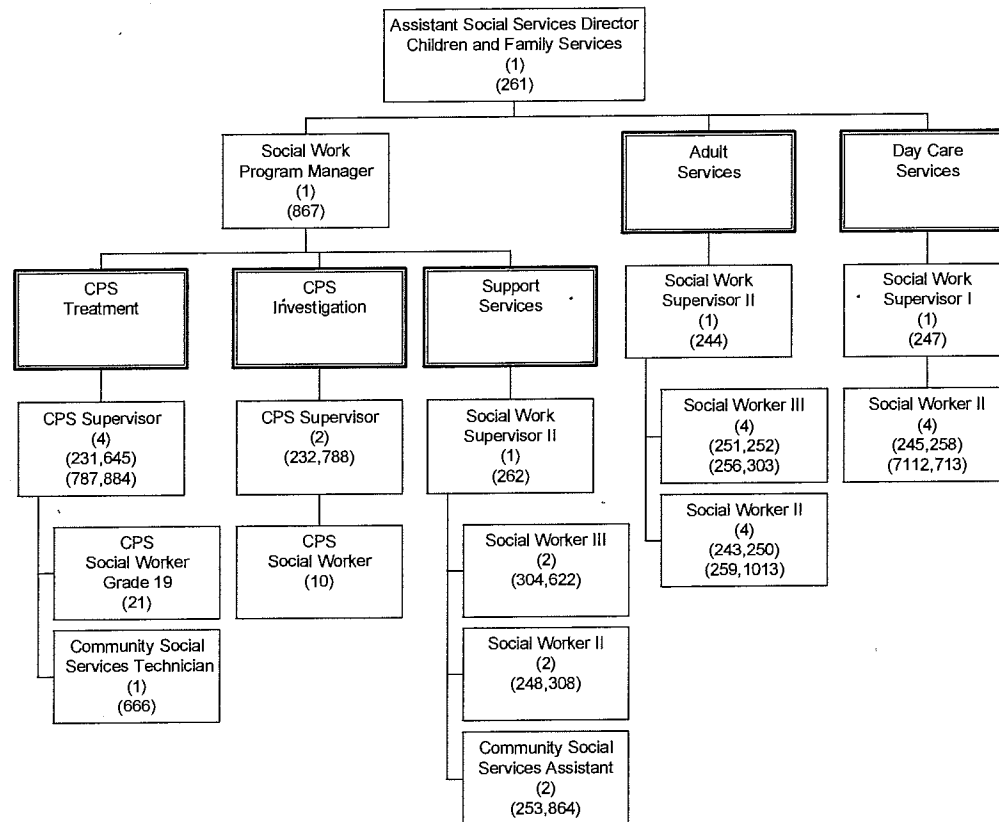
FY 2011-12 Fiscal Year Objectives

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

Department of Social Services – Administration



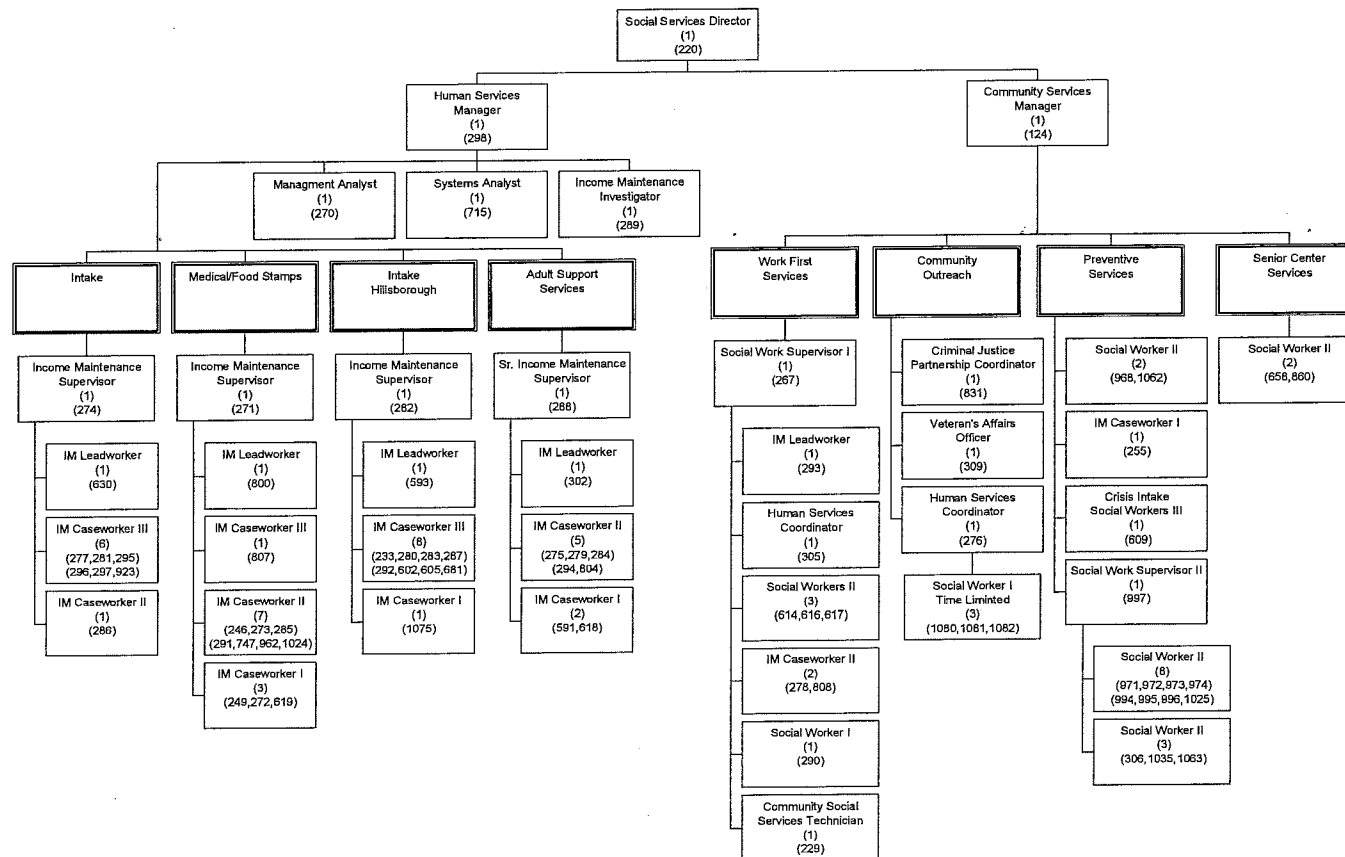
Department of Social Services – Children/Family Services



3-150

Department of Social Services

Economic Support and Community Services Division



FY 2011-12

Solid Waste Management

Phone Number: (919) 968-2788

Website: <http://www.co.orange.nc.us/recycling/index.asp>

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Category (Sanitation - General Fund)						Account: 3530
Personnel Services	\$ 841,324	\$ 716,987	\$ 0	\$ 0	\$ 0	\$ 0
Operations	\$ 1,131,144	\$ 1,034,921	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay	\$ 439,818	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 2,412,286	\$ 1,751,908	\$ 0	\$ 0	\$ 0	\$ 0
Offsetting Revenues	\$ (60,404)	\$ (74,972)	\$ 0	\$ 0	\$ 0	\$ 0
County Costs (net)	\$ 2,351,882	\$ 1,676,936	\$ 0	\$ 0	\$ 0	\$ 0

Solid Waste Enterprise Fund						Account: 3500
Overhead	\$ 0	\$ 0	\$ 935,916	\$ 935,916	\$ 941,679	\$ 941,679
Personnel Services	\$ 2,808,967	\$ 2,791,578	\$ 3,443,485	\$ 3,351,856	\$ 3,499,016	\$ 3,661,594
Operations	\$ 7,294,804	\$ 8,443,886	\$ 5,638,972	\$ 5,518,822	\$ 5,949,050	\$ 6,939,050
Capital Outlay	\$ 215,464	\$ 30,696	\$ 0	\$ 1,277	\$ 812,184	\$ 812,184
Total Expenditures	\$ 10,319,235	\$ 11,266,159	\$ 10,018,373	\$ 9,807,871	\$ 11,201,929	\$ 12,354,507
Offsetting Revenues	\$ (8,603,303)	\$ (8,718,575)	\$ (10,018,373)	\$ (9,890,576)	\$ (11,201,929)	\$ (12,354,507)
Net Costs	\$ 1,715,932	\$ 2,547,584	\$ 0	\$ (82,705)	\$ 0	\$ 0

Total Solid Waste Department and Related Expenditures	\$ 12,731,521	\$ 13,018,067	\$ 10,018,373	\$ 9,807,871	\$ 11,201,929	\$ 12,354,507

Division Summary

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Program (General Fund)						
Sanitation	\$ 2,412,286	\$ 1,751,908	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 2,412,286	\$ 1,751,908	\$ 0	\$ 0	\$ 0	\$ 0
Offsetting Revenue	\$ (60,404)	\$ (74,972)	\$ 0	\$ 0	\$ 0	\$ 0
County Costs (net)	\$ 2,351,882	\$ 1,676,936	\$ 0	\$ 0	\$ 0	\$ 0
Other Funds						
Environmental Support	\$ 1,758,478	\$ 1,377,046	\$ 1,550,906	\$ 1,514,680	\$ 1,931,675	\$ 1,963,703
Landfill	\$ 3,230,616	\$ 2,744,074	\$ 3,301,716	\$ 3,447,606	\$ 3,213,814	\$ 4,242,020
Recycling	\$ 5,329,318	\$ 7,140,643	\$ 3,372,142	\$ 3,207,294	\$ 3,712,117	\$ 3,761,378
Sanitation	\$ 823	\$ 4,395	\$ 1,793,609	\$ 1,638,291	\$ 2,344,323	\$ 2,387,406
Total Expenditures	\$ 10,319,235	\$ 11,266,159	\$ 10,018,373	\$ 9,807,871	\$ 11,201,929	\$ 12,354,507
Offsetting Revenue	\$ (8,603,303)	\$ (8,718,575)	\$ (10,018,373)	\$ (9,890,576)	\$ (11,201,929)	\$ (12,354,507)
County Costs (net)	\$ 1,715,932	\$ 2,547,584	\$ 0	\$ (82,705)	\$ 0	\$ 0
Total Expenditures	\$ 12,731,521	\$ 13,018,067	\$ 10,018,373	\$ 9,807,871	\$ 11,201,929	\$ 12,354,507

Mission Statement

To provide integrated support services for the Solid Waste Management Department

Solid Waste Management – continued

Environmental Support Division

Major Services

- To provide integrated departmental support services including utilities, ordinance enforcement, communications, safety training, janitorial services, education & outreach, equipment and vehicle maintenance, etc.
- Provides clerical, administrative and managerial support for the department including reception, financial, accounting, recordkeeping, payroll, planning, etc.
- Conduct solid waste planning, development of financial analysis, ordinances and policies to improve and sustain solid waste management and further reduce the waste destined for landfilling. Staff Solid Waste Advisory Board and Solid Waste Plan Work Group and update three-year solid waste plan to facilitate comprehensive solid waste planning effort.
- Review project applications and plans for all new non-single family residential in Orange County, including the Towns, with respect to minimizing construction and/or demolition waste during construction and effectively accommodating waste and recyclable collections once the development is completed. Advise architects, developers and contractors with regard to waste reduction, deconstruction, collection vehicle access, type and quantity of receptacles, etc.
- Enforce all Orange County Solid Waste ordinances, including Regulated Recyclable Materials Ordinance, littering and illegal waste disposal. Issuance of related permits, licenses and citations. Assistance in development of regional C&D recycling infrastructure for banned materials. Education of contractors and builders about ordinances and C&D recycling, waste reduction and deconstruction.
- Conduct public outreach and education for landfill, recycling, waste reduction and other solid waste services. Provide general publicity and education regarding the programs and services for public, business, media, builders and contractors, government entities, educators and at special events. Conduct waste audits for government, businesses & other non-residential entities. Apply for all relevant state, Federal or private grants on solid waste management.

FY 2010-11 Outcomes

- Conduct 150 solid waste plan reviews, 130 pre-construction meetings, issue 40 waste hauling licenses to companies for 185 vehicles, review and issue 3,180 solid waste permits, issue 60 citations for illegal waste disposal and place 650 verification tags at C&D containers for recycling compliance.
- Provide annual newsletter and other publications for solid waste education. Targeted postcard mailings for specific recycling routes affected by holidays or schedules changes. Conduct ongoing advertising, program promotion, landfill tours and presentations. Maintain website. Assisted in improving school recycling programs to complement County takeover of collections. Provide technical assistance to non-residential entities to improve their recycling including specific downtown area outreach coordinated with stormwater education for businesses. Troubleshoot poorly performing business. Investigate means to boost apartment recycling with special UNC student project. Staff major local festivals and other events with recycling and composting services and consultation on waste reduction or provision of bins and carts for smaller events.
- Complete three-year plan update to State of NC and receive minor funding to support electronics recycling with completed plan. Includes plans on how to modernize and improve convenience centers.

Solid Waste Management – continued

- Sell 300 compost bins on an ongoing basis from the Solid Waste Administrative office and establish new compost demonstration site at Administrative office grounds.
- Place 600 print and radio advertisements and provide 35 months of correlated on-line advertisements in appropriate local media buying 200,000 impressions. Publish 24 newspaper articles and broadcast 14 radio programs. Establish monthly e-newsletter on solid waste and improve inclement weather communications protocols and public outreach.
- Conduct solid waste reduction plan reviews for construction and demolition. Continued review of plan submittals for new development for Town of Chapel Hill, Carrboro, Hillsborough and the County. Require all new developments in the County except single family homes to provide space for recycling in new development or renovations. Continued outreach and education to builders and developers in individual discussions.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Solid Waste Mgt Plan/Development Reviews	210	165	180	150	190
Pre-construction meetings	175	110	140	130	185
Verification Tags and Solid Waste permits issued	650 1,600	550 2,988	600 1,750	650 3,180	700 3,498
Number of print & radio ads/ # of months on-line ads run. Total in all papers # of on-line impressions (aka: 'page views')	635	634 30 198,434	636 print ads 26 285,900	600 35 200,000	876 48 336,000
Number of news articles and radio broadcasts (note one of our venues ceased publication in 10-11)	48	46	49	38	38
Number of compost bins sold	1,050	400 (one day sales ended)	300	300	400 and 200 counter top containers
Number of presentations, special events and (landfill/recycling) tours	109	135	110	130	135

FY 2011-12 Fiscal Year Objectives

- Preparation to support conversion to single stream (target of July 2012) recycling with outreach and educational materials.
- Support re-opening of convenience centers for increased hours and educating public on pending design and improvements and requisite financing.
- Consolidate vehicle and equipment maintenance services as part of environmental support division, consistent with organizational assessment of 2010.

Solid Waste Management – continued

Budget Highlights

- Fund the planning, education and preparation for conversion to single stream and improvements at convenience centers.
- Implementation of organizational assessment that includes equipment maintenance and environmental support functions.

Landfill Division

Mission Statement

To operate public facilities receiving and processing various types of Municipal Solid Waste and Construction and Demolition Waste in such a way as to provide a high quality, cost-effective environmentally safe containment of these wastes ensuring the protection of the environment, health and safety of the citizens of Orange County.

Major Services

- Maintain and operate Orange county Landfill, consisting of an active lined Municipal Solid Waste (MSW) landfill, active Construction and Demolition (C&D) landfill as well as monitoring of two closed landfills and various ancillary facilities.
- Operate within State and County regulations with regards to banned materials in the current landfill by providing close oversight and enforcement resulting in maximization of waste reduction.
- Provide all environmental monitoring and compliance activities as required by the State including gas and water well testing.
- Maintain emergency storm debris response capabilities.
- Manage white goods, scrap metal, scrap tires, organics processing and other associated operations in compliance with all regulations and according to industry best management practices.
- Maintain high level of customer service for all landfill customers.
- Maintain strong community relationship within surrounding area of landfill.

FY 2010-11 Outcomes

- Continued to enforce the County ordinance and State rules pertaining to Landfill bans in support of County recycling objectives.
- Limit through waste reduction and recycling, the amount of construction and demolition waste entering the landfill.
- Conduct quarterly sampling of landfill gas wells to comply with State regulations.
- Conduct semi-annual sampling from landfill water wells, testing and analysis to comply with State regulations.

Solid Waste Management – continued

- Continued pursuit of alternatives to extend landfill capacity through improved disposal operational practices and permit modifications.
- Worked in conjunction with the University of North Carolina to have a third party install a methane gas collection system in both the lined and unlined Municipal Solid Waste landfills.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
MSW	50,760	47,167	48,500	47,200	48,000
C&D	10,483	7,741	7,750	8,400	8,250
Yard Waste	8,379	6,783	6,900	6,668	6,668
White Goods	315	254	250	265	250
Tires	1,414	1,305	1,300	1,400	1,400

FY 2011-12 Fiscal Year Objectives

- Maintain environmental compliance as required by operating permit
- Provide a high quality of customer service operation
- Maintain landfill operations consistent with industry best management practices
- Begin landfill permit amendment process to extend life of landfill within limits set forth by State, consistent with BOCC directives
- Develop and implement a Countywide Storm Debris Management Plan in conjunction with State Department of Transportation, County Emergency Management Team, and possible other parties within county to ensure maximum reimbursements from the Federal Emergency Management Agency.
- Develop landfill closure plan and economic analysis of enterprise fund impacts at closure of MSW landfill.
- Implement Rogers/Eubanks Road community improvements, consistent with BOCC guidance and funded through a tipping fee surcharge and reserve fund appropriations.

Budget Highlights

- The FY 2011-12 Commissioner Approved budget includes an increase in the MSW tipping fee of \$5.00/ton (from \$52.00 to \$57.00/ton). The proceeds from this increase (\$240,000), as well as a \$750,000 fund balance appropriation from the Solid Waste Enterprise Fund will be set aside in a reserve account for future Rogers Road community remediation.
- Implementing a Departmental reorganization by the transfer of four current Landfill Fleet Maintenance employees into the Environmental Support Division.
- Purchase the replacement of a 1997 wheel loader.

Solid Waste Management – continued

- Purchase the replacement of two (2) pickups.
- Pavement repair and expansion of paved area within north landfill around white goods, metal, tire, and sanitation and recycling break room area.

Recycling Division

Major Services

- Urban Curbside Recycling – Provide weekly contracted curbside recycling collection to all eligible households and businesses in the municipalities of Carrboro, Chapel Hill, and Hillsborough
- Rural Curbside Recycling - provide biweekly collection of curbside recycling to all eligible households and businesses in select areas of unincorporated Orange County
- Multifamily Recycling - provide weekly recycling collection service to all eligible multifamily properties throughout Orange County.
- Commercial and Organics Recycling Programs - operate County-provided collection of recyclables from bars, restaurants, and other eligible businesses throughout Orange County. Operate and oversee contractor-provided collection and composting of pre and post consumer organic materials including food waste from eligible food-service establishments and grocery stores.
- Toxicity Reduction Programs - operate programs intended to reclaim useful resources and keep hazardous materials out of the environment while minimizing the toxicity of the municipal solid waste stream. Toxicity Reduction programs include Oil, Oil Filter, and Antifreeze recycling programs, Dry Cell battery recycling program, Lead Acid Battery recycling program, Lights containing Mercury Program, Household Hazardous Waste program, Conditionally Exempt Commercial Hazardous Waste program, and Electronics recycling program.
- Drop-off Recycling Program and other programs - operate and collect recyclable materials from five staffed solid waste convenience centers and five unstaffed 24 hour drop-off recycling sites. Operate other collection programs including programs to collect recyclables from all local government buildings and facilities throughout Orange County and collection of recyclables from the Orange County and Chapel Hill Carrboro school system facilities.

FY 2010-11 Outcomes

- Curbside Recycling – provide recycling service to all eligible new homes. Work to increase rural curbside recycling participation. Provided curbside recycling service to areas within existing rural routes that had been overlooked.
- Multifamily Recycling – Continue provision of service to all eligible multifamily units. Expand service to presently unserved properties. Worked to decrease contamination at low performing communities.
- Commercial Recycling – Continue service to all presently served units. Add businesses to recycling program that could share existing sites (i.e. businesses in strip malls). Work to keep quality of accepted material high.
- Drop-off Recycling – maintain high level of service at all drop-off sites, maximizing collection efficiency and preventing overflow. Strive to keep sites clean and reduce materials contamination. Work to minimize illegal dumping at unstaffed recycling sites and work on improving the effectiveness and efficiency of the rigid plastic program

Solid Waste Management – continued

- Toxicity Reduction Programs – continue all currently provided services with emphasis on increasing collection of targeted materials such as electronics and eligible commercial hazardous wastes. Work with electronics to gain revenue from electronics material. Work with local governments and local school systems to properly dispose of lights containing mercury.
- Other – start baling mixed paper from drop-off sites to increase value of material and decrease hauling light loads of paper to market. Establish recycling collection at Chapel Hill Carrboro City School System for FY 11-12. Maintain current collection of organics from existing sites and seek to expand service to large generators.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Curbside Recycling (Tons collected)	6,301	5,939	6,240	6,000	6,000
Multifamily Recycling (Tons Collected)	1,294	1,301	1,308	1,344	1,400
Commercial Recycling (Tons Collected)	925	873	947	1,104	1,104
Drop-off Recycling (Tons Collected)	4,891	5,090	5,300	5,118	5,200
Organics Recycling (Tons Collected)	2,255	2,357	2,400	2,000	2,200
Toxicity Programs (Tons Collected)	733	740	850	800	800

FY 2011-12 Fiscal Year Objectives

- Maintain current service levels and improve program efficiency where possible. Capitalize on efficiency increases to expand service whenever possible. Specifically, we will begin to collect recycling at Chapel Hill Parks and several Chapel Hill Pedestrian receptacles downtown for a fee.
- Begin preparation for moving urban curbside service to single stream (i.e. acquire carts, establish collection contract, modify transfer pad to handle material).
- Begin collecting (for a fee) Chapel Hill Carrboro Schools Recycling (bottles/cans, paper, cardboard)
- Create food waste collection pilot programs for school systems in hopes to expand food waste and organics collection to all Orange County and Chapel Hill Carrboro City schools.
- Assist in planning Convenience Center improvements.

Budget Highlights

- Increase program revenue associated with the collection of Chapel Hill Carrboro Schools recycling.
- Purchase road tractor due to current tractor's lease ending November 2011

Solid Waste Management – continued

Sanitation Division

Major Services

- Operate and maintain five (5) staffed solid waste convenience centers to serve Orange County residents.
- Provide collection services for solid waste convenience centers with front-end loader and hook lift collection vehicles.
- Provide collections services for Orange County government buildings and Orange County schools with front-loading collection vehicles.
- Administer Sanitation Division, including collection operations and scheduling, data collection and analysis, employee supervision and coordination of vehicle and facility maintenance.
- Maintain high level of customer service and safety at solid waste convenience centers.

FY 2010-11 Outcomes

- Installed cameras at four (4) of the solid waste convenience centers to monitor operations, including consistent monitoring of site conditions and daily traffic. Cameras also provided backup capability for review of possible citizen concerns.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Municipal Solid Waste (MSW) collected from convenience centers, Orange County schools and Orange County government buildings	9,537	8,167	9,700	8,407	8,440
Construction and Demolition, Misc. Bulky Waste (furniture), Vegetative Waste, Metal, White Goods and Clean Wood	4,572	4,867	4,908	4,574	4,777
Total Tons	14,109	13,034	14,608	12,981	13,217

FY 2011-12 Fiscal Year Objectives

- Maintain County government building and County school collection services and schedules.
- Increase days of operation at the Bradshaw Quarry Convenience Center from two (2) days a week to four (4) days a week Tuesday, Friday, Saturday and Sunday.
- Open all five convenience centers on Sundays from 1pm to 6pm. Walnut Grove Church Road and Eubanks Road will receive an additional five hours on Sunday. High Rock Road and Ferguson Road will continue to operate four days, Tuesday, Friday, Saturday and Sunday.
- Replace Sanitation Field Supervisor's 2001 pickup truck with an excess of 200,000 miles and replacement of one (1) front-end loader collection vehicle with a hook lift collection vehicle.

Solid Waste Management – continued

- Addition of five (5) roll-off containers to accommodate the Sunday hours of operations at the Walnut Grove Church Road and Eubanks Road centers.
- Implement Phase One of the Solid Waste Convenience Center Improvements at the Walnut Grove Church Road Center, with a target completion date of early July 2012.
- Implementation of a new annual household fee to partially fund both the Sanitation Division's budget and the convenience center improvements project.
- Continued reliance of the Sanitation Division on the Solid Waste Management Enterprise Fund for supplemental funding of operations.

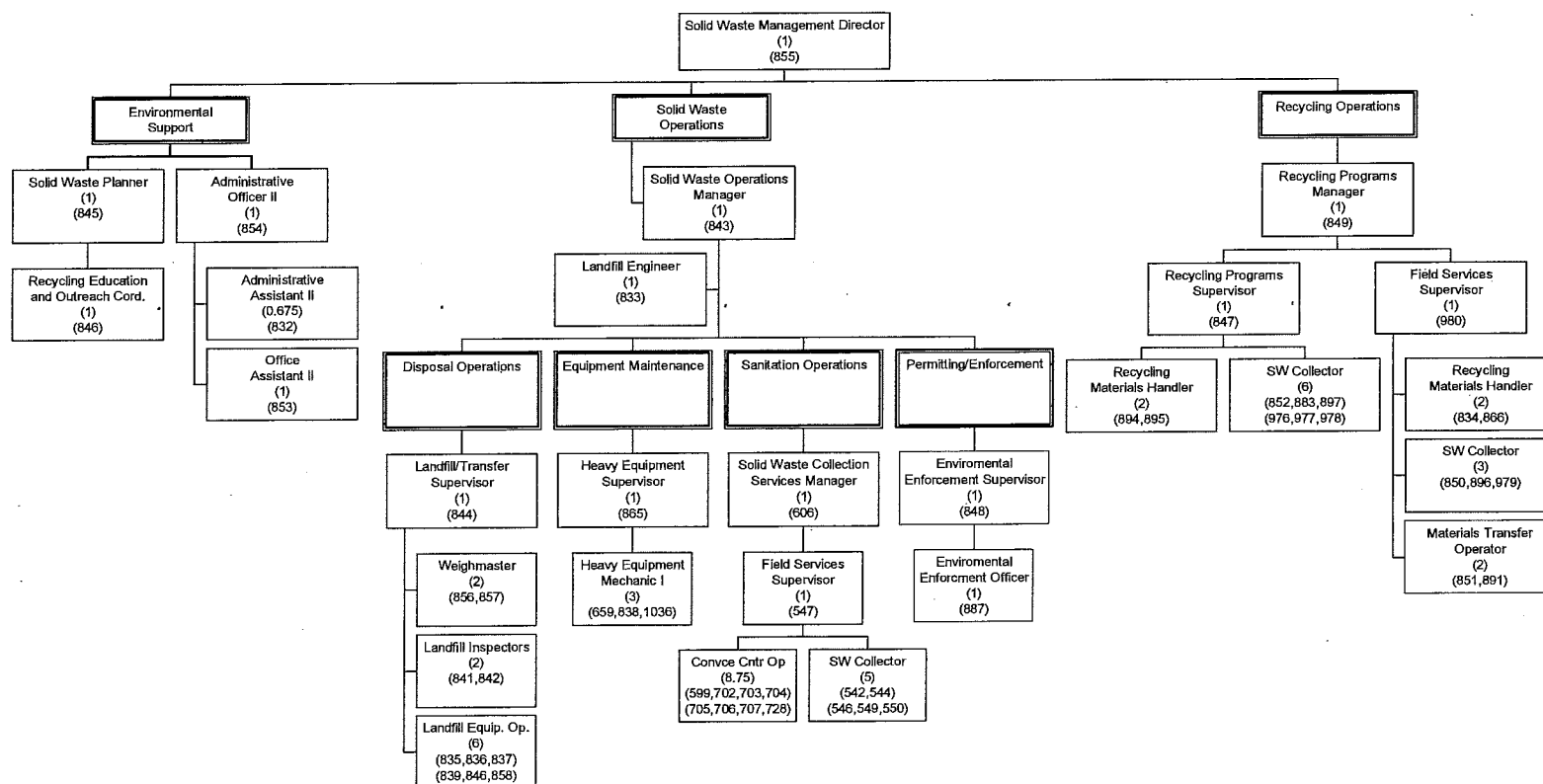
Budget Highlights

- The FY 2011-12 Commissioner Approved budget includes the addition of one (1) .75 FTE and one (1) .50 FTE Solid Waste Convenience Center Operators, beginning August 15, 2011, to accommodate the addition of Sunday hours (1pm – 6pm) for all five convenience center locations.
- Begin implementation of a Solid Waste Convenience Center Improvements Project to convert centers to a compaction system for management of waste, bulkies and recyclables to improve efficiencies due to the impending transferring of waste to Durham County.
- Implementation of a new annual household fee to partially fund both the Sanitation Division's budget and the convenience center improvements project. The annual fee would be as follows: \$10.00 for Rural Residential; \$5.00 for Urban Household; and \$2.00 for Multifamily. Revenue is estimated at \$320,000 for FY 2011-12.

Fee Changes/Additions

- See Appendix B – Fee Schedule

Solid Waste Management



3-161

FY 2011-12

Sportsplex Fund

Phone Number (919) 644-0339

Website: <http://www.trianglesportsplex.com>

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved Account: 5300
<i>Sportsplex Enterprise Fund</i>						
Personnel Services	\$ 739,741	\$ 929,994	\$ 1,114,920	\$ 1,072,000	\$ 1,078,000	\$ 1,078,000
Operations	\$ 2,575,858	\$ 2,056,476	\$ 1,934,018	\$ 2,073,000	\$ 2,030,329	\$ 2,030,329
Capital Outlay	\$ 159,155	\$ 0	\$ 76,062	\$ 0	\$ 0	\$ 82,000
Total Expenditures	\$ 3,474,754	\$ 2,986,470	\$ 3,125,000	\$ 3,145,000	\$ 3,108,329	\$ 3,190,329
Offsetting Revenues	\$ (3,419,195)	\$ (3,222,846)	\$ (3,125,000)	\$ (3,310,000)	\$ (3,190,329)	\$ (3,190,329)
Costs (net)	\$ 55,559	\$ (236,376)	\$ 0	\$ (165,000)	\$ (82,000)	\$ 0
Total Sportsplex and Related Expenditures	\$ 3,474,754	\$ 2,986,470	\$ 3,125,000	\$ 3,145,000	\$ 3,108,329	\$ 3,190,329

Mission Statement: To provide a clean and healthy environment for the citizens of Orange County to exercise and participate in recreational programs.

Major Services:

- Provide programs for the use of the ice rink such as, Hockey and related tournaments.
- Manage the Aquatics Programs for instructional learning and competition
- Provide children programs through Kidsplex
- Provide exercise and aerobic programs for the citizens of Orange County

FY 2011-12 Objectives

- Manage and operate the Sportsplex with an operating profit.
- Continue to provide a safe, clean and fun facility for the citizens of Orange County to maintain a healthy lifestyle.
- Continue membership growth and coordinate more programs with the Senior Center.

Budget Highlights

- Budgeted program revenues for FY 2011-12 are projected at a 5.9% increase over FY 2010-11.
- Capital improvements to the building will be required in FY 2011-12 due to the age of the facility.
- The \$82,000 in surplus revenue reflected in FY 2011-12 Department Requested will be used to set up a capital reserve fund for future repairs/replacement, and is reflected in the Capital Outlay section of the FY 2011-12 Commissioner Approved budget.
- Offsetting revenues include the Transfer from the General Fund to cover the annual debt service on the building. The Transfer from the General Fund for FY 2011-12 is \$649,279.

Tax Administration

Phone Number (919) 245-2725

Website: <http://www.co.orange.nc.us/revenue/taxadministrationindex.asp>

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Category (General Fund)						Account: 3200
Personnel Services	\$ 1,844,915	\$ 1,790,309	\$ 1,692,368	\$ 1,627,986	\$ 1,842,953	\$ 1,799,109
Operations	\$ 286,997	\$ 339,013	\$ 499,015	\$ 463,179	\$ 511,832	\$ 507,832
Capital Outlay	\$ 300	\$ 4,736	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 2,132,212	\$ 2,134,058	\$ 2,191,383	\$ 2,091,165	\$ 2,354,785	\$ 2,306,941
Offsetting Revenues	\$ (184,100)	\$ (203,569)	\$ (213,708)	\$ (323,503)	\$ (265,485)	\$ (265,485)
County Costs (net)	\$ 1,948,112	\$ 1,930,489	\$ 1,977,675	\$ 1,767,662	\$ 2,089,300	\$ 2,041,456
Other Related Programs (Revaluation Fund)						Account: 3301
Personnel Services	\$ 91,103	\$ 72,950	\$ 74,249	\$ 43,962	\$ 148,065	\$ 148,065
Operations	\$ 68,686	\$ 82,842	\$ 57,100	\$ 45,300	\$ 152,300	\$ 72,300
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 159,789	\$ 155,792	\$ 131,349	\$ 89,262	\$ 300,365	\$ 220,365
Offsetting Revenues	\$ (597)	\$ (98)	\$ (46,349)	\$ 0	\$ (35,365)	\$ (35,365)
County Costs (net)	\$ 159,192	\$ 155,693	\$ 85,000	\$ 89,262	\$ 265,000	\$ 185,000
Total Tax Administration and Related Expenditures	\$ 2,292,001	\$ 2,289,850	\$ 2,322,732	\$ 2,180,427	\$ 2,655,150	\$ 2,527,306

Division Summary

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Program (General Fund)						
Land Records	\$ 314,891	\$ 303,420	\$ 308,555	\$ 257,821	\$ 303,654	\$ 303,654
Revenue	\$ 865,409	\$ 956,330	\$ 1,014,826	\$ 1,038,428	\$ 1,077,080	\$ 1,033,236
Tax Assessor	\$ 951,911	\$ 874,308	\$ 868,002	\$ 794,916	\$ 974,051	\$ 970,051
Total Expenditures	\$ 2,132,212	\$ 2,134,058	\$ 2,191,383	\$ 2,091,165	\$ 2,354,785	\$ 2,306,941
Offsetting Revenue	\$ (184,100)	\$ (203,569)	\$ (213,708)	\$ (323,503)	\$ (265,485)	\$ (265,485)
County Costs (net)	\$ 1,948,112	\$ 1,930,489	\$ 1,977,675	\$ 1,767,662	\$ 2,089,300	\$ 2,041,456
Other Related Programs (Revaluation Fund)						
Tax Assessor	\$ 159,789	\$ 155,792	\$ 131,349	\$ 89,262	\$ 300,365	\$ 220,365
Total Expenditures	\$ 159,789	\$ 155,792	\$ 131,349	\$ 89,262	\$ 300,365	\$ 220,365
Offsetting Revenue	\$ (597)	\$ (98)	\$ (46,349)	\$ 0	\$ (35,365)	\$ (35,365)
County Costs (net)	\$ 159,192	\$ 155,693	\$ 85,000	\$ 89,262	\$ 265,000	\$ 185,000
Total Expenditures	\$ 2,292,001	\$ 2,289,850	\$ 2,322,732	\$ 2,180,427	\$ 2,655,150	\$ 2,527,306

Mission Statement

To ensure all residents are provided a fair and equitable Ad Valorem taxation process.

Tax Administration – continued

Major Services

- Collect approximately \$230,000,000 for the funding of local government in Orange County.
- Process documents recorded in the Register of Deeds by assignment of parcel identifiers, which are the primary keys for real property title records.
- Create, correct and maintain property ownership records. List, appraise, and assess all taxable property. Bill and collect property taxes pursuant to law.
- Bill, collect, and account for all other fees and charges assigned such as 3R program, Stormwater Management Fees on behalf of Chapel Hill, Room Occupancy Tax, Beverage & Massage license program, Emergency Management fees, EM Ambulance billing, Gross Vehicle Rental Fee.
- Administer all tax exemption programs including but not limited to tax programs for eligible senior and disabled residents. Administration of the Land Use Programs. Administer the exemption program for qualified 501c3 applicants.
- Conduct the County's in-house revaluation of all real property every four years. Support all functions surrounding a revaluation such as the Board of Equalization and Review. This Board meets annually to hear formal appeals concerning value, situs, and taxability. Defend all appeals taken forward to the State Property Tax Commission.
- Collect and account for all current and delinquent taxes for the County, 14 Special Districts, and the municipalities of Carrboro, Chapel Hill and Hillsborough. Additionally administer the billing and collection of many fees assessed by both the County and Towns.
- Administer assistance programs: the EMS Ambulance Assistance Program and the 3R Assistance Program.
- Ensure all records are current and available to the public while meeting all requirements of State and Federal privacy law.

FY 2010-11 Outcomes

- Continue all existing services and programs currently provided by Tax Administration while maintaining a high level of efficient and pleasant customer service.
- Complete the Property Information Management System conversion and installation successfully while maintaining all other required job responsibilities.
- Work with the North Carolina Department of Revenue/Property Tax Commission staff on appeals currently pending with the State.
- Continue the monitoring of outsourced EMS Ambulance Billing to ensure continued strong revenues and continued positive customer service.
- Establish Hotel/Motel Room Occupancy collections within the Tax Administration Department and ensure a consistent and verified revenue stream.

Tax Administration – continued

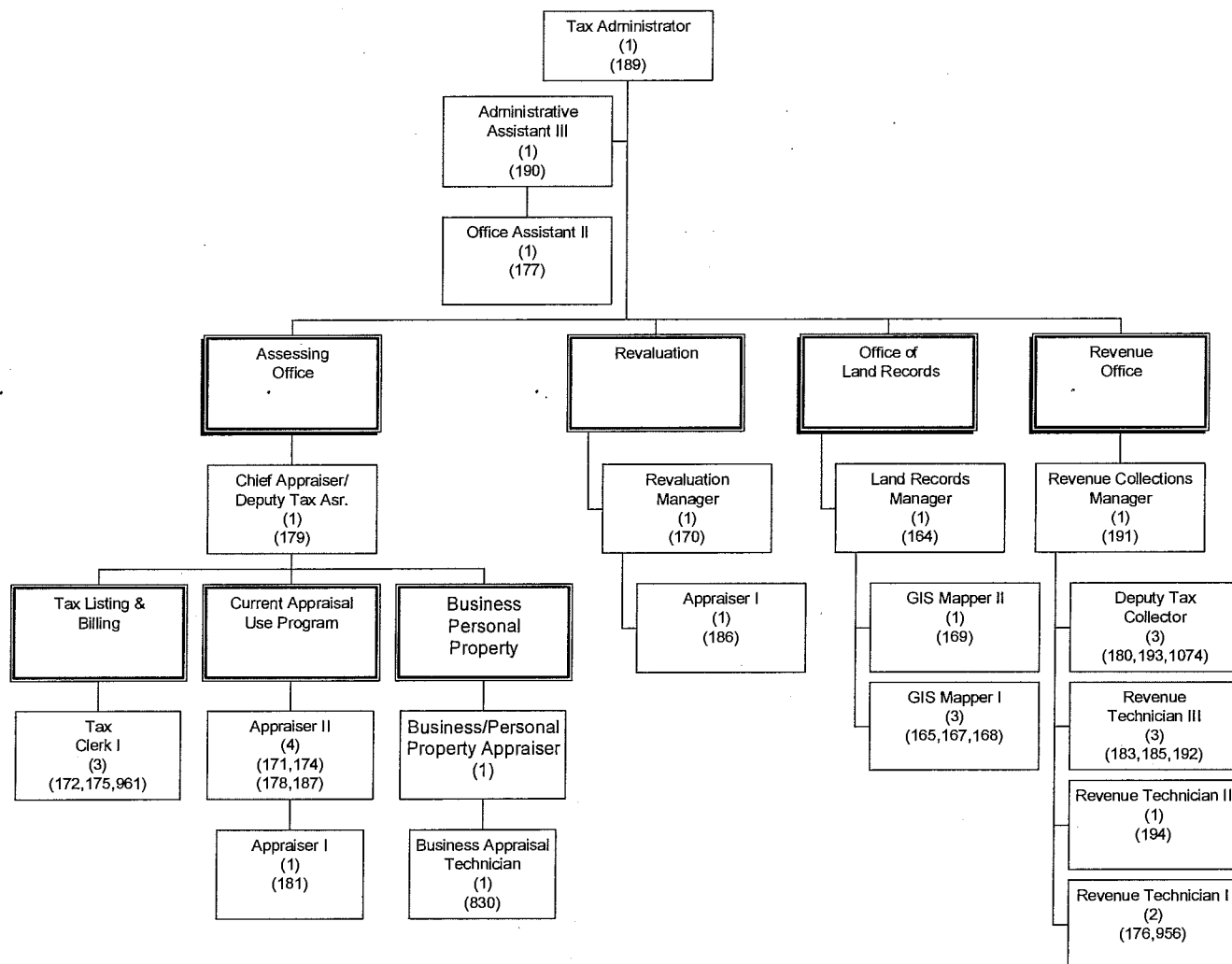
FY 2011-12 Fiscal Year Objectives

- Complete approximately 70% of the work for the 2013 County-wide Revaluation, which will require the review of the appraisals of over 56,000 parcels of real within the County.
- Continue all existing services and programs currently provided by Tax Administration while maintaining a high level of efficient and pleasant customer service.
- Finalize the Property Information Management System currently installed.
- Resolve remaining 2009 and 2010 appeals awaiting hearing with the Property Tax Commission, working with taxpayers and the staff of the Property Tax Division of the North Carolina Department of Revenue.
- Continue the monitoring of outsourced EMS Ambulance Billing to ensure continued strong revenues and continued positive customer service.

Budget Highlights

- In the process of the conversion of data and the start up of the new Property Information System, the department was successful in using less than anticipated the budget line items for overtime as originally reported in the 2010-11 budget document.
- The FY 2011-12 Commissioner Approved budget includes the funding of a Business Personal Property Appraiser position (1.0 FTE), effective July 1, 2011. Salary and benefits total \$58,846. This position will increase equity in taxation by assisting each business to pay its fair share.
- The Department requested a Revenue Technician II position (1.0 FTE) for FY 2011-12, but it is not included in the Commissioner Approved budget. Salary and benefits totaled \$43,845.
- The increase in Personnel Services FY 2011-12 in the Revaluation Fund is partially due to moving .50 FTE of the Revaluation Manager position from the Assessor's division within the General Fund to the Revaluation Fund; the position will be fully funded (1.0 FTE) in the Revaluation Fund, effective July 1, 2011.
- The FY 2011-12 Commissioner Approved budget for the Revaluation Fund includes an increase funding amount of \$100,000 from the General Fund, for a total of \$185,000 in FY 2011-12.
- From July 2011 through June 2012, the staff must complete the lion's share of the work towards the county-wide revaluation in order to allow appropriate time for final market adjustments and the proper testing of valuations.

Tax Administrator's Office



FY 2011-12

Visitors Bureau Fund (Economic Development)

Phone Number (919) 968-2060

Website: www.visitchapelhill.org

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Category (Arts Commission - General Fund)						Account: 6010
Personnel Services	\$ 55,901	\$ 55,590	\$ 0	\$ 0	\$ 0	\$ 0
Operations	\$ 74,364	\$ 67,690	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 130,265	\$ 123,281	\$ 0	\$ 0	\$ 0	\$ 0
Offsetting Revenues	\$ (39,492)	\$ (33,781)	\$ 0	\$ 0	\$ 0	\$ 0
County Costs (net)	\$ 90,772	\$ 89,500	\$ 0	\$ 0	\$ 0	\$ 0
Visitors Bureau Fund						Account: 6005
Overhead	\$ 47,055	\$ 47,055	\$ 51,611	\$ 251,611	\$ 51,611	\$ 51,611
Personnel Services	\$ 363,808	\$ 319,749	\$ 370,281	\$ 372,292	\$ 380,899	\$ 380,899
Operations	\$ 700,939	\$ 583,107	\$ 547,396	\$ 608,914	\$ 679,103	\$ 645,495
Capital Outlay	\$ 2,552	\$ 0	\$ 6,267	\$ 6,267	\$ 0	\$ 0
Total Expenditures	\$ 1,114,354	\$ 949,911	\$ 975,555	\$ 1,239,084	\$ 1,111,613	\$ 1,078,005
Offsetting Revenues	\$ (1,071,082)	\$ (1,008,337)	\$ (975,555)	\$ (1,037,179)	\$ (1,111,613)	\$ (1,078,005)
Net Costs	\$ 43,272	\$ (58,426)	\$ 0	\$ 201,905	\$ 0	\$ 0
Total Visitors Bureau and Related Expenditures	\$ 1,244,619	\$ 1,073,191	\$ 975,555	\$ 1,239,084	\$ 1,111,613	\$ 1,078,005

Division Summary

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Program (Arts Commission - General Fund)						
Arts Commission	\$ 130,265	\$ 123,281	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 130,265	\$ 123,281	\$ 0	\$ 0	\$ 0	\$ 0
Offsetting Revenue	\$ (39,492)	\$ (33,781)	\$ 0	\$ 0	\$ 0	\$ 0
County Costs (net)	\$ 90,772	\$ 89,500	\$ 0	\$ 0	\$ 0	\$ 0
Visitors Bureau Fund						
Arts Commission	\$ 0	\$ 0	\$ 129,762	\$ 129,206	\$ 130,073	\$ 130,073
Visitors Bureau	\$ 1,114,354	\$ 949,911	\$ 845,793	\$ 1,109,878	\$ 981,540	\$ 947,932
Total Expenditures	\$ 1,114,354	\$ 949,911	\$ 975,555	\$ 1,239,084	\$ 1,111,613	\$ 1,078,005
Offsetting Revenue	\$ (1,071,082)	\$ (1,008,337)	\$ (975,555)	\$ (1,037,179)	\$ (1,111,613)	\$ (1,078,005)
County Costs (net)	\$ 43,272	\$ (58,426)	\$ 0	\$ 201,905	\$ 0	\$ 0
Total Expenditures	\$ 1,244,619	\$ 1,073,191	\$ 975,555	\$ 1,239,084	\$ 1,111,613	\$ 1,078,005

Mission Statement

Engage in a variety of activities that will result in increased hotel bookings, rental of area meeting facilities, attraction visitations, increased tax receipts, and increased visitor spending.

- Increase the amount of spending in Orange County by visitors each year

Visitors Bureau Fund (Economic Development) – continued

- Provide information to Orange County visitors six days a week at the Visitors Center
- Increase number of conference and meeting *definite* bookings initiated by the Bureau
- Increase the number of qualified sales leads distributed to hotels and meeting facilities
- Increase attraction, welcome center and tour visitations
- Increase countywide average daily hotel room rates
- Build and maintain hotel occupancy relative to supply/demand ratio of rooms added

Major Services

- Contribute to the economic development and quality of life that comprise Orange County
- Position Orange County as a desirable meeting and vacation destination
- Encourage longer stays, increased spending and repeat visits to Orange County
- In cooperation with community organizations, achieve a comprehensive marketing program with high-quality tourism materials including guides, maps, advertising campaigns and online programs

FY 2010-11 Outcomes

- Increase the amount of spending in Orange County by visitors each year
- Provide information to Orange County visitors six days a week at the Visitors Center
- Increase number of conference and meeting definite bookings initiated by the Bureau
- Increase the number of qualified sales leads distributed to hotels and meeting facilities
- Increase countywide average daily hotel room rates
- Increase attraction, welcome center and tour visitations.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Conference, Meeting Bookings	43	43	60	60	65
Generate Sales Leads for hotels	52	58	75	75	80
Build and maintain attraction visitations	1,764,435	1,798,399	2,000,000	1,900,000	2,000,000
Visitor Spending (in millions)	\$150	\$134	\$136	\$140	\$140
Media Stories on Orange County	204	237	240	245	250
Room nights generated from Bureau	2,903	4,003	2,950	3,300	3,400

FY 2011-12 Fiscal Year Objectives

- Increase the number of visitor inquiries generated
- Increase the number of requests for meeting and event site information from the group market
- Increase distribution of visitor information to proven and potential sources of visitors
- Provide promotional assistance to local organizations that stimulate visitation to Orange County
- Increase the number of visitor-related media stories published about our area
- Re-design, expand and constantly update the Bureau's web site and traditional media initiatives

Visitors Bureau Fund (Economic Development) – continued

Budget Highlights

- For FY 2011-12, Orange County's 2 percent occupancy tax is projected at approximately \$850,000
- The Visitors Bureau will seek to increase Chapel Hill's contribution to \$200,000
- The FY 2011-12 Commissioner Approved budget includes an increase of approximately \$100,000 in Operations, funded from the additional \$50,000 contribution from Chapel Hill and \$50,000 in additional revenue generated from the Occupancy tax
- The Visitor's Bureau has allocated \$250,000 to an advertising agency to build an online and print campaign for Orange County for fiscal year 2011-12. Goal is to increase demand of area tourism by 5 percent.
- In 2011-12, Visitors Bureau aims for a 68 percent occupancy rate, up 5 percent overall
- In Orange County, each 1 percent increase in occupancy yields almost \$400,000 in additional room revenue; and \$500,000 in additional revenues
- Additional marketing will be spent with High school Athletics, Tar Heel Athletics, Culinary-Arts-Heritage tourism, and special agricultural tourism campaign
- Slight budget increases in several areas reflect inflationary costs and increased dues structures.
- Visitors Bureau houses Orange County Arts Commission with revenues and expenditures allocated from the occupancy tax

Arts Commission

Major Services

- Distribute arts grants to non-profits, schools & individual artists via two grant cycles per year
- Provide information to the public on local arts resources via website, personal contacts, workshops
- Manage comprehensive database of Orange County artists and organizations
- Develop forums on professional skills development for artists and arts administrators (Artists' Salons, etc.)
- Organize arts program locally (Cong., High School Arts Comp., Emerging Artists, Piedmont Laureate, etc.)
- With Advisory Board, facilitate planning of arts programming in Orange County with BOCC guidance

FY 2010-11 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 grant applicants
- 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 arts administrators

Visitors Bureau (Economic Development) – continued

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Newsletter (on-going online) & E-Newsletter (monthly since 8/2010)	Online	Online	Online & monthly	Online & monthly	Online & monthly
Artists' Salon Postcards (4 times/yr)	8,000	8,000 (in-house)	8,000 (in-house)	8,000 (in-house)	8,000 (in-house)
Press Releases/PSA's Distributed & Re-distributed via Email	600	600	600	600	600+
Requests for Information & Referrals	900	1,000	1,000	1,000	1,000+
Collaborative Projects & Workshops	10	10	10	10	10+
Hits on OCAC Website	1,575,828	1,294,065	2,000,000	557,509 as of 2/24/11	1,750,000

FY 2011-12 Fiscal Year Objectives

- Strengthen the OCAC's role as an information source for the arts (working with Triangle arts councils and Triangle CVB's on Triangle-wide online arts calendar).
- Expand opportunities for participation in & support of the arts
- Increase collaboration with arts agencies in surrounding counties (Triangle area)
- Increase collaboration with arts agencies in state, region & nation (NC Arts Council, Americans for the Arts, etc.)
- Coordinate participation of Orange County's arts & cultural nonprofits in Americans for the Arts' economic impact of the arts study (Arts & Economic Prosperity IV)

Budget Highlights

- Continuation of services to citizens

Debt Service

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
Debt Service (General Fund)						
Principal - Schools General Obligation Bonds	\$ 11,674,112	\$ 11,331,800	\$ 11,157,348	\$ 11,157,348	\$ 11,190,817	\$ 11,190,817
Principal - Non-General Obligation Debt - Schools	\$ 5,918,339	\$ 5,359,710	\$ 5,274,477	\$ 5,274,477	\$ 4,790,653	\$ 4,790,653
Interest - Non-General Obligation Debt - Schools	\$ 2,075,669	\$ 1,851,299	\$ 1,750,857	\$ 1,750,857	\$ 1,538,016	\$ 1,538,016
Debt Service Reserve	\$ 0	\$ 249,959	\$ 0	\$ 0	\$ 0	\$ 663,196
Total School Debt Service	\$ 19,668,121	\$ 18,792,768	\$ 18,182,682	\$ 18,182,682	\$ 17,519,486	\$ 18,182,682
Principal - County General Obligation Bonds	\$ 2,009,871	\$ 1,634,555	\$ 1,404,415	\$ 1,404,415	\$ 1,417,150	\$ 1,417,150
Interest - County General Obligation Bonds	\$ 892,739	\$ 1,182,929	\$ 1,122,551	\$ 1,122,551	\$ 1,180,335	\$ 1,180,335
Principal - Non-General Obligation Debt - County	\$ 2,244,839	\$ 2,522,351	\$ 4,623,911	\$ 4,623,911	\$ 5,008,282	\$ 5,008,282
Interest - Non-General Obligation Debt - County	\$ 1,393,094	\$ 1,682,376	\$ 3,298,886	\$ 3,298,886	\$ 2,230,401	\$ 2,230,401
Total County Debt Service	\$ 6,540,543	\$ 7,022,211	\$ 10,449,763	\$ 10,449,763	\$ 9,836,168	\$ 9,836,168
Total Debt Service Expenditures	\$ 26,208,664	\$ 25,814,979	\$ 28,632,445	\$ 28,632,445	\$ 27,355,654	\$ 28,018,850

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 2011-12 Approved General Fund Budget equals \$26,726,628 compared to our anticipated debt service payments of \$27,355,654. The total School related Debt Service for FY 2011-12 includes \$663,196 set aside to establish a school debt service reserve for future debt service on school capital projects.

Debt Service – continued

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 2011-12			
	Per County's Adopted Debt Management Policy	Legal Debt Limit per NC General Statute	As Included in FY 2011-12 Approved Budget
Annual Debt Service Payments as a Percentage of General Fund Expenditures	No greater than 15%	N/A	15.4%
Total Outstanding Debt as a Percentage of Total Assessed Valuation	No greater than 3%	No greater than 8%	1.43%

Bond Ratings

The County has excellent bond ratings:

- Fitch IBCA- AAA
- Standards and Poors – AA+
- Moody's – Aa1
- North Carolina Municipal Council - 88

Projected Annual General Fund Bond Principal and Interest Requirements - FY 2011-12

			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													
August-01	1992 School Bonds (Refunding Series)	20,595,000	100.0%	2,965,000	378,200	3,343,200	0.0%	0	0	0	2,965,000	378,200	3,343,200
April-01	1997 Bonds (Installment #2)	17,470,000	71.6%	0	0	0	28.4%	0	0	0	0	0	0
April-03	2001 Bond Issue (Installment #1)	19,175,000	71.7%	466,102	37,284	503,386	28.3%	183,898	14,716	198,614	650,000	52,000	702,000
April-03	1988 & 1992 Bonds (Refunding Series)	22,815,000	86.8%	833,214	56,085	889,299	13.2%	126,786	8,535	135,321	960,000	64,620	1,024,620
August-04	2004B Public Improvement Bonds (#6)	20,940,000	51.9%	389,506	367,654	757,160	48.1%	360,494	340,271	700,765	750,000	707,925	1,457,925
August-04	1997 Bonds (Installment #3 - Series A)	4,200,000	0.0%	0	0	0	100.0%	150,000	142,313	292,313	150,000	142,313	292,313
September-05	1997 Bonds (Installment #1) and 2000 Two-Thirds Bonds	29,365,000	86.3%	1,233,803	1,400,560	2,634,363	13.7%	196,197	314,027	510,224	1,430,000	1,714,587	3,144,587
September-05	2001 Bond Issue (Installment #3)	29,185,000	86.3%	880,075	923,865	1,803,940	13.7%	119,925	125,892	245,817	1,000,000	1,049,757	2,049,757
March-10	2010 Bond Issue (Refunding Series 2010)	22,455,000	71.0%	685,150	574,319	1,259,469	29.0%	279,850	234,581	514,431	965,000	808,900	1,773,900
Total General Obligation Bonds Debt		186,200,000		7,452,850	3,737,967	11,190,817		1,417,151	1,180,335	2,597,486	8,870,000	4,918,302	13,788,302

Projected Annual General Fund Bond Principal and Interest Requirements - FY 2011-12

			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 Debt Service													
December-02	2001 Alternative Financing Package #1	3,475,000	27.3%	65,517	16,935	82,452	72.7%	174,138	45,010	219,148	239,655	61,945	301,600
October-02	112/118 Churton Street Property (Clerk of Courts)	485,000	0.0%	0	0	0	100.0%	48,500	2,275	50,775	48,500	2,275	50,775
February-05	School (Scroggs [Southern Village] construction private placement loan)	2,921,776	100.0%	228,164	7,952	236,116	0.0%	0	0	0	228,164	7,952	236,116
February-05	School (Scroggs [Southern Village] construction private placement loan)	5,258,223	100.0%	836,024	23,207	859,231	0.0%	0	0	0	836,024	23,207	859,231
Spring 2006	County Facility @ Meadowlands	1,685,000	0.0%	0	0	0	100.0%	168,500	38,966	207,466	168,500	38,966	207,466
Spring 2006	2001 Alternative Financing Package #2	22,000,000	39.3%	434,466	297,245	731,711	33.4%	369,170	252,573	621,743	803,636	549,818	1,353,454
Spring 2006	Lease/Purchase of Equipment & Vehicles	1,200,000	0.0%	0	0	0	100.0%	56,025	1,042	57,067	56,025	1,042	57,067
Fall 2006	Fall 2006 Alternative Financing Package	9,000,000	100.0%	600,000	197,340	797,340	0.0%	0	0	0	600,000	197,340	797,340
Spring 2007	Fall 2006 Alternative Financing Package	50,057,000	51.0%	1,691,424	634,492	2,325,916	41.6%	401,197	633,375	1,034,572	2,092,621	1,267,867	3,360,488
Fall 2008	Fall 2008 Alternative Financing Package (Animal Services Facility)	8,000,000	0.0%	0	0	0	100.0%	551,724	248,717	800,441	551,724	248,717	800,441
Fall 2008	Fall 2008 Alternative Financing Package Lease/Purchase of Equipment & Vehicles	846,063	0.0%	0	0	0	100.0%	169,204	16,599	185,803	169,204	16,599	185,803
Spring 2009	Spring 2009 Alternative Financing Package (County Campus, Parks and Open Space)	28,200,000	0.0%	0	0	0	100.0%	1,776,000	884,886	2,660,886	1,776,000	884,886	2,660,886
Spring 2009	Spring 2009 Alternative Financing Package (Affordable Housing)	1,000,000	0.0%	0	0	0	100.0%	580,000	15,254	595,254	580,000	15,254	595,254
Spring 2009	Spring 2009 Alternative Financing Package (PIMS & Sanitation Equipment)	1,717,000	0.0%	0	0	0	100.0%	300,000	32,025	332,025	300,000	32,025	332,025
Spring 2010	Spring 2010 Alternative Financing Package (Qualified School Construction Bonds)	4,136,434	100.0%	275,762	62,929	338,691	0.0%	0	0	0	275,762	62,929	338,691
December-10	Alternative Financing Package (Equipment)	2,000,000	0.0%	0	0	0	100.0%	413,824	59,679	473,503	413,824	59,679	473,503
January-11	Winter 2011 (Qualified School Construction Bonds)	9,889,439	100.0%	659,296	297,916	957,212	0.0%	0	0	0	659,296	297,916	957,212
Total Non-general Obligation Debt Service		151,870,935		4,790,653	1,538,016	6,328,669		5,008,282	2,230,401	7,238,683	9,798,936	3,768,417	13,567,353
Total General Fund Debt Service Obligations		338,070,935		12,243,503	5,275,983	17,519,486		6,425,433	3,410,736	9,836,169	18,668,936	8,686,719	27,355,655

Education

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
Local School Systems						
Current Expenses (General Fund)						
Orange County Schools	\$ 23,126,430	\$ 22,204,512	\$ 22,777,272	\$ 22,777,272	\$ 23,043,528	\$ 23,069,574
Chapel Hill/Carrboro City Schools	\$ 37,456,049	\$ 36,303,696	\$ 36,594,720	\$ 36,594,720	\$ 36,594,720	\$ 36,305,808
Total Current Expenses	\$ 60,582,479	\$ 58,508,208	\$ 59,371,992	\$ 59,371,992	\$ 59,638,248	\$ 59,375,382
(General Fund) Expenses						
Recurring Capital						
Orange County Schools	\$ 991,630	\$ 1,138,533	\$ 1,150,800	\$ 1,150,800	\$ 1,150,800	\$ 1,165,500
Chapel Hill/Carrboro City Schools	\$ 1,579,005	\$ 1,861,467	\$ 1,849,200	\$ 1,849,200	\$ 1,849,200	\$ 1,834,500
Total Recurring Capital	\$ 2,570,635	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
Expenses						
Long Range Capital						
School Capital	\$ 7,818,826	\$ 4,311,827	\$ 2,590,117	\$ 5,159,091	\$ 2,590,117	\$ 2,628,969
Total Long Range Capital	\$ 7,818,826	\$ 4,311,827	\$ 2,590,117	\$ 5,159,091	\$ 2,590,117	\$ 2,628,969
Expenses						
Debt Service						
Principal & Interest Schools Gener	\$ 11,674,112	\$ 11,331,800	\$ 11,157,348	\$ 11,157,348	\$ 11,190,817	\$ 11,190,817
Principal Non-General Obligation S	\$ 5,918,339	\$ 5,359,710	\$ 5,274,477	\$ 5,274,477	\$ 4,790,653	\$ 4,790,653
Interest Non-General Obligation Sc	\$ 2,075,669	\$ 1,851,299	\$ 1,750,857	\$ 1,750,857	\$ 1,538,016	\$ 1,538,016
Debt Service Reserve	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 663,196
Total Debt Service Expenses	\$ 19,668,121	\$ 18,542,809	\$ 18,182,682	\$ 18,182,682	\$ 17,519,486	\$ 18,182,682
Other School-Related Programs						
School Health Nursing Initiative	\$ 551,016	\$ 592,422	\$ 610,729	\$ 610,729	\$ 634,332	\$ 634,332
School Resource Officers	\$ 500,000	\$ 520,000	\$ 531,255	\$ 531,255	\$ 529,410	\$ 529,410
School Social Workers	\$ 564,087	\$ 617,959	\$ 642,374	\$ 642,374	\$ 642,374	\$ 642,374
Reserve for Fair Funding for Schoc	\$ 988,000	\$ 988,000	\$ 988,000	\$ 988,000	\$ 988,000	\$ 988,000
Total Other School-Related	\$ 2,603,103	\$ 2,718,381	\$ 2,772,358	\$ 2,772,358	\$ 2,794,116	\$ 2,794,116
Programs Expenses						
Total Local School Systems	93,243,164	87,081,225	85,917,149	88,486,123	85,541,967	85,981,149
Expenses						
Durham Technical Community College (DTCC)						
Current Expenses (General Fund)						
DTCC	\$ 545,151	\$ 537,521	\$ 537,521	\$ 537,521	\$ 537,521	\$ 537,521
Total Current Expenses	\$ 545,151	\$ 537,521	\$ 537,521	\$ 537,521	\$ 537,521	\$ 537,521
(General Fund) Expenses						
Recurring Capital						
DTCC	\$ 36,450	\$ 15,000	\$ 15,000	\$ 15,000	\$ 63,000	\$ 39,000
Total Recurring Capital	\$ 36,450	\$ 15,000	\$ 15,000	\$ 15,000	\$ 63,000	\$ 39,000
Expenses						
Debt Service						
Principal & Interest Non-General O	\$ 190,046	\$ 249,959	\$ 400,536	\$ 400,536	\$ 303,304	\$ 303,304
Total Debt Service Expenses	\$ 190,046	\$ 249,959	\$ 400,536	\$ 400,536	\$ 303,304	\$ 303,304
Total DTCC	771,647	802,480	953,057	953,057	903,825	879,825
Total Education Expenditures	94,014,811	87,883,706	86,870,206	89,439,180	86,445,792	86,860,974

Note: In addition to the funding outlined here, in fiscal year 2011-12 Chapel Hill Carrboro City Schools anticipate receiving approximately \$18.78 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 2011-12 totals 7,272, an increase of 80 students from the March 2010 projections. Budgeted charter school students total 254, less the out of district students of 89, brings the total district enrollment to 7,437. The number of charter students and out of district students are the same numbers as used in fiscal year 2010-11.

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

The Chapel Hill-Carrboro City School District DPI projections total 11,718, reflecting a decrease of 116 when compared to the March 2010 projections. Budgeted charter school students total 117, less the out of district students of 131, brings the total district enrollment to 11,704. The number of charter students and out of district students are the same as used in fiscal year 2010-11.

2011-12 Enrollment Projections

	CHCCS	OCS	Total
March 2010 Department of Public Instruction ADM Planning #s	11,718	7,272	18,990
Less: Out of District	<u>131</u>	<u>89</u>	<u>220</u>
	11,587	7,183	18,770
Plus: Budgeted Charter Students	<u>117</u>	<u>254</u>	<u>371</u>
Total Budgeted Students	11,704	7,437	19,141
	61.15%	38.85%	

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 2011-12 budget provides \$3,102 per student for each of the 19,141 students in the two school systems. This represents a \$6.00 per student increase from the \$3,096 per student amount approved for fiscal year 2010-11.

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

The approved budget increases the current year funding level by \$292,302 and brings the total appropriation in current expense funding to \$23,069,574.

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

For the Chapel Hill-Carrboro City Schools, the approved budget decreases the current year funding level by \$288,912 and brings the total current expense funding for the District to \$36,305,808.

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

The special district tax rate for the Chapel Hill Carrboro City Schools is approved to remain at 18.84 cents per \$100 assessed value for FY 2011-12. Each penny on the Chapel Hill-Carrboro district tax rate for fiscal year 2011-12 is expected to produce \$987,247. Anticipated revenue from this special tax is estimated to generate \$1,605 per student for the district. Projected revenue from district tax proceeds for fiscal year 2011-12 totals \$18,785,591.

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 2011-12, 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 \$1,834,500, and Orange County Schools' allocation is \$1,165,500.

Long-Range Capital and School Capital Projects

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

Debt Service

These funds repay principal and interest due on School related debt including general obligation bonds and private placement loans. The approved budget for FY 2011-12 includes \$663,196 set aside to establish a school debt service reserve for future debt service on school capital projects.

Durham Technical Community College (DTCC)

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

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

The approved budget provides a total of \$879,825 to DTCC for fiscal year 2011-12. This includes current expense funding of \$537,521, recurring capital of \$39,000 and debt service allocations of \$303,304.

Fire Districts

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
Fire Districts (Fire District Fund)						
Cedar Grove	\$ 171,189	\$ 171,674	\$ 203,904	\$ 203,904	\$ 202,265	\$ 202,265
Chapel Hill	\$ 996	\$ 894	\$ 1,739	\$ 1,739	\$ 1,726	\$ 1,726
Damascus	\$ 45,976	\$ 45,564	\$ 45,314	\$ 45,314	\$ 45,733	\$ 45,733
Efland	\$ 295,496	\$ 323,563	\$ 308,246	\$ 308,246	\$ 308,214	\$ 308,214
Eno	\$ 339,941	\$ 410,740	\$ 412,474	\$ 412,474	\$ 435,224	\$ 435,224
Little River	\$ 186,035	\$ 166,939	\$ 168,093	\$ 168,093	\$ 168,189	\$ 168,189
New Hope	\$ 354,783	\$ 320,467	\$ 386,643	\$ 406,643	\$ 495,860	\$ 495,860
Orange Grove	\$ 279,666	\$ 271,845	\$ 269,989	\$ 269,989	\$ 308,322	\$ 308,322
Orange Rural	\$ 641,640	\$ 637,888	\$ 772,777	\$ 772,777	\$ 745,221	\$ 745,221
South Orange	\$ 429,969	\$ 427,517	\$ 426,143	\$ 426,143	\$ 426,159	\$ 426,159
Southern Triangle	\$ 167,726	\$ 166,109	\$ 166,729	\$ 166,729	\$ 166,774	\$ 166,774
White Cross	\$ 184,770	\$ 222,381	\$ 220,303	\$ 220,303	\$ 258,114	\$ 258,114
Total Fire District Expenditures	\$ 3,098,187	\$ 3,165,581	\$ 3,382,354	\$ 3,402,354	\$ 3,561,801	\$ 3,561,801
<i>Offsetting Revenue</i>	<i>\$ (3,053,760)</i>	<i>\$ (3,275,756)</i>	<i>\$ (3,382,354)</i>	<i>\$ (3,497,569)</i>	<i>\$ (3,561,801)</i>	<i>\$ (3,561,801)</i>
Net Costs	\$ 44,428	\$ (110,175)	\$ 0	\$ (95,215)	\$ 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 Services.

It is estimated that there are at least 380 firefighters and first responders contributing more than 55,000 training and service hours in Orange County.

Fire Districts - continued

Cedar Grove Fire District

\$202,265

- The tax rate for this district is approved to remain at 7.36 cents for FY 2011-12.
- In FY 2010-11, the department replaced a Brush Truck at Station #2 with a used truck, replaced the heating units at both stations, began work on installing water points in the district with plans to complete the majority of them by the summer, and worked on design plans for the addition to Station #2, which is planned for FY 2011-12.
- In FY 2011-12, the department plans to start on the addition to Station #2; they have been saving for this for several years to be able to pay a large down payment and thus reduce the financed amount; continue to add additional water points, work toward reducing the district's insurance rate to save citizens on their homeowners insurance, and continue to train firefighters to meet the Level II requirements.

Chapel Hill Fire District

\$1,726

- 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 7.50 cents for FY 2011-12.

Damascus Fire District

\$45,733

Southern Triangle Fire District

\$166,774

- 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 5.00 cents for FY 2011-12.
- In FY 2010-11, the department trained four additional part-time staff, placed two new custom engines in service, completed EMT bridge class and certified seven personnel to EMT level, trained drivers and engineers on the new custom engines, and were set up as a permanent Child Safety Seat Checking Station.
- In FY 2011-12, the department plans to continue to increase fire prevention programs in the community, train additional rescue technicians, divers, and swiftwater rescue technicians, continue pre-fire survey program, and conduct additional training with Automatic and Mutual Aid departments.

Efland Fire District

\$308,214

- The tax rate for this district is approved to remain at 4.66 cents for FY 2011-12.
- In FY 2010-11, the department improved rescue services with additional training and equipment, transitioned fully from the old "first responder" to the new State mandated "medical responder", which required all of personnel who respond to medical calls to take a class and pass a State exam, began work on the requirements for a rescue vehicle, completed paperwork to have an ISO inspection conducted, and the department continued to adapt to the impact of growth and change in the district and make sure that the volunteers are recognized for their service and value to the community..
- In FY 2011-12, the department will be preparing for an ISO insurance examination, will continue to maintain and upgrade their stations, continue CPR, Blood borne Pathogens, Hazardous Materials, Hydrant inspections, Pumper, SCBA, and ladder testing, and continue fire prevention, firefighter assistance, medical, and level 1 and 2 training.

Fire Districts - continued

Eno Fire District

\$435,224

- The tax rate for this district is approved to remain at 5.99 cents for FY 2011-12.
- In FY 2010-11, the department purchased land adjacent to their current property to allow for future expansion and to prevent a buyer from blocking the driveway, installed a new metal roof on Station #1, installed three dry hydrants to help with water supply in the rural areas, and replace six sets of turnout gear to meet NFPA standards.
- In FY 2011-12, the department plans to purchase a new brush truck to replace one that is twenty years old, replace five more sets of turnout gear, and place new smooth bore nozzles on each of the engines to allow for a faster fire attack.

Little River Fire District

\$168,189

- The tax rate for this district is approved to remain at 4.06 cents for FY 2011-12.
- In FY 2010-11, the department purchased six additional pagers, five sets of turnout gear, Class A uniforms for firefighters, purchased a new hose testing machine for yearly hose testing procedures, purchased a new stove for the kitchen, installed rock in the driveway at Sawyer Road dry hydrant, and re-piped the drainage system for the bays.
- In FY 2011-12, the department plans to replace five sets of turnout gear to meet current standards, replace six pagers, purchase aged self contained breathing apparatus to meet current standards, repair fire department roof, install additional dry hydrants, and establishment of a training module and development of training manuals for Search and Rescue.

New Hope Fire District

\$495,860

- The tax rate for this district is approved to increase 2.00 cents, from the current rate of 6.95 to 8.95 cents, for FY 2011-12 to cover an (1) an anticipated increase in operating costs of \$51,420 related to utility costs, increased gasoline and diesel costs, increased health insurance costs, and the implementation of a necessary replacement program for personal protective equipment; and (2) an anticipated decrease in total revenue of \$51,915 from other jurisdictions due to the expiration of the annexation contracts with Chapel Hill and Carrboro.
- In FY 2010-11, the department continued recruitment and retention program for quality assurance, continued to train firefighters to meet Level 1 and 2 standards, hosted a County firefighter rookie school to meet NFPA 1403 Standards, installed two new dry hydrants and ten water point identification signs for ISO grading program, four stations Captains and seven firefighters successfully completed a pilot Rapid Intervention Team training program, Chief officers and station Captains completed Chiefs class for response rating survey requirements, and one station Captain completed Fire Officer I and II classes for career development.
- In FY 2011-12, the department plans to request North Carolina Response Rating Survey to improve district public protection classification grade, continue to train firefighters at Level I and II standards, require all fire drivers to complete Emergency Vehicle Driving class, implement injury prevention class for community outreach program, train firefighters as medical responders that have not received training, and provide fire prevention/home safety programs to community groups.

Fire Districts - continued

Orange Grove Fire District

\$308,322

- The tax rate for this district is approved to increase .50 cents, from the current rate of 3.58 to 4.08 cents, for FY 2011-12 to cover the following capital costs: (1) \$26,000 for a metal roof for the fire station; the existing asphalt shingles must be replaced next year or they risk damage to the underlying roof itself; and (2) \$12,000 for purchase of four radios for members who do not currently have a radio and pager; purchases are mandated by recent upcoming communications changes.
- In FY 2010-11, most members completed an EVD driving class, purchased five sets of turnout gear, developed four more water sources as they work to improve their ISO rating, continued to increase the number of 800 Mhz radios with a goal of one per member, and recruited several new members to replace those who retired.
- In FY 2010-11, the department plans to continue member recruitment, expand water point availability, purchase additional radios, continue with turnout gear replacement program, begin a two year effort to reduce the ISO rating for more residents of the district, and improve physical plant by replacing an aging roof and heating system.

Orange Rural Fire District

\$745,221

- The tax rate for this district is approved to increase .25 cents, from 5.36 to 5.61 cents, for FY 2011-12. The tax rate was scheduled to revert back to the FY 2009-10 rate of 5.36 cents for FY 2011-12. The Board of County Commissioners approved a 1.00 cent tax increase to 6.36 cents for FY 2010-11 only for the construction of fire station #3. The tax rate increase of .25 cent (to 5.61 cents) for FY 2011-12, as well as an appropriation of \$60,189 from their available fund balance is approved for the following reasons: (1) to cover increased fuel costs, a 20% increase in health insurance, a 50% increase in worker's compensation; and (2) the need to replace 30 sets of turnout gear within the next eight years, and 52 air pack bottles within the next five years. The FY 2011-12 Manager Recommended budget does include the district's request of an appropriation of \$60,189 from their available fund balance.
- In FY 2010-11, the department developed a fire prevention program and delivered fire safety training to 146 adults and 1387 children, continued the development of emergency response plans for the district, trained and certified four additional personnel in structural collapsed, continued in-house pump repairs and maintenance, rebuilt five dry hydrants and certified two additional sources, certified five additional officers to NFPA Fire Officer Level 2, certified all staff to North Carolina Rope Rescue technician, and developed a rapid intervention team policy and provided training to staff.
- In FY 2011-12, the department plans to finish construction of fire station #3, certify safety officers to national standards, replace out dated firefighter suits, replace twenty-five year old ladder truck, sell twenty year old tanker, and sell two pieces of land near station #3.

South Orange Fire District

\$426,159

- The tax rate for this district is approved to remain at 7.85 cents for FY 2011-12.
- 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.

Fire Districts - continued

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

\$258,114

- The tax rate for this district is approved to increase 1.00 cents, from the current rate of 6.00 to 7.00 cents, for FY 2011-12 to help cover the costs of a 6,000 square foot addition and a 2,800 square foot renovation to the existing fire station. This construction is the final phase of a strategic plan they have been working toward for the past seven years. The existing station is no longer adequate to house all of their vehicles and equipment; the new addition will allow for all vehicles to be housed in one building, provide proper training facilities, give a clean air location for their bottled air filling station, and give them a special decontamination and cleaning area.
- In FY 2010-11, the department contracted with Agri-Waste Technology, Inc. to design replacement septic system, and awarded the contract to install the newly designed system; abandoned and decommissioned old system, and negotiated a new maintenance contract with annual savings of approximately \$6,000, purchased one new 800 Mhz radio, certified three more Medical Responders/EMTs, established and provided a driving training program for all members, and achieved 100% compliance for all members of the department.
- In FY 2011-12, the department plans to continue to seek a grant to replace a 1987 tanker with a new larger gallon capacity truck needed for a lower ISO rating, continue in contract with firm to design a 6,000 square foot truck addition and 2,800 square foot renovation upgrade to the existing station, seek a low interest construction loan from USDA for the addition and renovations, seek construction bids for the addition and renovation of the fire station, and review necessary improvements and needed acquisitions for seeking a Department of Insurance re-grade.

Transfers to Other Funds

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
Transfers to Other Funds (General Fund)						
Transfer to Affordable Housing Initiati	\$ 374,924	\$ 279,156	\$ 276,277	\$ 276,277	\$ 315,434	\$ 315,434
Transfer to County Capital	\$ 2,387,500	\$ 5,405,600	\$ 300,000	\$ 311,590	\$ 1,595,106	\$ 256,106
Transfer to Efland Sewer Fund	\$ 106,750	\$ 119,900	\$ 95,950	\$ 95,950	\$ 88,500	\$ 88,500
Transfer to Grant Projects	\$ 308,506	\$ 36,932	\$ 40,079	\$ 40,079	\$ 41,604	\$ 41,604
Transfer to OC Justice Partnership	\$ 55,534	\$ 36,853	\$ 29,610	\$ 29,610	\$ 45,110	\$ 29,610
Transfer to Revaluation Fund	\$ 140,050	\$ 101,000	\$ 85,000	\$ 85,000	\$ 185,000	\$ 185,000
Transfer to School Capital	\$ 7,818,826	\$ 4,311,827	\$ 2,590,117	\$ 5,159,091	\$ 2,590,117	\$ 2,628,969
Transfer to Spay/Neuter Fund	\$ 0	\$ 48,798	\$ 0	\$ 0	\$ 0	\$ 0
Transfer to Sportsplex Fund	\$ 747,000	\$ 775,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 649,279
Total Transfer to Other Funds	\$ 11,939,090	\$ 11,115,066	\$ 4,142,033	\$ 6,722,597	\$ 5,585,871	\$ 4,194,502

*These transfers represent contributions from the General Fund to Other Funds.

Transfer to Affordable Housing Initiatives

\$315,434

This transfer reserves funds to address long-term housing needs for decent and affordable housing in Orange County, provides funds for the Urgent Repair Program, the County match to the HOME Program and the Homelessness Partnership Program, and provides General Fund support of 70% of the Housing and Community Director's salary and benefits due to increased non-Section 8 housing duties related to the County's involvement in affordable housing programs. (See the Housing, Human Rights and Community Development Fund budget section of this document for more information).

Transfer to School Capital

\$2,628,969

Transfer to County Capital

\$256,106

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

\$88,500

This transfer provides funds to supplement money received from sewer charges. (See the Efland Sewer Fund budget in the Planning and Inspections section of this document for more information).

Transfer to Grant Projects

\$41,604

This transfer allocates general fund dollars to the Senior Health Coordination-Wellness grant project.

Transfer to Orange-Chatham Justice Program

\$29,610

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.

Transfers to Other Funds - continued

Transfer to Revaluation Fund

\$185,000

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.

Transfer to Sportsplex Fund

\$649,279

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.

Non-Departmental Summary

Governing and Management

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

	2008-09	2009-10	2010-11	2010-11	2011-12	2011-12
	Actual	Actual	Original	12-Month	Department	Commissioner
	Expenditures	Expenditures	Budget	Estimate	Requested	Approved
Governing and Management						
3R Fee for County Property	\$ 2,864	\$ 2,950	\$ 3,300	\$ 3,100	\$ 3,300	\$ 3,300
3R Fee Payments in Lieu	\$ 31,084	\$ 35,140	\$ 35,000	\$ 35,100	\$ 35,000	\$ 35,000
ASCAP	\$ 982	\$ 975	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Cable Casting Comm Meeting	\$ 38,169	\$ 51,823	\$ 40,000	\$ 36,900	\$ 40,000	\$ 0
Class & Pay Study	\$ 56,617	\$ 0	\$ 60,000	\$ 29,895	\$ 60,000	\$ 60,000
Contingency	\$ 0	\$ 0	\$ 37,000	\$ 0	\$ 37,000	\$ 0
County Benchmarking Project	\$ 0	\$ 0	\$ 1,000	\$ 1,000	\$ 8,000	\$ 0
County Government Week	\$ 225	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Drug Testing	\$ 6,736	\$ 5,325	\$ 8,600	\$ 5,500	\$ 8,600	\$ 8,600
Employee Development	\$ 29,668	\$ 14,931	\$ 41,500	\$ 30,595	\$ 41,500	\$ 41,500
Health Insurance Increase	\$ 0	\$ 0	\$ 210,553	\$ 0	\$ 744,312	\$ 552,598
Meeting Support Supplies	\$ 6,201	\$ 2,177	\$ 4,125	\$ 2,400	\$ 4,125	\$ 0
Manager's Miscellaneous	\$ 7,878	\$ 0	\$ 20,000	\$ 0	\$ 20,000	\$ 20,000
Podcasting	\$ 0	\$ 0	\$ 15,592	\$ 0	\$ 0	\$ 0
Recruitment/Selection	\$ 22,567	\$ 34,121	\$ 0	\$ 0	\$ 5,000	\$ 5,000
Referendum Education	\$ 0	\$ 0	\$ 0	\$ 36,540	\$ 50,000	\$ 50,000
Relocation Expenses	\$ 7,244	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Retiree Health	\$ 1,005,019	\$ 1,125,938	\$ 1,352,193	\$ 1,428,095	\$ 1,862,619	\$ 1,560,702
School Collaboration Consultant	\$ 488	\$ 640	\$ 1,500	\$ 1,200	\$ 2,000	\$ 2,000
Special Referenda	\$ 5	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Sportsplex Membership Co. Share	\$ 40,571	\$ 48,859	\$ 41,000	\$ 40,250	\$ 41,000	\$ 41,000
Tax Bill Inserts	\$ 3,791	\$ 3,262	\$ 0	\$ 0	\$ 0	\$ 0
TJCOG Water Quality	\$ 11,964	\$ 11,964	\$ 11,964	\$ 11,964	\$ 11,964	\$ 11,964
Triangle J Dues	\$ 23,015	\$ 23,029	\$ 19,434	\$ 23,307	\$ 23,300	\$ 23,300
Tuition Refunds	\$ 5,588	\$ 9,958	\$ 11,000	\$ 8,000	\$ 15,000	\$ 15,000
Wayfinding Signage	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 48,000
Reserve for PIO Position	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 30,000
Governing and Management Total	\$ 1,300,675	\$ 1,371,092	\$ 1,914,761	\$ 1,694,846	\$ 3,013,720	\$ 2,508,964

Governing and Management Non-Departmentals

3R Fee for County Property

\$3,300

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

\$0

Historically, these funds have been paid out of Governing and Management Non-Departmental, but the FY 2011-12 Commissioner Approved budget includes these funds (\$40,000) within the Board of County Commissioners budget. These funds provide for cable casting Board of County Commissioners meetings and for video streaming.

Classification and Pay Study

\$60,000

General Fund cost to implement the second phase of the Archer Study for employees' salaries most out-of-line with the market.

Commissioners' Contingency

\$0

Historically, these funds have been paid out of Governing and Management Non-Departmental, but the FY 2011-12 Commissioner Approved budget includes these funds (\$37,000) within the Board of County Commissioners budget. The Board of Commissioners appropriates these funds at various times during the year for unanticipated items that arise throughout the fiscal year. By formal action, the Board of County Commissioners approves all expenditures paid from these funds, and authorizes the fund transfer from this reserve into spending accounts. There are no expenditures directly from this account.

County Benchmarking Project

\$0

Funds provide for participation in the development phase of a possible County Benchmarking Project through the UNC School of Government.

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

\$41,500

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.

Governing and Management Non-Departmentals - continued

Health Insurance Increase **\$552,598**

Funds to cover health insurance increases anticipated during fiscal year 2011-12. Approved funding for FY 2011-12 will allow for a 19% increase in health insurance premiums, effective January 1, 2012. The actual amount of the County's health insurance increase will be determined in the fall, through the annual renewal process.

Meeting Support Supplies **\$0**

Historically, these funds have been paid out of Governing and Management Non-Departmental, but the FY 2011-12 Commissioner Approved budget includes these funds (\$4,125) within the Board of County Commissioners budget. These funds are for supplies and meal costs for Board of Commissioners related meetings.

Manager's Miscellaneous **\$20,000**

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

Podcasting Board of Commissioner Meetings **\$0**

Funds provide for video streaming/podcasting Board of County Commissioners meetings. In FY 2009-10, the County budgeted podcasting, start-up costs in the Cable Casting line item.

Recruitment/Selection **\$5,000**

Funds to cover costs of the recruitment and selection process for positions at and above the department head level.

Referendum Education **\$50,000**

Funds to cover costs of an education campaign related to the Article 46 (¼ cent) Sales Tax vote in the November 2011 election.

Retiree Health Insurance **\$1,560,702**

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 **\$2,000**

To cover mediation costs associated with school districts collaboration meetings.

Sportsplex Membership – County Share **\$41,000**

Funding to offer discounted Sportsplex memberships to permanent County employees.

Triangle J Council of Government (TJCOG) - Water Supply Monitoring Project **\$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.

Governing and Management Non-Departmentals - continued

Triangle J Council of Government (TJCOG) – Dues

\$23,300

Funds are budgeted to pay COG dues for regional Emergency Medical Services, Aging, and Ombudsman support.

Tuition Refunds

\$15,000

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.

Wayfinding Signage

\$48,000

Funds to support implementation of the Hillsborough Signage and Wayfinding Program for County facilities.

Reserve for Public Information Officer (PIO) position

\$30,000

Reserve funds established for a future County Public Information Officer position.

Non-Departmental Summary

General Services

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

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
Co. Contribution of Sanitation Services	\$ 0	\$ 0	\$ 1,403,060	\$ 1,403,060	\$ 1,617,852	\$ 1,617,852
Greene Tract	\$ 90,549	\$ 90,549	\$ 90,549	\$ 90,549	\$ 90,549	\$ 90,549
Stormwater Fees for Co. Property	\$ 6,552	\$ 11,778	\$ 12,000	\$ 11,778	\$ 12,000	\$ 12,000
General Services Total	\$ 97,101	\$ 102,327	\$ 1,505,609	\$ 1,505,687	\$ 1,720,401	\$ 1,720,401

General Services Non-Departmentals

Contribution for Sanitation Services

\$1,617,852

The Sanitation Division was transferred from the General Fund to the Solid Waste Fund, effective July 1, 2010. The General Fund makes an annual contribution to the Solid Waste Fund for expenditures.

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

\$12,000

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.

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
Community and Environment						
Blackwood and Cate Operations	\$ 8,221	\$ 5,078	\$ 10,000	\$ 4,500	\$ 8,000	\$ 8,000
Cape Fear River Assembly	\$ 3,916	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Comprehensive P & R Master Plan	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 22,000
Greenhouse Gas Emissions	\$ 639	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Hillsborough/Orange Strategic Plan	\$ 7,060	\$ 0	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Jordan Lake Partnership Dues	\$ 0	\$ 2,352	\$ 12,300	\$ 9,828	\$ 8,800	\$ 8,800
Jordan Lake Water Storage Dues	\$ 2,369	\$ 0	\$ 0	\$ 2,472	\$ 0	\$ 0
Lake Orange	\$ 900	\$ 1,439	\$ 2,000	\$ 1,300	\$ 2,200	\$ 2,200
OAWS Infrastructure Consultant	\$ 0	\$ 0	\$ 25,000	\$ 25,000	\$ 0	\$ 0
Prtnshp Devpmnt & Infrastructure	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
Reserve for Planning Initiatives	\$ 30,743	\$ 51,076	\$ 0	\$ 0	\$ 0	\$ 0
RT Regional Partnership	\$ 0	\$ 18,564	\$ 19,395	\$ 19,395	\$ 19,841	\$ 19,841
Rural Planning Organization	\$ 7,500	\$ 7,500	\$ 7,700	\$ 7,500	\$ 7,700	\$ 7,700
Upper Neuse River Basin Dues	\$ 13,018	\$ 13,018	\$ 13,018	\$ 13,016	\$ 26,100	\$ 26,100
Community and Environment	\$ 76,866	\$ 101,528	\$ 101,913	\$ 95,511	\$ 85,141	\$ 107,141

Community and Environment Non-Departmentals

Blackwood, Twin Creeks (Cate) and Millhouse Operations **\$8,000**

These funds provide the necessary operating costs associated with utility service costs and security system service at the farmhouses located at three future park sites. Building stabilization and repair is funded from another source.

Comprehensive Parks and Recreation Master Plan **\$22,000**

These funds provide for a temporary or contract staff person for data collection, research, graphics, and initial drafting of a new Comprehensive Parks and Recreation Master Plan.

Town of Hillsborough/Orange County Strategic Growth Plan Phase II **\$10,000**

In FY 2005-06, the BOCC and Town of Hillsborough collaborated on the Town of Hillsborough/Orange County Strategic Growth Plan Phase I, which was adopted by both entities. Phase I set the growth management framework through a resolution to prompt work to be done in Phase II. Coordinated Planning Zones, annexation boundaries, land use patterns and intensities and complementary resource and infrastructure plans and outreach are all part of Phase II.

Jordan Lake Related Dues **\$8,800**

Jordan Lake Partnership Dues **\$2,500**

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 **\$0**

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.

Jordan Lake Water Storage Allocation **\$2,800**

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.

Cape Fear River Basin Hydrologic Model Update **\$0**

N.C. Division of Water Resources has informed Jordan Lake Partners that before additional allocations can be made from Jordan Lake, model must be updated. This amount is County share of the Partnership costs to fund the model update. Grant sources will be solicited to try and lower the cost.

Community and Environment Non-Departmentals - continued

Jordan Lake Interconnection Survey

\$3,500

The interconnection study is occurring via the Jordan Lake Partnership (JLP). This study is being undertaken by the JLP to determine the status of water supply interconnections in the Triangle region. The study will include the collection of information including pipe capacities and pressures, such that the JLP members will have a more accurate understanding of the regional water supply system.

Lake Orange

\$2,200

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.

OAWS Water Infrastructure Consultant

\$0

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

Partnerships for 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

\$19,841

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

\$26,100

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.

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
Human Services						
A Helping Hand	\$ 5,000	\$ 4,250	\$ 4,000	\$ 4,000	\$ 0	\$ 0
Adolescents in Need	\$ 75,749	\$ 64,387	\$ 32,194	\$ 32,194	\$ 0	\$ 0
Alliance of Aids Services	\$ 3,000	\$ 2,550	\$ 2,500	\$ 2,500	\$ 3,000	\$ 2,500
ARC of Orange County	\$ 4,000	\$ 3,400	\$ 3,000	\$ 3,000	\$ 5,000	\$ 3,000
Arts Commission	\$ 13	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Autism Society - Parent Adv	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,000	\$ 0
Big Brothers/Big Sisters	\$ 5,000	\$ 4,250	\$ 2,000	\$ 2,000	\$ 5,000	\$ 2,000
Boys & Girls Club	\$ 0	\$ 0	\$ 0	\$ 0	\$ 10,000	\$ 0
Bridge II Sports	\$ 0	\$ 0	\$ 0	\$ 0	\$ 2,500	\$ 0
Charles House	\$ 11,000	\$ 9,350	\$ 9,000	\$ 9,000	\$ 12,000	\$ 12,000
CH-Carrboro Meals on Wheels	\$ 0	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,500	\$ 1,500
CH-Carrboro YMCA/Boomerang	\$ 0	\$ 0	\$ 0	\$ 0	\$ 2,000	\$ 2,000
Child Care Services Association	\$ 43,025	\$ 36,571	\$ 18,285	\$ 18,285	\$ 36,571	\$ 0
Chrysalis Foundation	\$ 20,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Club Nova	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
Community in Schools	\$ 55,000	\$ 46,750	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
Cornicopia House	\$ 2,000	\$ 1,700	\$ 0	\$ 0	\$ 0	\$ 0
Disability Awareness Council	\$ 3,500	\$ 2,975	\$ 2,500	\$ 2,500	\$ 5,000	\$ 2,500
Dispute Settlement	\$ 34,000	\$ 16,660	\$ 16,000	\$ 16,000	\$ 25,000	\$ 16,000
Duke Community Hospice	\$ 4,000	\$ 3,400	\$ 0	\$ 0	\$ 3,400	\$ 0
El Centro Hispano	\$ 0	\$ 0	\$ 15,000	\$ 15,000	\$ 30,000	\$ 15,000
El Centro Latino	\$ 21,000	\$ 8,925	\$ 0	\$ 0	\$ 0	\$ 0
El Futuro	\$ 0	\$ 20,000	\$ 20,000	\$ 20,000	\$ 25,000	\$ 20,000
EmPOWERment, Inc.	\$ 13,545	\$ 13,545	\$ 13,000	\$ 13,000	\$ 13,500	\$ 13,000
Family Violence Prevention Ctr	\$ 19,400	\$ 16,490	\$ 17,000	\$ 17,000	\$ 19,600	\$ 19,600
Food Bank of Eastern/Central NC	\$ 4,500	\$ 4,500	\$ 0	\$ 0	\$ 0	\$ 0
Freedom House	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 26,000	\$ 26,000
Habitat for Humanity	\$ 15,000	\$ 15,000	\$ 10,000	\$ 10,000	\$ 20,000	\$ 10,000
Housing for New Hope	\$ 0	\$ 20,000	\$ 20,000	\$ 20,000	\$ 25,000	\$ 20,000
Human Services Forum	\$ 5,755	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Interfaith Council	\$ 36,480	\$ 36,480	\$ 36,000	\$ 36,000	\$ 50,000	\$ 41,000
JOCCA	\$ 105,000	\$ 80,000	\$ 60,000	\$ 60,000	\$ 80,000	\$ 40,000
Kidscope	\$ 89,000	\$ 75,650	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
Literacy Council	\$ 13,500	\$ 11,475	\$ 11,000	\$ 11,000	\$ 15,000	\$ 11,000
Medical Examiner	\$ 34,700	\$ 39,600	\$ 38,000	\$ 38,000	\$ 38,000	\$ 38,000
Middle School Program	\$ 70,000	\$ 59,500	\$ 57,000	\$ 57,000	\$ 57,000	\$ 57,000
OC Alternative Sentencing	\$ 83,000	\$ 70,550	\$ 70,000	\$ 70,000	\$ 85,000	\$ 70,000
OC American Red Cross	\$ 5,000	\$ 4,250	\$ 2,000	\$ 2,000	\$ 2,100	\$ 2,000
Orange Community Housing	\$ 149,000	\$ 149,000	\$ 149,000	\$ 149,000	\$ 149,000	\$ 149,000
Orange Congreg in Missions	\$ 30,600	\$ 30,600	\$ 30,000	\$ 30,000	\$ 35,000	\$ 35,000
Orange Enterprises	\$ 63,175	\$ 45,199	\$ 45,100	\$ 45,100	\$ 52,000	\$ 45,100
Piedmont Health Services	\$ 10,750	\$ 10,750	\$ 10,000	\$ 10,000	\$ 10,750	\$ 10,000
Piedmont Wildlife Center	\$ 20,000	\$ 17,000	\$ 0	\$ 0	\$ 11,080	\$ 0
Planned Parenthood	\$ 21,940	\$ 18,649	\$ 10,000	\$ 10,000	\$ 20,000	\$ 20,000
Previously Unfunded Initiatives	\$ 0	\$ 0	\$ 0	\$ 0	\$ 30,000	\$ 0
Project Turn Around	\$ 64,424	\$ 54,760	\$ 35,000	\$ 35,000	\$ 35,000	\$ 0
Rape Crisis	\$ 28,000	\$ 23,800	\$ 25,000	\$ 25,000	\$ 30,000	\$ 25,000
School Health Nurse Contract	\$ 551,016	\$ 592,422	\$ 610,729	\$ 610,729	\$ 634,332	\$ 634,332
Senior Care of Orange County	\$ 50,000	\$ 42,500	\$ 42,000	\$ 42,000	\$ 42,500	\$ 20,000
Triangle Radio Read	\$ 1,800	\$ 1,530	\$ 1,000	\$ 1,000	\$ 1,750	\$ 1,000
TROSA	\$ 0	\$ 3,000	\$ 2,500	\$ 2,500	\$ 0	\$ 0
Volunteers for Youth	\$ 25,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
WC Breeze Family Farm	\$ 9,762	\$ 5,750	\$ 10,000	\$ 0	\$ 10,000	\$ 0
Women's Center	\$ 16,400	\$ 13,940	\$ 38,000	\$ 38,000	\$ 38,000	\$ 38,000
Human Services Total	\$ 1,922,034	\$ 1,781,108	\$ 1,686,808	\$ 1,676,808	\$ 1,892,583	\$ 1,596,532

Human Services Non-Departmentals

A Helping Hand

\$0

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

\$0

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

\$2,500

This agency operates two family care homes for low-income people living with HIV/AIDS, six of whom currently live at the Orange Community Residence ("Orange House") in Carrboro. This grant will assist the Alliance in providing the proper nutrition and medication needed for the six residents in the Orange House.

Arc of Orange County

\$3,000

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.

Big Brothers Big Sisters of the Triangle

\$2,000

Big Brothers Big Sisters (BBBS) of the Triangle offers two services, community-based and school-based mentoring. Community-based mentoring provides mentors for children from single parent homes or other children in need of adult mentors. These "Big Brothers and Big Sisters" play an integral role in the lives of their "Littles" by being good listeners and guiding these children in the right direction.

Charles House

\$12,000

Charles House is an adult day care facility located in Carrboro whose goals are to prolong the independence of older adults with disabilities and to provide respite for their caregivers. The facility has a capacity for 19 older adults and has had a waiting list since June of 2000.

Chapel Hill-Carrboro Meals on Wheels

\$1,500

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.

Chapel Hill-Carrboro YMCA Boomerang

\$2,000

Boomerang is an alternative suspension program for middle and high school students. These funds will (i) cover transportation costs for court-involved youth in Orange County that are

Human Services - continued

mandated to attend Boomerang, and for students from the Orange County Schools district; (ii) purchase supplies for afterschool community service projects; and, (iii) a desktop computer for students to log-in their arrivals, departures, community service/service learning hours, and drop-ins.

Child Care Services Association

\$0

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

\$45,000

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.

Disability Awareness Council

\$2,500

The Orange County Disability Awareness Council offers educational and advocacy projects to promote opportunities for persons with disabilities to work and live in an environment free of architectural, attitudinal, economic, structural, and societal barriers.

Dispute Settlement Center

\$16,000

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.

El Centro Hispano

\$15,000

El Centro Hispano is a grassroots community-based organization dedicated to strengthening the Latino community and improving the quality of life of Latino residents in Durham, North Carolina, and the surrounding area. With the opening of the Carrboro office of El Centro Hispano, this mission will be able to include Orange County, Chapel Hill, and Carrboro.

El Futuro, Inc.

\$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.

\$13,000

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

Human Services - continued

Family Violence Prevention Center of Orange County

\$19,600

The Family Violence Prevention Center seeks to prevent and end family violence through community education and provision of direct services including emergency assistance, case management and court advocacy.

Freedom House Recovery Center

\$26,000

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

\$10,000

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.

Inter-Faith Council for Social Service (IFC)

\$41,000

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)

\$40,000

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

\$75,000

KidSCope is an early intervention program that offers services to young children who are experiencing social, emotional, and/or behavioral difficulties. Main service components include individual play therapy with children, customized counseling and education for families, technical assistance and training for childcare providers, service coordination and a therapeutic preschool program.

Human Services - continued

Literacy Council

\$11,000

The Orange County Literacy Council 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

\$57,000

The Middle School After School Program (MSAS) provides educational, social and recreational activities for middle school students during the after school hours. This program is offered at all middle schools in the Orange County and Chapel Hill-Carrboro City School Districts.

Orange-Chatham Alternative Sentencing

\$70,000

Orange-Chatham Alternative Sentencing (OCAS) provides critical information to the judiciary and probations officers, magistrates, jailers, and other judicial officials so that they may make more informed decisions regarding the rehabilitation or release of Pretrial inmates in the 15-B County Jails.

Orange Community Housing and Land Trust

\$149,000

Orange Community Housing and Land Trust (OCHLT) focuses on providing affordable housing, that remains affordable forever, for families earning less than 80 percent of the area median income.

Orange County American Red Cross

\$2,000

The American Red Cross, Orange County Chapter provides Disaster Services, Health and Safety Services and Blood Services to the citizens of Orange County. Each year, the Orange County Chapter responds immediately to over 75 local emergencies, including house or apartment fires. Disaster relief focuses on meeting people's immediate emergency disaster-caused needs. Each year, the Orange County Chapter 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.

Orange Congregations in Mission (OCIM)

\$35,000

This agency provides services to economically challenged and homebound northern Orange County residents through volunteer efforts of diverse congregations and individuals.

Orange Enterprises

\$45,100

Orange Enterprises provides vocational training and sheltered employment programs for Orange County citizens who have employment barriers.

Piedmont Health Services

\$10,000

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

Human Services - continued

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.

Planned Parenthood of Central North Carolina **\$20,000**

Planned Parenthood of Orange and Durham Counties provides comprehensive reproductive health care services along with educational programs that enhance understanding of human sexuality.

Project TurnAround **\$0**

Project TurnAround (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 **\$25,000**

The Orange County Rape Crisis Center works to stop sexual violence and its impact through support, education, and advocacy. It does this through operation of 24-hour services, support groups, and community education throughout the county.

School Health Nurses **\$634,332**

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.

Senior Care of Orange County **\$20,000**

Senior Care of Orange County was created to provide a safe and enriching environment while offering social and health services to frail, disabled, and isolated older adults. The program provides respite and education for family members and caregivers with the primary goal of preventing or delaying the institutionalization of participants.

Triangle Radio Reading Service **\$1,000**

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) **\$0**

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 **\$0**

Historically, these funds have been paid out of Human Services Non-Departmental, but the FY 2011-12 Commissioner Approved budget includes these funds (\$10,000) within the Cooperative Extension budget. These funds are budgeted for the W.C. Breeze Family Farm Agriculture Extension and Research Facility.

Human Services - continued

The Women's Center

\$38,000

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.

Non-Departmental Summary

Culture and Recreation

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

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
Culture and Recreation						
Arts Center	\$ 10,000	\$ 8,500	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Forest Service	\$ 55,087	\$ 46,063	\$ 64,640	\$ 64,640	\$ 74,943	\$ 64,943
Hillsborough Youth Athletic Assoc.	\$ 23,625	\$ 20,081	\$ 0	\$ 0	\$ 15,000	\$ 0
Historical Foundation - Museum	\$ 5,500	\$ 4,250	\$ 4,000	\$ 4,000	\$ 4,500	\$ 4,000
Historical Hillsborough Commission	\$ 9,000	\$ 7,650	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
Library Alternative Services Reserve	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 10,000
Library Services Reserve	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 92,986
Triangle Wildlife Rehab. Clinic	\$ 0	\$ 0	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Culture and Recreation Total	\$ 103,212	\$ 86,544	\$ 88,640	\$ 88,640	\$ 114,443	\$ 191,929

Other Agencies - Library

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
Other Agencies - Library						
Contrib to Hyconeechee Library	\$ 0	\$ 0	\$ 18,097	\$ 18,097	\$ 18,097	\$ 18,097
Library - Chapel Hill	\$ 249,333	\$ 249,333	\$ 249,333	\$ 249,333	\$ 250,000	\$ 250,000
Library - Mebane	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700
Other Agencies - Library	\$ 250,033	\$ 250,033	\$ 268,130	\$ 268,130	\$ 268,797	\$ 268,797

Other Agencies - Recreation

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
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

The ArtsCenter **\$3,000**

The Arts Center links art, artists and audiences in Orange County through programs, events and classes designed in response to community needs and interests. The co-existence of visual, performing and literary arts in one accessible facility encourages multi-disciplinary collaborations and provides wide-ranging experiences for professionals, amateurs and non-artists of all ages to learn about and participate in visual and performing arts.

Forest Service **\$64,943**

These funds provide matching support with State funds to protect forestland in Orange County. The Forest Service requested an additional \$10,000 for FY 2011-12 to help with the replacement of a vehicle, but this amount is not included in the FY 2011-12 Commissioner Approved budget.

Hillsborough Youth Athletic Association (HYAA) **\$0**

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) **\$4,000**

The Orange County Historical Museum, located in Hillsborough, preserves the past and encourages interest in local history through the exhibition of the economic, political, social, and cultural aspects of Orange County's 18th and 19th century history. The Museum is open to the public, free of charge, 6 days per week.

Historic Hillsborough Commission **\$7,000**

The Commission owns and maintains the Burwell School located on Churton Street in Hillsborough, which is on the National Register of Historic Buildings. The two-acre site consists of the main house (ca 1821, 1846), a brick classroom building (ca 1837), a rare brick necessary (ca. 1837), and the Carrie Waitte Spurgeon Garden. The site is open to the public year round and there is no charge for tours of the school.

Library Alternative Services Reserve **\$10,000**

Reserve funds set aside to provide alternative services (internet access) to rural areas in Orange County.

Library Services Reserve **\$92,986**

This represents the equivalent of 21% of total Library Services operational costs and is set aside in a reserve account.

Triangle Wildlife Rehabilitation Clinic **\$10,000**

The Triangle Wildlife Rehabilitation Clinic is dedicated to providing care for sick, injured, and orphaned native North American wildlife in need of assistance and to promoting the value and importance of preserving native wildlife and its habitat to the public. Triangle Wildlife Rehabilitation Clinic (TWRC) was incorporated July 7, 2009, to provide care for orphaned, injured, and ill area wildlife found by the public.

Culture and Recreation Non-Departmentals - continued

Other Agencies – Libraries

\$268,797

General Fund contributions to the Chapel Hill Public Library (\$250,000) and Mebane Public Library (\$700). The contribution to the Hyconeechee Library (\$18,097) is the Orange County match for the regional library partnership with Person and Caswell counties.

Other Agencies – Recreation

\$125,108

General Fund contributions to the Towns of Carrboro (\$35,898), Chapel Hill (\$83,760), and Mebane (\$5,450) recreation departments.

Non-Departmental Summary

Public Safety

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

	2008-09	2009-10	2010-11	2010-11	2011-12	2011-12
	Actual	Actual	Original	12-Month	Department	Commissioner
	Expenditures	Expenditures	Budget	Estimate	Requested	Approved
Public Safety						
Boomerang	\$ 21,810	\$ 27,852	\$ 17,222	\$ 17,222	\$ 17,988	\$ 17,988
Dispute Settlement	\$ 49,200	\$ 51,159	\$ 45,925	\$ 45,925	\$ 45,311	\$ 45,311
Governor's Crime Commission	\$ 7,194	\$ 6,207	\$ 6,207	\$ 6,207	\$ 5,959	\$ 5,959
Hillcrest Youth Shelter	\$ 10,000	\$ 9,568	\$ 9,568	\$ 0	\$ 0	\$ 0
Intensive Services Program	\$ 13,638	\$ 11,039	\$ 11,039	\$ 11,039	\$ 10,597	\$ 10,597
Mental Health Association	\$ 37,850	\$ 36,214	\$ 36,214	\$ 36,214	\$ 37,291	\$ 37,291
OCJCPC Matching Funds	\$ 30,212	\$ 78,651	\$ 87,706	\$ 87,706	\$ 83,319	\$ 83,319
OJJ Administration	\$ 0	\$ 0	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500
OPC Clinical Case Management	\$ 15,416	\$ 14,750	\$ 14,750	\$ 14,750	\$ 14,160	\$ 14,160
Unallocated - JCPC	\$ 0	\$ 0	\$ 20,465	\$ 20,465	\$ 0	\$ 0
Vol for Youth - Teen Court	\$ 33,850	\$ 32,454	\$ 31,573	\$ 31,573	\$ 38,386	\$ 38,386
Vol for Youth - Work TWD Future	\$ 7,160	\$ 1,500	\$ 0	\$ 0	\$ 0	\$ 0
Volunteers for Youth	\$ 91,121	\$ 86,827	\$ 84,485	\$ 84,485	\$ 83,354	\$ 83,354
Wrenn/Haven House	\$ 0	\$ 0	\$ 0	\$ 9,568	\$ 9,185	\$ 9,185
Drug Treatment Court	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 67,000
Public Safety Total	\$ 317,451	\$ 356,221	\$ 380,654	\$ 380,654	\$ 361,050	\$ 428,050

Public Safety Non-Departmentals

Office of Juvenile Justice Pass Through Funds:

Boomerang **\$17,988**

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) **\$45,311**

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 **\$5,959**

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 **\$0**

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.

Intensive Services/Psychological Services **\$10,597**

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.

Mental Health Association **\$37,291**

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.

Public Safety Non-Departmentals - continued

Orange County JCPC Matching Funds

\$83,319

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

OJJ 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.

OPC Clinical Case Management

\$14,160

OPC established a case management program which ensures timely assessment and case management services for juveniles who appear to be significantly impaired and in need of mental health treatment in Orange and Chatham counties. This program enhances the court's ability to make timely, professionally-directed decisions regarding the mental health needs of children and with the identification of appropriate treatment options.

JCPC Unallocated Funds

\$0

In FY 2009-10, the Office of Juvenile Justice suggested local JCPCs withhold 7% of JCPC allocations in the event funds had to be returned to the State. JCPC distributed agency allocations with this in mind, but placed the potentially withheld funds into this account. Should the funding restrictions relax, JCPC would reallocate this amount to local agencies. County match funds are available in JCPC Matching Funds, should this occur again in FY 2011-12.

Volunteers for Youth – Teen Court

\$38,386

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.

Volunteers for Youth

\$83,354

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.

Wrenn/Haven House

\$9,185

A crisis intervention program designated to provide a safe, legal and responsible environment for runaway, homeless and otherwise in-crisis youth. It is open 24 hours a day, 365 days per year. Services are open to any youth ages 10-17. The goal of the program is to protect the rights of juveniles while promoting family unity. By offering temporary shelter, it eliminates the need for illegal means of support by homeless and runaway youth and therefore reduces juvenile crime. It also serves as an alternate to secure detention. In addition it provides the following services: Immediate intake and admission to help youth and families to access services immediately, individual/family/group/walk-in counseling to deescalate immediate crisis, development of coping skills and mentoring and aftercare services. All services are provided in a therapeutic environment to empower youth and families.

Public Safety Non-Departmentals - continued

Drug Treatment Court

\$67,000

County supported funds to offset cuts in the State's Drug Treatment Court program for FY 2011-12.

2011-16

Capital Investment Plan

Commissioner Approved

Orange County, NC

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**APPROVED Orange County Capital Investment Plan
Fiscal Years 2011-16**

	Current Fiscal Year 2010-11	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Appropriations								
County Capital Projects	1,700,000	2,668,000	4,417,000	1,595,000	4,508,000	24,487,000	37,675,000	46,450,000
Proprietary Capital Projects (1)								
Water & Sewer Utilities	259,900	5,164,101	3,854,300	340,000	4,400,000	2,000,000	15,758,401	175,000
Solid Waste		2,365,732	1,931,001	1,943,605	4,630,704	2,846,120	13,717,162	7,902,771
Sportsplex		373,000	435,000	1,267,000	515,000	250,000	2,840,000	
Schools Capital Projects								
Chapel Hill Carrboro City Schools	6,956,647	2,923,539	23,562,653	2,472,129	2,496,972	2,522,188	33,977,481	63,016,940
Orange County Schools	10,144,500	1,527,703	1,543,023	1,558,573	11,749,357	1,590,377	17,969,033	45,339,885
Total	19,061,047	15,022,075	35,742,977	9,176,307	28,300,033	33,695,685	121,937,077	162,884,596
Revenues/Funding Source								
Available Project Balances		444,675	484,559					
Transfer from Capital Reserve		284,894						
Transfer from General Fund - County	1,700,000	256,106	1,258,742	1,205,000	1,191,000	1,050,000	4,960,848	7,450,000
Transfer from General Fund - Schools	3,319,196	2,628,969	2,668,402	2,708,428	2,749,056	2,790,292	13,545,147	13,951,458
Transfer from other Capital Projects	259,900	637,026					637,026	
County Capital Fund Balance		137,500						
Solid Waste Fund Balance	-	439,662	654,888	187,155	3,816,014	2,031,002	7,128,721	4,159,119
Sportsplex Fund Balance		373,000	435,000	267,000	515,000	250,000	1,840,000	
Recycling - 3R Fee		125,000	850,857	579,721	534,576	609,266	2,699,420	3,743,652
Lottery Proceeds	1,669,000	1,322,273	1,322,273	1,322,273	1,322,273	1,322,273	6,611,365	6,611,367
Register of Deeds Fees		150,000	75,000	75,000	80,000	80,000	460,000	
Grants & Contributions		1,360,900	40,000		25,000	450,000	1,875,900	750,000
Financing:								
Debt Financing - County Capital		1,216,000	3,032,000	655,000	3,212,000	22,907,000	31,022,000	38,250,000
Debt Financing - W & S Utilities		3,345,000	3,421,000		4,400,000	2,000,000	13,166,000	175,000
Debt Financing - Solid Waste		1,801,070	385,256	1,176,730	280,114	205,852		
Debt Financing - Sportsplex		-	-	1,000,000	-	-	1,000,000	
Debt Financing - Schools Capital	12,112,951	500,000	21,115,000	-	10,175,000	-	31,790,000	87,794,000
Total	19,061,047	15,022,075	35,742,977	9,176,307	28,300,033	33,695,685	121,937,077	162,884,596

(1) Orange County has established three Proprietary Funds used to account for services provided to customers. All three Funds are established as enterprise funds and fees are imposed on customers to pay for the full cost of providing the services. The Water & Sewer Utilities Fund accounts for revenues and expenses related to the provision of sewer service. The Solid Waste Fund accounts for the revenues and expenses related to the provision of solid waste disposal and recycling activities. The Sportsplex Fund accounts for the revenues and expenses related to the services provided at the Triangle Sportsplex. All three funds are included as supplemental information and are not funded by the General Fund.

APPROVED - County Capital Projects Summary
Fiscal Years 2011-16

Projects	Available Balances 2/28/2011	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Appropriations								
129 King Street		145,000					145,000	
Loan Pool Reserve		75,000					75,000	
Environment & Agricultural Ctr				210,000			210,000	
Emergency Services 510 Meadowlands	24,168			100,000			100,000	
Northern Human Services Ctr	344,400		250,000				250,000	
Seymour Senior Center			60,000				60,000	
Southern Human Services		280,000				6,650,000	6,930,000	
Southwest Branch Library	185,000	650,000				7,525,000	8,175,000	
Link Gov Services Center						1,040,000	1,040,000	
HVAC Projects Geothermal	419,719	618,000	2,432,000	655,000		25,000	3,730,000	
Roofing Projects	289,559	55,000	475,000	55,000	316,000	842,000	1,743,000	
Affordable Housing		170,000					170,000	4,000,000
Information Technology	1,176,107	500,000	500,000	500,000	500,000	500,000	2,500,000	2,500,000
Register of Deeds Automation	286,966	150,000	75,000	75,000	80,000	80,000	460,000	400,000
Park at Blackwood Farm			25,000				25,000	7,050,000
Bingham District Park								7,000,000
Cedar Grove Park Phase II								1,600,000
Conservation Easements	392,576				250,000	250,000	500,000	1,250,000
Upper Eno Nature Preserve/ Mt-to-Sea					812,000		812,000	550,000
Eurosport Soccer Center Phase II								600,000
Lands Legacy	1,754,970				2,400,000		2,400,000	1,500,000
Millhouse Road Park					100,000	6,400,000	6,500,000	3,000,000
Mountain to Sea Trail								1,000,000
New Hope Preserve/Hollow Rock Access		25,000			50,000	925,000	1,000,000	
Northeast District Park								8,000,000
River Park Phase II						250,000	250,000	
Twin Creeks Park Access			600,000				600,000	8,000,000
Total	4,873,465	2,668,000	4,417,000	1,595,000	4,508,000	24,487,000	37,675,000	46,450,000

Projects	Available Balances 2/28/2011	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Revenues/Funding Source								
Available Project Balances	633,959	444,675	484,559				929,234	
Transfer from Capital Reserve	185,000	284,894					284,894	
Transfer from General Fund	2,195,727	256,106	825,441	865,000	1,191,000	1,025,000	4,162,547	
Transfer from Other Projects	419,719	278,325					278,325	
Register of Deeds Fees	286,966	150,000	75,000	75,000	80,000	80,000	460,000	
County Capital Fund Balance		25,500					25,500	
Grant Funding from State Parks								750,000
Contributions from Durham & Chapel Hill		12,500			25,000	450,000	487,500	-
Debt Financing	1,152,094	1,216,000	3,032,000	655,000	3,212,000	22,932,000	31,047,000	45,700,000
Total	4,873,465	2,668,000	4,417,000	1,595,000	4,508,000	24,487,000	37,675,000	46,450,000

County Capital Operating Impact Summary
Fiscal Years 2010-16

Related Operating Costs	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
<i>Personnel Services</i>							
<i>Park at Blackwood Farm</i>		12,000	12,000	12,000	12,000	48,000	60,000
<i>Upper Eno Nature Preserve</i>				80,000	80,000	160,000	400,000
<i>Operations</i>							
<i>Park at Blackwood Farm</i>		5,000	5,000	5,000	5,000	20,000	25,000
<i>Upper Eno Nature Preserve</i>				50,000	50,000	100,000	250,000
<i>New Hope Preserve</i>					10,000	10,000	400,000
<i>Debt Service</i>							
<i>County Technology & Construction</i>			258,000	258,000	258,000	774,000	516,000
<i>HVAC Community Geothermal</i>			298,000	298,000	298,000	894,000	1,490,000
<i>Upper Eno Nature Preserve</i>				79,000	79,000	158,000	395,000
<i>Lands Legacy</i>				232,000	232,000	464,000	1,160,000
<i>Central Efland/North Buckhorn Sewer</i>		269,000	269,000	269,000	269,000	1,076,000	1,345,000
<i>McGowan Creek Pump Station</i>			38,000	38,000	38,000	114,000	190,000
<i>Buckhorn EDD Phase 2</i>			237,000	237,000	237,000	711,000	1,185,000
<i>Buckhorn EDD Phase 3 & 4</i>					233,000	233,000	1,165,000
<i>Efland Sewer flow to Mebane</i>					120,000	120,000	600,000
Total		286,000	1,117,000	1,558,000	1,921,000	4,882,000	9,181,000
<i>Revenues/Funding Source</i>							
<i>General Fund</i>		286,000	1,117,000	1,558,000	1,921,000	4,882,000	9,181,000
Total		286,000	1,117,000	1,558,000	1,921,000	4,882,000	9,181,000

APPROVED - Water & Sewer Utilities Capital Projects Summary
Fiscal Years 2011-16

Projects	Current Fiscal Year 2010-11	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Appropriations								
Efland/North Buckhorn Sewer Expansion	59,900	4,727,101					4,727,101	
Lake Orange Capital Maintenance		112,000	69,300				181,300	
McGowan Creek Pump Station Rehab			475,000				475,000	
Buckhorn-Mebane EDD Phase 2	200,000	275,000	2,950,000				3,225,000	
Buckhorn-Mebane EDD Phase 3 & 4			200,000	100,000	2,900,000		3,200,000	
Efland Sewer Flow to Mebane		50,000	160,000	40,000	1,400,000		1,650,000	
Richmond Hills Pump Station Rehab								175,000
Hillsborough EDD				100,000	50,000	1,000,000	1,150,000	
Eno EDD				100,000	50,000	1,000,000	1,150,000	
Total	259,900	5,164,101	3,854,300	340,000	4,400,000	2,000,000	15,758,401	175,000
General Fund Related Operating Costs								
Personnel Services								
Operations								
New Debt Service			269,000	544,000	544,000	897,000	2,254,000	5,295,000
Total Operating Costs			269,000	544,000	544,000	897,000	2,254,000	5,295,000
Revenues/Funding Source								
Transfer from General Fund			269,000	884,000	544,000	897,000	2,594,000	
Transfer from Other Projects	259,900	358,701	429,300				788,001	5,470,000
County Capital Fund Balance		112,000					112,000	
EPA Special Appropriations Grant		1,348,400					1,348,400	
Debt Financing		3,345,000	3,425,000		4,400,000	2,000,000	13,170,000	
Total	259,900	5,164,101	4,123,300	884,000	4,944,000	2,897,000	18,012,401	5,470,000

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

APPROVED - Solid Waste Capital Projects Summary
Fiscal Years 2011-16

Projects	Current Fiscal Year 2010-11	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Appropriations								
Sanitation		1,046,299	487,501	1,363,884	775,362	520,973	4,194,019	420,670
Recycling Operation		1,073,500	1,067,507	579,721	534,576	609,266	3,864,570	3,743,652
Landfill		245,933	375,993		3,320,766	1,715,881	5,658,573	3,738,449
Total		2,365,732	1,931,001	1,943,605	4,630,704	2,846,120	13,717,162	7,902,771
Revenues/Funding Source								
Sold Waste Fund Balance		439,662	654,888	187,155	3,816,014	2,031,002	7,128,721	4,159,119
3R Fee		125,000	850,857	579,721	534,576	609,266	2,699,420	3,743,652
Debt Financing		1,801,070	385,256	1,176,729	280,114	205,852	3,849,021	
Grant			40,000				40,000	
Total	-	2,365,732	1,931,001	1,943,605	4,630,704	2,846,120	13,717,162	7,902,771

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

APPROVED - Sportsplex Capital Projects Summary
Fiscal Years 2011-16

Project Budget	Current Fiscal Year 2010-11	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Appropriations								
Land/Building								
Construction/Repairs/Renovations		20,000					20,000	
Locker Room Improvements		165,000					165,000	
Parking Lot Repair/Repave		125,000				150,000	275,000	
Pool wall reglaze			125,000				125,000	
Mezzanine (Pool)				950,000			950,000	
Tilt up Panel (exterior wall system)					100,000		100,000	
Equipment/Furnishings								
Fitness Equipment replacement		36,000	100,000				136,000	
Bleachers		6,500					6,500	
Pool Dectron				217,000			217,000	
Pool pump/boiler #2		20,500					20,500	
Cooling Tower Replacement			100,000				100,000	
Major upgrade of Servers, Telephone, Sec.			110,000				110,000	
Vehicles-Activity Buses				100,000			100,000	
Rink concrete ice floor repair					150,000		150,000	
Rink de-humidication					165,000		165,000	
Zamboni					100,000		100,000	
Major rebuild - compressors/chiller barrel						100,000	100,000	
Total		373,000	435,000	1,267,000	515,000	250,000	2,840,000	
Revenues/Funding Source								
Sportsplex Fund Balance		373,000	435,000	267,000	515,000	250,000	1,840,000	
Transfer from General Fund								
Debt Financing				1,000,000				
Total		373,000	435,000	1,267,000	515,000	250,000	2,840,000	

The Sportsplex Fund is a self supporting Proprietary Fund that is used to account for revenues and expenses related to the operations of all Sportsplex Programs for the residents of Orange County.

**APPROVED Schools Capital Projects Summary
Fiscal Years 2010-16**

Projects by School System	Current Fiscal Year 2010-11	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Chapel Hill Carrboro City Schools								
Long Range Capital								
Pay-As-You-Go Funds	1,496,647	1,607,615	1,631,729	1,656,205	1,681,048	1,706,264	8,282,861	8,531,320
Lottery Proceeds	830,000	815,924	815,924	815,924	815,924	815,924	4,079,620	4,079,620
QSCB	4,630,000							
Elementary # 11		500,000	21,115,000				21,615,000	50,406,000
Total	6,956,647	2,923,539	23,562,653	2,472,129	2,496,972	2,522,188	33,977,481	63,016,940
Orange County Schools								
Long Range Capital								
Pay-As-You-Go Funds	993,569	1,021,354	1,036,674	1,052,224	1,068,008	1,084,028	5,262,288	5,420,140
Lottery Proceeds	879,608	506,349	506,349	506,349	506,349	506,349	2,531,745	2,531,745
OSCB	8,271,323							
ORHS Auxiliary Gym					10,175,000		10,175,000	37,388,000
Total	10,144,500	1,527,703	1,543,023	1,558,573	11,749,357	1,590,377	17,969,033	45,339,885
Total all Schools	17,101,147	4,451,242	25,105,676	4,030,702	14,246,329	4,112,565	51,946,514	108,356,825
Revenues/Funding Source								
General Fund (Pay-As-You-Go)	2,590,117	2,628,969	2,668,403	2,708,429	2,749,056	2,790,292	13,545,149	13,951,460
Lottery Proceeds (1)	1,709,608	1,322,273	1,322,273	1,322,273	1,322,273	1,322,273	6,611,365	6,611,365
Debt Financing	12,901,323	500,000	21,115,000		10,175,000		31,790,000	87,794,000
							-	-
	17,201,048	4,451,242	25,105,676	4,030,702	14,246,329	4,112,565	51,946,514	108,356,825

* The article 46 one quarter cent sales tax, if approved, and 50% goes to Schools, could add \$1,250,000 of additional revenues for Schools Capital

(1) \$100 million dollars of Lottery Proceeds are included the State's proposed 2011/12 budget. The funds will be distributed on the basis of each school systems Average Daily Membership. The CIP assumes that this amount will remain constant for the next five fiscal years.

APPROVED - County Capital Projects Summary
Fiscal Years 2011-16

Projects	Available Balances 2/28/2011	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Appropriations								
129 King Street		145,000					145,000	
Loan Pool Reserve		75,000					75,000	
Environment & Agricultural Ctr				210,000			210,000	
Emergency Services 510 Meadowlands	24,168			100,000			100,000	
Northern Human Services Ctr	344,400		250,000				250,000	
Seymour Senior Center			60,000				60,000	
Southern Human Services		280,000				6,650,000	6,930,000	
Southwest Branch Library	185,000	650,000				7,525,000	8,175,000	
Link Gov Services Center						1,040,000	1,040,000	
HVAC Projects Geothermal	419,719	618,000	2,432,000	655,000		25,000	3,730,000	
Roofing Projects	289,559	55,000	475,000	55,000	316,000	842,000	1,743,000	
Affordable Housing			170,000				170,000	4,000,000
Information Technology	1,176,107	500,000	500,000	500,000	500,000	500,000	2,500,000	2,500,000
Register of Deeds Automation	286,966	150,000	75,000	75,000	80,000	80,000	460,000	400,000
Park at Blackwood Farm			25,000				25,000	7,050,000
Bingham District Park								7,000,000
Cedar Grove Park Phase II								1,600,000
Conservation Easements	392,576				250,000	250,000	500,000	1,250,000
Upper Eno Nature Preserve/ Mt-to-Sea					812,000		812,000	550,000
Eurosport Soccer Center Phase II								600,000
Lands Legacy	1,754,970				2,400,000		2,400,000	1,500,000
Millhouse Road Park					100,000	6,400,000	6,500,000	3,000,000
Mountain to Sea Trail								1,000,000
New Hope Preserve/Hollow Rock Access		25,000			50,000	925,000	1,000,000	
Northeast District Park								8,000,000
River Park Phase II						250,000	250,000	
Twin Creeks Park Access			600,000				600,000	8,000,000
Total	4,873,465	2,668,000	4,417,000	1,595,000	4,508,000	24,487,000	37,675,000	46,450,000

Projects	Available Balances 2/28/2011	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Revenues/Funding Source								
Available Project Balances	633,959	444,675	484,559				929,234	
Transfer from Capital Reserve	185,000	284,894					284,894	
Transfer from General Fund	2,195,727	256,106	825,441	865,000	1,191,000	1,025,000	4,162,547	
Transfer from Other Projects	419,719	278,325					278,325	
Register of Deeds Fees	286,966	150,000	75,000	75,000	80,000	80,000	460,000	
County Capital Fund Balance		25,500					25,500	
Grant Funding from State Parks								750,000
Contributions from Durham & Chapel Hill		12,500			25,000	450,000	487,500	-
Debt Financing	1,152,094	1,216,000	3,032,000	655,000	3,212,000	22,932,000	31,047,000	45,700,000
Total	4,873,465	2,668,000	4,417,000	1,595,000	4,508,000	24,487,000	37,675,000	46,450,000

County Capital Projects
Fiscal Years 2011-16

Project Name	129 E. King Street, Hillsborough						Project Status	Approved	
Functional Service Area	Governing and Management						Starting Date	7/1/2011	
Department	Asset Management Services						Completion Date	6/30/2012	
	Prior Years	Available	Year 1	Year 2	Year 3	Year 4	Year 5	Five	Year 6
	Funding	Balances	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Year	to
Project Budget		2/28/2011	2011-12	2012-13	2013-14	2014-15	2015-16	Total	Year 10
<i>Appropriation</i>									
Land/Building									
Construction/Repairs/Renovations									
Public Defender Upfit			60,000					60,000	
Site-Civil Drainage			75,000					75,000	
Equipment/Furnishings			10,000					10,000	
Total Project Budget	-	-	145,000	-	-	-	-	145,000	
<i>General Fund Related Operating Costs</i>									
Personnel Services									
Operations									
New Debt Service									
Total Operating Costs			-	-	-	-	-	-	-
<i>Revenues/Funding Source</i>									
Transfer from County Capital Reserve			120,894					120,894	
Transfer from General Fund			11,106					11,106	
County Capital Fund Balance			13,000					13,000	
Total	-	-	145,000	-	-	-	-	145,000	-

Project Description/Justification

129 East King Street (Old Purchasing Offices) has previously been offered for sale, although no offers have been received. The site is suitable for use by the Public Defender, who is presently housed in leased space at Carr Mill Mall, Carrboro. Funding for this project allows the building to be upfit for that use within a timeframe that will allow relocation of the Public Defender no later than September 30, 2011, when the lease extension for the Carr Mill space will expire. The County will realize an approximately \$110,000 year savings when the lease is terminated. The building is situated in a manner that stormwater from surrounding properties runs freely under the structure enroute to the Hillsborough storm sewer system. Funding will allow the runoff to be diverted through piping installed under the building. This will ensure the long-term integrity of the supporting structure. The work will be required by the Building Inspections office in tandem with occupying the building.

**County Capital Projects
Fiscal Years 2011-16**

Project Name	<i>Environment and Agriculture Center</i>						Project Status	<i>Approved</i>	
Functional Service Area	<i>Governing and Management</i>						Starting Date	<i>7/1/2013</i>	
Department	<i>Asset Management Services</i>						Completion Date	<i>6/30/2014</i>	
	Prior Years	Available	Year 1	Year 2	Year 3	Year 4	Year 5	Five	Year 6
	Funding	Balances	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Year	to
Project Budget		2/28/2011	2011-12	2012-13	2013-14	2014-15	2015-16	Total	Year 10
<i>Appropriation</i>									
<i>Land/Building</i>									
<i>Construction/Repairs/Renovations</i>									
<i>Parking repair/improvements</i>					210,000			210,000	
<i>Total Project Budget:</i>					210,000			210,000	
<i>General Fund Related Operating Costs</i>									
<i>Personnel Services</i>									
<i>Operations</i>									
<i>New Debt Service</i>									
<i>Total Operating Costs</i>			-	-	-	-	-	-	-
<i>Revenues/Funding Source</i>									
<i>Transfer from General Fund</i>					210,000				
<i>Total</i>	-	-	-	-	210,000	-	-	210,000	-

Project Description/Justification

The Environment and Agriculture Center (EAC) was renamed following relocation of the Planning/Inspections and Environmental Health offices to the newly constructed West Campus Office Building in 2009. It houses the Department of Environment, Agriculture, Parks and Recreation (DEAPR), Cooperative Extension, Soil and Water, the Farm Services Agency, a Federal support agency for the agriculture community as well as provides a space for managed records storage for county departments. Emergency Medical Services, Base #1 occupies a separate building on the site. Funding for this project will allow parking lots to be resurfaced and site drainage issues addressed. The parking areas, vintage from the days in which the building was used as a grocery store prior to the County's acquisition in the late 1980's, continue to break apart with age and use. Frequent use by heavier vehicles, such as ambulances accelerates the deterioration as well.

County Capital Projects
Fiscal Years 2011-16

Project Name	Emergency Services Meadowlands						Project Status	Approved	
Functional Service Area	Governing and Management						Starting Date	7/1/2013	
Department	Asset Management Services						Completion Date	6/30/2014	
Project Budget	Prior Years Funding	Available Balances 2/28/2011	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Appropriation									
Land/Building								-	
Construction/Repairs/Renovations ¹	3,531,714	24,168			100,000			100,000	
Rear area impervious surface installation									
Equipment/Furnishings									
Total Project Budget	3,531,714	24,168	-	-	100,000		-	100,000	
General Fund Related Operating Costs									
Personnel Services									
Operations									
New Debt Service									
Total Operating Costs			-	-	-	-	-	-	-
Revenues/Funding Source									
Transfer from General Fund	1,362,991	24,168			100,000			100,000	-
Transfer from Projects	283,723		-						
Debt Financing	1,885,000		-						
Total	3,531,714	24,168	-	-	100,000	-	-	100,000	-

Project Description/Justification

Funding for this project would allow approximately 11,000 square foot area to the rear of Emergency Services office at 510 Meadowlands to be developed as a gravel multi-function area in order to allow full utilization of the site during emergencies. The current grassy area would not support vehicular traffic, heavy staging of materials/supplies, set up of emergency services tents, etc. Current regulations require any area which exceeds 2,500 square feet to be engineered and constructed with site drainage and subsurface drainage pursuant to impervious surface requirements

County Capital Projects
Fiscal Years 2011-16

Project Name	Northern Human Services Center						Project Status	Approved	
Functional Service Area	Governing and Management						Starting Date	7/1/2012	
Department	Asset Management Services						Completion Date	6/30/2013	
	Prior Years	Available	Year 1	Year 2	Year 3	Year 4	Year 5	Five	Year 6
	Funding	Balances	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Year	to
Project Budget		2/28/2011	2011-12	2012-13	2013-14	2014-15	2015-16	Total	Year 10
<i>Appropriation</i>									
Land/Building									
Construction/Repairs/Renovations	714,545	344,400		250,000				250,000	
Equipment/Furnishings									
Total Project Budget	714,545	344,400	-	250,000			-	250,000	
<i>General Fund Related Operating Costs</i>									
Personnel Services									
Operations									
New Debt Service									
Total Operating Costs			-	-	-	-	-	-	-
<i>Revenues/Funding Source</i>									
Transfer from General Fund	396,545	344,400							
Transfer from Project				250,000					
Debt Financing	318,000								
Total	714,545	344,400	-	250,000	-	-	-	250,000	-

Project Description/Justification

These funds would support the removal of the Northern Human Services Center. A deconstruction/demolition combination process is recommended, whereby a salvage operation would be conducted to remove items of value or with re-use potential, then the remaining areas removed using traditional demolition techniques. Most masonry products that cannot be reclaimed for direct reuse can be processed for use as an aggregate substitute. Costs for this operation include abatement of asbestos that is present in the building as well. Staff will solicit input regarding future uses of the site and work with the Cedar Grove day Care as appropriate following the Board's decision regarding the disposition of the building. This process will be the similar to the Community School for People Under Six as they transitioned from the Northside Facility in Chapel Hill.

County Capital Projects
Fiscal Years 2011-16

Project Name	Robert & Pearl Seymour Senior Center						Project Status	Approved	
Functional Service Area	Governing and Management						Starting Date	7/1/2012	
Department	Asset Management Services						Completion Date	6/30/2013	
	Prior Years	Available	Year 1	Year 2	Year 3	Year 4	Year 5	Five	Year 6
	Funding	Balances	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Year	to
Project Budget		2/28/2011	2011-12	2012-13	2013-14	2014-15	2015-16	Total	Year 10
<i>Appropriation</i>									
<i>Land/Building</i>									
<i>Construction/Repairs/Renovations</i>									
<i>Generator, Design</i>				60,000				60,000	
<i>Equipment/Furnishings</i>									
<i>Total Project Budget</i>	-	-	-	60,000	-		-	60,000	
<i>General Fund Related Operating Costs</i>									
<i>Personnel Services</i>									
<i>Operations</i>									
<i>New Debt Service</i>									
<i>Total Operating Costs</i>			-	-	-	-	-	-	-
<i>Revenues/Funding Source</i>									
<i>Transfer from General Fund</i>				60,000				60,000	
<i>Debt Financing</i>									
<i>Total</i>	-	-	-	60,000	-	-	-	60,000	-

Project Description/Justification

The Seymour Center was originally designed to be "generator ready", which means in the event of an emergency, a generator would be brought on site to provide power to the Center. Availability of equipment the size and type that would be needed have become increasingly difficult to access on an "on-call" basis. Availability, delivery and set up within the timeframe needed to set up sheltering operations at this site cannot be guaranteed. In order to ensure the facility is prepared in the event it is called into service as a sheltering option, the purchase and installation of a permanent generator is recommended.

County Capital Projects
Fiscal Years 2011-16

Project Name	Southern Human Services Center Expansion						Project Status	Approved	
Functional Service Area	Governing and Management						Starting Date	7/1/2011	
Department	Asset Management Services						Completion Date	7/1/2017	
Project Budget	Prior Years Funding	Available Balances 2/28/2011	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Appropriation									
Land/Building									
Construction/Repairs/Renovations									
Health Clinic & DSS Renovations			180,000					180,000	
Site Master Plan			100,000					100,000	
Building Expansion ³							6,650,000	6,650,000	
Equipment/Furnishings									
Total Project Budget			280,000	-	-		6,650,000	6,930,000	
General Fund Related Operating Costs									
Personnel Services									
Operations									
New Debt Service									
Total Operating Costs			-	-	-	-	-	-	
Revenues/Funding Source									
Transfer from General Fund									
Transfer from Other Projects									
Debt Financing			280,000				6,650,000	6,930,000	
Total			280,000	-	-	-	6,650,000	6,930,000	

Project Description/Justification

In February 2007, the Board approved a master plan for the Southern Human Services Center site and in November 2010, authorized the preparation of a formal Master Plan for the campus, which included a Dental Clinic. In the first year of the CIP, Medicaid Maximization funds are proposed to expand Personal Health clinic and records areas at the Southern Human Services Center; as well as to improve patient flow. Development of a negative pressure room is a critical component of the work. The proposed Master Plan would include requirements associated with the needed SUP modification for separate site preparation activities that might be necessary to preserve the County's long-term development options at this location. Expansion of the existing building to accommodate future Human Services program needs is projected later in the plan to allow the logical and timely development of master plan recommendations.

County Capital Projects
Fiscal Years 2011-16

Project Name	Southwest Branch Library						Project Status	Approved	
Functional Service Area	Governing and Management						Starting Date	7/1/2011	
Department	Asset Management Services						Completion Date	7/1/2017	
Project Budget	Prior Years Funding	Available Balances 2/28/2011	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Appropriation									
Land/Building ¹			650,000					650,000	
Professional Services ²							270,000	270,000	
Construction/Repairs/Renovations ²							7,015,000	7,015,000	
Equipment/Furnishings ²							240,000	240,000	
Total Project Budget			650,000	-	-		7,525,000	8,175,000	
General Fund Related Operating Costs									
Personnel Services									
Operations									
New Debt Service									
Total Operating Costs			-	-	-	-	-	-	
Revenues/Funding Source									
Transfer from General Fund								-	
Transfer from Capital Reserve			214,000					214,000	
Debt Financing			436,000				7,525,000	7,961,000	
Total		-	650,000	-	-	-	7,525,000	8,175,000	

Project Description/Justification

Funding is provided for purchase of land should the County Commissioners choose to move forward with the development of a Southwest Branch Library. Design and construction costs are projected within a timeframe commensurate with debt capacity; and the timeliness of design prior to construction commencement.

County Capital Projects
Fiscal Years 2011-16

Project Name	Up fit of Link Government Services Center						Project Status		Approved
Functional Service Area	Governing and Management						Starting Date		7/1/2000
Department	Asset Management Services						Completion Date		Ongoing
Project Budget	Prior Years Funding	Available Balances 2/28/2011	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Appropriation									
Land/Building									
Construction/Repairs/Renovations	675,000						1,040,000	1,040,000	
Equipment/Furnishings									
Total Project Budget	675,000						1,040,000	1,040,000	
General Fund Related Operating Costs									
Personnel Services									
Operations									
New Debt Service									
Total Operating Costs			-	-	-	-	-	-	-
Revenues/Funding Source									
Transfer from General Fund	675,000						1,040,000	1,040,000	
Debt Financing									
Total	675,000	-	-	-	-	-	1,040,000	1,040,000	-

Project Description/Justification

Link Phase 2 is an ongoing project to develop a permanent public meeting room for County Commissioners. Phase 1 was completed in FY09. ARRA funds are available for a geothermal HVAC installation for the permanent public meeting room. The proposed Link Center geothermal project will complete the entire building and is recommended for priority funding in FY2012 since it is partially funded by ARRA grant funds that must be spent no later than December 31, 2011.

**County Capital Projects
Fiscal Years 2011-16**

Project Name Functional Service Area Department	HVAC Projects Governing and Management Asset Management Services		Project Status Starting Date Completion Date						Approved 7/1/2000 Ongoing
Project Budget	Prior Years Funding	Available Balances 2/28/2011	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
<i>Appropriation</i>									
Construction/Repairs/Renovations	708,000	90,777							
Community Geothermal ^{3,5}				2,432,000	655,000			3,087,000	
-Link Phase2 Geothermal ^{3,4}		328,942	618,000					618,000	
Efland CC HVAC Replacement							25,000	25,000	
Total Project Budget Geothermal	708,000	419,719	618,000	2,432,000	655,000	-	25,000	3,730,000	
<i>General Fund Related Operating Costs</i>									
Personnel Services									
Operations									
New Debt Service					298,000	298,000	298,000	894,000	1,490,000
Total Operating Costs			-	-	298,000	298,000	298,000	894,000	1,490,000
<i>Revenues/Funding Source</i>									
Transfer from General Fund	708,000	419,719			298,000	298,000	323,000	919,000	1,490,000
Transfer from Other Projects			278,325					278,325	
Available Funds Within the Project			162,000					162,000	
Grant Funding ECCBG			177,675					177,675	
Debt Financing				2,432,000	655,000			3,087,000	
Total	708,000	419,719	618,000	2,432,000	953,000	298,000	323,000	4,624,000	1,490,000

Project Description/Justification

In the absence of compelling reasons to the contrary, geothermal is projected for all HVAC replacement projects recommended in this Plan. While initial costs come at a slight premium over conventional systems, the on-going operational cost savings (30-35% annually) and the speed at which the premium capital cost is recovered, outweigh the initially more expensive installation. For example, the Justice Facility, whose system has been in use since 2008, is on track to recoup the premium cost by 2016 and is experiencing a 30% savings in annual heating and cooling costs. The proposed Link Center geothermal project will complete the entire building and is recommended for priority funding in FY2012 since it is partially funded by ARRA grant funds that must be spent no later than December 31, 2011. The system will be sized in a manner that will accommodate any future development of a Commissioners meeting room. The remaining components of the Community Geothermal Project, recommended for funding the following year, will serve the remaining facilities on the "East Campus", including the Jail, District Attorney's office, Historic Courthouse, Court Street Annex, and the Government Services Annex.

County Capital Projects
Fiscal Years 2011-16

Project Name	Roofing Projects						Project Status		Approved
Functional Service Area	Governing and Management						Starting Date		7/1/2000
Department	Asset Management Services						Completion Date		Ongoing
Project Budget	Prior Years Funding	Available Balances 2/28/2011	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
<i>Appropriation</i>									
Construction/Repairs/Renovations	1,433,100	289,559	55,000					55,000	
Court Street Annex				16,000			77,000	93,000	
Jail (1997 Addition) Replacement				35,000				35,000	
Justice Facility (New) - Two flat roofs				14,000				14,000	
AMS North Administrative Bldg					55,000			55,000	
503 W. Franklin (Skills Development Center)						216,000		216,000	
SHSC						100,000		100,000	
AMS North Operations Warehouse							21,000	21,000	
EMS Station-Revere Road							68,000	68,000	
AMS North Motorpool Facility							481,000	481,000	
EAC							195,000	195,000	
Central Recreation				410,000				410,000	
Northern Human Services ¹									
Total Project Budget	1,433,100	289,559	55,000	475,000	55,000	316,000	842,000	1,743,000	
<i>Revenues/Funding Source</i>									
Transfer from General Fund	1,433,100	289,559	55,000	475,000	55,000	316,000		901,000	
Debt Financing							842,000	842,000	
Total	1,433,100	289,559	55,000	475,000	55,000	316,000	842,000	1,743,000	

Project Description/Justification

Roofing replacement priorities are determined by a Roof Replacement Schedule prepared in 1998 and updated in 2003 and 2006. The Schedule will be update in 2011 to reflect additions and divestitures since 2006. Individual projects and their anticipated funding period are itemized above. If a deconstruction/demolition combination process is not completed and the County keeps the Northern Human Services facility in service a new roof will be needed by 2013.

1) If a deconstruction/demolition combination process is not completed and the County keeps the Northern Human Services facility in service, a new roof will be needed by 2013.

County Capital Projects
Fiscal Years 2011-16

Project Name Functional Service Area Department	Affordable Housing Community and Environment Housing, Human Rights and Community Development						Project Status Starting Date Completion Date	Approved 7/1/1997 Ongoing			
Project Budget	Prior Years Funding	Available Balances 2/28/2011	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10		
Appropriation											
Professional Services											
Construction/Repairs/Renovations	6,115,000	892,362	170,000							170,000	4,000,000
Equipment/Furnishings											
Total Project Budget	6,115,000	892,362	170,000	-	-	-	-	170,000	4,000,000		
General Fund Related Operating Costs											
Personnel Services											
Operations											
New Debt Service											
Total Operating Costs			-	-	-	-	-	-	-		
Revenues/Funding Source											
Transfer from General Fund	315,000		170,000							170,000	
Debt Financing	5,800,000	892,362									4,000,000
Total	6,115,000	892,362	170,000	-	-	-	-	170,000	4,000,000		

Project Description/Justification

The Affordable Housing project has been primarily funded with two General Obligation Bond Referendums, in 1997 and 2001. The purpose of the project is to fund low and moderate income housing in Orange County. The Board has awarded bond funds to local non-profit organizations to construct new homes, rehabilitate existing substandard properties and acquire land for future housing development. Local non-profit organizations pay impact fees at the time a new home is permitted. Once the home is constructed and occupied by low and moderate income residents the non-profit can request a reimbursement of paid impact fees per the County's policy. On November 1, 1995, the BOCC approved a policy for impact fee reimbursement to local non-profit organizations that met the established eligibility criteria. There are several potentially large refunds expected in the next few years, therefore in FY 11/12, \$170,000 is recommended to pay future impact fee reimbursements.

County Capital Projects
Fiscal Years 2011-16

Project Name Functional Service Area Department	Information Technology General Services Information Technologies		Project Status Starting Date Completion Date						Approved 7/1/1990 Ongoing
	Prior Years Funding	Available Balances 2/28/2011	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Project Budget									
<i>Appropriation</i>									
Professional Services									
Construction/Repairs/Renovations									
Equipment/Furnishings	2,871,613	1,176,107	500,000	500,000	500,000	500,000	500,000	2,500,000	2,500,000
Total Project Budget	2,871,613	1,176,107	500,000	500,000	500,000	500,000	500,000	2,500,000	2,500,000
<i>General Fund Related Operating Costs</i>									
Personnel Services									
Operations									
New Debt Service									
Total Operating Costs			-	-	-	-	-	-	-
<i>Revenues/Funding Source</i>									
Transfer from General Fund	2,871,613	976,107	-	500,000	500,000	500,000	500,000	2,000,000	2,500,000
Capital Projects Fund Balance		200,000							
Debt Financing			500,000					500,000	
Total	2,871,613	1,176,107	500,000	500,000	500,000	500,000	500,000	2,500,000	2,500,000

Project Description/Justification

The Information Technology project incorporates a number of technology improvement efforts the County plans to in the next five years. The improvements include but are not limited to: server replacements and upgrades, desk top and laptop replacements, PC software upgrades, GIS software and hardware upgrades and upgrades to the Permits Plus software.

County Capital Projects
Fiscal Years 2011-16

Project Name	Register of Deeds Automation						Project Status	Approved	
Functional Service Area	General Services						Starting Date	7/1/2001	
Department	Register of Deeds						Completion Date	Ongoing	
Project Budget	Prior Years Funding	Available Balances 2/28/2011	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Appropriation									
Professional Services ²									
Construction/Repairs/Renovations ²									
Equipment/Furnishings ²	715,514	286,966	150,000	75,000	75,000	80,000	80,000	460,000	400,000
Total Project Budget	715,514	286,966	150,000	75,000	75,000	80,000	80,000	460,000	400,000
General Fund Related Operating Costs									
Personnel Services									
Operations									
New Debt Service									
Total Operating Costs			-	-	-	-	-	-	-
Revenues/Funding Source									
Transfer from General Fund									
Register of Deeds Fees	715,514	286,966	150,000	75,000	75,000	80,000	80,000	460,000	400,000
Total	715,514	286,966	150,000	75,000	75,000	80,000	80,000	460,000	400,000

Project Description/Justification

The Register of Deeds Automation project is funded with fees collected by the Register of Deeds. The funding is mandated by NC General Statute 161-11.3 which requires all Counties to reserve ten percent of revenues collected and retained by the County in a nonreverting Automation Enhancement and Preservation Fund. The proceeds shall be expended on computers or imaging technology and needs associated with the preservation and storage of public records in the Register of Deeds Office.

County Capital Projects
Fiscal Years 2011-16

Project Name	The Park at Blackwood Farm						Project Status	Approved	
Functional Service Area	Community and Environment						Starting Date	7/1/2012	
Department	DEAPR						Completion Date	7/1/2019	
Project Budget	Prior Years Funding	Available Balances 2/28/2011	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Appropriation									
Land/Building									
Construction/Repairs/Renovations				25,000				25,000	7,000,000
Equipment/Furnishings								-	50,000
Total Project Budget	-	-	-	25,000	-	-	-	25,000	7,050,000
General Fund Related Operating Costs									
Personnel Services				12,000	12,000	12,000	12,000	48,000	190,000
Operations				5,000	5,000	5,000	5,000	20,000	150,000
New Debt Service									
Total Operating Costs			-	17,000	17,000	17,000	17,000	68,000	340,000
Revenues/Funding Source									
Transfer from general Fund				38,000	13,000	13,000	13,000	77,000	340,000
Grants (PARTF), User Fees				4,000	4,000	4,000	4,000	16,000	50,000
Future Debt Issuance									7,000,000
Total	-	-	-	42,000	17,000	17,000	17,000	93,000	7,390,000

Project Description/Justification

The Park at Blackwood Farm is a 152-acre site located midway between Chapel Hill and Hillsborough on NC 86 and New Hope Church Road. The adopted master plan includes a multi-faceted park that retains components of the farm's agricultural past, including community gardens and agricultural demonstration areas and exhibits. It also includes an amphitheatre, fishing, trails and open fields - as well as the proposed DEAPR Operations Base and Environmental Education Center. The Year 2 funding reflects potential for opening community gardens and a few limited activities by 2013, with the bulk of the park (and building) construction to come in year 8.

County Capital Projects
Fiscal Years 2011-16

Project Name	Bingham District Park						Project Status	Approved	
Functional Service Area	Community and Environment						Starting Date	unknown	
Department	DEAPR						Completion Date	7/1/2021	
Project Budget	Prior Years Funding	Available Balances 2/28/2011	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Appropriation									-
Land/Building									7,000,000
Construction/Repairs/Renovations									
Equipment/Furnishings									7,000,000
Total Project Budget	-	-	-	-	-	-	-	-	
General Fund Related Operating Costs									
Personnel Services									
Operations									
New Debt Service									
Total Operating Costs			-	-	-	-	-	-	-
Revenues/Funding Source									
Transfer from general Fund									7,000,000
Future Debt Issuance									7,000,000
Total	-	-	-	-	-	-	-	-	

Project Description/Justification

Bingham District Park, to be acquired in 2011 or 2012, would be a park with both active and low-impact recreation facilities in Bingham Township, as per the Parks Plan.

County Capital Projects
Fiscal Years 2011-16

Project Name	Cedar Grove Park, Phase II						Project Status	Approved	
Functional Service Area	Community and Environment						Starting Date	unknown	
Department	DEAPR						Completion Date	7/1/2021	
Project Budget	Prior Years Funding	Available Balances 2/28/2011	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Appropriation									
Land/Building									-
Construction/Repairs/Renovations	1,848,000								1,600,000
Equipment/Furnishings									
Total Project Budget	1,848,000	-	-	-	-	-	-	-	1,600,000
General Fund Related Operating Costs									
Personnel Services									
Operations									
New Debt Service									
Total Operating Costs			-	-	-	-	-	-	-
Revenues/Funding Source									
Transfer from Other Funds	148,000								
Grant Funding	500,000								
Debt Financing	1,200,000								1,600,000
Total	1,848,000	-	-	-	-	-	-	-	1,600,000

Project Description/Justification

Phase II of Cedar Grove Park, opened in 2009, would include an additional baseball/softball field, trails, and other amenities.

County Capital Projects
Fiscal Years 2011-16

Project Name	Conservation Easements (Lands Legacy - pt)						Project Status		Approved
Functional Service Area	Community and Environment						Starting Date		7/1/2002
Department	DEAPR						Completion Date		Ongoing
Project Budget	Prior Years Funding	Available Balances 2/28/2011	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Appropriation									
Land/Building	5,878,181	392,576				250,000	250,000	500,000	1,250,000
Construction/Repairs/Renovations	-								
Equipment/Furnishings	-								
Total Project Budget	5,878,181	392,576	-	-	-	250,000	250,000	500,000	1,250,000
General Fund Related Operating Costs									
Personnel Services									
Operations									
New Debt Service									
Total Operating Costs			-	-	-	-	-	-	-
Revenues/Funding Source									
Transfer from General Fund	350,000					250,000	250,000	500,000	
Transfer from Other Projects	143,000								
Grant Funding	2,385,181								
Debt Financing	3,000,000	392,576							1,250,000
Total	5,878,181	392,576	-	-	-	250,000	250,000	500,000	1,250,000

Project Description/Justification

The Conservation Easements component of Lands Legacy was funded in July 2002, and works to provide matching funds to acquire conservation easements to conserve prime or threatened farmland or sensitive natural areas in keeping with Board goals and Lands Legacy priorities. Generally, these lands have conservation values or agricultural operations to be enhanced and protected - the land stays in private ownership and is not publicly-accessible except upon landowner consent. Over 1,500 acres of conservation easement lands have been conserved to date, with over \$3 million in state/federal grants. However, funding for the program is largely committed and projected to expire in FY 2012-13. Blue Bonnet Farm, Back Creek Area, and Cane Creek area and the three projects under negotiations that will use the remaining funds and the County will continue aggressively seek to leverage these funds through grants and partnership funding

County Capital Projects
Fiscal Years 2011-16

Project Name	<i>Upper Eno Nature Preserve / Mountains-to-Sea Trail Segment 4</i>						Project Status	<i>Approved</i>	
Functional Service Area	<i>Community and Environment</i>						Starting Date	<i>7/1/2013</i>	
Department	<i>DEAPR</i>						Completion Date	<i>7/1/2019</i>	
Project Budget	Prior Years Funding	Available Balances 2/28/2011	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
<i>Appropriation</i>									
<i>Land/Building</i>									-
<i>Construction/Repairs/Renovations</i>					750,000			750,000	500,000
<i>Equipment/Furnishings</i>					62,000			62,000	50,000
<i>Total Project Budget</i>			-	-	812,000	-	-	812,000	550,000
<i>General Fund Related Operating Costs</i>									
<i>Personnel Services</i>						80,000	80,000	160,000	400,000
<i>Operations</i>						50,000	10,000	60,000	50,000
<i>New Debt Service</i>						79,000	79,000	158,000	316,000
<i>Total Operating Costs</i>			-	-	-	209,000	169,000	378,000	766,000
<i>Revenues/Funding Source</i>									
<i>Transfer from general Fund</i>						209,000	169,000	378,000	766,000
<i>Future Debt Issuance</i>					812,000			812,000	550,000
<i>Total</i>		-	-	-	812,000	209,000	169,000	1,190,000	1,316,000

Project Description/Justification

The Upper Eno Nature Preserve encompasses several hundred acres of sensitive natural heritage lands, wildlife habitat and prime forests. Public Access Areas are envisioned at two locations - the Seven Mile Creek Preserve (at Moorefields and/or Mount Willing Roads) and the McGowan Creek Preserve (US 70 East). The Seven Mile Creek Preserve would also include a segment of the NC Mountains-to-Sea Trail en route to Hillsborough and Eno River State Park. This project is projected to begin in 2013 with the Seven Mile Creek access areas and trail segments, as well as wildlife viewing areas and primitive camping. The McGowan Creek Preserve component construction would be envisioned for Year 8.

County Capital Projects
Fiscal Years 2011-16

Project Name	<i>Eurosport Soccer Center, Phase II</i>						Project Status	<i>Approved</i>	
Functional Service Area	<i>Community and Environment</i>						Starting Date	<i>unknown</i>	
Department	<i>DEAPR</i>						Completion Date	<i>7/1/2021</i>	
Project Budget	Prior Years Funding	Available Balances 2/28/2011	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
<i>Appropriation</i>									
<i>Land/Building</i>									-
<i>Construction/Repairs/Renovations</i>									600,000
<i>Equipment/Furnishings</i>									
<i>Total Project Budget</i>	-	-	-	-	-	-	-	-	600,000
<i>General Fund Related Operating Costs</i>									
~~6~~ <i>Personnel Services</i>									
~~2~~ <i>Operations</i>									
~~9~~ <i>New Debt Service</i>									
<i>Total Operating Costs</i>			-	-	-	-	-	-	-
<i>Revenues/Funding Source</i>									
<i>Transfer from general Fund</i>									600,000
<i>Future Debt Issuance</i>									
<i>Total</i>	-	-	-	-	-	-	-	-	600,000

Project Description/Justification

Phase II of Eurosport Soccer Center would add tennis courts to the northern (back) portion of the site, and pave additional parking.

County Capital Projects
Fiscal Years 2011-16

Project Name Functional Service Area Department	Lands Legacy Program Community and Environment DEAPR		Project Status Starting Date Completion Date						Approved 4/1/2000 Ongoing
Project Budget	Prior Years Funding	Available Balances 2/28/2011	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Appropriation									
Land/Building	6,010,452	1,754,970			2,400,000			2,400,000	1,500,000
Construction/Repairs/Renovations	-								
Equipment/Furnishings	-								
Total Project Budget	6,010,452	1,754,970	-	-	2,400,000		-	2,400,000	1,500,000
General Fund Related Operating Costs									
Personnel Services									
Operations									
New Debt Service						232,000	232,000	464,000	1,160,000
Total Operating Costs			-	-	-	232,000	232,000	464,000	1,160,000
Revenues/Funding Source									
Transfer from general fund	1,110,452	995,452							
Debt Financing	4,900,000	759,518			2,400,000	232,000	232,000	2,864,000	1,160,000
Pay-as-you-go funding beginning Year 8									1,500,000
Total	6,010,452	1,754,970	-	-	2,400,000	232,000	232,000	2,864,000	2,660,000

Project Description/Justification

The Lands Legacy Program, established in April 2000, is a comprehensive program to conserve and protect the County's most critical natural and cultural resources, including future parklands; natural areas, wildlife habitat and prime forests; watershed stream buffers; and historic and archaeological sites. Farmland preservation and some components of natural areas conservation also occurs through the parallel "Conservation Easements" account. Acquisition of the Bingham Township Parks site and the continued acquisition of property for the Seven Mile Creek Preserve/Mountains-to-Sea Trail are the top two priorities for available funds. The County has and will continue aggressively seek to leverage these funds through grants (\$5 million to date) and partnership funding.

County Capital Projects
Fiscal Years 2011-16

Project Name	Millhouse Road Park						Project Status	Approved	
Functional Service Area	Community and Environment						Starting Date	7/12/2014	
Department	DEAPR						Completion Date	7/1/2018	
Project Budget	Prior Years Funding	Available Balances 2/28/2011	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
<i>Appropriation</i>									
Land/Building	188,712								
Construction/Repairs/Renovations	76,090					100,000	6,400,000	6,500,000	3,000,000
Equipment/Furnishings								-	
Total Project Budget	264,802	-	-	-	-	100,000	6,400,000	6,500,000	3,000,000
<i>General Fund Related Operating Costs</i>									
Personnel Services									400,000
Operations									500,000
New Debt Service									
Total Operating Costs			-	-	-	-	-	-	900,000
<i>Revenues/Funding Source</i>									
Transfer from general Fund	76,090								
Transfer from other Projects	188,712								
Future Debt Issuance						50,000	3,200,000	3,250,000	1,500,000
Possible Town of Chapel Hill funding						50,000	3,200,000	3,250,000	1,500,000
Operations/funding from other sources?									900,000
Total	264,802	-	-	-	-	100,000	6,400,000	6,500,000	3,900,000

Project Description/Justification

Millhouse Road Park, a 79-acre site just north of Chapel Hill was acquired in 2004/2007 for a future park site. Discussion to date has focused on a soccer field complex, walking trails and other amenities. Staff-level discussions have been held with the Town of Chapel Hill (an adjoining landowner) about a joint project between the County and Town, a concept which was also broached in a Board work session of October 2010. A possible Phase II would add a gymnasium structure, identified as a mutual facility need by both jurisdictions. The proposed budget reflects a possible Town/County partnership concept.

County Capital Projects
Fiscal Years 2011-16

Project Name	<i>Mountains to Sea Trail</i>						Project Status	<i>Approved</i>	
Functional Service Area	<i>Community and Environment</i>						Starting Date	<i>unknown</i>	
Department	<i>DEAPR</i>						Completion Date	<i>7/1/2021</i>	
Project Budget	Prior Years Funding	Available Balances 2/28/2011	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
<i>Appropriation</i>									
<i>Land/Building</i>									
<i>Construction/Repairs/Renovations</i>									1,000,000
<i>Equipment/Furnishings</i>									
<i>Total Project Budget</i>	-	-	-	-	-	-	-	-	1,000,000
<i>General Fund Related Operating Costs</i>									
<i>Personnel Services</i>									
<i>Operations</i>									
<i>New Debt Service</i>				-	-	-	-	-	-
<i>Total Operating Costs</i>			-	-	-	-	-	-	-
<i>Revenues/Funding Source</i>									
<i>Transfer from general Fund</i>									750,000
<i>Grant Funding from State Parks</i>									250,000
<i>Future Debt Issuance</i>									
<i>Total</i>	-	-	-	-	-	-	-	-	1,000,000

Project Description/Justification

Construction of segments of the Mountains-to-Sea Trail as lands are acquired and segments connected. Lands will be acquired using the Lands Legacy Program Funds. (Note: The Seven Mile Creek Preserve portion of the trail would be created as part of the Upper Eno Nature Preserve project).

County Capital Projects
Fiscal Years 2011-16

Project Name	New Hope Preserve / Hollow Rock Public Access Area						Project Status	Approved	
Functional Service Area	Community and Environment						Starting Date	7/12/2014	
Department	DEAPR						Completion Date	7/1/2017	
Project Budget	Prior Years Funding	Available Balances 2/28/2011	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Appropriation									
Land/Building									
Construction/Repairs/Renovations			25,000			50,000	900,000	975,000	
Equipment/Furnishings							25,000	25,000	
Total Project Budget			25,000			50,000	925,000	1,000,000	
General Fund Related Operating Costs									
Personnel Services							10,000	10,000	400,000
Operations									
New Debt Service							10,000	10,000	400,000
Total Operating Costs			-	-	-	-	10,000	10,000	400,000
Revenues/Funding Source									
Transfer from general Fund			12,500			25,000	35,000	72,500	200,000
Funding from Durham County & Chapel Hill			12,500			25,000	450,000	487,500	200,000
Future Debt Issuance							450,000	450,000	-
Total		-	25,000	-	-	50,000	935,000	1,010,000	400,000

Project Description/Justification

The New Hope Preserve, including the Hollow Rock Public Access Area, will feature hiking trails and environmental education signage throughout a 72-acre site owned by Orange County, Durham County and the Town of Chapel Hill. These costs are for Orange County side facilities, including parking, driveway, trails, kiosks and other low-impact amenities. Trails and amenities on the other partner lands will be funded by those jurisdictions, and one-half of the Orange County facilities (which includes the most substantial area of the preserve) is projected for funding assistance from Durham and Chapel Hill, whose residents will benefit from the Preserve. Archaeological survey work is needed in the short term (Year 1). with facilities to be constructed in Year 5.

County Capital Projects
Fiscal Years 2011-16

Project Name	Northeast District Park						Project Status	Approved	
Functional Service Area	Community and Environment						Starting Date	unknown	
Department	DEAPR						Completion Date	7/1/2021	
Project Budget	Prior Years Funding	Available Balances 2/28/2011	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Appropriation									-
Land/Building									8,000,000
Construction/Repairs/Renovations									
Equipment/Furnishings									
Total Project Budget			-	-	-	-	-	-	8,000,000
General Fund Related Operating Costs									
Personnel Services									
Operations									-
New Debt Service									-
Total Operating Costs			-	-	-	-	-	-	-
Revenues/Funding Source									
Transfer from general Fund									8,000,000
Future Debt Issuance									-
Funding from other infrastructure partner									-
Town of Carrboro operations/funding									
Total			-	-	-	-	-	-	8,000,000

Project Description/Justification

Northeast District Park is a 142-acre site acquired in late-2007 as the future district park for northern Orange County. The site was acquired with the potential for appropriate co-located facilities in mind. A Preliminary Concept Plan was prepared by staff that identifies the most likely locations for different types of park activities, including a potential solid waste convenience center and possible emergency services facility within the park. No master plan has been developed. The property is currently land-banked and leased to a local farmer for cattle grazing pending future construction.

County Capital Projects
Fiscal Years 2011-16

Project Name	RiverPark, Phase II Community and Environment						Project Status	Approved	
Functional Service Area	DEAPR						Starting Date	7/1/2015	
Department							Completion Date	7/1/2016	
Project Budget	Prior Years Funding	Available Balances 2/28/2011	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Appropriation									
Land/Building							250,000	250,000	
Construction/Repairs/Renovations	50,000								
Equipment/Furnishings									
Total Project Budget	50,000	-	-	-	-	-	250,000	250,000	-
General Fund Related Operating Costs									
Personnel Services									
Operations									
New Debt Service									
Total Operating Costs			-	-	-	-	-	-	-
Revenues/Funding Source									
Transfer from general Fund	50,000						250,000	250,000	-
Future Debt Issuance									
Total	50,000	-	-	-	-	-	250,000	250,000	-

Project Description/Justification

Phase II of RiverPark, located behind the Courthouse and County East Campus, would include a performance shell for events, benches, and a small exhibit on the Occoneechee tribe.

County Capital Projects
Fiscal Years 2011-16

Project Name	Twin Creeks Park and Educational Campus Phase II						Project Status	Approved	
Functional Service Area	Community and Environment						Starting Date	7/1/2009	
Department	DEAPR						Completion Date	7/1/2021	
Project Budget	Prior Years Funding	Available Balances 2/28/2011	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Appropriation									
Land/Building	50,814								
Construction/Repairs/Renovations	1,928,643			600,000				600,000	8,000,000
Equipment/Furnishings									
Total Project Budget	1,979,457	-	-	600,000	-	-	-	600,000	8,000,000
General Fund Related Operating Costs									
Personnel Services									
Operations									
New Debt Service									
Total Operating Costs			-	-	-	-	-	-	-
Revenues/Funding Source									
Transfer from general Fund	900,000								
Future Debt Issuance	650,000			600,000				600,000	8,000,000
Funding from other infrastructure partner									
Grant Funding NCDOT	429,457								
Total	1,979,457	-	-	600,000	-	-	-	600,000	8,000,000

Project Description/Justification

Twin Creeks (Moniese Nomp) Park is located along Old NC 86 north of Carrboro. Funding for this Phase II of this park is projected to be in years 6-10. However, an opportunity to construct the main entry road may exist in 2013 in conjunction with shared roadway owner MI Homes and Ballentine subdivision. Potential participation in 50% of the road construction cost is reflected here, if the County chooses to participate. (If it does not participate, a longer more costly segment of the road may be required in the future at the time of park construction.) A Phase III of the park would likely exist and be beyond the scope of Year 10.

APPROVED - Water & Sewer Utilities Capital Projects Summary
Fiscal Years 2011-16

Projects	Current Fiscal Year 2010-11	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Appropriations								
Efland/North Buckhorn Sewer Expansion	59,900	4,727,101					4,727,101	
Lake Orange Capital Maintenance		112,000	69,300				181,300	
McGowan Creek Pump Station Rehab			475,000				475,000	
Buckhorn-Mebane EDD Phase 2	200,000	275,000	2,950,000				3,225,000	
Buckhorn-Mebane EDD Phase 3 & 4			200,000	100,000	2,900,000		3,200,000	
Efland Sewer Flow to Mebane		50,000	160,000	40,000	1,400,000		1,650,000	
Richmond Hills Pump Station Rehab								175,000
Hillsborough EDD				100,000	50,000	1,000,000	1,150,000	
Eno EDD				100,000	50,000	1,000,000	1,150,000	
Total	259,900	5,164,101	3,854,300	340,000	4,400,000	2,000,000	15,758,401	175,000
General Fund Related Operating Costs								
Personnel Services								
Operations								
New Debt Service			269,000	544,000	544,000	897,000	2,254,000	5,295,000
Total Operating Costs			269,000	544,000	544,000	897,000	2,254,000	5,295,000
Revenues/Funding Source								
Transfer from General Fund			269,000	884,000	544,000	897,000	2,594,000	
Transfer from Other Projects	259,900	358,701	429,300				788,001	5,470,000
County Capital Fund Balance		112,000					112,000	
EPA Special Appropriations Grant		1,348,400					1,348,400	
Debt Financing		3,345,000	3,425,000		4,400,000	2,000,000	13,170,000	
Total	259,900	5,164,101	4,123,300	884,000	4,944,000	2,897,000	18,012,401	5,470,000

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

Water & Sewer Utilities Capital Projects
Fiscal Years 2011-16

Project Name	Central Efland/North Buckhorn Sewer Expansion						Project Status	Approved	
Functional Service Area	Community and Environment						Starting Date	7/1/2010	
Department	Planning						Completion Date	3/31/2013	
Project Budget	Prior Years Funding	Current Fiscal Year 2010-11	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Appropriation									
Professional Services			34,000					34,000	
Land/Building		59,900							
Construction/Repairs/Renovations			4,693,101					4,693,101	
Equipment/Furnishings									
Total Project Budget		59,900	4,727,101	-	-	-	-	4,727,101	-
General Fund Related Operating Costs									
Personnel Services									
Operations									
New Debt Service				269,000	269,000	269,000	269,000	1,076,000	1,345,000
Total Operating Costs				269,000	269,000	269,000	269,000	1,076,000	1,345,000
Revenues/Funding Source									
Transfers from General Fund		59,900	33,701	269,000	269,000	269,000	269,000	1,109,701	1,345,000
EPA Special Appropriations Grant			1,348,400					1,348,400	
State Revolving Loan Funds			3,345,000					3,345,000	
Total		59,900	4,727,101	269,000	269,000	269,000	269,000	5,803,101	1,345,000

Project Description/Justification

In the mid-1980s, the decision was made to construct public sewer service in the Efland Community. The County's funding ran out before the entire community could be served, but there were approximately 80 residents remaining who had signed up to receive sewer and never did. The Central Efland portion of this project will provide sewer service availability to the majority of those properties that requested service 25 years ago, in addition to providing sewer availability to most of the rest of the Efland Community. The Northern Buckhorn project will be an extension of the City of Mebane's sewer system and will serve residents in the area along Buckhorn Road between the Interstate and the railroad tracks. This portion of the project is made possible by EPA Special Appropriations Grants that were earmarked by Congressman David Price and applied for by the County. The vast majority of the Central Efland project will be paid for by the remainder of the EPA grant and by a State Revolving Fund Loan. An estimate of the debt service is shown above, based on the current interest rate of 2.2% and the maximum term of 20 years.

Water & Sewer Utilities Capital Projects
Fiscal Years 2011-16

Project Name	Lake Orange Capital Maintenance						Project Status		Approved
Functional Service Area	Community and Environment						Starting Date		7/1/2009
Department	Planning						Completion Date		9/30/2013
Project Budget	Prior Years Funding	Current Fiscal Year 2010-11	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Appropriation									
Professional Design Services	35,310		35,000					35,000	
Land/Building									
Construction/Repairs/Renovations	129,690		77,000	69,300				146,300	
Equipment/Furnishings								-	
Total Project Budget	165,000		112,000	69,300	-	-	-	181,300	
General Fund Related Operating Costs									
Personnel Services									
Operations									
New Debt Service									
Total Operating Costs			-	-	-	-	-	-	-
Revenues/Funding Source									
Transfers from General Fund	165,000			69,300				69,300	
County Capital Fund Balance			112,000					112,000	
Total	165,000	-	112,000	69,300	-	-	-	181,300	-

Project Description/Justification

Lake Orange has been in operation since the late 1960s. Besides minor repairs and mowing of the dam, there has been no routine maintenance performed on the dam or spillway over the last 40 years. In 2009, engineering staff initiated an inspection of the dam by a qualified engineer to identify and quantify some suspected deficiencies in the dam and spillway. The result of this inspection was a report that prioritized several necessary repairs and suggested other ongoing maintenance items. The most urgent of these repairs are going to be completed this fiscal year and are part of the capital project listed above. Also included in the capital project listed is a project to modernize the gate technology at the Lake by installing a new gate that will be controlled electronically and can be monitored and adjusted remotely. The remainder of the necessary rehabilitation suggested by the engineering inspection has been spread over the next three fiscal years. After that, the routine maintenance suggested will not be part of a capital project, but will become part of the annual operation and maintenance budget for Lake Orange.

Water & Sewer Utilities Capital Projects
Fiscal Years 2011-16

Project Name	McGowan Creek Pump Station Rehabilitation						Project Status	Approved	
Functional Service Area	Community and Environment						Starting Date	8/1/2012	
Department	Planning						Completion Date	5/31/2013	
	Prior Years	Current	Year 1	Year 2	Year 3	Year 4	Year 5	Five	Year 6
	Funding	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Year	to
Project Budget		2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	Total	Year 10
<i>Appropriation</i>									
Professional Design Services				75,000				75,000	
Land/Building								-	
Construction/Repairs/Renovations				400,000				400,000	
Equipment/Furnishings									
Total Project Budget	-	-	-	475,000	-	-	-	475,000	
<i>General Fund Related Operating Costs</i>									
Personnel Services									
Operations									
New Debt Service					38,000	38,000	38,000	114,000	190,000
Total Operating Costs			-	-	38,000	38,000	38,000	114,000	190,000
<i>Revenues/Funding Source</i>									
Transfer from General Fund					38,000	38,000	38,000	114,000	190,000
Debt Financing				475,000				475,000	
Total	-	-	-	475,000	38,000	38,000	38,000	589,000	190,000

Project Description/Justification

The McGowan Creek Pump Station is the main pump station of the Efland Sewer System. The pumps, generator and electrical controls were installed and put into operation in 1988, so they are now roughly 23 years old. According to Orange Water and Sewer Authority (OWASA), who perform our routine maintenance, all of these components of the system have been in service longer than OWASA's standard duty schedule of 10 years for pumps and controls and 20 years for generators. In addition to replacing these components, this rehabilitation will include replacing the fence and gate, adding a new gate at the back of the station for access to the sewer easement, re-arranging the layout of the components, adding an emergency pump bypass to maintain pump station operation in the event of a pump failure, and the addition of SCADA remote monitoring capability. Staff is investigating (with the help of an engineering consultant in FY 2011-12) if this rehabilitation can be averted by a new gravity outfall downstream to the proposed but upsized Brookhollow sewer lift station which is part of the Central Efland-2/North Buckhorn sewer expansion.

Water & Sewer Utilities Capital Projects
Fiscal Years 2011-16

Project Name	Buckhorn EDD Phase 2 Water and Sewer						Project Status	Approved	
Functional Service Area	Community and Environment						Starting Date	12/1/2010	
Department	Planning						Completion Date	6/30/2013	
	Prior Years Funding	Current Fiscal Year 2010-11	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Project Budget									
<i>Appropriation</i>									
<i>Professional Design Services</i>		200,000							
<i>Land/Building</i>			275,000					275,000	
<i>Construction/Repairs/Renovations</i>				2,950,000				2,950,000	
<i>Equipment/Furnishings</i>									
<i>Total Project Budget</i>		200,000	275,000	2,950,000	-	-	-	3,225,000	
<i>General Fund Related Operating Costs</i>									
<i>Personnel Services</i>									
<i>Operations</i>									
<i>New Debt Service</i>					237,000	237,000	237,000	711,000	1,185,000
<i>Total Operating Costs</i>			-	-	237,000	237,000	237,000	711,000	1,185,000
<i>Revenues/Funding Source</i>									
<i>Transfer from General Fund</i>		200,000	275,000		237,000	237,000	237,000	986,000	1,185,000
<i>Debt Financing</i>				2,950,000				2,950,000	
Total		200,000	275,000	2,950,000	237,000	237,000	237,000	3,936,000	1,185,000

Project Description/Justification

This 400± acre area of the County has been designated an Economic Development District for about two decades, but has not seen the development originally envisioned. This is due in large part to having no water or sewer infrastructure available to support development. Design and ultimately construction of water and sewer infrastructure in this EDD will remove one of the barriers to development in the area. Design of water and sewer infrastructure to serve the Phase 2 portion of the Buckhorn-Mebane EDD is currently underway. The Phase 2 portion is generally the land that is bounded by Buckhorn Road to the west, Gravelly Hill Middle School to the east, the Interstates 40/85 to the north and West Ten Road to the south. This project is an estimate of the construction costs for water and sewer extensions to serve this Phase 2 area described above. This project includes approximately 20,000 linear feet of sewer force main, 8000 linear feet of 10" gravity sewer line, 11,000 linear feet of 16" water main and an upgrade to the existing pump station located near the Gravelly Hill Middle School.

Water & Sewer Utilities Capital Projects
Fiscal Years 2011-16

Project Name	Buckhorn-Mebane EDD Phase 3 & 4 Water and Sewer						Project Status	Approved	
Functional Service Area	Engineering						Starting Date	12/1/2012	
Department	Planning						Completion Date	6/30/2016	
Project Budget	Prior Years Funding	Current Fiscal Year 2010-11	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Appropriation									
Professional Design Services									
Land/Building				200,000				200,000	
Construction/Repairs/Renovations					100,000	2,900,000		3,000,000	
Equipment/Furnishings									
Total Project Budget			200,000	100,000	2,900,000			3,200,000	
General Fund Related Operating Costs									
Personnel Services									
Operations									
New Debt Service							233,000	233,000	1,165,000
Total Operating Costs							233,000	233,000	1,165,000
Revenues/Funding Source									
Transfer from General Fund		200,000		200,000	100,000		233,000	533,000	1,165,000
Debt Financing						2,900,000		2,900,000	
Total		200,000		200,000	100,000	2,900,000	233,000	3,433,000	1,165,000

Project Description/Justification

This 350 acre area of the County has been designated an Economic Development District for about two decades, but has not seen the development originally envisioned. This is due in large part to having no water or sewer infrastructure available to support development. Design and ultimately construction of water and sewer infrastructure in this EDD will remove one of the barriers to development in the area. Design of water and sewer infrastructure to serve the Phase 3 & 4 will have to await the construction of Phase 2 portion of the Buckhorn-Mebane EDD with anticipated construction in earlier year CIP's. The Phase 2 portion is generally the land that is bounded by Buckhorn Road to the west, the Interstates 40/85 to the south and the railroad or Hwy 70 to the north.

Water & Sewer Utilities Capital Projects
Fiscal Years 2011-16

Project Name	Efland Sewer Flow to City of Mebane						Project Status	Approved	
Functional Service Area	Community and Environment						Starting Date	7/1/2011	
Department	Planning						Completion Date	12/31/2016	
Project Budget	Prior Years Funding	Current Fiscal Year 2010-11	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
<i>Appropriation</i>									
Professional Design Services			50,000	160,000				210,000	
Land/Building					40,000			40,000	
Construction/Repairs/Renovations						1,400,000		1,400,000	
Equipment/Furnishings									
Total Project Budget			50,000	160,000	40,000	1,400,000	-	1,650,000	
<i>General Fund Related Operating Costs</i>									
Personnel Services									
Operations									
New Debt Service							120,000	120,000	600,000
Total Operating Costs			-	-	-	-	120,000	120,000	600,000
<i>Revenues/Funding Source</i>									
Transfer from General Fund			50,000	160,000	40,000		120,000	370,000	600,000
Debt Financing						1,400,000		1,400,000	
Total	-	-	50,000	160,000	40,000	1,400,000	120,000	1,770,000	600,000

Project Description/Justification

Currently, the wastewater collected by the Efland sewer system is pumped easterly 3 1/2 miles to the Town of Hillsborough via a 10" force main. This project would construct infrastructure to send the wastewater collected by the existing (circa 1988+) proposed 2011-2013 system and potential future Efland sewer system westerly along West Ten Road to the City of Mebane instead. This fits into a long range strategy to ultimately turn over operation of the Efland sewer system to the City of Mebane pending an interlocal agreement.

Water & Sewer Utilities Capital Projects
Fiscal Years 2011-16

Project Name		Richmond Hills Pump Station Rehabilitation						Project Status		Approved
Functional Service Area		Community and Environment						Starting Date		7/1/2016
Department		Planning						Completion Date		12/31/2016
		Current	Year 1	Year 2	Year 3	Year 4	Year 5	Five	Year 6	
		Prior Years	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Year	to	
Project Budget		Funding	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	Total	Year 10
<i>Appropriation</i>										
<i>Professional Design Services</i>										35,000
<i>Land/Building</i>										
<i>Construction/Repairs/Renovations</i>										140,000
<i>Equipment/Furnishings</i>										
<i>Total Project Budget</i>		-	-	-	-	-	-	-	-	175,000
<i>General Fund Related Operating Costs</i>										
<i>Personnel Services</i>										
<i>Operations</i>										
<i>New Debt Service</i>										
<i>Total Operating Costs</i>				-	-	-	-	-	-	-
<i>Revenues/Funding Source</i>										
<i>Transfer from General Fund</i>										175,000
<i>Total</i>		-	-	-	-	-	-	-	-	175,000

Project Description/Justification

The Richmond Hills Pump Station was installed in 2001 to serve the Richmond Hills Subdivision built by Habitat for Humanity. According to Orange Water and Sewer Authority (OWASA), who perform our routine maintenance, the standard duty schedule is 10 years for pumps and controls and 20 years for generators. Because our current customer rates do not generate enough revenue to provide for a capital reserve, we are proposing to replace the pumps and controls at the 15-year mark. As a matter of policy, sewer lift stations should be limited if possible and/or operating rates or developer payment in lieu of capital reserve should also be considered. This project will include replacement of the pumps and electrical controls, addition of SCADA remote monitoring equipment and wet well rehabilitation, if necessary.

Water & Sewer Utilities Capital Projects
Fiscal Years 2011-16

Project Name	Hillsborough EDD						Project Status		Approved
Functional Service Area	Engineering						Starting Date		12/1/2013
Department	Planning						Completion Date		6/30/2017
	Prior Years	Current	Year 1	Year 2	Year 3	Year 4	Year 5	Five	Year 6
	Funding	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Year	to
Project Budget		2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	Total	Year 10
Appropriation									
Professional Design Services					100,000			100,000	
Land/Building						50,000		50,000	
Construction/Repairs/Renovations							1,000,000	1,000,000	
Equipment/Furnishings								-	
Total Project Budget			-	-	100,000	50,000	1,000,000	1,150,000	-
General Fund Related Operating Costs									
Personnel Services									
Operations									405,000
New Debt Service								-	405,000
Total Operating Costs			-	-	-	-	-	-	
Revenues/Funding Source									
Transfer from General Fund					100,000	50,000		150,000	405,000
Debt Financing							1,000,000	1,000,000	
Total			-	-	100,000	50,000	1,000,000	1,150,000	405,000

Project Description/Justification

This 400 acre area of the County has been designated an Economic Development District for about two decades, but has not seen the development originally envisioned. This is due in large part to having no water or sewer infrastructure available to support development. Design and ultimately construction of water and sewer infrastructure in this EDD will remove one of the barriers to development in the area. Design of water and sewer infrastructure to serve this area would be done in conjunction with collaboration with the City of Hillsborough who is the utility service provider in the area. This area is generally located around the northwest, southwest, southeast quadrants of I-40 and Old NC 86 as well as the southeast quadrant of I-85 and new NC 86.

Water & Sewer Utilities Capital Projects
Fiscal Years 2011-16

Project Name	Eno EDD	Project Status							Approved
Functional Service Area	Engineering	Starting Date							12/1/2013
Department	Planning	Completion Date							6/30/2017
	Prior Years	Current	Year 1	Year 2	Year 3	Year 4	Year 5	Five	Year 6
	Funding	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Year	to
Project Budget		2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	Total	Year 10
Appropriation					100,000			100,000	
Professional Design Services						50,000		50,000	
Land/Building							1,000,000	1,000,000	
Construction/Repairs/Renovations									
Equipment/Furnishings								-	
Total Project Budget			-	-	100,000	50,000	1,000,000	1,150,000	-
General Fund Related Operating Costs									
Personnel Services									
Operations									405,000
New Debt Service									
Total Operating Costs			-	-	-	-	-	-	405,000
Revenues/Funding Source					100,000	50,000		150,000	405,000
Transfer from General Fund							1,000,000	1,000,000	
Debt Financing									
Total				-	100,000	50,000	1,000,000	1,150,000	405,000

Project Description/Justification

This 800 acre area of the County has been designated an Economic Development District for about two decades, but has not seen the development originally envisioned. This is due in large part to having no water or sewer infrastructure available to support development. Design and ultimately construction of water and sewer infrastructure in this EDD will remove one of the barriers to development in the area. Design of water and sewer infrastructure to serve this area will have to await an agreement with the City of Durham that has this area within their urban growth boundary. This area is generally the land that is bounded by Mt. Herman Church Road to the west, the Interstates 40/85 to the north and old Hwy 10 to the south along the US 70 corridor.

APPROVED - Solid Waste Capital Projects Summary
Fiscal Years 2011-16

Projects	Current Fiscal Year 2010-11	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Appropriations								
Sanitation		1,046,299	487,501	1,363,884	775,362	520,973	4,194,019	420,670
Recycling Operation		1,073,500	1,067,507	579,721	534,576	609,266	3,864,570	3,743,652
Landfill		245,933	375,993		3,320,766	1,715,881	5,658,573	3,738,449
Total		2,365,732	1,931,001	1,943,605	4,630,704	2,846,120	13,717,162	7,902,771
Revenues/Funding Source								
Sold Waste Fund Balance		439,662	654,888	187,155	3,816,014	2,031,002	7,128,721	4,159,119
3R Fee		125,000	850,857	579,721	534,576	609,266	2,699,420	3,743,652
Debt Financing		1,801,070	385,256	1,176,729	280,114	205,852	3,849,021	
Grant			40,000				40,000	
Total	-	2,365,732	1,931,001	1,943,605	4,630,704	2,846,120	13,717,162	7,902,771

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

Solid Waste - Sanitation Projects
Fiscal Years 2011-16

Project Name Functional Service Area Department	Vehicle/Equipment Replacement Sanitation Solid Waste Management						Project Status Starting Date Completion Date		Active 7/1/2011 6/30/2016
	Prior Years Funding	Current Fiscal Year 2010-11	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Project Budget									
<i>Appropriation</i>									
Land/Building			852,570	208,606	1,176,729	280,114	205,852	2,723,871	
Construction/Repairs/Renovations			193,729	278,895	187,155	495,248	315,121	1,470,148	420,670
Equipment/Furnishings									
Total Project Budget			1,046,299	487,501	1,363,884	775,362	520,973	4,194,019	420,670
<i>Revenues/Funding Source</i>									
Solid Waste Fund Balance			193,729	278,895	187,155	495,248	315,121	1,470,148	420,670
Debt Financing			852,570	208,606	1,176,729	280,114	205,852	2,723,871	
Total			1,046,299	487,501	1,363,884	775,362	520,973	4,194,019	420,670
Project Description/Justification									
Year 1					852,570				
FY 2011-12 SWCC Improvements					193,729				
FY 2011-12 Replacement of Front End Loader # 466 (1999 Volvo) with a Hook Lift Truck									
Year 2					208,606				
FY 2012-13 SWCC Improvements					278,895				
FY 2012-13 Replacement of Front End Loader # 678									
Year 3					1,176,729				
FY 2013-14 SWCC Improvements					187,155				
FY 2013-14 Replacement of Hook Lift Truck # 680 (2009 Freightliner)									
Year 4					280,114				
FY 2014-15 SWCC Improvements					291,857				
FY 2014-15 Replacement of Front End Loader # 775 (2009 Peterbilt)					203,391				
FY 2014-15 Replacement of Hook Lift Truck # 768 (2009 Freightliner)									
Year 5					205,852				
FY 2015-16 SWCC Improvements					315,121				
FY 2015-16 Replacement of Front End Loader # 780 (2009 Peterbilt)									
Years 6-10					148,074				
FY 2016-17 Replacement of Tandem Dump Truck # 679 (2005 Sterling)					272,596				
FY 2018-19 Replacement of Hook Lift Truck									

**Solid Waste - Recycling Projects
Fiscal Years 2011-16**

Project Name	Vehicle and Equipment Replacement/ Cart purchase/ Pad Improvements						Project Status	Active	
Functional Service Area	Recycling Operations						Starting Date	7/1/2011	
Department	Solid Waste Management						Completion Date	6/30/2016	
Project Budget	Prior Years Funding	Current Fiscal Year 2010-11	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Appropriation									
Land/Building									982,813
Construction/Repairs/Renovations									2,760,839
Equipment/Furnishings			1,073,500	1,067,507	579,721	534,576	609,266	3,864,570	3,743,652
Total Project Budget			1,073,500	1,067,507	579,721	534,576	609,266	3,864,570	3,743,652
Revenues/Funding Source									
3R Fee/ Solid Waste Fund			125,000	850,857	579,721	534,576	609,266	2,699,420	3,743,652
Debt Financing			948,500	176,650				1,125,150	
Grant				40,000				40,000	
Total			1,073,500	1,067,507	579,721	534,576	609,266	3,864,570	3,743,652

Project Description/Justification

Year 1
 Replace Leased Road Tractor (lease ends Nov. 20, 2011) - \$125,000
 18,970 Urban curbside carts @ \$50 per cart. Have bins in place for collection July 1, 2012 - \$948,500

Year 2
 Replace Rural Curbside Truck (1638) replacement delayed with transition to single stream collection - \$283,619
 Replace Rural Curbside Truck (1639) replacement delayed with transition to single stream collection - \$283,619
 Replace Rural Curbside Truck (1640) replacement delayed with transition to single stream collection - \$283,619
 4,330 Rural Curbside carts @ \$50 per cart. Have bins in place for collection July 1, 2013 - \$216,650

Year 3
 Replace Roll-off Truck (1681) - \$213,586
 Replace Commercial Route Truck (1574) - \$229,638
 Replace Sterling Road Tractor - \$136,497

Year 4
 Replace Roll off Truck (1779) - \$221,887
 Replace Multi Family Route Truck (1777) - \$312,689

Year 5
 Replace Peterbilt FEL (1781) - \$316,032
 Replace Peterbilt FEL (1776) - \$293,234

Solid Waste - Landfill Projects
Fiscal Years 2011-16

Project Name	Closure/Equipment Replacement						Project Status		Active
Functional Service Area	Landfill						Starting Date		7/1/2011
Department	Solid Waste Management						Completion Date		6/30/2016
Project Budget	Prior Years Funding	Current Fiscal Year 2010-11	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Appropriation									
Land/Building									
Construction/Repairs/Renovations			105,089			2,809,501	907,000	3,821,590	3,738,449
Equipment/Furnishings			140,844	375,993		511,265	808,881	1,836,983	
Total Project Budget			245,933	375,993		3,320,766	1,715,881	5,658,573	3,738,449
Revenues/Funding Source									
Solid Waste Fund Balance			245,933	375,993		3,320,766	1,715,881	5,658,573	3,738,449
Debt Financing									
Total			245,933	375,993		3,320,766	1,715,881	5,658,573	3,738,449

Project Description/Justification

FY 11-12- Replacement of Wheel Loader at \$140,844, Repair of asphalt surfaces plus additional road surface around metal/white goods recycling pad area at \$105,089
FY 12-13 - Replacement of Hydraulic Excavator \$375,993
FY 14-15 Replacement of Articulating Truck at \$511,265 , Closure of Municipal Solid Waste Landfill at \$2,809,501 (Includes 10% contingency)
FY 15-16 Replacement of Hydraulic Excavator \$237,800, Replacement of Dozer \$571,081 , Phase II Construction and Demolition Landfill Expansion at \$907,000

APPROVED - Sportsplex Capital Projects Summary
Fiscal Years 2011-16

Project Budget	Current Fiscal Year 2010-11	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Appropriations								
Land/Building								
Construction/Repairs/Renovations		20,000					20,000	
Locker Room Improvements		165,000					165,000	
Parking Lot Repair/Repave		125,000				150,000	275,000	
Pool wall reglaze			125,000				125,000	
Mezzanine (Pool)				950,000			950,000	
Tilt up Panel (exterior wall system)					100,000		100,000	
Equipment/Furnishings								
Fitness Equipment replacement		36,000	100,000				136,000	
Bleachers		6,500					6,500	
Pool Dectron				217,000			217,000	
Pool pump/boiler #2		20,500					20,500	
Cooling Tower Replacement			100,000				100,000	
Major upgrade of Servers, Telephone, Sec.			110,000				110,000	
Vehicles-Activity Buses				100,000			100,000	
Rink concrete ice floor repair					150,000		150,000	
Rink de-humidication					165,000		165,000	
Zamboni					100,000		100,000	
Major rebuild - compressors/chiller barrel						100,000	100,000	
Total		373,000	435,000	1,267,000	515,000	250,000	2,840,000	
Revenues/Funding Source								
Sportsplex Fund Balance		373,000	435,000	267,000	515,000	250,000	1,840,000	
Transfer from General Fund								
Debt Financing				1,000,000				
Total		373,000	435,000	1,267,000	515,000	250,000	2,840,000	

The Sportsplex Fund is a self supporting Proprietary Fund that is used to account for revenues and expenses related to the operations of all Sportsplex Programs for the residents of Orange County.

APPROVED Schools Capital Projects Summary
Fiscal Years 2010-16

Projects by School System	Current Fiscal Year 2010-11	Year 1 Fiscal Year 2011-12	Year 2 Fiscal Year 2012-13	Year 3 Fiscal Year 2013-14	Year 4 Fiscal Year 2014-15	Year 5 Fiscal Year 2015-16	Five Year Total	Year 6 to Year 10
Chapel Hill Carrboro City Schools								
Long Range Capital								
Pay-As-You-Go Funds	1,496,647	1,607,615	1,631,729	1,656,205	1,681,048	1,706,264	8,282,861	8,531,320
Lottery Proceeds	830,000	815,924	815,924	815,924	815,924	815,924	4,079,620	4,079,620
QSCB	4,630,000							
Elementary # 11		500,000	21,115,000				21,615,000	50,406,000
Total	6,956,647	2,923,539	23,562,653	2,472,129	2,496,972	2,522,188	33,977,481	63,016,940
Orange County Schools								
Long Range Capital								
Pay-As-You-Go Funds	993,569	1,021,354	1,036,674	1,052,224	1,068,008	1,084,028	5,262,288	5,420,140
Lottery Proceeds	879,608	506,349	506,349	506,349	506,349	506,349	2,531,745	2,531,745
QSCB	8,271,323							
CRHS Auxiliary Gym					10,175,000		10,175,000	37,388,000
Total	10,144,500	1,527,703	1,543,023	1,558,573	11,749,357	1,590,377	17,969,033	45,339,885
Total all Schools	17,101,147	4,451,242	25,105,676	4,030,702	14,246,329	4,112,565	51,946,514	108,356,825
Revenues/Funding Source								
General Fund (Pay-As-You-Go)	2,590,117	2,628,969	2,668,403	2,708,429	2,749,056	2,790,292	13,545,149	13,951,460
Lottery Proceeds	1,709,608	1,322,273	1,322,273	1,322,273	1,322,273	1,322,273	6,611,365	6,611,365
Debt Financing	12,901,323	500,000	21,115,000		10,175,000		31,790,000	87,794,000
	17,201,048	4,451,242	25,105,676	4,030,702	14,246,329	4,112,565	51,946,514	108,356,825

* The article 46 one quarter cent sales tax, if approved, and 50% goes to Schools, could add \$1,250,000 of additional revenues for Schools Capital

(1) \$100 million dollars of Lottery Proceeds are included the State's proposed 2011/12 budget. The funds will be distributed on the basis of each school systems Average Daily Membership. The CIP assumes that this amount will remain constant for the next five fiscal years.

FUNDED PROJECTS pg 1 of 3

PROJECT TITLE	Current Fiscal Year 2010-11 Lottery Balance/ Budgeted Lottery/QSCB	10 YEAR CAPITAL INVESTMENT PLAN										TEN YEAR TOTAL
		Year 1 2011-12	Year 2 2012-13	Year 3 2013-14	Year 4 2014-15	Year 5 2015-16	Year 6 2016-17	Year 7 2017-18	Year 8 2018-19	Year 9 2019-20	Year 10 2020-21	
ADA Requirements	25,000	25,000	50,000	50,000	50,000	75,000	30,000	35,000	50,000	75,000	100,000	540,000
Abatement Projects												-
District Abatement Project	33,000	35,000	35,000	50,000	50,000	75,000	50,000	50,000	50,000	100,000	100,000	585,000
CHHS: Remove asbestos Floor Tile							140,000	60,000				200,000
Estes Hills: bathroom floor tile removal												35,000
FP Graham: removal of canopy material												15,000
Athletic Facilities												
Culbreth: Gym Bleachers/Wood Floor				100,000								100,000
Phillips: Gym Bleachers/Wood Floor				100,000								100,000
CHHS: Stadium/Soccer Field Lighting	295,000											
CHHS: Gym Wood Floor/Bleachers	295,000											
ECHHS: Athletic Fields/Track				175,000								175,000
Classroom/Building Improvements												
Carboro Elementary:Bathrooms/ Casework	80,000			145,000								145,000
Estes Hills: Bathrooms/Casework	50,000				195,000							195,000
Ephesus: Bathrooms/Classroom Casework	50,000					162,356						162,356
FG Graham:Bathrooms/Intermediate Bld Casework				100,000						180,554		355,554
Seawell: PODs Casework/Bathrooms				94,634					153,954			248,588
Culbreth: Locker Room Bathrooms			40,000									40,000
Phillips: Bathrooms/Auditorium Seating	75,000		75,000									75,000
CHHS: Bathroom Improvements	150,000											
ECHHS: auditorium stage curtains												35,000
Doors/Hardware/Canopies												
District Hardware and Door Replacements										75,000		100,000
McDElm: Canopy at Kiss and Go							145,000					145,000
Seawell: Expand canopies							125,000					125,000
FPG: Canopy at Kiss n Go and Bus Circle								75,000				75,000
Ephesus: Canopy at Kiss and Go									75,000			75,000
Estes Hills: replace exterior wood doors												8,000
Electrical Systems												
All Schools: Increase Electrical Distribution	148,284	124,456	126,429	125,000	129,909	150,000	151,011	150,286	150,000	150,000	150,000	1,407,091
Energy Efficiency/Lighting Improvemnets												
CHHS: A Bld-Lighting Upgrades/Ceiling												225,000
FPG: Lighting Upgrades/Efficiency									185,000			185,000
Ephesus: Lighting Upgrades/Efficiency								125,000				125,000
Culbreth: Lighting Upgrades/Efficiency								150,000				150,000
Phillips: Lighting Upgrades/Efficiency								150,000				150,000

FUNDED PROJECTS pg 2 of 3

FUNDED PROJECTS pg 2 of 3												
PROJECT TITLE	Current Fiscal Year 2010-11 Lottery Balance/ Budgeted Lottery/QSCB	10 YEAR CAPITAL INVESTMENT PLAN										TEN YEAR TOTAL
		Year 1 2011-12	Year 2 2012-13	Year 3 2013-14	Year 4 2014-15	Year 5 2015-16	Year 6 2016-17	Year 7 2017-18	Year 8 2018-19	Year 9 2019-20	Year 10 2020-21	
Fire/Safety/Security Systems												
All Schools: expansion/upgrade of systems	35,363	39,637	125,000			75,000						239,637
Lincoln Center: Fire System/Gym Access Controls	20,000											20,000
Estes Hills: expand access controls												30,000
FPG: Intercom		30,000										
Phillips: Access Controls	35,000											35,000
CHHS: Security Cameras-C and D Buildings	45,000	35,000										25,000
ECHHS: Security Cameras/intercom expansion	40,000											
Indoor Air Quality Improvements												
District IAQ Projects					50,000					100,000		150,000
Classroom Carpet Removal: McDougale	125,000											-
Classroom Carpet Removal: FPG/Seawell	95,000											25,000
ECHHS: carpet removal												
Mechanical Systems												
Carrboro Elm: 1978 Electric Boiler/Cooling Tower								100,000				100,000
Ephesus: 1991 Addition-HVAC Improvements			100,000									100,000
Ephesus: 1990 Boiler Replacement											71,177	71,177
Estes Hills: Multi Purpose Building chiller	25,000											
Estes Hills: Lower Level Classroom humidity	100,000											
Estes Hills: 1978 Electric Boiler Replacement									60,000			60,000
Estes Hills: Multi Purpose 1978 Building Boiler									60,000			60,000
Glenwood: Replace 4 Basement Heat Pumps												40,000
Glenwood: Multi Purpose 1978 Building Boiler									60,000			60,000
FPG: Primary Building Boiler Replacement									60,000			60,000
FPG: Upgrade Handicap Lifts						150,000						150,000
McDougale Complex: Cooling Tower Replacement										75,000		75,000
McDougale Complex: Digital HVAC Controls										125,000		125,000
Scroggs: Back-up Chiller	310,000											
Scroggs: Cooling Tower										75,000		75,000
Seawell: Lawlor Building Boiler								63,920		43,722		107,642
Culbreth: Digital HVAC Controls					150,000							150,000
Phillips: Expand Digital HVAC Controls									75,000			75,000
CHHS: Replace 4 Fan Coil Units Gymnasium												100,000
CHHS: C/D Buildings Replace Electric Heat			425,000									425,000
ECHHS: 1996 Cooling Tower						85,000						85,000
Lincoln Center: chiller replacement												65,000
Mobile Classrooms/Rental Space		100,000	103,000	106,000	110,000	113,000	116,000	120,000	123,000	126,000	128,000	1,145,000
Paving: Parking Lots/Driveways/Walkways												
CHHS: North Parking Lot and Driveway	160,000				150,000							150,000
Phillips: Staff Parking Lot/Bus Area												45,363
Estes Hills: Front Parking Lot/Driveway					75,000							75,000
Seawell: Staff Driveway and Parking Lot	135,000											

FUNDED PROJECTS pg 3 of 3

PROJECT TITLE	Current Fiscal Year	10 YEAR CAPITAL INVESTMENT PLAN										TEN YEAR TOTAL
	2010-11 Lottery Balance/ Budgeted Lottery/QSCB	Year 1 2011-12	Year 2 2012-13	Year 3 2013-14	Year 4 2014-15	Year 5 2015-16	Year 6 2016-17	Year 7 2017-18	Year 8 2018-19	Year 9 2019-20	Year 10 2020-21	
Roofing Projects												
McDougle Elm/Mdl: Replacement	2,703,720											
Glenwood: Primary and Multi Purpose Buildings	401,510											
Ephesus Elm: 1991 Building Addition	381,710											
Phillips: 1990 Media Center Wing/Auditorium	361,390											
CHHS:B Bld-caf, aux gym, weight rm/Voc Bld	781,670											
Window Replacements												
Ephesus: replace Windows in Orignal Bld											150,000	150,000
Seawell: Replace Classroom/Bld Windows											300,000	300,000
Culbreth: Replace Classroom/Bld Windows						100,000	150,000					250,000
Phillips: Replace Classroom/Bld Windows						100,000	150,000					250,000
CHHS: Window Replacements					104,321						150,000	254,321
Planning for Future Projects			200,000	250,000	250,000	250,000	300,000	300,000	300,000	300,000	300,000	2,600,000
Technology: Total of Listed Categories		1,267,455	1,279,430	1,295,635	1,314,230	1,335,356	1,357,010	1,379,206	1,401,959	1,425,276	1,449,180	13,504,737
Network Infrastructure		650,500	656,646	664,963	674,506	685,349	696,463	707,854	719,532	731,499	743,767	6,931,079
Enterprise Software		180,000	181,701	184,002	186,643	189,643	192,718	195,871	199,102	202,413	205,808	1,917,901
Instructional Computers & Technology		357,455	360,832	365,402	370,647	376,605	382,712	388,972	395,389	401,965	408,706	3,808,685
Administrative Computers		55,000	55,520	56,223	57,030	57,946	58,886	59,849	60,837	61,848	62,886	586,025
Network Printers		20,500	20,694	20,956	21,257	21,598	21,948	22,307	22,675	23,053	23,439	218,427
Community Access Technology		4,000	4,038	4,089	4,148	4,214	4,283	4,353	4,424	4,498	4,574	42,621
Sub-Total	6,956,647	2,534,911	2,558,859	2,591,269	2,628,460	2,670,712	2,714,021	2,758,412	2,803,913	2,850,552	2,898,357	27,009,466
TOTAL EXPENDITURES - 10 YEAR CIP	6,956,647	2,534,911	2,558,859	2,591,269	2,628,460	2,670,712	2,714,021	2,758,412	2,803,913	2,850,552	2,898,357	27,009,466

CHAPEL HILL - CARRBORO CITY SCHOOLS
CAPITAL INVESTMENTS PLAN 2011 - 2021

2011-21 CIP FUNDING	Current Fiscal Year	10 YEAR CAPITAL INVESTMENT PLAN										TEN YEAR TOTAL
	2010-11 Lottery Balance/ Budgeted Lottery/QSCB	Year 1 2011-12	Year 2 2012-13	Year 3 2013-14	Year 4 2014-15	Year 5 2015-16	Year 6 2016-17	Year 7 2017-18	Year 8 2018-19	Year 9 2019-20	Year 10 2020-21	
CIP FUNDING SOURCES:												
Long Range Pay-As-You-Go Funds - Projects		1,596,548	1,620,496	1,652,906	1,690,097	1,732,349	1,775,658	1,820,049	1,865,550	1,912,189	1,959,994	17,625,836
Lottery Proceeds - Balance	830,000		938,363	938,363	938,363	938,363	938,363	938,363	938,363	938,363	938,363	9,383,630
QSCBs	4,630,000											
TOTAL CIP FUNDING	6,956,647	2,534,911	2,558,859	2,591,269	2,628,460	2,670,712	2,714,021	2,758,412	2,803,913	2,850,552	2,898,357	27,009,466

Denotes projects that were moved up from 2011-12 due to additional QSOB funding approved in September, 2010.			0	0	(0)	(0)	(0)	0	0	0	(0)	(0)

UNFUNDED MAJOR PROJECTS pg 2 of 2

PROJECTS:	10 YEAR UNFUNDED CAPITAL PROJECTS											TEN YEAR TOTAL
	Year 1 2011-12	Year 2 2012-13	Year 3 2013-14	Year 4 2014-15	Year 5 2015-16	Year 6 2016-17	Year 7 2017-18	Year 8 2018-19	Year 9 2019-20	Year 10 2020-21		
Paving/Parking Lots/Playgrounds												
Ephesus; Plan for Outdoor Play Areas		10,000										10,000
FPG: Canopy at Bus Drop Off			95,000									95,000
Glenwood: paved play area			40,000									40,000
McDElm: Rubberized Playground Surface		150,000										150,000
Engineering Analysis/Imp. - Stormwater Mgt					200,000							200,000
McDElm: Play Area Surface					125,000							125,000
All Schools: Correct Sidewalk Tripping Hazards		100,000	100,000	100,000	100,000							400,000
Roofing												
Smith: repairs and seals											750,000	750,000
ECHHS: repairs and seals (20 years)						750,000						750,000
TOTAL UNFUNDED MAINTENANCE PROJECTS		-	1,045,000	1,715,000	810,000	825,000	900,000	1,825,000	750,000	300,000	885,000	9,055,000

CHAPEL HILL - CARRBORO CITY SCHOOLS
CAPITAL INVESTMENTS PLAN 2011 - 2021
UNFUNDED - New Schools and Facilities

UNFUNDED NEW SCHOOLS and FACILITIES pg 1 of 1

PROJECTS:		10 YEAR UNFUNDED NEW SCHOOLS and FACILITIES										TEN YEAR TOTAL
		Year 1 2011-12	Year 2 2012-13	Year 3 2013-14	Year 4 2014-15	Year 5 2015-16	Year 6 2016-17	Year 7 2017-18	Year 8 2018-19	Year 9 2019-20	Year 10 2020-21	
	OPENS:											
Carrboro High School:	2011	546,224										546,224
Athletic Stadium: Bathrooms/Concession												
Elementary School #11	2013-14	4,249,454	14,025,257	2,288,406								20,563,117
Culbreth Middle School: Science Labs	2014		409,087	1,784,451								2,193,538
McDougle Middle School: Auditorium	2014		592,282	2,362,254								2,954,536
Middle School #5	2018-19					877,037	5,018,603	20,650,710	3,774,449			30,320,799
TOTAL UNFUNDED PROJECTS		4,795,678	15,026,626	6,435,111	-	877,037	5,018,603	20,650,710	3,774,449	-	-	51,782,536

Notes:

Elementary School #11 and Middle School #5 opening dates are based on CHCCS District enrollment projections. Nov. 15, 2010 SAPFO projections have not been certified.

ORANGE COUNTY SCHOOLS

CAPITAL INVESTMENT PLAN

(REVISED)

2010-2020

NOTE: SHADED ITEMS IN THE CIP ARE IDENTIFIED AS POTENTIAL BOND-FUNDED PROJECTS

Project Title	Prior Year(s)	Year 1 2010-11	Year 2 2011-12	Year 3 2012-13	Year 4 2013-14	Year 5 2014-15	Year 6 2015-16	Year 7 2016-17	Year 8 2017-18	Year 9 2018-19	Year 10 2019- 20	PROJECT TOTAL
ADA												
DISTRICT: ADA requirements		\$100,000			\$100,000	\$100,000		\$100,000		\$100,000		\$500,000
Abatement Projects												
HE: Asbestos removal (gym hot water pipes)		\$22,000										\$22,000
NH, ALS: Carpet removal		\$200,000	\$200,000									\$400,000
DISTRICT: Asbestos abatement equipment		\$1,000										\$1,000
Athletic Facilities												
ALS: Girls softball field construction			\$140,000									\$140,000
ALS: Gym bleachers motorization					\$25,000							\$25,000
ALS: Track resurfacing		\$45,000										\$45,000
ALS: Football field irrigation system								\$30,000				\$30,000
ALS: Erosion control		\$15,000										\$15,000
OHS, CRHS, CWS, ALS: Gym floor reconditioning					\$5,000	\$5,000					\$10,000	\$20,000
CWS: 440M Regulation track										\$400,000		\$400,000
GH: Flag poles (athletic fields)					\$3,000							\$3,000
GH: Concession stand						\$15,000						\$15,000
GH: Locker room benches		\$1,500										\$1,500
GH: Ticket booth						\$500						\$500
CRHS: Locker room painting				\$3,000								\$3,000
CRHS: Auxiliary gymnasium					\$10,175,000							\$10,175,000
CRHS: Soccer and lacrosse field						\$200,000						\$200,000
CRHS: Field house						\$2,200,000						\$2,200,000
CRHS: Rubberized track surface		\$60,000										\$60,000
CRHS: Tennis courts refurbishment					\$10,000							\$10,000
OHS: Soccer field press box								\$20,000				\$20,000
OHS: Replace lockers in Gym		\$10,000										\$10,000
OHS: Softball field irrigation system						\$5,000						\$5,000
OHS: Wrestling mat replacement							\$8,000					\$8,000
OHS: Rubberized Track Rehabilitation							\$15,000					\$15,000
OHS: Replace concession stand HVAC units					\$2,000							\$2,000
OHS: Expand practice field (band)										\$50,000		\$50,000
OHS: Renovate athletic office spaces				\$20,000								\$20,000
OHS: Replace PA system (Main gym)					\$20,000							\$20,000
OHS: Bleacher Renovation and Motorization		\$100,000										\$100,000
DISTRICT: Turf maintenance equipment			\$25,000									\$25,000
Classroom/Building Improvements												
CP: Streetscape renovation			\$185,000									\$185,000
CP: Lower playground shelter												
CE, EC: Casework replacement (K-1 classrooms)		\$100,000			\$100,000							\$200,000
CE: Replace tile in classroom bathrooms		\$25,000										\$25,000
CE: Replace all mini-blinds			\$25,000									\$25,000
CE: Repair ceiling overhang (Media Center)						\$10,000						\$10,000
CE: Cover walkway to 5th grade wing								\$35,000				\$35,000
*CE: Enclose breezeway		\$250,000										\$250,000
GAB, EC, CE: Bathroom renovations		\$390,000										\$390,000
*EC: Main entrance enhancement		\$200,000										\$200,000
GAB: Replace sink/cabinets					\$6,000							\$6,000
GAB: Install boundary fence on playground						\$20,000						\$20,000
GAB: Main entrance enhancement							\$150,000					\$150,000
HE: Gym bathroom renovations		\$95,000										\$95,000
NH: Ceiling renovation				\$20,000								\$20,000
PE: Perimeter fencing				\$30,000								\$30,000
CWS, ALS: Science lab renovations		\$500,000										\$500,000

FUNDED PROJECTS

REVISED 2/7/11

Project Title	Prior Year(s)	Year 1 2010-11	Year 2 2011-12	Year 3 2012-13	Year 4 2013-14	Year 5 2014-15	Year 6 2015-16	Year 7 2016-17	Year 8 2017-18	Year 9 2018-19	Year 10 2019- 20	PROJECT TOTAL
ALS: Classroom renovations (6th grade wing)				\$300,000		\$300,000						\$600,000
ALS: Cafeteria renovation			\$200,000									\$200,000
*CWS: Auditorium construction		\$3,800,000										\$3,800,000
CRHS: Landscaping and erosion control			\$15,000									\$15,000
CRHS: Classroom wing addition							\$13,860,000					\$13,860,000
OHS: Lobby renovation				\$160,000								\$160,000
OHS: Replace damaged ceiling tiles		\$25,000										\$25,000
PA: School marquee				\$5,000								\$5,000
TRANSP: Renovate shop							\$225,000					\$225,000
DISTRICT: Dry-write board replacement				\$10,000								\$10,000
DISTRICT: Weed control system				\$40,000								\$40,000
DISTRICT: Playground equipment replacement									\$100,000			\$100,000
DISTRICT: Maintenance storage		\$30,000										\$30,000
DISTRICT: Custodial equipment			\$25,000	\$25,000			\$25,000					\$75,000
DISTRICT: Vehicle Safety Partitions (10 each)		\$5,000										\$5,000
DISTRICT: Vehicle Replacement						\$30,000						\$30,000
DISTRICT: Vehicle Replacement			\$27,000									\$27,000
DISTRICT: Vehicle Replacement				\$25,000								\$25,000
DISTRICT: Vehicle Replacement												\$1,500,000
DISTRICT: Annual grade-level furniture replacement (district-wide)		\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$250,000
DISTRICT: Science Infrastructure upgrades		\$250,000										\$250,000
DISTRICT: Green Building Enhancements				\$450,000	\$150,000	\$550,000	\$600,000	\$600,000	\$400,000	\$300,000	\$750,000	\$3,800,000
ALS: Auditorium Sound Improvement		\$25,000										\$25,000
Doors/Hardware/Canopies												\$20,000
CP: Door replacement (Gym and hallways)		\$20,000										\$20,000
HE: Replace exterior doors (100 building)		\$25,000										\$25,000
OHS: Replace cafeteria doors					\$12,000							\$12,000
DISTRICT: Door locks				\$23,700								\$23,700
DISTRICT: Re-key Central Office building						\$7,500						\$7,500
Electrical Systems												\$6,000
CE: Replace gym sound system				\$6,000								\$6,000
DISTRICT: 25kw generators (4 each)		\$27,000	\$27,000	\$27,000	\$27,000							\$108,000
CWS: Intercom system replacement		\$65,000										\$65,000
Energy Efficiency/Lighting Improvements					\$20,000							\$20,000
NH: Lighting upgrades												\$65,000
CWS: Replace intercom system			\$65,000									\$65,000
OHS: Security lighting (Campus-wide)		\$30,000										\$30,000
Fire/Safety/Security Systems												\$155,000
HE, GAB, EC, CE, CP: Electronic security door locks		\$120,000			\$35,000							\$155,000
DISTRICT: Hydraulic lift			\$25,000	\$12,000	\$12,000	\$12,000			\$12,000			\$73,000
GH: Additional security cameras		\$16,000										\$16,000
CRHS: Install hallway security gates		\$50,000										\$50,000
OHS: Chemical stockroom renovation		\$75,000										\$75,000
TRANSP: Bus security cameras			\$90,000									\$90,000
TRANSP: Replace perimeter fencing			\$20,000									\$20,000
TRANSP: New activity buses (4 each)		\$77,000	\$77,000	\$77,000	\$77,000							\$308,000
DISTRICT: Fire extinguishers					\$8,000							\$8,000
DISTRICT: Emergency lights		\$10,000										\$10,000
DISTRICT: Directional signs			\$10,000		\$10,000		\$10,000					\$30,000
DISTRICT: Confined space detector			\$5,500									\$5,500
DISTRICT: Sound level monitor				\$1,200								\$1,200
DISTRICT: Walkie Talkies				\$3,000								\$3,000

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Project Title	Prior Year(s)	Year 1 2010-11	Year 2 2011-12	Year 3 2012-13	Year 4 2013-14	Year 5 2014-15	Year 6 2015-16	Year 7 2016-17	Year 8 2017-18	Year 9 2018-19	Year 10 2019- 20	PROJECT TOTAL
DISTRICT: Emergency electrical hookup for Central Office		\$3,000										\$3,000
Indoor Air Quality Improvement												\$133,000
DISTRICT: HVAC duct cleaning		\$133,000										\$30,000
EC: HVAC for kitchen		\$30,000										\$150,000
HE: Environmental controls			\$150,000									\$15,000
CRHS: Dust removal system (Wood Shop)				\$15,000								\$4,000
DISTRICT: IAQ monitor					\$4,000							\$6,000
DISTRICT: Mold monitor					\$6,000							
Mechanical Systems												\$15,000
CP: Chilled water pipe insulation		\$15,000										\$25,000
CP: Circulating pump replacement (6 EA.)								\$25,000				\$40,000
CP: Boiler replacement								\$40,000				\$160,000
CP: Chiller replacement		\$160,000						\$25,000				\$25,000
CE: Boiler replacement												\$665,000
CWS, CE: Air handler replacement				\$600,000	\$65,000							\$400,000
CRHS: Additional chiller (2 each)			\$400,000									\$30,000
DISTRICT: Tools/Equipment				\$15,000		\$15,000						\$10,000
DISTRICT: HVAC computers					\$10,000							\$98,000
EC: Roof HVAC Replaced		\$98,000										
Mobile Classrooms/Rental Space												\$10,000
DISTRICT: Emergency mobile storage unit		\$10,000										
Paving: Parking Lots/Driveways/Walkways												\$100,000
CP: Asphalt resurfacing (lower play area and front parking lot)			\$100,000									\$40,000
CP: Asphalt resurfacing (bus parking lot)				\$40,000								\$150,000
CE: Asphalt resurfacing (track and front parking lot expansion)				\$150,000								\$10,000
CE: Drainage improvements						\$10,000						\$10,000
EC: Repair front drainage system		\$10,000										\$16,000
GAB: Walkway (between GABES and CRHS)		\$16,000										\$30,000
NH: Concrete repairs						\$30,000						\$40,000
CWS: Parking lot and driveway resurfacing				\$40,000								\$30,000
OHS: Concrete repairs and sidewalk extensions		\$30,000										\$300,000
OHS: Resurface all parking areas and roads			\$300,000									\$100,000
OHS: Patio renovation		\$100,000										\$30,000
TRANSP: Regrade/level bus parking lot				\$30,000								
Roofing Projects												\$250,000
CP: Roof replacement (lower level)			\$250,000									\$100,000
*CE: Roof replacement (Section G)		\$100,000										\$225,000
CE: Roof replacement (Section I)		\$225,000										\$1,000,000
*CWS: Roof replacement		\$1,000,000										\$500,000
*OHS: Roof replacement (Sections H & J)		\$500,000										
Window Replacements												\$30,000
CE: Media Center window replacement			\$30,000									\$200,000
GAB: Window replacement					\$70,000		\$200,000					\$70,000
HE: Window replacement (gym)												

FUNDED PROJECTS

REVISED 2/7/11

Project Title	Prior Year(s)	Year 1 2010-11	Year 2 2011-12	Year 3 2012-13	Year 4 2013-14	Year 5 2014-15	Year 6 2015-16	Year 7 2016-17	Year 8 2017-18	Year 9 2018-19	Year 10 2019- 20	PROJECT TOTAL
Technology: Total of Listed Categories												
Network Infrastructure												
Enterprise Software												
Instructional Computers & Technology												
Administrative Computers												
Network Printers												
Community Access Technology												
DISTRICT: Technology upgrades		\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$8,000,000
TOTAL EXPENDITURES		\$10,144,500	\$3,341,500	\$3,077,900	\$11,902,000	\$4,460,000	\$16,043,000	\$1,825,000	\$1,462,000	\$1,800,000	\$1,710,000	\$55,765,900
Pay-As-You-Go Funds		\$1,822,549	\$1,991,394	\$1,945,846	\$1,973,960	\$1,996,974	\$2,154,563	\$2,174,484	\$2,232,225	\$2,200,704	\$2,250,051	\$20,742,750
Lottery Proceeds		\$839,000	\$570,281	\$570,281	\$570,281	\$570,281	\$570,281	\$570,281	\$570,281	\$570,281	\$570,281	\$5,971,529
TOTAL CIP FUNDING		\$2,661,549	\$2,561,675	\$2,516,127	\$2,544,241	\$2,567,255	\$2,724,844	\$2,744,765	\$2,802,506	\$2,770,985	\$2,820,332	\$26,714,279
TOTAL UNFUNDED PROJECTS		(\$7,482,951)	(\$779,825)	(\$561,773)	(\$9,357,759)	(\$1,892,745)	(\$13,318,156)	\$919,765	\$1,340,506	\$970,985	\$1,110,332	(\$29,051,621)
* Identified QSCB projects												
Note: 2/7/11 revisions include identification of QSCB projects, Cameron Park chiller replacement of \$160,000 moved from Year 3 to Year 1, the addition of CWS Intercom system replacement for \$65,000 to Year 1, and the adjustment of Lottery Proceeds to \$570,281 in Years 2-10.												

**County Debt Service and Debt Capacity
Fiscal Years 2010-16**

Debt Service	Current Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16
<i>Total Annual Debt Service</i>	28,632,445	27,147,729	24,057,574	23,517,185	22,546,116	21,948,516
General Fund Budget	175,313,920					
Annual Growth Projections		1.00%	1.00%	1.50%	1.50%	2.00%
Projected General Fund Budget		178,177,522	179,959,297	182,658,687	185,398,567	189,106,538
Annual Debt Service as a % of General Fund	16.33%	15.24%	13.37%	12.87%	12.16%	11.61%
<i>Debt Service Policy</i>	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%
Future Debt Service Capacity	-1.33%	-0.24%	1.63%	2.13%	2.84%	3.39%
Projected Debt Financing						
2011-2012 - \$5,213,000						
County Utilities \$3,345,000			269,000	269,000	269,000	269,000
Elementary # 11 \$500,000			48,000	48,000	48,000	48,000
County Technology & Construction \$1,216,000			258,000	258,000	258,000	258,000
2012-2013 - \$27,568,000						
County Utilities \$3,421,000				275,000	275,000	275,000
Elementary # 11 \$21,115,000				2,033,000	2,033,000	2,033,000
Geothermal HVAC \$2,432,000				285,000	285,000	285,000
Twin Creeks Park \$600,000				58,000	58,000	58,000
2013-2014 - \$0						
County Capital \$655,000					63,000	63,000
2014-2015 - \$17,787,000						
CRHS Auxiliary Gym \$10,175,000						981,000
County Lands Legacy \$2,400,000						232,000
Upper Eno Nature Preserve \$812,000						78,500
County Utilities \$4,400,000						353,000

Debt Service	Current Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16
2015-2016 - \$25,382,000						
Southern Human Services \$6,650,000						
Southwest Branch Library \$7,525,000						
Link Gov Services Ctr \$1,040,000						
Millhouse Road Park \$6,400,000						
Roofing Projects \$842,000						
New Hope Preserve \$925,000						
County Utilities \$2,000,000						
New Debt Service		-	575,000	3,226,000	3,289,000	4,933,500
Projected Annual Debt Service	28,632,445	27,147,729	24,632,574	26,743,185	25,835,116	26,882,016
Projected Annual Debt Service As A Percent of the General Fund Budget	16.33%	15.24%	13.69%	14.64%	13.93%	14.22%
Available Annual Debt Service Capacity Based on the 15% Debt Service Policy	(2,335,357)	(421,101)	2,361,321	655,618	1,974,669	1,483,965

* \$ 960,000 of annual debt service = \$ 10,000,000 of debt issued at current interest rates for 15 years

\$ 800,000 of annual utility debt service = \$10,000,000 of debt issued at current interest rates of 20 years

Active County Capital Projects
31-Jan-11

Project	Start Date	Original Budget	Amended Budget	Revenues 9/30/2010	Revenue Shortage	Expenditures 9/30/2010	Available Funds	Percent Complete	Estimated Completion Date
Jail Expansion	11/15/2005	1,200,000	1,375,000	978,935	(396,065)	148,468	830,467	10.80%	Not Started
Justice Facility	7/1/2002	330,000	12,277,329	12,277,329	-	12,326,996	(49,667)	100%	6/30/2010
New Courthouse	7/1/2004	308,000	270,521	220,560	(49,961)	218,797	1,763	100%	6/30/2010
Northern Human Services Center	7/1/1998	200,000	714,545	714,546	-	370,085	344,461	51.79%	Unknown
Senior Center Central Orange	7/1/2003	100,000	6,460,533	6,460,533	-	6,177,344	283,189	95.62%	6/30/2011
Animal Services	7/1/2005	870,000	9,168,864	9,168,864	-	9,098,921	69,943	100%	6/30/2010
EMS Relocation	11/9/2006	1,685,000	3,531,714	3,531,715	-	3,507,545	24,170	99.32%	6/30/2011
County Campus	7/1/2008	700,000	25,874,000	25,874,000	-	25,869,636	4,364	99.98%	6/30/2010
Hillsborough Commons	7/1/2008	500,000	3,790,000	2,648,204	(1,141,796)	3,780,814	(1,132,610)	99.76%	6/30/2010
Board of Elections	6/2/2009	97,000	97,000	97,000	-	32,975	64,025	33.99%	6/30/2011
Food Processing Center	6/16/2009	132,000	1,320,419	49,496	(1,270,923)	924,948	(875,452)	70.05%	6/30/2011
Emergency Services Reserve	7/1/2009	1,200,000	1,200,000	1,200,000	-	1,132,000	68,000	94.33%	6/30/2011
Lake Orange Maintenance	7/1/2009	165,000	165,000	165,000	-	64,502	100,498	39.09%	6/30/2012
Observation Well	7/1/2009	10,130	11,330	11,330	-	11,297	33	99.71%	6/30/2011
Reserve for Sportsplex Repairs	7/1/2009	100,000	100,000	100,000	-	-	100,000	0.00%	Reserve
Southwest Branch Library						26,281			
Blackwood Farm	6/23/2004	75,000	2,437,435	2,437,435	-	2,275,508	161,927	93.36%	Unknown
Cedar Grove Park	5/1/1998	110,000	1,848,000	1,848,000	-	1,847,084	916	99.95%	6/30/2011
Twin Creeks Park	7/1/2001	200,000	1,550,000	1,711,333	161,333	890,077	821,257	57.42%	6/30/2011
Fairview Park	10/1/1987	75,000	1,615,023	1,291,393	(323,630)	1,567,177	(275,784)	97.04%	6/30/2011
Conservation Easements	7/1/2000	1,000,000	925,576	603,576	(322,000)	2,300	601,276	0.25%	Continuing
Lands Legacy	7/1/2000	100,000	1,856,261	1,850,477	(5,784)	129,051	1,721,426	6.95%	Continuing
Parkland & Recreation Facilities	7/1/1998	105,000	178,530	178,530	-	175,011	3,519	98.03%	6/30/2011
Seven Mile Creek	7/1/1997	359,826	151,000	151,000	-	145,689	5,312	96.48%	6/30/2011
West Ten Soccer	10/19/2004	974,530	4,054,128	4,054,127	-	4,012,025	42,102	98.96%	6/30/2011
Central Recreation Repairs	11/15/2005	635,000	416,980	416,980	-	412,323	4,657	98.88%	6/30/2011
Millhouse Road Park	9/12/2006	50,000	264,802	264,802	-	198,217	66,585	74.85%	6/30/2011
Roofing Projects	7/1/1998	473,000	1,433,100	1,433,100	-	1,143,541	289,560	79.79%	Continuing
Affordable Housing	7/1/1999	900,000	2,468,804	2,456,304	(12,500)	1,563,941	892,363	63.35%	Continuing
Technology	7/1/1991	480,000	3,567,757	3,367,758	(199,999)	1,637,223	1,730,534	45.89%	Continuing
Register of Deeds	7/1/2003	184,317	275,450	324,053	48,603	35,257	288,796	12.80%	Continuing
Medicaid Max	6/12/2003	515,126	2,392,161	2,392,162	1	445,330	1,946,831	18.62%	Continuing
Loan Pool Reserve	7/1/1998	150,000	200,000	200,000	-	50,000	150,000	25.00%	Continuing

<i>Efland Sewer Extension</i>	7/1/1998	100,000	1,798,240	793,930	(1,004,310)	28,910	765,020	1.61%	Unknown
<i>HVAC Projects</i>	7/1/2003	150,000	708,000	708,000	-	617,222	90,778	87.18%	Unknown
<i>ADA</i>	7/1/1992	50,000	100,000	100,000	-	16,058	83,942	16.06%	Unknown
<i>Building Entry Systems</i>	7/1/2005	50,000	75,000	75,000	-	-	75,000	0.00%	Unknown
<i>Utilities Demand Reduction</i>	7/1/2005	60,000	130,000	115,374	(14,626)	114,125	1,249	87.79%	6/30/2011
<i>Upfit Link Center</i>	11/1/2007	100,000	1,100,000	675,000	(425,000)	501,811	173,189	45.62%	Unknown
<i>Telephone System</i>	7/1/2009	575,000	575,000	546,703	(28,297)	565,299	(18,596)	98.31%	6/30/2011
<i>800 MHz Radios for Sheriff</i>	7/1/2010	700,000	700,000	473,437	(226,564)	473,436	0	67.63%	6/30/2011
<i>Dental Equipment</i>	7/1/2010	100,000	100,000	100,000	-	-	100,000	0.00%	6/30/2012
<i>Buckhorn Econ Dev Dist Phase 2</i>	7/1/2010	200,000	200,000	200,000	-	-	200,000	0.00%	Continuing
<i>Payroll Software</i>	12/6/2010	329,861	329,861	329,861	-	-	329,861	0.00%	12/31/2011

<i>Total County Capital Projects</i>		16,398,790	97,807,363	92,595,846	(5,211,518)	82,537,225	10,084,902		

**Capital Reserve Funds Balances
30-Jun-10**

County Capital Reserve Fund	Library Facilities	Older School Facilities	Undesignated	Total
<i>Revenues</i>				
<i>Board Designated</i>				
<i>Sale of Fixed Assets</i>				
<i>Library Facilities 60%</i>	164,670			164,670
<i>Transfer from County Capital Projects</i>				
<i>Library Facilities</i>	50,000			50,000
<i>Undesignated</i>			150,000	150,000
<i>Total Revenues</i>	214,670		150,000	364,670
<i>County Capital Reserve Fund Balance July 1, 2009</i>	0		0	0
<i>Fund Balance June 30, 2010</i>	214,670		150,000	364,670

School Capital Reserve Fund				
<i>Revenues</i>				
<i>Undesignated</i>				
<i>Investment Earnings</i>			19	19
<i>Board Designated</i>				
<i>Sale of Fixed Assets</i>				
<i>Older School Facilities 40%</i>		109,780		109,780
<i>Total Revenues</i>		109,780	19	109,799
<i>School Capital Reserve Fund Balance July 1, 2009</i>		0	1,882	1,882
<i>Fund Balance June 30, 2010</i>		109,780	1,901	111,681

Orange County Board of Commissioners Capital Funding Policy

Preamble

This capital funding policy is the product of extensive analysis and deliberation. The intent of this policy is to reflect greater priority than there has been historically on providing funding for County projects, with particular emphasis directed at enhanced upkeep of existing County facilities. The policy reflects the implementation of the Board of Commissioners' resolution of November 16, 2004 that the Board *"does hereby adopt in principle a policy of allocating a target of 60 percent of capital expenditures for school projects and 40 percent of capital expenditures for county projects over the decade beginning in calendar year 2005"*. This policy continues the County's principle and historical practice of funding all School and County related debt service obligations before allocating any other School or County capital funds for other purposes.

Long Range Capital Investment Plan

During January of each fiscal year, the County Manager shall present, to the Board, five-year County and School capital needs and funding plans in the form of a Capital Investment Plan. Each year, the Board of Commissioners shall conduct a public hearing on the Manager's Recommended CIP during March and subsequently adopt a five-year Capital Investment Plan (CIP) as part of the annual operating budget in June.

County and School recurring capital needs will be identified and reviewed during each annual operating budget cycle, and recurring capital appropriations will be approved by the Board of Commissioners as an element of each annual Orange County Budget Ordinance.

The five-year plan for long-range capital funding shall include anticipated County and School capital expenditures costing \$100,000 or more.

Sources of Funds

The County will allocate the following sources of funds for County and School debt service and long-range and recurring capital:

- All proceeds from the Article 40 and Article 42 half-cent sales taxes.
(The North Carolina General Statutes require that 30 percent of the Article 40 (NCGS§105-487(a)) and 60 percent of the Article 42 (NCGS§105-502(a)) sales tax revenue be earmarked for public school capital outlay as defined in NCGS§105-426(f) or to retire any indebtedness incurred by the county for these purposes)
- School Construction Impact Fees for each school system.
- Property tax revenue as needed and approved by the Board.

April 5, 2011

- The County will budget NC Education Lottery proceeds as the revenues are distributed by the State each quarter, once the revenues are identified for an individual school capital project and requested by each district.

Debt Service

All County and School related debt service obligations would be funded prior to allocation of programmed funding for any other capital purposes.

Orange County Schools' impact fees will be earmarked to pay for debt service on projects that involved the construction of new school space in the Orange County Schools system. Chapel Hill-Carrboro City Schools' impact fees will be earmarked to pay for debt service on projects that involved the construction of new school space in the Chapel Hill-Carrboro City Schools system. These expenditures will be tracked and verified by each district annually.

NC Education Lottery Proceeds

Each school district will have the option to dedicate its share of the annual NC Education Lottery monies to address school facility renovation needs or as additional revenue to the districts pay-as-you-go funding to address school facility renovation needs. Annually either district can request that the County dedicate Lottery proceeds to repay debt service and the county will substitute pay-as-you-go-funding to expedite approved capital projects in the schools capital improvement plan.

Allocation

Capital funding for each five-year capital planning period will be allocated between the two school districts based on the student membership planning allotments, provided by the NC Department of Public Instruction by March 1 of each year.

Capital Project Ordinances – Form and Purpose

All funds allocated to capital projects are to be accounted for in a Capital Project Fund as authorized by a Board of County Commissioner approved Capital Project Ordinance. The Capital Project Ordinance will include a detailed break down of each major cost category related to the project.

In accordance with the Board of County Commissioners November 2000 adopted "*Policy on Planning and Funding School Capital Projects*", whenever School capital project bids are either higher or lower than originally projected, or any other factor affecting the project budget occurs, the affected school system is expected to work with County Management and Budget staff to present revised capital project ordinances for adoption by the Board of Commissioners. The same expectations shall be applicable for changes to County Capital project budgets.

Community Use of Schools

It is the intent of the Board of County Commissioners to evaluate each new proposed school in both School Districts for joint community use opportunities, including, but not limited to, park and recreation use.

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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 supersedes any policy in place prior to this date.

April 5, 2011

ORANGE COUNTY BOARD OF COMMISSIONERS DEBT MANAGEMENT POLICY

The County has long recognized the importance of proper long-range planning in order to meet capital improvement needs as they arise without experiencing dramatic impacts on operational cost and debt service. The following policy statements will provide guidance on the issuance of debt to help insure that the County maintains a sound debt position and that its credit quality is protected. In conjunction with the County's Capital Policies, these policy statements rationalize the decision making process, identify objectives for staff to implement, and demonstrate a commitment to long term financial planning objectives. In addition, this debt management policy will allow for an appropriate balance between the established debt parameters and providing flexibility to respond to unforeseen circumstances and new opportunities.

POLICY STATEMENTS

Purpose and Type of Debt

1. Incurrence of debt or long-term borrowing will only be used for the purpose of providing financing for capital projects to include, but not limited to:
 - a. Construction of new School and County facilities
 - b. Renovation and repair of existing School and County facilities
 - c. Acquisition of real property (land and/or buildings)
 - d. Construction or expansion of Public Utilities.
 - e. Providing funds for Affordable Housing Projects
 - f. Construction, acquisition and development of Parks
 - g. Purchase of major equipment

Debt issuance will not be used to finance current operations or normal maintenance.

2. The types of debt instruments to be used by the County include:
 - a. General Obligation Bonds
 - b. Bond Anticipation Notes
 - c. Installment Purchase Agreements (private placement)
 - d. Special Obligation Bonds (landfill only)
 - e. Certificates of Participation, when feasible
 - f. Revenue Bonds
3. All debt issued, including installment purchase methods, will be repaid within a period not to exceed the expected useful life of the improvements or equipment financed by the debt.
4. The County will not issue tax or revenue anticipation notes.

Purpose and Type of Debt (continued)

5. The County will not issue bond anticipation notes with maturities in excess of one year.
6. The County will strive to maximize the use of pay-as-you-go financing for capital improvements.

Issuance of Debt

7. The County will strive to issue bonds no more frequently than once in any fiscal year. The scheduling of bond sales and installment purchase decisions and the amount of bonds to be sold and installment financing to be sought will be determined each year by the County Commissioners. These decisions will be based upon the identified cash flow requirements for each project financed, market conditions, and other relevant factors. These factors will be ascertained from the school systems and County departments. If cash needs for bond projects are insignificant in any given year, the Board may choose not to issue bonds. Instead, the Board may fund up front project costs and reimburse these costs when bonds are sold. In these situations the Board will adopt Reimbursement Resolutions prior to the expenditure of project funds.
8. The County will seek level or declining debt repayment schedules and will avoid issuing debt that provides for balloon principal payments reserved at the end of the term of the issue.
9. The County will avoid over-reliance on variable rate debt. Variable rate debt will only be considered when market conditions favor this type of issuance. When variable rate debt is considered, careful analysis will be performed and techniques applied that will ensure that the County's sound debt position will be maintained. At no time will variable rate debt exceed 20% of the County's total outstanding debt.
10. The County is required by Statute to issue general obligation debt through a competitive process. The competitive process will also be used for other debt issuance unless time factors, interest rates or other factors make it more favorable to the County to use a negotiated process.
11. In the planning process for debt issuance the County will assess the need to maintain its "Bank Qualification" if installment purchase financing is being considered.

Level of Debt

12. The County will maintain its net bonded debt at a level not to exceed three percent of the assessed valuation of taxable property within the County.
13. The County will strive to maintain its annual debt service costs at a level no greater than fifteen percent of general fund revenues, including installment purchase debt. This is a recommended "best practice" from the Government Finance Officers Association.

Advance Refunding of Debt

14. The County will make every effort to issue advance refunding bonds to achieve cost savings of at least 3% percent net of the refunding bonds. Net savings includes gross savings less issuance costs and any cash contributions to the refunding. The 3% savings is the minimum savings permissible before the North Carolina Local Government Commission will consider advance refunding bonds. These decisions will be based upon the maturity date of the refunded bonds, the call date and premium on the refunded bonds and the interest rates at which the refunding bonds can be issued.

Undesignated Fund Balance

15. The County will strive to maintain an undesignated balance in the general fund of 17% percent of budgeted general fund operating expenditures each fiscal year. The amount of undesignated fund balance maintained during each fiscal year should not fall below 8% percent of budgeted general fund operating expenditures as recommended by the North Carolina Local Government Commission.
16. To the extent that general fund undesignated fund balance exceeds 17% percent the balances may be utilized to fund capital expenditures or pay down outstanding County debt.

Investment of Capital Funds

17. Investment of capital funds will be performed in accordance with the North Carolina General Statutes (159-30). Funds will be invested in instruments that will provide the liquidity required to meet the cash flow needs of each project funded.

18. Investment earnings on capital funds, after subtracting required or potential arbitrage, will be used for project costs and/or debt service.

Bond Ratings

19. The County will maintain good communications with bond rating agencies regarding its financial condition and will follow a policy of full disclosure on every financial report and offering statement.
20. The County will strive to maintain bond ratings at or better than AAA (Fitch), Aa2 (Moody's Investor Services) and AA+ (Standard & Poor's).

Arbitrage Rebate and Secondary Market Disclosure Requirements

21. The County will comply with all arbitrage rebate requirements as established by the Internal Revenue Service and all secondary market disclosure requirements established by the Securities and Exchange Commission.
22. Arbitrage will be calculated at the end of each fiscal year and interest earned on investment of bond or installment purchase proceeds will be reserved to pay any penalties due.

Enterprise Funds

23. For any Enterprise Fund that is supporting debt, an annual rate study will be performed to ensure that fees or rates are sufficient to meet the debt service requirements.

Capital Reserve Funds

24. The County will create and maintain capital reserve funds as appropriate, such as for school and county projects.
25. The Capital Reserves will be funded from property tax revenues, sales tax revenues and/or any other revenue source that the County Commissioners may choose.
26. Funds accumulated in the Capital Reserve Funds will be used on a pay-as-you-go basis to finance renovations and repairs to existing buildings and the purchase of major equipment. The Board may also choose to fund other pay-as-you-go initiatives from Reserve Funds.

5-Year Capital Investment Plan (CIP)

- 27. The County will review and adopt a five-year CIP annually.
- 28. This Debt Management Policy will be incorporated into the CIP.
- 29. The County will strive to include plans for debt issuance within the CIP.

Rescission

This policy supersedes any policy in place prior to this date.

April 5, 2011

ORANGE COUNTY BOARD OF COMMISSIONERS FUND BALANCE MANAGEMENT POLICY

The Fund Balance Management Policy is intended to address the needs of Orange County (County), in the event of unanticipated and unavoidable occurrences which could adversely affect the financial condition of the County and thereby jeopardize the continuation of necessary public services. This policy will ensure the County maintains adequate fund balance and reserves in the County's **Governmental Funds** to provide the capacity to:

1. Provide sufficient cash flow for daily financial needs,
2. Secure and maintain investment grade bond ratings,
3. Offset significant economic downturns or revenue shortfalls, and
4. Provide funds for unforeseen expenditures related to emergencies.

Fund Balance for the County's **Governmental Funds** will be comprised of the following categories:

1. Nonspendable - amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact.
2. Restricted – amounts externally imposed by creditors (debt covenants), grantors, contributors, laws, or regulations of other governments.
3. Committed – amounts used for a specific purpose pursuant to constraints imposed by formal action of the government's highest level of decision-making authority.
 - a. Amounts set aside based on self-imposed limitations established and set in place prior to year-end, but can be calculated after year end.
 - b. Limitation imposed at highest level and requires same action to remove or modify
 - c. Ordinances that lapse at year-end
4. Assigned - amounts that are constrained by the government's intent to be used for specific purposes, but are neither restricted nor committed.
5. Unassigned – amounts that are not reported in any other classification.

The General Fund will be the only fund that will have an unassigned fund balance. The Special Revenue Funds and Capital Project funds will consist of only nonspendable, restricted, committed and assigned categories of fund balance.

Unassigned Fund Balance – General Fund

Orange County has adopted a fiscal policy that provides for capital projects to be financed with debt and pay-as-you-go funding. In order to obtain the best possible financing, the County has adopted policies designed to maintain bond ratings at or better than AAA (Fitch), Aa2 (Moody's Investor Services) and AA+ (Standard & Poor's). Part of the County's fiscal health is maintaining a fund balance position that rating agencies feel is adequate to meet the County's needs and challenges.

Orange County has therefore adopted a policy that requires management to maintain an **unassigned balance** as follows:

1. The County will strive to maintain an **unassigned** fund balance in the General Fund of 17% percent of budgeted general fund operating expenditures each fiscal year. The amount of **unassigned** fund balance maintained during each fiscal year should not fall below 8% percent of budgeted general fund operating expenditures, as recommended by the North Carolina Local Government Commission..
2. To the extent that the General Fund **unassigned** fund balance exceeds 17% percent, the balances may be utilized to fund capital expenditures or pay down outstanding County debt.
3. The County's budget and revenue spending policy provides for programs with multiple revenue sources. The Financial Services Director will use resources in the following hierarchy: bond proceeds, Federal funds, State funds, local non-county funds, county funds. For purposes of fund balance classification, expenditures are to be spent from restricted fund balance first, followed in-order by committed fund balance, assigned fund balance, and lastly, unassigned fund balance. The Financial Services Director has the authority to deviate from this policy if it is in the best interest of the County with Board of County Commissioner's approval.
4. Management is expected to manage the budget so that revenue shortfalls and expenditure increases do not impact the County's total unassigned fund balance. If a catastrophic economic event occurs that requires a 10% or more deviation from total budgeted revenues or expenditures, then unassigned fund balance can be reduced by action from the Board of County Commissioners; the Board also will adopt a plan of action to return spendable fund balance to the required level.

Enterprise Funds - (Solid Waste, Efland Sewer, and the Orange County Sportsplex) – The County will strive to maintain unrestricted net assets greater than 8% of total operating revenues at fiscal year-end, net of any donated assets recognized, to provide reserves for operations and future capital improvements.

Restrictions, reservations, and designations of Net Assets for Enterprise Funds

For external reporting purposes, net assets will be reported as restricted or unrestricted in accordance with GAAP. For internal purposes, net assets will be reserved or designated as follows:

1. Encumbered balances to continue existing projects are designated.
2. Designations for funding of planned projects in a future period to reduce the financial demands placed upon a subsequent budget.

Internal Service Funds – Dental Insurance Fund - total net assets shall maintain a positive balance to illustrate the internal nature of recovery fees for services performed in self-insuring employees of the County. Additionally, the net assets of the fund will demonstrate adequate funding for incurred, but not reported claims.

April 5, 2011

Rescission

This policy supersedes any policy in place prior to this date.

April 5, 2011

Employee Pay and Benefits

Background

Over the last four budget cycles, employee pay and benefits recommendations have been heavily influenced by the downturn in the economy and focused on maintaining our permanent workforce without increasing property taxes. Substantial increases in employee and retiree health insurance costs, reinstatement of the County 401(k) contribution and a State-mandated increase in the employer contribution to the Local Governmental Employees' Retirement System have driven the Manager's recommendations for funding employee pay and benefits in FY 2011-12.

In the FY 2008-09 Budget, the Board approved the most recent increase in salaries by accepting the Manager's recommendation of a 2.25% cost of living increase and maintaining the 1.0% or 2.0% in-range salary increase based on work performance. The living wage was maintained at \$10.12 per hour, and the employer contribution to the 401(k) was also maintained at \$27.50 per pay period. Funding of up to a 15% increase in employee health insurance costs was also approved. A three-month hiring freeze on all vacancies was implemented.

During the FY 2009-10 Budget process, Human Resources surveyed employees regarding options for reducing personnel services costs. Employee input was received from survey responses and meetings with employee groups, such as the Employee Relations Consortium (ERC) and its Pay and Benefits Committee. Based on the feedback received, several personnel services cost reductions were implemented in the FY 2009-10 Budget. Employee cost of living or in-range salary increases were not funded and the employer contribution to the 401(k) for general (non-law enforcement) County employees was suspended. To further reduce personnel services costs, the County also implemented two Retirement Incentive plans, a twelve-month hiring freeze, and a voluntary furlough program, which allows employees to take time off without pay and maintain their employee benefits. Since then, vacant positions have continued to be reviewed for elimination and departments have worked with Human Resources to reorganize their operations to continue meeting service demands with reduced staffing levels.

For a second year, the FY 2010-11 Budget did not provide for salary increases and maintained the living wage at \$10.12 per hour, and a six-month hiring freeze was implemented. The budget included funding to implement recommendations of the County's FY 2009-10 internal Classification and Pay study and funding to address an employee health insurance increase up to 7.0%, effective January 1, 2011, as well as an increase in the County's contribution to the Local Governmental Employees' Retirement System for all permanent employees. Both the voluntary furlough program and the suspension of the County contribution to non-law enforcement employees' 401(k) accounts were extended as cost saving measures. Effective January 1, 2011, the Board reinstated the County contribution to non-law enforcement employees' 401(k) accounts.

Employee Pay and Benefits - Continued

While these efforts have been successful in maintaining the County workforce and preventing the lay off of existing permanent employees, the FY 2011-12 Budget will require employees to again forgo an increase in salary. While salary increases are not recommended for FY 2011-12, the Manager's Recommended Budget does include funds for up to a 15.0% increase (approximately \$553,000) in health insurance premiums for employees and retirees. A 15% increase in premiums equates to a 19.0% increase (\$1,046,704) over the FY 2010-11 budget for employee and retiree health insurance. When annualized, the amount budgeted in FY 2011-12 for increases in the County's health insurance costs is equivalent to a 3.0% salary increase for all permanent employees.

Over the past several years, County employees have worked together to embrace and drive change throughout the organization. As the County workforce has decreased in numbers, departments have combined and services have been evaluated and revised, employees have continued to demonstrate an outstanding spirit of dedication to serving the residents of Orange County.

Summary of FY 2010-11 Pay and Benefits Plan

- No cost of living increase or in-range salary increase.
- Funding to address an employee health insurance increase up to 7.0% effective January 1, 2011.
- Maintain the Living Wage at \$10.12 an hour.
- Implement recommendations of the County's FY 2009-10 internal Classification and Pay studies.
- Implement a six-month hiring freeze and elimination of positions.
- Extend the voluntary furlough program.
- Extend the suspension of the County contribution to non-law enforcement employees' 401(k) accounts.

Recommended FY 2011-12 Employee Pay and Benefits Plan (detail provided below)

- No cost of living increase or in-range salary increase.
- Funding to address an employee health insurance increase up to 15.0%, effective January 1, 2012.
- Increase the Living Wage to \$10.81 an hour.
- Implement recommendations of the County's FY 2010-11 internal Classification and Pay studies.
- Extend the six-month hiring freeze.
- Extend the voluntary furlough program.

Employee Pay and Benefits - Continued

- \$27.50 per pay period County contribution to non-law enforcement employees' 401(k) accounts.
- Increase in the County's contribution to the Local Governmental Employees' Retirement System (LERS) for all permanent employees.

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 2011-12. Personnel services comprise the largest percentage (nearly 50%) of the County's operational expenditures. With the County's cost for employee and retiree health insurance and retirement system contributions increasing substantially in FY 2011-12, County revenues cannot additionally support an increase in salaries next year.

2. Employee Health Insurance

The County has been informed by its benefits consultant, Mark III, of a potential 20.0 to 25.0% health insurance premium increase (trend), effective January 1, 2012. The Manager's Recommended Budget includes funds to address up to a 15.0% 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 2011 through the annual renewal process. (Additional information is provided on page 5.)

3. Orange County Living Wage

The Manager recommends increasing the Living Wage from \$10.12 per hour to \$10.81 per hour to keep pace with continuing increases in the Federal poverty guidelines as adjusted for the cost of living in the Orange County Region. (Additional information is provided on page 10.)

4. Annual Classification and Pay Study

The Manager recommends funding of \$60,000 for position reclassifications studied through the County's FY 2010-11 internal Classification and Pay study. During the classification study, which began in October 2010, positions were identified as working outside their present classification. The classifications for these positions need to be revised to accurately reflect the positions' current duties and responsibilities. The Manager recommends funding to provide salary adjustments for the employees affected by these changes. The Manager's recommendation also includes approving the updated Orange County Classification and Pay Plan. (Additional information is provided on page 13.)

5. Six-Month Hiring Freeze

As a cost savings measure, the Manager recommends extending the six-month hiring freeze implemented in FY 2010-11. Total savings from the hiring freeze is projected to be more than \$1.5 million. (Additional information is provided on page 32.)

Employee Pay and Benefits - Continued

6. Voluntary Furlough

Staff anticipates that cost savings attributed to extending the option to take a voluntary furlough by reducing their workweek throughout all or a portion of the fiscal year or taking a voluntary unpaid leave of absence will yield approximately \$30,000 in FY 2011-12. Requests for a voluntary furlough will be pre-approved by an employee's Department Director. (Additional information is provided on page 39.)

7. County Contribution to Retirement Benefits

Both employer and employees contribute to the Local Governmental Employees' Retirement System based on employee base salary. After many years of stable contributions, the General Assembly increased the employer contributions effective July 2010 and again July 2011. The employee contribution has remained the same at 6.00% of salary.

Effective January 1, 2011, the County reinstated the \$27.50 per pay period (\$715 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 5.00% of salary 401(k) plan contribution required by State law. (Additional information is provided on page 41.)

Board of County Commissioners' Action as to the Pay and Benefits Elements of the Manager's Recommended Budget

With Budget Adoption for FY 2011-12, the Board approved:

- 1. No funding for cost of living increase or in-range salary increases for FY 2011-12.*
- 2. Funding for a health insurance increase up to 15.0% for the plan year beginning January 1, 2012.*
- 3. Increasing the Living Wage to \$10.81 an hour.*
- 4. Funding of \$60,000 for position reclassifications studied through the County's FY 2010-11 internal Classification and Pay studies.*
- 5. Extending the six-month hiring freeze implemented in FY 2010-11.*
- 6. Extending the Voluntary Furlough program through June 30, 2012.*
- 7. Increasing the employer contribution to the Local Governmental Employees' Retirement System and maintaining the County contribution of \$27.50 per pay period (\$715 per year) to non-sworn law enforcement employees.*

Employee Health Care

Background

Permanent employees currently are eligible for health insurance through the NC Association of County Commissioners (NCACC). This arrangement will end December 31, 2011 due to a decision by the NCACC to terminate all health insurance services. The current health insurance claims are administered by CIGNA, pharmacy coverage is provided by Caremark CVS and health management for chronic diseases is provided by Alere. Two plans are available: a Health Maintenance Organization (HMO) and a Preferred Provider Organization (PPO). The County pays for employee coverage and pays 52% of the cost of dependent coverage based on the lower cost plan (currently the PPO). The two plans differ in co-insurance and employee out-of-pocket costs, as well as premium cost. Only the PPO allows out-of-network services for non-emergencies.

Health Plan	County Cost per Employee	Employee Co-Insurance	Employee Out-of-Pocket Costs
HMO	\$531.44/month	0%	\$250/year
PPO	\$509.02/month	10%	\$1,250/year

In September 2010, the County retained the services of benefits consultants Mark III to assist with our entire benefits package, including health insurance. As a specialist in public sector employers, they have worked with numerous counties and cities to reduce health insurance costs. They have begun to review potential new carriers for Orange County and will assist in designing health insurance plan(s) that meet the needs of County employees. The cost to the County for Mark III's services is \$1.00 per employee per month, beginning January 2012, and will increase to \$2.00 per employee per month in January 2013.

Based on early County claims data, Mark III has predicted a 20-25% increase for premiums beginning January 1, 2012, regardless of the carrier. More information will be available over the next few months. This is equivalent to approximately \$553,000 for seven months of FY 2011-12 (December through June). The actual amount of the County's health insurance will be determined in August 2011 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 2012 calendar year.

Health Care Recommendation

The Manager's Recommended Budget includes funds for up to a 15.0% (\$552,598) premium increase. Staff has identified the following options for addressing the projected increase. Additional information will be presented to the Board at the time of the annual renewal process.

Options for achieving a 15.0% increase in County Costs for Employee Health Care in FY 2011-12 include:

Employee Health Care – Continued

- Provide two plan options: one similar to current plans and the other a Health Savings Account/High Deductible Plan, often referred to as an HSA. HSA's provide coverage for current expenses and allow the option to save for future expenses with portable, tax-advantaged funds. The premium cost to employees would be the same in both plans, allowing employees to choose a plan which met their needs without regard for premium cost.
- Create 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, and wish to pay for that coverage, would 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.
- Create 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.
- Offer a high deductible plan, utilizing a Health Savings Account to handle employee out of pocket costs, as an option. This option has shown to reduce costs in other counties, but this type of plan is different from the traditional plans and would require extensive employee education.
- Keep the plans as close to the current level of coverage as possible but require employees to assume the cost of some of the increase in premiums. With a 15.0% overall increase in premiums, employees' paying 50.0% of the increase would result in employees' contributing up to \$40 per month for employee only coverage and more for employees with dependent coverage.

Board of Commissioners' Action as to the Employee Health Care

The Board approved funding for an increase in employee health insurance premiums of up to 15%, effective with the January 1, 2012 renewal.

County Health Plan History 2003 – 2011

Participants in Health Plans as of May 2011

Health Plan	# Enrolled	
	Active Employees	Retirees
Open Access Plus In-Network Co-Pay (HMO)	693	127
Open Access Plus Co-Pay (PPO)	112	15
Total	805	142

Health Insurance Rate Changes

The chart below lists past increases implemented by the NCACC Health Insurance Trust:

Calendar Year	Total Cost Percentage Increase	Cost to County of Employee Only Coverage (monthly premium)	Difference (per month per employee)	Changes to the Plan
2012	25% projected			
2011	6.5%	\$531.44 (HMO) \$509.02 (PPO)	\$32.44 (HMO) \$31.06 (PPO)	100% covered mental health visits, elimination of marital status for dependents to age 26, \$1,000 allowance for hearing aids
2010	2.5%	\$499.00 (HMO) \$477.96 (PPO)	\$13.12 (HMO) \$12.56 (PPO)	Increased the number of PT/OT visits to 30, decreased cost of generic prescriptions to \$0.00, unlimited mental health care visits, elimination of student status for dependents age 19-26
2009	7.9%	\$485.88 (HMO) \$465.40 (PPO)	\$40.82 (HMO) -\$56.68 (PPO)	Added <i>Health Advisor</i> , priced HMO in line with 100% co-insurance benefit
2008	9.7%	\$445.06 (HMO) \$522.08 (PPO)	\$39.42 (HMO) \$46.24 (PPO)	Increased office visit co-pays (\$10/\$20 to \$15/\$30)
2007	1.9%	\$405.64 (HMO) \$475.84 (PPO)	\$7.40 (HMO) \$8.68 (PPO)	Changed administrators in July 2007 from BCBS to CIGNA (NCACC decision)
2006	16.5%	\$398.24 (HMO) \$467.16 (PPO)	\$55.47 (HMO) \$82.96 (PPO)	\$250 deductible added to HMO
2005	-3.6%	\$342.77 (HMO)	-\$12.84 (HMO)	
2004	13.8%	\$355.61 (HMO)	\$43.17 (HMO)	Increase in ER co-pay (\$100 to \$150)
2003	25.0%	\$312.44 (HMO)	\$62.50 (HMO)	

*2003 – 2005 premium information based on lowest cost plan.

Orange County Employee Benefits (General Fund)

FY 2010-11 Original Budget	FY 2011-12 Recommended Budget	Description
Health Care (budgeted in individual departments)		
\$5,721,671	\$6,460,866	Employee health benefits are currently provided through NCACC/CIGNA. Due to a decision by the NCACC, the County is searching for a new health insurance provider to be effective January 1, 2012. A renewal of current benefits is projected to cost an additional 25% above FY 2010-11 rates. The actual renewal rate will be determined in September 2011 with a new plan effective January 1, 2012. The Manager recommends funding for up to a 15% increase, which is 10% below the projected 25% increase. An actual increase above the recommended 15% would require changes in plan design or increasing employee contributions to the premium.
Dental Care (budgeted in individual departments)		
\$227,565	\$231,165	The County dental fund is decreasing but is still adequate for the remainder of FY 2010-11 and for FY 2011-12. The amount budgeted reflects the administrative charges and projected claims volume for FY 2011-12. The cost of claims is increasing because the County increased the rate of reimbursement for many services.
Local Governmental Employees' Retirement System (budgeted in individual departments)		
\$2,328,842	\$2,536,411	Mandatory retirement program with the NC Retirement System. Effective July 1, 2011, the County's contribution will increase from 6.43% to 6.96% for general (non-law enforcement) employees. The County's contribution will increase from 6.41% to 7.04% for sworn law enforcement officers. All employees continue to contribute 6.00% of annual salary.
Supplemental Retirement Plans (budgeted in individual departments)		
\$0	\$495,850	For non-law enforcement employees, the County contribution of \$27.50 per pay period was reinstated, effective January 1, 2011. Employees may choose to direct the County contribution to one of the following supplemental retirement benefit plans: Nationwide 457, ICMA-RC 457, or Prudential 401(k).
401(k) (Sworn LEO) (budgeted in Sheriff's Department only)		
\$190,394	\$201,970	401(k) program with NC Retirement system, administered by Prudential. Mandatory employer 401(k) contribution of 5.00% of annual salary.
Retiree Health Insurance (County Health Plan and Medicare Supplements) (budgeted as a non-departmental line item)		
\$1,352,193	\$1,560,702	Retiree health plan provided through NCACC/CIGNA. Available for retirees with at least 10 years County service. Same plan and coverage levels as for active employees. At age 65, retirees' coverage under NCACC ends, and they enroll in County-funded Medicare supplements.
Life Insurance (budgeted in individual departments)		
\$87,451	\$88,551	The County funds term life insurance up to \$50,000 of employee salary. Additional employee-paid options are available.
Discounts (SportsPlex) (budgeted as a non-departmental line item)		
\$41,000	\$41,000	The County provides a 75% discount for employees on individual or family memberships. Approximately 210 employees receive this discount.
Tuition Refund (budgeted as a non-departmental line item)		
\$11,000	\$15,000	The County provides a tuition refund program allowing for reimbursement up to \$600 per year for eligible courses. The Manager recommends increasing the program's budget to encourage more employees to utilize this benefit, which helps employees develop in their present positions and prepares employees for greater training, skills, or knowledge in a career with the County. Currently, 20 employees are participating in this program.
Flexible Compensation Plan (budgeted as a non-departmental line item)		
\$17,388	\$0	Benefit allows employees to pay for health and dependant care expenses on a pre-tax basis. Effective September 2010, the benefit continues, and the cost for vendor fees for administration of the program is covered through a contract with Mark III.
Employee Assistance Program (budgeted as a non-departmental line item)		
\$15,456	\$15,456	Employee counseling benefit available at no cost to employees. Cost is for vendor fees for administration of the program.
Longevity Pay (budgeted in individual departments)		
\$349,259	\$375,163	The Longevity program (starting at 10 years of service) provides a graduated lump sum payment that increases based on years of service with Orange County.

Orange County Employee Benefits (General Fund)

FY 2010-11 Original Budget	FY 2011-12 Recommended Budget	Description
Annual Leave (value not budgeted)		
County liability fluctuates based upon usage of available leave and number of employees leaving employment.		Effective January 2011, the County eliminated personal and petty leave and created Annual Leave. County provides paid annual leave to permanent employees based on years of service, starting at 125.9 hours/year and increasing to 260.3 hours/year at 20 or more years. Maximum accrual carryover is 240.0 hours as of January 31 of each year. Employee is paid for unused leave (up to 240.0 hours) only at end of employment. Total available annual leave for 725 employees as of May 2011 is 113,760 hours for a total liability of \$2,607,281.
Sick Leave (value not budgeted)		
County liability fluctuates based upon usage of available leave.		County provides paid sick leave of 96.2 hours per year to permanent employees. There is no limit for employee accrual, and sick leave accruals can be used as service credit with NC Retirement System. Total available sick leave for 725 employees as of May 2011 is 377,739 hours for a total liability of \$9,887,600.
Holidays (value not budgeted)		
\$1,457,764	\$1,389,080	County provides 11 paid County holidays per year.
Personal Leave Days (value not budgeted)		
\$275,490	\$0	Effective January 2011, the County eliminated 2 days of personal leave and combined personal, petty and vacation leave to create Annual Leave.
Petty Leave (value not budgeted)		
\$231,917	\$0	Effective January 2011, the County eliminated 14 hours of petty leave per year (based on a 40-hour per week work schedule), and combined petty, personal, and vacation leave to create Annual Leave.
Administrative Leave (value not budgeted)		
Varies by year		County provides administrative leave when the County officially delays openings and/or closes early for inclement weather.
Funeral Leave (value not budgeted)		
Varies by year		County provides funeral leave of 3 days maximum for any one occurrence for family members (as defined by ordinance).
Civil Leave (value not budgeted)		
Varies by year		County provides civil leave for Jury Duty and Witness Duty (not work-related or when employee is plaintiff or defendant). If the employee receives witness fees, they remit those fees to the County.
Family Leave (value not budgeted)		
Varies by year		County provides three consecutive paid days during a newborn's first week of life, or after an adoption has been finalized during the first week an adopted child is in the home.
Military Leave (value not budgeted)		
Varies by year (approximately 1 instance every 5 years)		County provides short term leave with pay to reservists and guardsmen and women.

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
July 1998	\$8.00 an hour
November 1999	\$8.20 an hour
July 2000	\$8.45 an hour
July 2001	\$9.11 an hour
July 2005	\$9.34 an hour
July 2007	\$10.12 an hour

The Board considers Living Wage updates annually during the budget process.

Method for Establishing the Living Wage

The Board has based its determination of the Living Wage on the Federal poverty level for a family of four as adjusted for the Raleigh-Durham Region based on the American Chamber of Commerce Research Association's (ACCRA) cost of living index. When the Board initially determined the method for establishing the living wage, the ACCRA cost of living index for the Raleigh-Durham Region included Raleigh, Durham and Chapel Hill. In 2004, the cost of living index for Raleigh-Durham was split into two indexes: Raleigh-Cary and Durham (which included Chapel Hill). Since 2004, data was obtained for each city (Raleigh, Durham and Chapel Hill) and averaged to obtain the cost of living index for the Raleigh-Durham Region.

Over time, the demographics of the County workforce have shifted to include more employees who live in and/or engage in activities, such as shopping and recreation, in Alamance County. The following chart provides the county of residence for current employees, both permanent and temporary:

County of Residence	Permanent Employees		Temporary Employees		All Employees	
	Number	Percentage	Number	Percentage	Number	Percentage
Orange	440	55%	138	75%	578	58%
Durham	125	15%	13	7%	138	14%
Alamance	118	15%	13	7%	131	13%
Wake	47	6%	7	4%	54	5%
Other	77	9%	14	8%	91	9%
	807		185		992	

Living Wage – Continued

Based on the demographics of the County workforce, the living wage calculation for FY 2011-12 uses a cost of living index for the Orange County Region, including Orange, Durham, Alamance and Wake Counties. Data was obtained from each city (Chapel Hill, Durham, Burlington and Raleigh) and averaged to obtain the cost of living index for the Orange County Region.

For information, Chart 1 below shows the unadjusted Federal poverty guidelines. These establish the annual earnings needed for a family of a specific size to meet the threshold, assuming a single wage earner and 2,080 working hours (40 hour work schedule) annually.

Chart 1 - Health and Human Services Poverty Guidelines Minimum Hourly Wage

Number in Family	2007	2008	2009	2010	2011
1	\$4.91	\$5.00	\$5.21	\$5.21	\$5.24
2	\$6.58	\$6.73	\$7.00	\$7.00	\$7.07
3	\$8.25	\$8.46	\$8.80	\$8.80	\$8.91
4	\$9.93	\$10.19	\$10.60	\$10.60	\$10.75
5	\$11.60	\$11.92	\$12.40	\$12.40	\$12.58

Chart 2 below shows the Raleigh-Durham Region cost of living for 2007 through 2009 and the Orange County Region cost of living for 2010. For 2010, data was obtained from the cost of living indexes for each city: Chapel Hill (113.0), Durham (96.6), Burlington (94.5) and Raleigh (98.2). The index shown below for 2010 is the average of the four cities. Cost of living data is not yet available for 2011.

Calendar Year	RDU Cost of Living
2007	101.9%
2008	99.1%
2009	102.1%
2010	100.6%
2011	unavailable

Chart 3 below shows the Federal poverty levels, adjusted for the Raleigh-Durham Region cost of living for 2007 through 2009 and the Orange County Region cost of living for 2010 through 2011. The 2011 wage per hour relies upon the 2010 cost of living index in the absence of available data for 2011.

Living Wage – Continued

Chart 3 - Health and Human Services Poverty Guidelines Adjusted for Raleigh-Durham Region Cost of Living (2007 through 2009) and Orange County Region Cost of Living* (2010 through 2011) (Wage per Hour)

Number in Family	2007	2008	2009	2010*	2011*
1	\$5.00	\$4.96	\$5.32	\$5.24	\$5.27
2	\$6.70	\$6.67	\$7.15	\$7.05	\$7.11
3	\$8.41	\$8.39	\$8.99	\$8.86	\$8.96
4	\$10.12	\$10.10	\$10.82	\$10.66	\$10.81
5	\$11.92	\$11.82	\$12.66	\$12.47	\$12.66

Living Wage Update Recommendation

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. The Manager recommends adjusting the formula for calculating the cost of living index to include Burlington based on the demographics of the County workforce. Based on the recommended formula, updated to 2011, the Living Wage would increase from \$10.12 per hour to \$10.81 per hour.

In FY 2009-10 and FY 2010-11, the Manager recommended the Living Wage remain at \$10.12 per hour and salaries for permanent employees remain the same. For FY 2011-12, the Manager recommends increasing the Living Wage to \$10.81 per hour to keep pace with continuing increases in the Federal poverty guidelines as adjusted for the cost of living in the Orange County Region.

The increase in the Living Wage to \$10.81 an hour would affect approximately 120 temporary employees who work in ten departments. The estimated annual cost is \$35,000. The change would not impact Permanent employees since the lowest hourly rate for a permanent employee currently is \$12.51 an hour.

Board of Commissioners' Action as to the Living Wage

The Board approved increasing the Living Wage to \$10.81 an hour in FY 2011-12.

Annual Classification and Pay Study

Background

In May 2009, the Human Resources Department recommended reviewing one third of the County's classifications annually. This annual review will allow the County to ensure its classifications accurately reflect the work being performed by County employees. Additional benefits from an annual classification study include: increased employee morale, as employees know there is a process in place to review their job on a regular basis, and decreased cost, as the County minimizes the need to contract outside services to conduct periodic countywide studies, which typically result in an expensive plan to bring classifications in line both internally and externally. Rather than having to address all necessary classifications change at one time, a cyclical review will reduce the number of needed changes for any given year.

The County will review one third of its classifications by using the occupational groupings shown below. All classifications can be sorted into groups based on position responsibilities and field of work. The occupational groupings typically include career ladder series that employees may choose to follow. The three groups are listed below.

Group One Studied FY 09-10	- Clerical, Administrative, and Related - Labor, Trades, Labor Supervision and Related - Parks, Recreation, Leisure Services, Library and Related
Group Two Studied FY 10-11	- Finance, Data Processing, Tax and Related - Planning, Inspections, Economic Development and Related - Public Safety and Related
Group Three Scheduled to be studied in FY 11-12	- Social Services, Aging, Child Support and Related - Public Health and Related

The County's first review occurred in FY 2009-10. The review included 96 classifications, affecting 236 employees, 28% of the County's permanent workforce. The study began in February of 2010 and had a seventy percent participation rate. While some classifications were found to be paid below the market average, overall the County was determined to be competitive with the external market. The outcome of the study was included in the Manager's Recommended FY 2010-11 Budget. Changes included:

- Twenty-two position reclassifications. One classification that reflected a significant amount of change over time was the Office Assistant I classification. Much of the evolution of duties are reflected by departments adding more responsibility to the front desk positions in order to provide more complete and quicker customer service to the public, which in turn, creates more efficiencies within the department.
- Thirteen changes in classification titles. In some cases the title changes reflect the connection of career series, such as the Facilities Maintenance Technician. Other title changes reflect the position responsibilities more accurately, such as

Annual Classification and Pay Study - continued

the Senior Center Coordinator, while other title changes more accurately reflect how the County is utilizing a classification series, such as the Library Assistant series.

- One classification was added and eleven classifications were removed from the classification plan. Classification additions and deletions reflect organizational changes. As the County continues to make organizational changes, classifications will be evaluated to determine the value they add to the classification system.

Based on the seventy percent participation rate, coupled with the County's first year of conducting an annual review, employees in the remaining thirty percent were invited to participate in the FY 2010-11 study.

FY 2010-11 Study

Process for Reviewing Internal Data

In FY 2010-11, the Human Resources Department reviewed Group Two. This grouping consists of 102 classifications: 56 classifications with one incumbent, 35 classifications with multiple incumbents, and 11 classifications with no incumbent. Three hundred and nine (309) positions, 38% of the County's permanent workforce, were reviewed. Below is the number of positions by department included in this review:

Department	Number of Positions
Animal Services	0
Asset Management and Purchasing	3
Board of Elections	0
Child Support	0
County Attorney's Office	0
County Commissioners	0
County Manager's Office	0
Department on Aging	0
Department of Environment Agriculture, Parks and Recreation	10
Economic Development (including Visitor's Bureau)	7
Emergency Services	77
Financial Services	8
Health	2
Housing and Community Development	0
Human Resources	0
Information Technologies	12
Library Services	0
Planning and Inspections (including OPT)	29
Register of Deeds	0
Sheriff	129

Annual Classification and Pay Study - continued

Social Services	7
Solid Waste Management	0
Tax Administration	25
Total	309

Information regarding the annual review's purpose and process was sent to all employees via email and through department directors in October 2010. Separate emails were also sent to employees in the 309 positions identified and to the corresponding department directors.

In response to concerns expressed by employees about the complexity of earlier questionnaires, Human Resources developed a new position description questionnaire form. These questionnaires were sent to employees and returned to Human Resources in November 2010. Ninety-six percent of the position description questionnaire forms were returned, including questionnaires from the remaining thirty percent of the FY 2009-10 study.

Process for Reviewing External Salary Data

The Human Resources Department solicited information from 18 jurisdictions:

Thirteen Counties

Alamance	Catawba
Chatham	Durham
Forsyth	Guilford
Iredell	Johnston
Person	Randolph
Rowan	Union
Wake	

Five Towns

Carrboro	Cary
Chapel Hill	Hillsborough
Raleigh	

These jurisdictions were chosen based on location of the County or Town and/or characteristics similar to Orange County such as budget size or population. Each was provided a list of the classification titles, summary of duties, and FLSA exemption status for the 102 classifications in this review. The municipalities were asked to provide their comparable classification title, number of positions in the classification, salary range (minimum, midpoint and maximum), average employee salary, and FLSA exemption status. Of the 18 jurisdictions solicited, 11 returned the survey. Those that did not respond are: Catawba County, Iredell County, Person County, Union County, Town of Carrboro, Town of Chapel Hill, and Town of Hillsborough.

Annual Classification and Pay Study - continued

Comparison

The external survey data was compiled to determine the average salary paid to employees and the average salary range (minimum-midpoint-maximum) for each classification. The averaged external data was then compared to Orange County's average salaries paid to employees and salary ranges for each classification. The information was then reviewed in terms of classifications by grade, number of incumbents, and by occupational grouping.

Average Salary

The average salary represents what is actually being paid to employees in particular classifications. The average salary information does not provide descriptive factors of the incumbents, such as length of service with the jurisdiction, length of time in the classification, level of education and experience, or performance evaluation. The missing descriptive information of the incumbents is important because this information may explain why an incumbent's average salary is above or below the market. For example, if an incumbent has been recently hired into a position and meets only the minimum requirements for the position, the incumbent may be appropriately paid below market. On the other hand, if an incumbent has a considerable amount of education and experience, the incumbent may have a salary higher than market.

The average salary information is beneficial to Orange County in understanding how competitively Orange County employees are paid compared to what others are paying employees in the same classification.

Average Salary Ranges

The average salary range represents the potential earning capability of employees in particular classifications. The average salary range represents the minimum amount an employee will be paid as well as the maximum amount an employee can earn in a particular classification. The salary range is used in recruiting new employees into the organization.

This information is beneficial to Orange County in understanding how competitive our salary ranges are compared to other jurisdictions advertising for the same classification. The salary range offered for a classification is a factor in the quality of applicants Orange County will attract during the recruitment period.

Findings

The County's average salary paid to employees was compared to the average salary paid by the survey market to determine how competitive the County is actually paying employees compared to the same positions in other jurisdictions. The County's salary range for each classification was compared to the average salary range of the survey

Annual Classification and Pay Study - continued

market to determine how Orange County's earning potential compares to the earning potential in other jurisdictions. Below summarizes the information for the 87 classifications with incumbents:

Orange County Classification Average Salary Compared to the Market Survey		Orange County Classification Salary Range Compared to the Average Market Salary Range	
Number of OC Classifications with Average Salary Below Survey Market	Number of OC Classifications with Average Salary at or Above Survey Market	Number of OC Classifications with Minimum Starting Salaries Below Average Survey Market	Number of OC Classifications with Maximum Salaries Below Average Survey Market
42 (48%)	45 (52%)	29 (33%)	37 (43%)

- Of the 42 Orange County classifications with actual average salary below market, 21 classifications fall less than 10% below the market average actual salary; and 6 of the 21 classifications are less than 5% below the market average actual salary.
- Of the 29 Orange County classifications with minimum starting salary below the average survey market, 21 classifications fall less than 10% below the market average minimum starting salary; and 11 of the 21 classifications are less than 5% below the market average minimum starting salary.
- Of the 37 Orange County classifications with maximum salary potential below the average survey market, 19 classifications fall less than 10% below the market maximum salary potential; and 10 of the 19 classifications are less than 5% below the maximum salary potential.

Single versus Multiple Incumbents

Many of Orange County's classifications consist of one incumbent. When this occurs it has been determined that the skills and responsibilities of the position are unique from any other classification in the County classification system. It also implies all of the County's needs for the responsibilities can be performed by one position.

With regards to actual average salary, if a classification has ten incumbents, each salary is added together and then divided by ten. If a classification has one incumbent the average salary is the salary being paid to the one incumbent.

Below is the breakdown of Orange County's study by classifications with single versus multiple incumbents:

Annual Classification and Pay Study - continued

Classifications	Orange County Classification Average Salary Compared to the Market Survey		Orange County Classification Salary Range Compared to the Average Market Salary Range	
	Number of OC Classifications with Average Salary Below Survey Market	Number of OC Classifications with Average Salary at or Above Survey Market	Number of OC Classifications with Minimum Starting Salaries Below Average Survey Market	Number of OC Classifications with Maximum Salaries Below Average Survey Market
Single Incumbents	27	26	25	32
Multiple Incumbents	15	19	4	5
Total	42	45	26	37

Percentage of classifications with single versus multiple incumbents					
	Total Classifications in Study (102)	OC Classifications with Average Salary Below Survey Market (42)	OC Classifications with Average Salary at or Above Survey Market (45)	OC Classifications with Minimum Starting Salaries Below Average Survey Market (26)	OC Classifications with Maximum Salaries Below Average Survey Market (37)
Single Incumbents	65%	64%	58%	86%	86%
Multiple Incumbents	35%	36%	42%	14%	14%

Comparison of FY 09-10 and FY 10-11 Studies

	FY 09-10 Study	FY 10-11 Study
Total Classifications Reviewed	96	102
Total Single Incumbent Classifications	54	56
Total Multiple Incumbent Classifications	32	35
Total Classifications with no Incumbents	10	11
Total Employees Affected	236	309
Employee Participation Rate	70%	96%
Total External Survey's Returned	15	11
Total OC Class. Actual Salaries Below Market	30	42
Percentage of OC Class. Actual Salaries Below Market	35%	48%
Total OC Class. Actual Salaries Above Market	56	45
Percentage of OC Class. Actual Salaries Above Market	65%	52%
Total OC Class. with Min. Salaries Below Market	19	29
Percentage of OC Class. with Min. Salaries Below Market	20%	28%
Total OC Class. with Max. Salaries Below Market	19	37
Percentage of OC Class. with Max. Salaries Below Market	20%	36%

Annual Classification and Pay Study - continued

There are some noteworthy differences between this year's (FY 2010-11) study and last year's (FY 2009-10) study.

First, the survey pool is slightly different. While Orange County sent survey requests to the same sampling pool, the same jurisdictions did not complete the survey this year as did last year. Jurisdictions included in the last study but not in this study include: Catawba County, Iredell County, Union County, Town of Carrboro, Town of Chapel Hill, and Town of Hillsborough. Jurisdictions included in the current study but not in the previous study include: City of Raleigh and Guilford County.

Orange County made a good faith effort to receive 100% of the annual surveys sent to jurisdictions. There are numerous reasons a jurisdiction may be unable to participate from year to year, such as department staff shortages or competing priorities. This factor is projected to be a continued difference from year to year. However, the survey pool includes enough jurisdictions with similar features that this difference should not have a significant affect on the survey information.

Second, the previous study selected different benchmark classifications. The last study included administrative, labor trades, and leisure services classifications. This year's study included financial, technical, and public safety classifications.

Additional differences in the two studies include the salary grade level of the county classifications chosen. Classifications at grade 16 and below tend to have more service delivery responsibilities. Many of the classifications are non-exempt positions. Classifications at grade 17 and above tend to be more managerial or technical in nature. While some positions may be responsible for direct service delivery, the service often requires advance knowledge in a specific area. Many of the classifications are exempt positions. Typically, positions in higher salary grades are paid higher than positions in classifications at lower salary grades.

The breakdown of classifications by salary grade included in each of the studies is:

	Salary Grades 16 and below	Salary Grades 17 and higher
FY 2009-10	53%	47%
FY 2010-11	36%	64%

Annual Classification and Pay Study - continued

Below outlines the competitive differences between the classification grades:

	FY 2009-10		FY 2010-11	
	Salary Grades 16 and below	Salary Grades 17 and higher	Salary Grades 16 and below	Salary Grades 17 and higher
Total OC Class. Actual Salaries Below Market	13	17	16	26
Percentage of OC Class. Actual Salaries Below Market	43%	57%	38%	62%
Total OC Class. Actual Salaries Above Market	32	24	18	27
Percentage of OC Class. Actual Salaries Above Market	57%	43%	40%	60%
Total OC Class. with Min. Salaries Below Market	9	10	10	19
Percentage of OC Class. with Min. Salaries Below Market	47%	53%	34%	66%
Total OC Class. with Min. Salaries Above Market	10	19	17	28
Percentage of OC Class. with Min. Salaries Above Market	53%	47%	38%	62%

This year's study shows a larger gap between the competitive pay of lower-grade classifications compared to higher-grade classifications. It can be inferred that Orange County's attention to the pay of employees in lower grade positions has impacted the limited number of lower grade classifications competing below market averages in terms of actual salary and salary range.

Internal Review

Many positions reviewed were determined to be appropriately classified. Human Resources continues to meet with departments to finalize the recommended changes, such as adding new classifications or revising existing classification titles. The cost of reclassifications is included in the Manager's Recommended FY 2011-12 Budget and details of the changes will be provided to the Board through a Manager's Memo.

During the classification study, time is taken to review each classification's use and value to the County. In some cases, the need to add classifications is required and in other cases the removal of classifications is appropriate. Attachment 1 is the proposed FY 2011-12 Classification and Pay Plan, which incorporates classification changes made throughout FY 2010-11.

Annual Classification and Pay Study - continued

Going Forward

Orange County will complete a review of all classifications next year (the third year of a three year cycle). Staff will continue to review classifications throughout the year, as organizational changes occur.

Board of Commissioners' Action as to the Annual Classification and Pay Study

The Board approved the attached FY 2011-12 Classification and Pay Plan and funding of \$60,000 for position reclassifications studied through the County's FY 2010-11 internal Classification and Pay studies.

Proposed FY 2011-12 Classification and Pay Plan
Classes by Salary Grades

Class Code	Class Title	Salary Grade	FLSA Status
0801	Central Services Clerk I	8	Non-Exempt
0802	Convenience Center Operator	8	Non-Exempt
0804	Automotive Mechanic Helper	8	Non-Exempt
0805	Custodian	8	Non-Exempt
0806	Jail Cook	8	Non-Exempt
0807	Animal Care Technician	8	Non-Exempt
0901	Community Health Aide	9	Non-Exempt
0902	Community Social Service Assistant	9	Non-Exempt
0903	Dental Office Assistant	9	Non-Exempt
0904	Librarian Assistant I	9	Non-Exempt
0905	Medical Office Assistant	9	Non-Exempt
0906	Nursing Assistant	9	Non-Exempt
0907	Office Assistant I	9	Non-Exempt
0908	Health Care Technician	9	Non-Exempt
1001	Facilities Maintenance Technician I	10	Non-Exempt
1002	Central Services Clerk II	10	Non-Exempt
1003	Community Social Service Technician	10	Non-Exempt
1004	Deputy Register of Deeds I	10	Non-Exempt
1005	Jail Cook Supervisor	10	Non-Exempt
1006	Librarian Assistant II	10	Non-Exempt
1007	Office Assistant II	10	Non-Exempt
1008	Permit Technician	10	Non-Exempt
1009	Public Transportation Driver	10	Non-Exempt
1010	Recreation Program Assistant	10	Non-Exempt
1011	Recycling Materials Handler	10	Non-Exempt
1012	Weighmaster	10	Non-Exempt
1013	Landscape Technician I	10	Non-Exempt

1101	Administrative Assistant I	11	Non-Exempt
1102	Administrative Assistant to the Manager I	11	Non-Exempt
1103	Dental Assistant	11	Non-Exempt
1104	Deputy Register of Deeds II	11	Non-Exempt
1105	Emergency Medical Technician - Basic	11	Non-Exempt
1106	Facilities Supervisor	11	Non-Exempt
1107	Facility Operator	11	Non-Exempt
1108	Revenue Technician I	11	Non-Exempt
1109	Solid Waste Collector Driver	11	Non-Exempt
1110	Tax Clerk I	11	Non-Exempt
1201	Accounting Technician I	12	Non-Exempt
1202	Administrative Assistant II	12	Non-Exempt
1203	Animal Control Officer	12	Non-Exempt
1204	Appraisal Technician	12	Non-Exempt
1205	Assistant to the Clerk	12	Non-Exempt
1206	Circulation Supervisor	12	Non-Exempt
1207	Criminal Data Specialist	12	Non-Exempt
1208	Deputy Elections Director	12	Non-Exempt
1209	Detention Officer	12	Non-Exempt
1210	GIS Mapper I	12	Non-Exempt
1211	Housing Technician	12	Non-Exempt
1212	Income Maintenance Caseworker I	12	Non-Exempt
1213	Landfill Equipment Operator	12	Non-Exempt
1214	Medical Laboratory Technician I	12	Non-Exempt
1215	Revenue Technician II	12	Non-Exempt
1216	RSVP Project Assistant Administrator	12	Non-Exempt
1217	Facilities Maintenance Technician II	12	Non-Exempt
1218	Solid Waste Materials Transfer Operator	12	Non-Exempt
1219	Tax Clerk II	12	Non-Exempt
1221	Parks Conservation Technician I	12	Non-Exempt
1222	Licensed Practical Nurse (LPN)	12	Non-Exempt
1223	Deputy Register of Deeds Leadworker	12	Non-Exempt
1224	Shelter Program Coordinator	12	Non-Exempt

1301	Accounting Technician II	13	Non-Exempt
1302	Landfill Inspector	13	Non-Exempt
1303	Medical Laboratory Technician II	13	Non-Exempt
1304	Telecommunicator	13	Non-Exempt
1306	Revenue Technician III	13	Non-Exempt
1307	Food Services Coordinator	13	Non-Exempt
1401	Administrative Assistant III	14	Non-Exempt
1402	Administrative Assistant to the Manager II	14	Non-Exempt
1403	Athletic Coordinator	14	Non-Exempt
1404	Automotive Mechanic	14	Non-Exempt
1405	Buyer	14	Non-Exempt
1406	Cooperative Extension Program Assistant	14	Non-Exempt
1408	Deputy Sheriff I	14	Non-Exempt
1409	Deputy Tax Collector	14	Non-Exempt
1410	Facilities Maintenance Technician III	14	Non-Exempt
1411	Foreign Language Coordinator	14	Non-Exempt
1412	GIS Mapper II	14	Non-Exempt
1413	Heavy Equipment Mechanic I	14	Non-Exempt
1414	Housing Specialist	14	Non-Exempt
1415	Human Resources Technician	14	Non-Exempt
1417	Income Maintenance Caseworker II	14	Non-Exempt
1418	Indexing Supervisor	14	Non-Exempt
1419	Information Technology Support Specialist	14	Non-Exempt
1420	Intake Specialist	14	Non-Exempt
1421	Office Supervisor I	14	Exempt
1422	Paramedic	14	Non-Exempt
1423	Sales Coordinator	14	Non-Exempt
1424	Solid Waste Field Services Supervisor	14	Exempt
1425	Senior Center Coordinator	14	Non-Exempt
1426	Social Worker I	14	Non-Exempt
1427	Telecommunications Assistant Supervisor	14	Non-Exempt
1428	Veterans Service Officer	14	Non-Exempt
1430	Parks Conservation Technician II	14	Non-Exempt
1431	Wireless Communications Coordinator	14	Non-Exempt
1432	Environmental Health Technician	14	Non-Exempt

1433	Permits Coordinator	14	Non-Exempt
1434	Paralegal	14	Non-Exempt
1435	Planning Technician	14	Non-Exempt
1436	Imaging Coordinator	14	Non-Exempt
1501	Accounting Technician Supervisor	15	Exempt
1502	Deputy Sheriff II	15	Non-Exempt
1503	Heavy Equipment Mechanic II	15	Non-Exempt
1504	Income Maintenance Caseworker III	15	Non-Exempt
1505	Office Supervisor II	15	Exempt
1506	Executive Assistant	15	Non-Exempt
1507	Transportation Assistant Administrator	15	Exempt
1601	Accountant I	16	Exempt
1602	Appraiser I	16	Non-Exempt
1603	Arts Commission Coordinator	16	Exempt
1604	Assistant Fire Marshal	16	Non-Exempt
1605	Assistant Register of Deeds	16	Non-Exempt
1606	Child Support Officer	16	Non-Exempt
1608	Community Disease Control Specialist	16	Non-Exempt
1609	Criminal Justice Program Coordinator	16	Non-Exempt
1611	Eldercare Manager	16	Non-Exempt
1612	Staff Officer	16	Non-Exempt
1613	Engineering Specialist I	16	Non-Exempt
1614	Erosion Control Officer I	16	Non-Exempt
1616	GIS Technician	16	Non-Exempt
1617	Human Services Coordinator	16	Exempt
1619	Income Maintenance Investigator	16	Exempt
1620	Income Maintenance Leadworker	16	Non-Exempt
1621	Resources and Benefits Specialist	16	Non-Exempt
1622	Information Technology Support Analyst	16	Non-Exempt
1623	Librarian I	16	Exempt
1624	Public Health Educator	16	Non-Exempt
1625	Recycling Education and Outreach Coordinator	16	Exempt
1626	Housing Rehabilitation Specialist	16	Non-Exempt
1627	Social Worker II	16	Non-Exempt

1628	Special Events and Public Relations Supervisor	16	Exempt
1629	Telecommunications Supervisor	16	Non-Exempt
1632	Transportation Specialist	16	Exempt
1633	Athletic Programs Supervisor	16	Exempt
1634	Shelter Operations Manager	16	Exempt
1636	Park Operations Supervisor	16	Exempt
1637	Solid Waste Enforcement Officer	16	Exempt
1638	Custodial Supervisor	16	Exempt
1701	Budget and Management Analyst I	17	Exempt
1702	Code Compliance Officer (Level III)	17	Non-Exempt
1703	Communications Specialist	17	Exempt
1704	Economic Development Specialist	17	Exempt
1705	Environmental Health Specialist	17	Non-Exempt
1706	GIS Project Coordinator I	17	Exempt
1707	Human Resources Analyst	17	Exempt
1708	Deputy Clerk/Information Specialist	17	Exempt
1709	Management Analyst	17	Exempt
1710	Nutritionist	17	Exempt
1711	Planner I	17	Non-Exempt
1712	Recreation Facilities Supervisor	17	Exempt
1713	RSVP Project Administrator	17	Exempt
1714	Senior Public Health Educator	17	Exempt
1715	Limited English Proficiency (LEP) Specialist	17	Non-Exempt
1716	Communications Data Manager	17	Exempt
1718	Housing Program Coordinator	17	Exempt
1719	Financial Services Coordinator	17	Exempt
1720	Fire/Rescue Operations Coordinator	17	Non-Exempt
1801	Deputy Sheriff/Sergeant	18	Non-Exempt
1802	Economic Development Coordinator - Agricultural	18	Exempt
1803	EMS Supervisor	18	Non-Exempt
1804	Engineering Specialist II	18	Exempt
1805	Erosion Control Officer II	18	Exempt
1806	Plans Examiner	18	Non-Exempt
1807	Recycling Programs Supervisor	18	Exempt

1808	Senior Child Support Officer	18	Non-Exempt
1809	Social Worker III	18	Non-Exempt
1810	Solid Waste Enforcement Supervisor	18	Exempt
1811	Recreation Program Supervisor	18	Exempt
1812	Parks Conservation Specialist	18	Exempt
1813	DS/Investigator I	18	Non-Exempt
1814	Administrative Officer	18	Exempt
1901	Accountant II	19	Exempt
1903	Appraiser II	19	Non-Exempt
1905	Athletic Programs and Facilities Manager	19	Exempt
1906	Budget and Management Analyst II	19	Exempt
1907	Facilities Maintenance Supervisor	19	Exempt
1908	Business Personal Property Appraiser	19	Non-Exempt
1909	Child Protective Services Social Worker	19	Non-Exempt
1910	Child Welfare Program Specialist	19	Exempt
1911	Librarian II	19	Exempt
1912	Civil Rights Specialist	19	Exempt
1913	Classification and Pay Manager	19	Exempt
1914	Community Services Manager	19	Exempt
1915	Emergency Management Specialist	19	Exempt
1916	Employment Manager	19	Exempt
1917	Environmental Health Program Specialist	19	Non-Exempt
1918	Fleet Maintenance Supervisor	19	Exempt
1919	GIS Project Coordinator II	19	Exempt
1920	Income Maintenance Supervisor	19	Exempt
1921	Legal Specialist	19	Exempt
1922	Library Systems Administrator	19	Exempt
1923	Planner II	19	Exempt
1924	Public Health Nurse I	19	Exempt
1925	Purchasing Agent	19	Exempt
1926	Sales Director	19	Exempt
1927	Senior Citizens Program Administrator	19	Exempt
1928	Social Work Clinical Specialist	19	Exempt
1929	Social Work Supervisor I	19	Exempt
1930	Soil Conservationist	19	Exempt

1931	Solid Waste Manager	19	Exempt
1932	Solid Waste Planner	19	Exempt
1933	Transportation Administrator	19	Exempt
1934	Landfill Transfer Supervisor	19	Exempt
1935	Communications Manager	19	Exempt
1936	Communications Operations Manager	19	Exempt
1937	Public Health Education Program Manager	19	Exempt
1938	Child Support Enforcement Supervisor	19	Exempt
1939	Public Information Officer	19	Exempt
1940	Risk Manager	19	Exempt
1941	Cultural Resources Specialist	19	Exempt
1943	Heavy Equipment Mechanic Supervisor	19	Exempt
1945	Grants Compliance Specialist	19	Exempt
1946	DS/Investigator II	19	Non-Exempt
1948	Associate Attorney	19	Exempt
2001	Dental Hygienist	20	Non-Exempt
2002	Deputy Sheriff/Lieutenant	20	Non-Exempt
2003	Eldercare Services Administrator	20	Exempt
2004	Open Space Design Specialist	20	Exempt
2005	Permit System Developer	20	Exempt
2006	Public Health Nurse II	20	Exempt
2007	Senior Centers Administrator	20	Exempt
2008	Senior Income Maintenance Supervisor	20	Exempt
2009	Social Work Supervisor II	20	Exempt
2010	Emergency Medical Services Operations Manager	20	Exempt
2011	Homeless Programs Coordinator	20	Exempt
2012	Solid Waste Collection Service Manager	20	Exempt
2101	Chief Inspector & Plans Examiner	21	Exempt
2103	Senior Budget Analyst	21	Exempt
2104	Senior Accountant	21	Exempt
2201	Animal Control Manager	22	Exempt
2202	Benefits Manager	22	Exempt
2203	Business Officer I	22	Exempt

2204	Child Protective Services Supervisor	22	Exempt
2205	Dental Health Program Director	22	Exempt
2206	Deputy Sheriff/Captain	22	Exempt
2207	Erosion Control Supervisor	22	Exempt
2208	Family Nurse Practitioner I	22	Exempt
2209	GIS Applications Developer	22	Exempt
2210	Information Technology Analyst	22	Exempt
2211	Land Resources Conservation Manager	22	Exempt
2212	Landfill Operations Manager	22	Exempt
2213	Network Analyst	22	Exempt
2214	Superintendent of Parks	22	Exempt
2215	Public Health Nurse III	22	Exempt
2216	Superintendent of Recreation	22	Exempt
2217	Recycling Programs Manager	22	Exempt
2218	Senior Civil Rights Specialist	22	Exempt
2219	Soil Scientist	22	Exempt
2220	Systems Analyst	22	Exempt
2221	Animal Shelter Manager	22	Exempt
2223	Permit Systems Analyst	22	Exempt
2224	Water Resources Coordinator	22	Exempt
2225	Superintendent of Athletics	22	Exempt
2226	Assistant Library Director	22	Exempt
2301	Human Services Planner	23	Exempt
2401	Sustainability Manager	24	Exempt
2402	Business Officer II	24	Exempt
2403	Chief Appraiser/Deputy Tax Assessor	24	Exempt
2404	Code Enforcement Supervisor	24	Exempt
2405	Deputy Emergency Services Director	24	Exempt
2409	Environmental Health Supervisor	24	Exempt
2410	Family Nurse Practitioner II	24	Exempt
2411	Landfill Engineer	24	Exempt
2412	Organizational Development Manager	24	Exempt
2413	Planner III	24	Exempt
2414	Information Technology Operations Manager	24	Exempt

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2415	Staff Engineer	24	Exempt
2416	GIS Manager	24	Exempt
2417	Revenue Collections Manager	24	Exempt
2418	Land Records Manager	24	Exempt
2419	Revaluation Manager	24	Exempt
2601	Deputy Sheriff/Major	26	Exempt
2602	Home Visiting Services Supervisor	26	Exempt
2603	Public Health Education Director	26	Exempt
2604	Public Health Nurse Supervisor	26	Exempt
2605	Social Work Program Manager	26	Exempt
2606	Solid Waste Operations Manager	26	Exempt
2607	Building Inspector Administrator	26	Exempt
2608	Value Engineer	26	Exempt
2701	Clerk to the Board	27	Exempt
2702	Elections Director	27	Exempt
2703	Environmental Health Director	27	Exempt
2705	Social Work Assistant Director	27	Exempt
2706	Public Health Nursing Director	27	Exempt
2708	Visitor Bureau Director	27	Exempt
2709	Policy and Compliance Officer	27	Exempt
2710	Staff Attorney	27	Exempt
2711	Director of Management Support	27	Exempt
2712	Parks & Recreation Director	29	Exempt
2713	Deputy Financial Services Director	27	Exempt
2901	Aging Director	29	Exempt
2902	Child Support Director	29	Exempt
2903	Economic Development Director	29	Exempt
2904	Environment, Agriculture, Parks and Recreation Director	29	Exempt
2905	Housing & Community Development Director	29	Exempt
2908	Library Director	29	Exempt
2911	Register of Deeds	29	Exempt
2914	Animal Services Director	29	Exempt

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3102	Chief Information Officer	31	Exempt
3103	Emergency Services Director	31	Exempt
3104	Financial Services Director	31	Exempt
3105	Health Director	31	Exempt
3106	Human Resources Director	31	Exempt
3107	Planning Director	31	Exempt
3108	Asset Management Director	31	Exempt
3109	Sheriff	31	Exempt
3110	Social Services Director	31	Exempt
3111	Solid Waste Director	31	Exempt
3112	Tax Administrator	31	Exempt
3301	Assistant County Manager	33	Exempt
3401	Dentist	34	Exempt
3701	County Manager	37	Exempt
3702	County Attorney	37	Exempt

Unclassified

0001	County Commissioner		Exempt
9000	Orange-A-Temp		

*These positions are subject to the authority of the Board of County Commissioners to establish and change the salaries as limited by N. C. General Statutes 153A-92 (as cited in Article II, Section 3.13 of the Orange County Personnel Ordinance.)

Six-Month Hiring Freeze

Background

For FY 2009-10, the County implemented a twelve-month hiring freeze for all non-critical vacancies as one of several options to prevent a reduction in workforce. On April 6, 2010, the Board of County Commissioners approved the elimination of 21 vacant positions to assist with addressing the County's financial crisis. The Board also approved a process by which critical positions could be reviewed by Human Resources and Financial Services staff and filled with the approval of the County Manager. These were initial steps for continuing to eliminate positions and decrease personnel services costs in FY 2010-11.

As a cost savings measure, staff examined the potential cost savings, operational process and impact of implementing a six-month hiring freeze and the elimination of positions in FY 2010-11. On June 15, 2010, the Board of County Commissioners approved the elimination of an additional 18 positions, generating a cost savings of \$768,986. In addition, the six-month hiring freeze has achieved a cost savings of more than \$1.6 million in the general fund for FY 2010-11.

For FY 2011-12, the Manager recommends extending the six-month hiring freeze for positions already vacant as of July 1, 2011 and positions that become vacant at any time during FY 2011-12. Anticipated cost savings are comparable to the current fiscal year.

Six-Month Hiring Freeze Elements

Listed below are elements that would be included in extending the hiring freeze.

- A six-month hiring freeze would be in effect from July 1, 2011 through June 30, 2012. It would apply to positions already vacant as of July 1, 2011 and positions that become vacant at any time during FY 2011-12.
- The hiring freeze would apply to all vacant positions, whether they are funded from the County general fund (Fund "10") or funded from non-County sources.
- When a vacancy occurs, each position will be thoroughly evaluated to determine the appropriate action. Positions not approved to be filled will be frozen or eliminated and may be used to fund reassignments, as necessary.
- Essential services such as public safety, health and protective services will be given priority consideration. This would include positions in classifications designated as critical and other specific openings as designated by the County Manager.
- The cost savings (lapsed salaries and benefits) generated by the vacant position may not be used for temporary employment, overtime pay or other purpose without approval by the County Manager.

Six-Month Hiring Freeze – continued

Board of Commissioners' Action as to the Hiring Freeze

The Board approved an extension of the six-month hiring freeze.

Orange County Vacancies as of May 2, 2011

Department	Position	Pos #	FTE	Last Date Employed	Date Eligible to Fill
Aging & Opt	Eldercare Serv Admin	406	1.00	8/31/2010	4/1/2011
Aging & Opt	Senior Center Administrator	402	1.00	2/28/2011	7/1/2011
AMPS	Facilities Maint Tech III	535	1.00	6/26/09	1/1/11
Animal Services	Office Assistant II	954	1.00	9/30/10	4/1/11
Animal Services	Animal Care Technician	1007	1.00	1/27/11	7/1/11
DEAPR	Recreation Program Asst	622	1.00	11/12/10	7/1/11
DEAPR	Rec Serv Dir	394	1.00	1/14/11	7/1/11
Emergency Services	Staff Officer	500	1.00	7/6/07	7/1/10
Emergency Services	Telecom Asst Supv	689	1.00	6/24/10	2/1/11
Emergency Services	Telecom Asst Supv	504	1.00	12/27/10	12/27/10
Emergency Services	EMS Supervisor	493	1.00	1/1/11	7/1/11
Emergency Services	EMS Supervisor	506	1.00	1/1/11	7/1/11
Emergency Services	Emerg Mgt Spec	882	1.00	1/7/11	7/1/11
Emergency Services	Paramedic	491	1.00	1/21/11	1/21/11
Emergency Services	Paramedic	492	1.00	1/21/11	1/21/11
Emergency Services	Paramedic	1005	1.00	2/25/11	2/25/11
Emergency Services	Paramedic	906	1.00	3/1/11	3/1/11
Emergency Services	EMT - Basic	1043	1.00	3/14/11	3/14/11
Emergency Services	EMT - Basic	988	1.00	3/26/11	3/26/11
Emergency Services	Paramedic	1076	1.00	new	1/1/11
Emergency Services	Paramedic	1077	1.00	new	1/1/11
Emergency Services	Paramedic	1078	1.00	new	1/1/11
Emergency Services	Paramedic	1079	1.00	new	1/1/11
Financial Services	Budget Mgt Analyst I	127	1.00	6/18/10	1/1/11
Financial Services	Financial Serv Coord	135	1.00	6/30/10	1/1/11
Health	Nutritionist	876	0.50	5/11/10	1/11/10
Health	Dental Health Prog Director	314	1.00	6/30/10	7/1/10
Health	Environmental Health Spec	366	1.00	7/6/10	1/11/11
Health	Infor Tech Support Analyst	312	1.00	9/30/10	4/1/11
Health	Environmental Health Specialist	731	1.00	12/31/2010	7/1/2011
Health	Social Worker II	810	1.00	1/2/11	7/1/11
Information Technologies	Systems Analyst	921	0.60	4/29/10	1/1/11
Information Technologies	Systems Analyst	598	0.70	12/31/10	1/1/11
Library Services	Librarian	933	1.00	6/23/2010	1/1/2011
Planning/OPT	Plans Examiner	935	1.00	8/23/10	2/1/11
Planning/OPT	Public Transportation Driver	683	1.00	8/31/10	2/1/11
Sheriff	Dentention Sheriff	461	1.00	10/10/10	4/10/11
Sheriff	Deputy Sheriff I	722	1.00	3/24/11	3/24/11
Social Services	Human Serv Coord	276	1.00	1/22/10	7/1/11
Social Services	Social Worker II	968	1.00	9/2/10	3/1/11
Social Services	Social Serv Asst Direct	270	1.00	10/29/10	5/1/11
Social Services	CPS Social Worker	260	1.00	1/14/11	1/14/11
Social Services	Office Assistant II	620	1.00	1/19/11	1/19/11
Social Services	Social Worker II	243	1.00	1/19/11	7/1/11
Social Services	Social Worker II	243	1.00	1/19/11	7/1/11
Social Services	CPS Social Worker	719	1.00	1/28/11	1/28/11
Social Services	Social Worker II	245	1.00	2/22/11	7/1/11
Social Services	CPS Social Worker	235	1.00	2/25/11	2/25/11
Social Services	Income Main Caseworker I	619	1.00	2/25/11	7/1/11
Social Services	CPS Social Worker	236	1.00	3/28/11	3/28/11
Solid Waste Management	Recycling Progs Supv	847	1.00	10/4/10	10/5/10
Solid Waste Management	Conv Center Operator	702	1.00	12/18/10	7/1/11
Solid Waste Management	Administrative Asst II	832	1.00	1/31/11	0701/11
Solid Waste Management	Landfill Engineer	833	1.00	2/18/11	7/1/11
Tax Administration	Revaluation Manager	170	1.00	12/31/09	1/1/11

Hiring Delay Cost Savings Report

Department	Position	Pos #	FTE	Budgeted Salary, Benefits & Longevity in FY 2010-11	Salary and Benefits Costs per Pay Period	Pay Periods Position Vacant in FY 2010-11	Savings from Delay in FY 2010-11 (less any Employee Payout)	New Hire's Salary and Benefits Costs per Pay Period	New Hire's Pay Periods Paid thru 3/31/11	YTD Position Savings/ (Loss)	Cumulative Savings/ (Loss)	Loss of Offsetting Revenues	Net Cumulative Savings/ (Loss)
General Fund													
Aging & Opt	Aging Director	399	1.00	61,728	4,748	4.1	19,468	3,694	2.3	21,894	21,894	0	21,894
Aging & OPT	Eldercare Serv Admin	406	1.00	74,857	2,834	15.2	43,846	0	0.0	43,846	65,740	0	65,740
Aging & Opt	Senior Center Administrator	402	1.00	71,935	2,687	2.3	7,988	0	0	7,988	73,728	0	73,728
Animal Services	Animal Control Officer	374	1.00	43,829	1,679	7.2	12,091	1,630	12.4	12,708	86,436	0	86,436
Animal Services	Animal Care Technician	949	1.00	36,039	1,381	7.9	10,908	1,423	7.7	10,587	97,022	0	97,022
Animal Services	Health Care Tech	943	1.00	37,595	1,440	4.4	6,338	1,438	15.2	6,374	103,396	0	103,396
Animal Services	Vet Health Care Technician	1038	1.00	37,535	1,438	13.6	19,072	1,623	4.3	18,280	121,676	0	121,676
Animal Services	Office Assistant II	954	1.00	37,535	1,438	12.3	16,950	0	0.0	16,950	138,626	0	138,626
Animal Services	Office Assistant II	1008	1.00	35,035	1,342	5.9	7,920	1,687	10.4	4,336	142,962	0	142,962
Animal Services	Animal Care Technician	1007	1.00	36,038	1,381	4.5	6,195	0	0.0	6,195	149,158	0	149,158
Animal Services	Animal Care Technician	945	1.00	36,027	1,380	6.4	8,834	1,471	11.4	7,802	156,959	0	156,959
AMPS	Custodian	527	1.00	26,360	974	0	1,049	1,380	19.6	(6,924)	150,036	0	150,036
AMPS	Custodian	1022	1.00	38,551	1,477	2.7	3,988	1,380	16.9	5,624	155,659	0	155,659
AMPS	Facilities Maintenance III-HVAC	535	1.00	46,286	1,773	19.6	34,759	0	0.0	34,759	190,418	0	190,418
Cooperative Extension	Office Assistant II	388	1.00	28,560	1,076	13.2	14,675	0	0.0	14,675	205,094	0	205,094
Cooperative Extension	Extension Agent 4-H	387	1.00	40,227	1,516	2.3	130	0	0	130	205,224	0	205,224
Emergency Services	Paramedic	500	1.00	52,273	2,003	19.6	39,255	0	0.0	39,255	244,479	0	244,479
Emergency Services	Paramedic	1042	1.00	46,286	1,773	18.2	29,316	1,661	1.4	29,474	273,953	0	273,953
Emergency Services	Paramedic	1044	1.00	52,273	2,003	18.2	36,451	1,671	1.4	36,916	310,868	0	310,868
Emergency Services	Paramedic	585	1.00	52,273	2,003	13.2	26,437	2,912	6.4	20,620	331,488	0	331,488
Emergency Services	Paramedic	581	1.00	52,273	2,003	18.2	36,451	1,825	1.4	36,700	368,189	0	368,189
Emergency Services	Paramedic	574	1.00	52,273	2,003	18.2	36,451	1,814	1.4	36,715	404,904	0	404,904
Emergency Services	Paramedic	497	1.00	46,440	1,779	11.4	18,867	1,825	1.4	18,804	423,707	0	423,707
Emergency Services	Paramedic	649	1.00	52,273	2,003	13.2	26,437	2,692	6.4	22,028	445,736	0	445,736
Emergency Services	Paramedic	906	1.00	46,286	1,773	2.2	3,902	0	0.0	3,902	449,637	0	449,637
Emergency Services	Paramedic	907	1.00	46,305	1,774	5.0	8,661	1,661	1.4	8,820	458,457	0	458,457
Emergency Services	Telecommunicator	505	1.00	44,357	1,700	16.7	28,382	1,714	2.9	28,338	486,795	0	486,795
Emergency Services	Telecommunicator Asst Sup	689	1.00	50,192	1,923	19.6	37,692	0	0.0	37,692	524,487	0	524,487
Emergency Services	Telecommunicator	1001	1.00	45,124	1,729	7.6	11,445	1,772	8.9	11,057	535,544	0	535,544
Emergency Services	Paramedic	1076	1.00	26,137	1,001	6.4	6,409	0	0.0	6,409	541,953	0	541,953
Emergency Services	Paramedic	1077	1.00	26,137	1,001	6.4	6,409	0	0.0	6,409	548,362	0	548,362
Emergency Services	Paramedic	1078	1.00	26,137	1,001	6.4	6,409	0	0.0	6,409	554,772	0	554,772

Hiring Delay Cost Savings Report

Department	Position	Pos. #	FTE	Budgeted Salary, Benefits & Longevity in FY 2010-11	Salary and Benefits Costs per Pay Period	Pay Periods Position Vacant in FY 2010-11	Savings from Delay in FY 2010-11 (less any Employee Payout)	New Hire's Salary and Benefits Costs per Pay Period	New Hire's Pay Periods Paid thru 3/31/11	YTD Position Savings/ (Loss)	Cumulative Savings/ (Loss)	Loss of Offsetting Revenues	Net Cumulative Savings/ (Loss)
Emergency Services	Paramedic	1079	1.00	26,137	1,001	6.4	6,409	0	0.0	6,409	561,181	0	561,181
Emergency Services	EMT - Basic	932	1.00	40,775	1,562	2.3	691	1,562	9.4	691	561,872	0	561,872
Emergency Services	EMT- Basic	988	1.00	42,878	1,643	12.8	21,028	0	0.0	21,028	582,900	0	582,900
Emergency Services	EMT - Basic	987	1.00	40,777	1,562	8.2	12,811	1,562	11.4	12,812	595,712	0	595,712
Emergency Services	Paramedic	498	1.00	49,656	1,903	8.5	11,794	1,935	1.4	11,749	607,461	0	607,461
Emergency Services	Telecommunicator	634	1.00	44,594	1,709	3.0	4,838	1,850	6.9	3,863	611,325	0	611,325
Emergency Services	Paramedic	495	1.00	45,596	1,747	0.8	(1,562)	1,810	12.9	(2,370)	608,954	0	608,954
Emergency Services	EMT - Basic	984	1.00	40,775	1,562	5.4	8,436	1,333	11.4	11,052	620,006	0	620,006
Emergency Services	Paramedic	1006	1.00	42,914	1,644	16.0	26,307	1,602	1.4	26,366	646,372	0	646,372
Emergency Services	EMT- Basic	912	1.00	40,525	1,553	2.9	4,503	1,613	1.4	4,419	650,790	0	650,790
Emergency Services	Emerg Mgt Spec	882	1.00	61,063	2,340	5.9	11,362	0	0.0	11,362	662,152	0	662,152
Emergency Services	Paramedic	491	1.00	53,519	2,051	4.9	10,048	0	0.0	10,048	672,199	0	672,199
Emergency Services	Telecommunicator	589	1.00	44,357	1,700	5.3	9,007	1,714	2.9	8,964	681,164	0	681,164
Emergency Services	EMS Supervisor	493	1.00	71,252	2,685	6.4	17,182	0	0.0	17,182	698,345	0	698,345
Emergency Services	EMS Supervisor	506	1.00	75,995	2,880	6.4	18,432	0	0.0	18,432	716,777	0	716,777
Emergency Services	Paramedic	492	1.00	41,104	1,575	4.9	7,717	0	0.0	7,717	724,494	0	724,494
Emergency Services	Telecom Asst Supv	504	1.00	48,280	1,850	6.9	12,764	0	0.0	12,764	737,258	0	737,258
Emergency Services	Paramedic	1004	1.00	60,549	2,320	1.4	3,248	1,661	1.4	4,171	741,429	0	741,429
Emergency Services	EMT - Basic	1043	1.00	46,527	1,783	1.4	2,496	0	0.0	2,496	743,924	0	743,924
Emergency Services	Paramedic	929	1.00	46,286	1,773	1.6	2,837	1,661	1.4	2,995	746,920	0	746,920
Emergency Services	EMT - Basic	905	1.00	45,950	1,742	0.7	1,220	1,613	1.4	1,401	748,320	0	748,320
Emergency Services	EMT - Basic	925	1.00	44,529	1,706	0	0	1,613	1.4	131	748,451	0	748,451
DEAPR	Rec Serv Dir	394	1.00	74,275	2,846	5.4	15,085	0	0.0	15,085	763,536	0	763,536
DEAPR	Recreation Program Asst	622	1.00	46,486	1,763	9.9	13,968	0	0.0	13,968	777,504	0	777,504
Financial Services	Financial Serv Coord	135	1.00	38,417	2,955	6.4	18,913	0	0.0	18,913	796,417	0	796,417
Financial Services	Budget Mgt Analyst I	127	1.00	28,830	2,218	6.4	14,193	0	0.0	14,193	810,610	0	810,610
Health	Infor Tech Support Analyst	312	1.00	44,187	1,693	13	22,009	0	0.0	22,009	832,619	0	832,619
Health	Nutritionist	876	0.50	30,423	1,166	19.6	21,598	0	0.0	21,598	854,217	0	854,217
Health	Sr. Pub Health Ed	825	1.00	52,674	2,018	15.7	31,685	2,183	3.9	31,041	885,258	0	885,258
Health	Dental Health Prog Director	314	1.00	96,928	3,591	19.6	73,586	0	0.0	73,586	958,844	0	958,844
Health	Environmental Health Spec	366	1.00	72,666	2,784	19.2	53,455	0	0.0	53,455	1,012,299	(5,346)	1,006,954
Health	Social Worker III	348	1.00	64,115	2,414	4.5	7,928	2,331	6.4	8,461	1,020,760	(2,538)	1,012,876
Health	Medical Office Asst	354	1.00	48,402	1,810	4.4	9,124	1,367	13.9	15,288	1,036,048	0	1,028,165

Hiring Delay Cost Savings Report

Department	Position	Pos #	FTE	Budgeted Salary, Benefits & Longevity in FY 2010-11	Salary and Benefits Costs per Pay Period	Pay Periods Position Vacant in FY 2010-11	Savings from Delay in FY 2010-11 (less any Employee Payout)	New Hire's Salary and Benefits Costs per Pay Period	New Hire's Pay Periods Paid thru 3/31/11	YTD Position Savings/ (Loss)	Cumulative Savings/ (Loss)	Loss of Offsetting Revenues	Net Cumulative Savings/ (Loss)
Health	Environmental Health Specialist	1031	1.00	62,968	2,413	6.7	14,482	2,212	12.9	17,066	1,053,115	(1,707)	1,043,524
Health	Licensed Practical Nurse	338	1.00	48,934	1,875	4.8	8,999	1,835	14.8	9,582	1,062,697	0	1,053,106
Health	Environmental Health Pro Spec	369	1.00	77,214	5,940	0.3	1,782	2,936	19.3	59,742	1,122,439	(5,974)	1,106,874
Health	Admin Asst II	311	1.00	45,694	3,515	3.2	11,248	1,549	16.4	43,496	1,165,934	0	1,150,370
Health	Environmental Health Specialist	364	1.00	55,603	2,130	6.8	14,487	2,081	12.8	15,121	1,181,055	(1,512)	1,163,978
Health	Environmental Health Specialist	731	1.00	51,967	1,991	6.4	12,637	0	0.0	12,637	1,193,692	(632)	1,175,983
Health	Social Worker II	810	1.00	60,831	2,274	6.4	14,554	0	0.0	14,554	1,208,246	0	1,190,538
Information Technology	Systems Analyst	921	0.60	23,689	1,822	6.4	11,662	0	0.0	11,662	1,219,909	0	1,202,200
Information Technology	Systems Analyst	598	0.70	58,716	2,194	6.4	6,686	0	0.0	6,686	1,226,595	0	1,208,886
Library Services	Librarian	933	1.00	53,129	2,036	19.6	39,898	0	0.0	39,898	1,266,493	0	1,248,784
Planning/OPT	Erosion Control I	211	1.00	61,546	2,358	16.9	39,852	0	0.0	39,852	1,306,344	0	1,288,636
Planning/OPT	Public Transportation Driver	683	1.00	44,640	1,682	15.2	22,519	0	0.0	22,519	1,328,864	0	1,311,155
Register of Deeds	Imaging Coordinator	158	1.00	54,301	2,080	5.4	10,193	2,212	9.9	8,888	1,337,752	0	1,320,043
Sheriff	Deputy Sheriff I	919	1.00	53,531	2,051	1.0	(781)	2,461	16.9	(7,718)	1,330,034	0	1,312,326
Sheriff	Detention Sheriff	461	1.00	48,448	1,856	12.4	21,964	0	0.0	21,964	1,351,999	0	1,334,290
Sheriff	DS Sergeant	461	1.00	60,717	2,326	3.3	7,677	2,108	12.5	10,405	1,362,403	0	1,344,695
Sheriff	Detention Officer	899	1.00	42,271	1,620	4.8	6,403	1,680	1.4	6,319	1,368,722	0	1,351,013
Sheriff	Detention Officer	749	1.00	53,741	2,059	0.5	(523)	1,680	1.9	197	1,368,919	0	1,351,210
Sheriff	Deputy Sheriff I	722	1.00	47,776	1,830	0.5	(1,373)	0	0.0	(1,373)	1,367,546	0	1,349,838
Sheriff	Deputy Sheriff I	462	1.00	48,646	1,864	6	10,198	1,680	1.9	10,547	1,378,094	0	1,360,385
Social Services	Community Social Serv Asst	864	1.00	42,300	1,576	0.7	2,259	1,804	18.9	(2,041)	1,376,052	0	1,358,344
Social Services	Social Worker II	968	1.00	53,166	2,037	15	30,461	0	0.0	30,461	1,406,514	(15,231)	1,373,574
Social Services	Social Worker II	248	1.00	50,332	1,928	11.3	21,791	0	0.0	21,791	1,428,305	(10,896)	1,384,470
Social Services	Income Maintenance CW I	255	1.00	57,489	2,203	7.2	15,859	3,122	12.4	4,457	1,432,761	(2,228)	1,386,698
Social Services	Human Services Coordinator	276	1.00	50,438	1,932	19.6	37,877	0	0.0	37,877	1,470,638	(18,938)	1,405,637
Social Services	Social Worker III	609	1.00	60,082	2,302	11.9	27,394	2,238	7.7	27,887	1,498,525	(13,943)	1,419,580
Social Services	CPS Social Worker	257	1.00	63,667	2,439	8.2	20,003	2,203	11.4	22,701	1,521,226	(11,350)	1,430,931
Social Services	CPS Supervisor	232	1.00	74,463	2,820	3.2	9,893	2,654	16.4	12,614	1,533,840	(6,307)	1,437,238
Social Services	CPS Social Worker	236	1.00	58,005	2,222	8.7	19,335	2,298	10.9	18,509	1,552,348	(9,254)	1,446,492
Social Services	Office Assistant II	264	1.00	43,904	1,682	19.6	32,970	0	0.0	32,970	1,585,319	(16,485)	1,462,977
Social Services	Office Assistant II	299	1.00	46,942	1,780	5.4	6,665	1,511	9.9	9,327	1,594,646	(4,664)	1,467,641
Social Services	Office Assistant II	228	1.00	40,529	1,553	3.1	1,345	1,599	10.9	843	1,595,489	(422)	1,468,062
Social Services	Social Work Clinical Spec	266	1.00	60,082	2,302	19.6	45,119	0	0.0	45,119	1,640,608	(22,560)	1,490,622
Social Services	CPS Social Worker	886	1.00	61,060	2,339	13.5	31,583	1,820	3.9	33,609	1,674,217	(16,804)	1,507,426
Social Services	Income Maint Caseworker II	275	1.00	53,014	1,997	5.4	10,782	1,862	12.4	12,456	1,686,673	(6,228)	1,513,654
Social Services	Social Services Asst Dir	270	1.00	97,163	3,723	10.9	32,086	0	0.0	32,086	1,718,759	(16,043)	1,529,697
Social Services	CPS Social Worker	719	1.00	57,490	2,203	4.4	6,319	0	0.0	6,319	1,725,078	(3,159)	1,532,856
Social Services	CPS Social Worker	260	1.00	60,610	2,322	5.4	12,410	0	0.0	12,410	1,737,488	(6,205)	1,539,061
Social Services	Office Assistant II	620	1.00	39,442	1,511	5.1	7,403	0	0.0	7,403	1,744,891	(3,702)	1,542,763
Social Services	Social Worker III	303	1.00	61,671	3,020	5.7	12,773	2,315	5.2	16,440	1,761,331	(8,220)	1,550,983
Social Services	CPS Social Worker	235	1.00	58,364	2,236	2.4	2,632	0	0.0	2,632	1,763,962	(1,316)	1,552,299
Social Services	Income Main Caseworker I	619	1.00	47,692	1,827	2.4	3,278	0	0.0	3,278	1,767,241	(1,639)	1,553,938
Social Services	Social Worker I	1080	1.00								1,767,241	0	1,553,938

Hiring Delay Cost Savings Report

Department	Position	Pos #	FTE	Budgeted Salary, Benefits & Longevity in FY 2010-11	Salary and Benefits Costs per Pay Period	Pay Periods Position Vacant in FY 2010-11	Savings from Delay in FY 2010-11 (less any Employee Payout)	New Hire's Salary and Benefits Costs per Pay Period	New Hire's Pay Periods Paid thru 3/31/11	YTD Position Savings/ (Loss)	Cumulative Savings/ (Loss)	Loss of Offsetting Revenues	Net Cumulative Savings/ (Loss)	
Social Services	Social Worker I	1082	1.00								1,767,241	0	1,553,938	
Social Services	Social Worker I	1081	1.00								1,767,241	0	1,553,938	
Social Services	Social Worker II	245	1.00	58,561	2,244	2.7	6,053	0	0.0	6,053	1,773,294	(3,027)	1,556,965	
Social Services	Social Worker II	243	1.00	56,240	2,130	5.1	11,509	0	0.0	11,509	1,784,803	(5,755)	1,562,719	
Social Services	Social Worker II	658	1.00	56,650	2,170	7.6	17,264	0	0.0	17,264	1,802,067	(8,632)	1,571,351	
Tax Administration	Appraiser II	174	1.00	28,890	2,222	6.4	14,223	0	0.0	14,223	1,816,290	0	1,585,574	
Tax Administration	Revaluation Manager	170	0.50	17,859	1,374	6.4	8,792	0	0.0	8,792	1,825,082	0	1,594,366	
Tax Administration	GIS Mapper I	167	1.00	69,840	2,611	17.7	46,055	1,786	1.9	47,625	1,872,707	0	1,641,991	
Total General Fund			114.30	\$ 5,656,924	\$ 228,210		\$ 1,792,994	\$ 110,325		\$ 1,872,707		\$ (230,716)	\$ 1,641,991	
Current Vacancies			51.30					Total Savings thru 3/31/11		\$ 1,872,707				
								ES Use of Lapsed Salary for Overtime/Temps thru 3/31/11				(\$34,362)		
								Total Net Savings in General Fund thru 3/31/11				\$ 1,607,629		
Solid Waste Enterprise Fund														
Solid Waste Management	Recycling Progs Supv	847	1.00	56,596	2,168	12.8	27,756	0	0.0	27,756	27,756	0	27,756	
Solid Waste Management	Solid Waste Collector Driver	546	1.00	20,388	1,568	0	0	1,579	7.4	(80)	27,676	0	27,676	
Solid Waste Management	Solid Waste Collector Driver	977	1.00	40,775	1,562	8.8	13,748	2,358	10.8	5,153	32,829	0	32,829	
Solid Waste Management	Landfill Inspector	892	1.00	47,211	1,809	19.6	35,453	0	0.0	35,453	68,282	0	68,282	
Solid Waste Management	Recycling Program Manager	849	1.00	85,401	3,235	6.7	22,650	2,868	12.9	27,373	95,655	0	95,655	
Solid Waste Management	Solid Waste Enforcement Sup	848	1.00	62,114	2,380	7.1	15,228	2,659	0.4	15,116	110,772	0	110,772	
Solid Waste Management	Administrative Asst II	832	1.00	63,661	2,411	2.0	795	0	0.0	795	111,567	0	111,567	
Solid Waste Management	Solid Waste Collector Driver	976	1.00	40,777	1,562	4.2	6,562	1,613	0.7	6,526	118,093	0	118,093	
Solid Waste Management	Landfill Engineer	833	1.00	105,496	3,994	2.9	2,315	0	0.0	2,315	120,408	0	120,408	
Solid Waste Management	Conv Center Operator	702	1.00	39,185	1,501	7.4	11,110	0	0.0	11,110	131,518	0	131,518	
Total Solid Waste Enterprise Fund			10.00	\$ 561,604	\$ 22,191		\$ 135,617	\$ 11,078		\$ 131,518		\$ -	\$ 131,518	
Current Vacancies			5.00					Total Savings thru 3/31/11		\$ 131,518				
Revaluation Fund														
Tax Administration	Revaluation Manager	170	0.50	17,859	1,374	6.4	8,792	0	0.0	8,792	8,792	0	8,792	
Total Revaluation Fund				\$ 17,859	\$ 1,374		\$ 8,792	\$ -	\$ -	\$ 8,792		\$ -	\$ 8,792	
Current Vacancies			0.50					Total Savings thru 3/31/11		\$ 8,792				
Total Vacancies			56.80											
Grand Total Savings thru 3/31/11											\$ 2,013,017			
Grand Total Net Savings thru 3/31/11											\$ 1,747,939			

Voluntary Furlough Program

Background

On June 16, 2009, the Board adopted a resolution approving temporary cost saving measures needed to balance the FY 2009-10 budget. Effective July 1, 2009, the County implemented a Voluntary Furlough policy for granting employees time off without pay. The Voluntary Furlough policy was extended through June 30, 2011, and will end on June 30, 2011, unless the Board by resolution determines that continued cost savings measures are necessary to balance the budget.

The Voluntary Furlough policy offers employees the opportunity to work a reduced schedule or take unpaid time off without losing any benefits or full-time status. Voluntary Furlough requires approval by the department director, who works to balance the employee's request with the needs of the department.

On October 20, 2009, the BOCC approved a resolution to enable a furloughed County employee, who is a member of the Local Governmental Employees' Retirement System, to be considered in active service during the furlough period. Under the provision, the employee's retirement compensation will not be diminished based on being on furlough. During a furlough period, the County pays both employee and employer contributions to the Retirement System on behalf of the furloughed employee as though the employee were in active service.

During FY 2009-10, the Voluntary Furlough program achieved a total savings of \$51,000. 31 employees benefited from taking a total of over 2,500 hours of unpaid leave through the program. In FY 2010-11, Voluntary Furlough requests approved through April have achieved savings of \$24,000, and 17 employees have benefited from taking a total of 1,100 hours of unpaid leave.

Voluntary Furlough Program Elements

- No form of salary compensation may be taken (i.e. vacation, sick, compensatory time). Holidays will be paid as usual.
- The County continues all existing employer paid benefits (i.e. health, life, dental and both employer and employee mandated retirement benefits). All deductions previously paid by the employee continue to be taken out of the employee's check provided there are sufficient funds. In other cases it is 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 is no loss of seniority with the County department or position with the Voluntary Furlough and it is not considered a 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 accrue as if the employee were working or on approved leave status.

Voluntary Furlough Program – Continued

- 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.

Projected Cost Savings of Extending Voluntary Furlough through FY 2011-12

Staff anticipates that cost savings attributed to offering permanent employees the option to take unpaid leave by reducing their workweek throughout all or a portion of the fiscal year or taking a voluntary unpaid leave of absence will yield approximately \$30,000 in FY 2011-12.

The anticipated cost savings is equivalent to the projected savings in FY 2010-11 but less than the cost savings achieved through the Voluntary Furlough program in FY 2009-10. The reduction in savings is attributed to fewer employee requests as well as a greater number of requests denied by Department Directors.

Department Directors have denied a greater number of requests due to the need to continue providing essential services with fewer staff resources available as a result of position eliminations and hiring freezes. Although the savings are less, the County continues to achieve cost savings from the program, and the opportunity to take voluntary furlough is viewed by employees as a benefit during a time when the County has not been able to provide salary increases.

Examples of possible cost savings are as follows:

- 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 Furlough

The Board amended the Orange County Personnel Ordinance to authorize the Manager to extend the Voluntary Furlough program in FY 2011-12.

County Contributions to Retirement Benefits

Background

Local Governmental Employees' Retirement System

Both employer and employees contribute to this retirement plan based on employee base salary. After many years of stable contributions, the General Assembly increased the employer contributions effective July 2010 and again July 2011. The employee contribution has remained the same at 6.00% of salary.

Supplemental Retirement Benefits

County 401(k) plan is a deferred compensation plan administrated by the North Carolina Retirement System through Prudential, which allows the County and employees to make pretax payroll contributions to employees' 401(k) plans. While the County may determine the amount of employer contributions for general County (non-law enforcement) employees, for each sworn law enforcement officer the County makes the five percent of salary 401(k) plan contribution required by State law.

In FY 1998-99, the Board of Commissioners' initiated a \$15.00 per pay period (\$390 annually) supplemental retirement 401(k) plan contribution for each permanent employee who is not a sworn law enforcement officer. In FY 2009-10, the Board suspended the County contribution of \$27.50 per pay period (\$715 annually) for one year.

The suspension continued until January 2011, at which time the contribution was re-instated at the rate of \$27.50 per pay period. Also effective January 2011, employees were allowed to select one of three plans to which the County would direct its contribution. In addition to the Prudential 401(k) Plan, employee contributions could be directed to a 457 Plan with either ICMA-RC or Nationwide (NACo).

History of County Retirement Contributions for General Employees

Year	LGERS	Supplemental Retirement
	% of Salary	Annual Contribution
1998-2000	4.89	\$390
2001-2004	4.88	\$520
2005-2006		\$650
2007-2008		\$715
July 2009-December 2011		Suspended
January 2011	6.43	\$715
July 2011	6.96	

County Contributions to Retirement Benefits— Continued

Employee Participation in Supplemental Retirement Benefits

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 was successful in encouraging employees' voluntary contributions. In January 2011, employees' options to contribute to the 401(k) were expanded.

The chart below shows that employee participation increased to a higher level than before the suspension of the County's contribution.

	Participation	Percentage
May 2009	500	65%
May 2010	433	57%
May 2011	560	70%

Board of Commissioners' Action as to County Contributions to Retirement Benefits

The Board approved increasing the employer contribution to the Local Governmental Employees' Retirement System and continuing the County contribution to a supplemental retirement plan for non-law enforcement employees in FY 2011-12.

ORANGE COUNTY BOARD OF COMMISSIONERS DEBT MANAGEMENT POLICY

The County has long recognized the importance of proper long-range planning in order to meet capital improvement needs as they arise without experiencing dramatic impacts on operational cost and debt service. The following policy statements will provide guidance on the issuance of debt to help insure that the County maintains a sound debt position and that its credit quality is protected. In conjunction with the County's Capital Policies, these policy statements rationalize the decision making process, identify objectives for staff to implement, and demonstrate a commitment to long term financial planning objectives. In addition, this debt management policy will allow for an appropriate balance between the established debt parameters and providing flexibility to respond to unforeseen circumstances and new opportunities.

POLICY STATEMENTS

Purpose and Type of Debt

1. Incurrence of debt or long-term borrowing will only be used for the purpose of providing financing for capital projects to include, but not limited to:
 - a. Construction of new School and County facilities
 - b. Renovation and repair of existing School and County facilities
 - c. Acquisition of real property (land and/or buildings)
 - d. Construction or expansion of Public Utilities.
 - e. Providing funds for Affordable Housing Projects
 - f. Construction, acquisition and development of Parks
 - g. Purchase of major equipment

Debt issuance will not be used to finance current operations or normal maintenance.

2. The types of debt instruments to be used by the County include:
 - a. General Obligation Bonds
 - b. Bond Anticipation Notes
 - c. Installment Purchase Agreements (private placement)
 - d. Special Obligation Bonds (landfill only)
 - e. Certificates of Participation, when feasible
 - f. Revenue Bonds
3. All debt issued, including installment purchase methods, will be repaid within a period not to exceed the expected useful life of the improvements or equipment financed by the debt.
4. The County will not issue tax or revenue anticipation notes.

Purpose and Type of Debt (continued)

5. The County will not issue bond anticipation notes with maturities in excess of one year.
6. The County will strive to maximize the use of pay-as-you-go financing for capital improvements.

Issuance of Debt

7. The County will strive to issue bonds no more frequently than once in any fiscal year. The scheduling of bond sales and installment purchase decisions and the amount of bonds to be sold and installment financing to be sought will be determined each year by the County Commissioners. These decisions will be based upon the identified cash flow requirements for each project financed, market conditions, and other relevant factors. These factors will be ascertained from the school systems and County departments. If cash needs for bond projects are insignificant in any given year, the Board may choose not to issue bonds. Instead, the Board may fund up front project costs and reimburse these costs when bonds are sold. In these situations the Board will adopt Reimbursement Resolutions prior to the expenditure of project funds.
8. The County will seek level or declining debt repayment schedules and will avoid issuing debt that provides for balloon principal payments reserved at the end of the term of the issue.
9. The County will avoid over-reliance on variable rate debt. Variable rate debt will only be considered when market conditions favor this type of issuance. When variable rate debt is considered, careful analysis will be performed and techniques applied that will ensure that the County's sound debt position will be maintained. At no time will variable rate debt exceed 20% of the County's total outstanding debt.
10. The County is required by Statute to issue general obligation debt through a competitive process. The competitive process will also be used for other debt issuance unless time factors, interest rates or other factors make it more favorable to the County to use a negotiated process.
11. In the planning process for debt issuance the County will assess the need to maintain its "Bank Qualification" if installment purchase financing is being considered.

Level of Debt

12. The County will maintain its net bonded debt at a level not to exceed three percent of the assessed valuation of taxable property within the County.
13. The County will strive to maintain its annual debt service costs at a level no greater than fifteen percent of general fund revenues, including installment purchase debt. This is a recommended "best practice" from the Government Finance Officers Association.

Advance Refunding of Debt

14. The County will make every effort to issue advance refunding bonds to achieve cost savings of at least 3% percent net of the refunding bonds. Net savings includes gross savings less issuance costs and any cash contributions to the refunding. The 3% savings is the minimum savings permissible before the North Carolina Local Government Commission will consider advance refunding bonds. These decisions will be based upon the maturity date of the refunded bonds, the call date and premium on the refunded bonds and the interest rates at which the refunding bonds can be issued.

Undesignated Fund Balance

15. The County will strive to maintain an undesignated balance in the general fund of 17% percent of budgeted general fund operating expenditures each fiscal year. The amount of undesignated fund balance maintained during each fiscal year should not fall below 8% percent of budgeted general fund operating expenditures as recommended by the North Carolina Local Government Commission.
16. To the extent that general fund undesignated fund balance exceeds 17% percent the balances may be utilized to fund capital expenditures or pay down outstanding County debt.

Investment of Capital Funds

17. Investment of capital funds will be performed in accordance with the North Carolina General Statutes (159-30). Funds will be invested in instruments that will provide the liquidity required to meet the cash flow needs of each project funded.

18. Investment earnings on capital funds, after subtracting required or potential arbitrage, will be used for project costs and/or debt service.

Bond Ratings

19. The County will maintain good communications with bond rating agencies regarding its financial condition and will follow a policy of full disclosure on every financial report and offering statement.
20. The County will strive to maintain bond ratings at or better than AAA (Fitch), Aa2 (Moody's Investor Services) and AA+ (Standard & Poor's).

Arbitrage Rebate and Secondary Market Disclosure Requirements

21. The County will comply with all arbitrage rebate requirements as established by the Internal Revenue Service and all secondary market disclosure requirements established by the Securities and Exchange Commission.
22. Arbitrage will be calculated at the end of each fiscal year and interest earned on investment of bond or installment purchase proceeds will be reserved to pay any penalties due.

Enterprise Funds

23. For any Enterprise Fund that is supporting debt, an annual rate study will be performed to ensure that fees or rates are sufficient to meet the debt service requirements.

Capital Reserve Funds

24. The County will create and maintain capital reserve funds as appropriate, such as for school and county projects.
25. The Capital Reserves will be funded from property tax revenues, sales tax revenues and/or any other revenue source that the County Commissioners may choose.
26. Funds accumulated in the Capital Reserve Funds will be used on a pay-as-you-go basis to finance renovations and repairs to existing buildings and the purchase of major equipment. The Board may also choose to fund other pay-as-you-go initiatives from Reserve Funds.

5-Year Capital Investment Plan (CIP)

- 27. The County will review and adopt a five-year CIP annually.
- 28. This Debt Management Policy will be incorporated into the CIP.
- 29. The County will strive to include plans for debt issuance within the CIP.

Rescission

This policy supersedes any policy in place prior to this date.

April 5, 2011

Orange County Board of Commissioners Capital Funding Policy

Preamble

This capital funding policy is the product of extensive analysis and deliberation. The intent of this policy is to reflect greater priority than there has been historically on providing funding for County projects, with particular emphasis directed at enhanced upkeep of existing County facilities. The policy reflects the implementation of the Board of Commissioners' resolution of November 16, 2004 that the Board *"does hereby adopt in principle a policy of allocating a target of 60 percent of capital expenditures for school projects and 40 percent of capital expenditures for county projects over the decade beginning in calendar year 2005"*. This policy continues the County's principle and historical practice of funding all School and County related debt service obligations before allocating any other School or County capital funds for other purposes.

Long Range Capital Investment Plan

During January of each fiscal year, the County Manager shall present, to the Board, five-year County and School capital needs and funding plans in the form of a Capital Investment Plan. Each year, the Board of Commissioners shall conduct a public hearing on the Manager's Recommended CIP during March and subsequently adopt a five-year Capital Investment Plan (CIP) as part of the annual operating budget in June.

County and School recurring capital needs will be identified and reviewed during each annual operating budget cycle, and recurring capital appropriations will be approved by the Board of Commissioners as an element of each annual Orange County Budget Ordinance.

The five-year plan for long-range capital funding shall include anticipated County and School capital expenditures costing \$100,000 or more.

Sources of Funds

The County will allocate the following sources of funds for County and School debt service and long-range and recurring capital:

- All proceeds from the Article 40 and Article 42 half-cent sales taxes.
(The North Carolina General Statutes require that 30 percent of the Article 40 (NCGS§105-487(a)) and 60 percent of the Article 42 (NCGS§105-502(a)) sales tax revenue be earmarked for public school capital outlay as defined in NCGS§105-426(f) or to retire any indebtedness incurred by the county for these purposes)
- School Construction Impact Fees for each school system.
- Property tax revenue as needed and approved by the Board.

- The County will budget NC Education Lottery proceeds as the revenues are distributed by the State each quarter, once the revenues are identified for an individual school capital project and requested by each district.

Debt Service

All County and School related debt service obligations would be funded prior to allocation of programmed funding for any other capital purposes.

Orange County Schools' impact fees will be earmarked to pay for debt service on projects that involved the construction of new school space in the Orange County Schools system. Chapel Hill-Carrboro City Schools' impact fees will be earmarked to pay for debt service on projects that involved the construction of new school space in the Chapel Hill-Carrboro City Schools system. These expenditures will be tracked and verified by each district annually.

NC Education Lottery Proceeds

Each school district will have the option to dedicate its share of the annual NC Education Lottery monies to address school facility renovation needs or as additional revenue to the districts pay-as-you-go funding to address school facility renovation needs. Annually either district can request that the County dedicate Lottery proceeds to repay debt service and the county will substitute pay-as-you-go-funding to expedite approved capital projects in the schools capital improvement plan.

Allocation

Capital funding for each five-year capital planning period will be allocated between the two school districts based on the student membership planning allotments, provided by the NC Department of Public Instruction by March 1 of each year.

Capital Project Ordinances – Form and Purpose

All funds allocated to capital projects are to be accounted for in a Capital Project Fund as authorized by a Board of County Commissioner approved Capital Project Ordinance. The Capital Project Ordinance will include a detailed break down of each major cost category related to the project.

In accordance with the Board of County Commissioners November 2000 adopted "*Policy on Planning and Funding School Capital Projects*", whenever School capital project bids are either higher or lower than originally projected, or any other factor affecting the project budget occurs, the affected school system is expected to work with County Management and Budget staff to present revised capital project ordinances for adoption by the Board of Commissioners. The same expectations shall be applicable for changes to County Capital project budgets.

Community Use of Schools

It is the intent of the Board of County Commissioners to evaluate each new proposed school in both School Districts for joint community use opportunities, including, but not limited to, park and recreation use.

April 5, 2011

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 supersedes any policy in place prior to this date.

April 5, 2011

ORANGE COUNTY BOARD OF COMMISSIONERS FUND BALANCE MANAGEMENT POLICY

The Fund Balance Management Policy is intended to address the needs of Orange County (County), in the event of unanticipated and unavoidable occurrences which could adversely affect the financial condition of the County and thereby jeopardize the continuation of necessary public services. This policy will ensure the County maintains adequate fund balance and reserves in the County's **Governmental Funds** to provide the capacity to:

1. Provide sufficient cash flow for daily financial needs,
2. Secure and maintain investment grade bond ratings,
3. Offset significant economic downturns or revenue shortfalls, and
4. Provide funds for unforeseen expenditures related to emergencies.

Fund Balance for the County's **Governmental Funds** will be comprised of the following categories:

1. Nonspendable - amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact.
2. Restricted – amounts externally imposed by creditors (debt covenants), grantors, contributors, laws, or regulations of other governments.
3. Committed – amounts used for a specific purpose pursuant to constraints imposed by formal action of the government's highest level of decision-making authority.
 - a. Amounts set aside based on self-imposed limitations established and set in place prior to year-end, but can be calculated after year end.
 - b. Limitation imposed at highest level and requires same action to remove or modify
 - c. Ordinances that lapse at year-end
4. Assigned - amounts that are constrained by the government's intent to be used for specific purposes, but are neither restricted nor committed.
5. Unassigned – amounts that are not reported in any other classification.

The General Fund will be the only fund that will have an unassigned fund balance. The Special Revenue Funds and Capital Project funds will consist of only nonspendable, restricted, committed and assigned categories of fund balance.

Unassigned Fund Balance – General Fund

Orange County has adopted a fiscal policy that provides for capital projects to be financed with debt and pay-as-you-go funding. In order to obtain the best possible financing, the County has adopted policies designed to maintain bond ratings at or better than AAA (Fitch), Aa2 (Moody's Investor Services) and AA+ (Standard & Poor's). Part of the County's fiscal health is maintaining a fund balance position that rating agencies feel is adequate to meet the County's needs and challenges.

Orange County has therefore adopted a policy that requires management to maintain an **unassigned balance** as follows:

1. The County will strive to maintain an **unassigned** fund balance in the General Fund of 17% percent of budgeted general fund operating expenditures each fiscal year. The amount of **unassigned** fund balance maintained during each fiscal year should not fall below 8% percent of budgeted general fund operating expenditures, as recommended by the North Carolina Local Government Commission.
2. To the extent that the General Fund **unassigned** fund balance exceeds 17% percent, the balances may be utilized to fund capital expenditures or pay down outstanding County debt.
3. The County's budget and revenue spending policy provides for programs with multiple revenue sources. The Financial Services Director will use resources in the following hierarchy: bond proceeds, Federal funds, State funds, local non-county funds, county funds. For purposes of fund balance classification, expenditures are to be spent from restricted fund balance first, followed in-order by committed fund balance, assigned fund balance, and lastly, unassigned fund balance. The Financial Services Director has the authority to deviate from this policy if it is in the best interest of the County with Board of County Commissioner's approval.
4. Management is expected to manage the budget so that revenue shortfalls and expenditure increases do not impact the County's total unassigned fund balance. If a catastrophic economic event occurs that requires a 10% or more deviation from total budgeted revenues or expenditures, then unassigned fund balance can be reduced by action from the Board of County Commissioners; the Board also will adopt a plan of action to return spendable fund balance to the required level.

Enterprise Funds - (Solid Waste, Efland Sewer, and the Orange County Sportsplex) – The County will strive to maintain unrestricted net assets greater than 8% of total operating revenues at fiscal year-end, net of any donated assets recognized, to provide reserves for operations and future capital improvements.

Restrictions, reservations, and designations of Net Assets for Enterprise Funds

For external reporting purposes, net assets will be reported as restricted or unrestricted in accordance with GAAP. For internal purposes, net assets will be reserved or designated as follows:

1. Encumbered balances to continue existing projects are designated.
2. Designations for funding of planned projects in a future period to reduce the financial demands placed upon a subsequent budget.

Internal Service Funds – Dental Insurance Fund - total net assets shall maintain a positive balance to illustrate the internal nature of recovery fees for services performed in self-insuring employees of the County. Additionally, the net assets of the fund will demonstrate adequate funding for incurred, but not reported claims.

April 5, 2011

Rescission

This policy supersedes any policy in place prior to this date.

April 5, 2011

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 2011-12
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, 2011 and ending June 30, 2012, 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	\$175,981,188	\$1,064,917	\$1,131,417	\$178,177,522
Emergency Telephone Fund	\$455,396	\$0	\$50,952	\$506,348
Fire Districts Fund	\$3,501,612	\$0	\$60,189	\$3,561,801
Section 8 (Housing) Fund	\$4,598,183	\$86,997	\$0	\$4,685,180
Community Development Fund	\$771,890	\$228,437	\$0	\$1,000,327
Efland Sewer Operating Fund	\$142,000	\$88,500	\$0	\$230,500
Revaluation Fund	\$0	\$185,000	\$35,365	\$220,365
Visitors Bureau Fund	\$1,078,005	\$0	\$0	\$1,078,005
School Construction Impact Fees Fund	\$1,040,000	\$0	\$0	\$1,040,000
Solid Waste/Landfill Operations Enterprise Fund	\$10,817,401	\$0	\$1,537,106	\$12,354,507
Sportsplex Enterprise Fund	\$2,541,050	\$649,279	\$0	\$3,190,329
Community Spay/Neuter Fund	\$38,000	\$0	\$8,000	\$46,000

Section II. Appropriations

That for said fiscal year, there is hereby appropriated out the following:

Function	Appropriation
General Fund	
Governing and Management	\$14,072,861
General Services	\$7,707,067
Community and Environment	\$5,801,941
Human Services	\$32,525,916
Public Safety	\$19,697,379
Culture and Recreation	\$2,219,103
Education	\$63,939,903
Debt Service	\$28,018,850
Transfers to Other Funds	\$4,194,502
<i>Total General Fund</i>	<i>\$178,177,522</i>
Emergency Telephone System Fund	
Public Safety	\$506,348
<i>Total Emergency Telephone System Fund</i>	<i>\$506,348</i>
Fire Districts	
Cedar Grove	\$202,265
Chapel Hill	\$1,726
Damascus	\$45,733
Efland	\$308,214
Eno	\$435,224
Little River	\$168,189
New Hope	\$495,860
Orange Grove	\$308,322
Orange Rural	\$745,221
South Orange	\$426,159
Southern Triangle	\$166,774
White Cross	\$258,114
<i>Total Fire Districts Fund</i>	<i>\$3,561,801</i>
Section 8 (Housing) Fund	
Human Services	\$4,685,180
<i>Total Section 8 Fund</i>	<i>\$4,685,180</i>
Community Development Fund (Urgent Repair Program)	
Human Services	\$144,873
<i>Total Community Development Fund (Urgent Repair Program)</i>	<i>\$144,873</i>
Community Development Fund (HOME Program)	
Human Services	\$785,454
<i>Total Community Development Fund (HOME Program)</i>	<i>\$785,454</i>
Community Development Fund (Homelessness Partnership Program)	
Human Services	\$70,000
<i>Total Community Development Fund (Homelessness Program)</i>	<i>\$70,000</i>
<i>Total Community Development Fund Programs</i>	<i>\$1,000,327</i>
Efland Sewer Operating Fund	
Community and Environment	\$230,500
<i>Total Efland Sewer Operating Fund</i>	<i>\$230,500</i>
Revaluation Fund	
General Services	\$220,365
<i>Total Revaluation Fund</i>	<i>\$220,365</i>
Visitors Bureau Fund	
Community and Environment	\$1,078,005
<i>Total Visitors Bureau Fund</i>	<i>\$1,078,005</i>
School Construction Impact Fees	
Transfers to Other Funds	\$1,040,000
<i>Total School Construction Impact Fees Fund</i>	<i>\$1,040,000</i>
Solid Waste/Landfill Operations	
Solid Waste/Landfill Operations	\$12,354,507
<i>Total Solid Waste/Landfill Operations</i>	<i>\$12,354,507</i>

SportsPlex Enterprise Fund	
Culture and Recreation	\$3,190,329
<i>Total Sportsplex Enterprise Fund</i>	<i>\$3,190,329</i>
Community Spay/Neuter Fund	
Governing and Management	\$46,000
<i>Total Community Spay/Neuter Fund</i>	<i>\$46,000</i>

Section III. Revenues

The following fund revenues are estimated to be available during the fiscal year beginning July 1, 2011 and ending June 30, 2012, to meet the foregoing appropriations:

Function	Appropriation
General Fund	
Property Tax	\$133,471,175
Sales Tax	\$15,283,790
Licenses & Permits	\$313,000
Intergovernmental	\$15,989,453
Charges for Services	\$9,517,472
Investment Earnings	\$140,000
Miscellaneous	\$1,266,298
Transfers from Other Funds	\$1,064,917
Appropriated Fund Balance	\$1,131,417
<i>Total General Fund</i>	<i>\$178,177,522</i>
Emergency Telephone System Fund	
Charges for Services	\$455,396
Appropriated Fund Balance	\$50,952
<i>Total Emergency Telephone System Fund</i>	<i>\$506,348</i>
Fire Districts	
Property Tax	\$3,499,961
Investment Earnings	\$1,651
Appropriated Fund Balance	\$60,189
<i>Total Fire Districts Fund</i>	<i>\$3,561,801</i>
Section 8 (Housing) Fund	
Intergovernmental	\$4,598,183
From General Fund	\$86,997
<i>Total Section 8 Fund</i>	<i>\$4,685,180</i>
Community Development Fund (Urgent Repair Program)	
From General Fund	\$144,873
<i>Total Community Development Fund (Urgent Repair Program)</i>	<i>\$144,873</i>
Community Development Fund (HOME Program)	
Intergovernmental	\$729,190
From General Fund	\$56,264
<i>Total Community Development Fund (HOME Program)</i>	<i>\$785,454</i>
Community Development Fund (Homelessness Partnership Program)	
Intergovernmental	42,700
From General Fund	27,300
<i>Total Community Development Fund (Homelessness Partnership Program)</i>	<i>\$70,000</i>
<i>Total Community Development Fund Programs</i>	<i>\$1,000,327</i>
Efland Sewer Operating Fund	
Charges for Services	\$142,000
From General Fund	\$88,500
<i>Total Efland Sewer Operating Fund</i>	<i>\$230,500</i>
Revaluation Fund	
From General Fund	\$185,000
Appropriated Fund Balance	\$35,365
<i>Total Revaluation Fund</i>	<i>\$220,365</i>
Visitors Bureau Fund	
Occupancy Tax	\$841,598
Sales & Fees	\$2,500
Intergovernmental	\$233,407
Investment Earnings	\$500
Appropriated Fund Balance	\$0
<i>Total Visitors Bureau Fund</i>	<i>\$1,078,005</i>

School Construction Impact Fees Fund	
Impact Fees	\$1,040,000
Total School Construction Impact Fees Fund	\$1,040,000
Solid Waste/Landfill Operations	
Sales & Fees	\$8,646,299
Intergovernmental	\$403,589
Miscellaneous	\$79,661
Licenses & Permits	\$50,000
Interest on Investments	\$20,000
General Fund Contribution for Sanitation Operations	\$1,617,852
Appropriated Reserves	\$1,537,106
Total Solid Waste/Landfill Operations	\$12,354,507
Sportsplex Enterprise Fund	
Charges for Services	\$2,541,050
From General Fund	\$649,279
Total Sportsplex Enterprise Fund	\$3,190,329
Community Spay/Neuter Fund	
Animal Tax	\$27,000
Intergovernmental	\$10,000
Miscellaneous	\$1,000
Appropriated Fund Balance	\$8,000
Total Community Spay/Neuter Fund	\$46,000

Section IV. Tax Rate Levy

There is hereby levied for the fiscal year 2011-12 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	7.36
Chapel Hill	7.50
Damascus	5.00
Efland	4.66
Eno	5.99
Little River	4.06
New Hope	8.95
Orange Grove	4.08
Orange Rural	5.61
South Orange	7.85
Southern Triangle	5.00
White Cross	7.00
Chapel Hill-Carrboro School District	18.84

Section V. General Fund Appropriations for Local School Districts

The following FY 2011-12 General Fund Appropriations for Chapel Hill-Carrboro City Schools and Orange County Schools are approved:

- a) Current Expense appropriation for local school districts totals \$59,375,382, and equates to a per pupil allocation of \$3,102.
 - 1) The Current Expense appropriation to the Chapel Hill-Carrboro City Schools is \$36,305,808.
 - 2) The Current Expense appropriation to the Orange County Schools is \$23,069,574.

- 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 \$1,834,500.
 - 2) The Recurring Capital appropriation to the Orange County Schools totals \$1,165,500.
- c) Long-Range (Pay-As-You-Go) Capital appropriation for local school districts totals \$2,628,969
 - 1) The Long-Range (Pay-As-You-Go) Capital appropriation to the Chapel Hill-Carrboro City Schools totals \$1,607,615.
 - 2) The Long-Range (Pay-As-You-Go) Capital appropriation to the Orange County Schools totals \$ 1,021,354.
- d) School Related Debt Service for local school districts totals \$18,182,682, which includes \$663,196 for the establishment of a school debt service reserve for future debt service on school capital projects.
- 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 \$1,806,116
 - 1) School Health Nurses - Total appropriation of \$634,332 with \$433,875 allocated for Chapel Hill-Carrboro City Schools and \$200,457 allocated for Orange County Schools
 - 2) School Social Workers - Total appropriation of \$642,374 allocated in the Department of Social Services to provide School Social Workers to Orange County Schools
 - 3) School Resource Officers - Total appropriation of \$529,410 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 \$10 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 2011-12, 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 in 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 2011-12 are \$395,493 and projected expense for claims and administration for 2011-12 is \$415,000. An allocation of \$19,507 will be made from reserves in the fund to balance.

Section XI. Encumbrances

Operating funds encumbered by the County as of June 30, 2011 are hereby reappropriated to this budget.

Section XII. Capital Projects & Grants Fund

The County Capital Improvements Fund, Schools Capital Improvements Fund, Community Development Fund and the Grant Projects Fund are hereby authorized. Appropriations made for the specific projects or grants in these funds are hereby appropriated until the project or grant is complete.

The County Capital Projects Fund FY 2011-12 budget, with anticipated fund revenues of \$2,780,000 and project expenditures of \$2,780,000 (see Attachment 3), is hereby adopted in accordance with G.S. 159 by Orange County for the fiscal year beginning July 1, 2011, and ending June 30, 2012, and the same is adopted by project.

The County Grant Projects Fund FY 2011-12 budget, with anticipated fund revenues of \$537,349 and project expenditures of \$537,349 (see Attachment 4), is hereby adopted in accordance with G.S. 159 by Orange County for the fiscal year beginning July 1, 2011, and ending June 30, 2012, and the same is adopted by project.

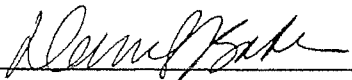
Any capital project or grant budget previously adopted, the balance of any anticipated, but not yet received, revenues and any unexpended appropriations remaining on June 30, 2011, shall be reauthorized in the 2011-12 budget.

Section XIII. Contractual Obligations

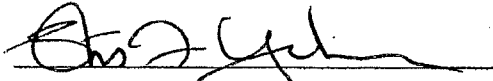
The County Manager is hereby authorized to execute contractual documents under the following conditions:

1. The Manager may execute contracts for construction or repair projects that do not require formal competitive bid procedures, and which are within budgeted departmental appropriations, for which the amount to be expended does not exceed \$250,000.
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 \$89,999.
3. Contracts executed by the Manager shall be pre-audited by the Financial Services Director and reviewed by the County Attorney to ensure compliance in form and sufficiency with North Carolina law.

This budget being duly adopted this 21st day of June 2011.



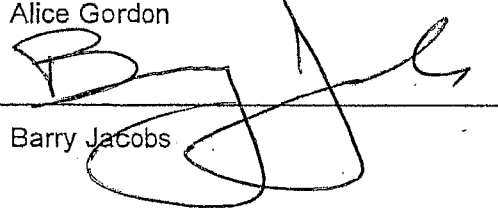
Donna Baker, Clerk to the Board



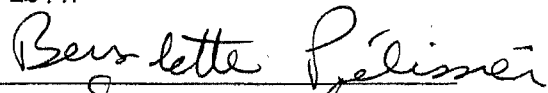
Steve Yuhasz, Vice Chair



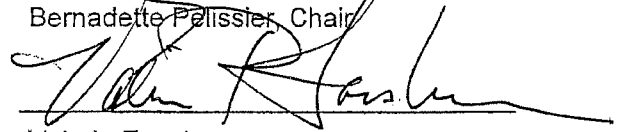
Alice Gordon



Barry Jacobs



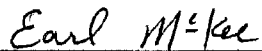
Bernadette Pelissier, Chair



Valerie Foushee



Pam Hemminger



Earl McKee

Orange County - Demographics

(Based on 2010 Census, unless noted otherwise)

Population by Township		
Bingham	6,527	5%
Cedar Grove	5,222	4%
Chapel Hill	87,971	66%
Cheeks	9,313	7%
Eno	7,501	5%
Hillsborough	13,809	10%
Little River	3,458	3%
<i>Total</i>	133,801	100%

Population by Race/Origin (2009)		
White	91,587	77%
African American	15,875	14%
Hispanic	7,320	4%
Asian	6,716	4%
Other	619	1%
Total	122,117	100%

Income (2009)	
Median Household Income	49,836
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
Total	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 (2007)			
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-2010/ Demographics and Housing Estimates
Orange County Planning Department

Orange County Approved Fee Schedule - FY 2011-12

Department/Program	Description	Current Fee	Approved Fee Change for FY 2011-12	Last Revision
<i>Asset Management</i>				
	Use Fee (except for classification 5 and 6, or as otherwise stipulated in Facilities Use Policy)(1)	N/A	Resident \$10/hr, Non-Resident \$20/hr	9/1/2011
	Great Hall or Ballroom (Senior Centers), except class 6	N/A	Resident \$75, Non-Resident \$ 125	9/1/2011
	Class 5 Use Fee; includes use, kitchen fee(3) and on-site personnel fees	N/A	Resident \$50/hr, Non-Resident N/A	9/1/2011
	Class 6 Use Fee; includes use, kitchen fee(3) and on-site personnel fees	N/A	Resident \$125, Non-Resident \$175	9/1/2011
	On-site personnel(2)	N/A	Resident \$15/hr, Non-Resident \$20/hr	9/1/2011
	Kitchen Use(3) senior centers only)	N/A	Resident \$25, Non-Resident \$50	9/1/2011
	Security Deposit; class 6 only	N/A	Resident \$100, Non-Resident \$100	9/1/2011
	Cleaning/lock up/utility fee	N/A	Resident \$25, Non-Resident \$25	9/1/2011
<i>Orange Public Transportation</i>				
	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
<i>Department on Aging</i>				
Senior Programs	Classes	Instructor Cost + 10-25% Admin		Ongoing
	Senior Games	\$15.00 per participant		2010
Senior Center	Room rental (CH center only)	\$15 to \$65/3 hr during bus. hours		1991
		\$10 higher after business hours		1991
		\$250 entire facility after hours		1991
<i>Board of Elections</i>				
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	\$.10 per page		2009
	Special Select	\$.10 per page		2009
	One-Precinct	\$.10 per page		2009

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Orange County Approved Fee Schedule - FY 2011-12

Department/Program	Description	Current Fee	Approved Fee Change for FY 2011-12	Last Revision
	Computer labels	\$30 per page		2009
	Computer Tapes/CD's	\$10.00 per CD		2009
	Specialized Programming	\$10.00 per CD		2009
DEAPR				
ERCD				
	Local Landmark Program	\$100.00		2010
PARKS & RECREATION				
Athletics	Youth Athletics	100% Recovery Rate		2009
	Adult Athletics	100% Recovery Rate		2005
General Programs	Youth/Teen Programs	100% Recovery Rate		2009
	Summer Camp	75% Recovery Rate	DELETE	2005
	Senior Games	Moved to Dept on Aging	DELETE	2007
	Adult Programs	100% Recovery Rate		2009
	Trips	100% Recovery Rate		2009
	Gyms- Open play individuals	\$25 annual Facility Use pass		2007
	Gyms- Open play individuals (4)	N/A	\$15 semi-annual Facility Use pass	New
Special Populations Programs		5% Recovery Rate		2005
Senior Citizens Programs		Moved to Dept on Aging	DELETE	2007
Other Programs	Concerts	Varies		2009
	Afterschool Program	Program eliminated	DELETE	2007
Facility Rentals	Gyms - Group Rentals	Gov't/School/Non-Profit: \$25/hr half gym; \$35/hr whole gym Profit/Private: \$35/hr half gym; \$45/hr whole gym		2007
	Activity Rms/Rec Centers	\$24/hr for Govt./school/Non-Profit, \$35 for profit/private		2009
	Ballfields for tournaments	Delete category. Hourly fees apply	DELETE	2009
	Athletic Fields	\$24/hr for Govt./school/Non-Profit, \$35 for profit/private		2010
	Athletic Field Lighting	\$25.00		2010
	Tennis/Basketball Court Rental	\$5.00		2010
	Tennis/Basketball Court Rental w/ lights	\$10.00		2010
	Entire Park	\$250/day; \$250 deposit plus costs	DELETE	2007
	Vending (5)	\$100-\$300/booth (event size); \$50/booth for charitable group	\$100-\$300/booth (event size); \$15/booth for non-profit group	2007
	Non-County Resident Fee	Additional 50% to applied fee		2007
	Picnic Shelter	\$20 (1-4 hrs); \$30 (4+ hrs)		2007
	Group Camping	\$30 per group of 6-30.		2009
	Parks Open Space permit fee (not court, shelter or athletic field) (6)	N/A	\$10/hour or \$50/day	New
Equipment Rentals	Recreational equipment	varies		

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Orange County Approved Fee Schedule - FY 2011-12

Department/Program	Description	Current Fee	Approved Fee Change for FY 2011-12	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	10 cents per day (\$5.00 maximum)		2010
	Fines - overdue adult books	20 cents per day (\$5.00 maximum)		2010
	Fines - overdue Videos	\$1.00 per day (\$5.00 maximum)		early 1980s
	Photocopies	15 cents per page		2010
	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	\$1 per book		2009
	Processing Fee	\$5.00		2010
Register of Deeds	Deeds of Trust	\$28 (1st pg); \$3 each additional page; \$2 verify.		2009
	Re-recorded instruments (not verified)	\$17 (1st pg); \$3 each additional page		2009
	Re-recorded instruments (verified)	\$17 (1st pg); \$3 each additional page; \$2 verify.		2009
	Assumed names, POA, etc.	\$12 (1st pg); \$3 each additional page; \$2 verify.		2002
	Multiple documents	\$10 each additional document		2002
	Certified Copies	\$5 (1st pg); \$2 each additional page		2002
	Non-standard document fee	\$25 in addition to regular recording fee		2002
	Cancellations	No Fee		2002
	Plats	\$21.00		2002
	Right-of-Way Plans/Highway Maps	21; \$5 each additional		2002

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Orange County Approved Fee Schedule - FY 2011-12

Department/Program	Description	Current Fee	Approved Fee Change for FY 2011-12	Last Revision
	Plat copy (uncertified)	\$3.00		2002
	Certified copy of plats	\$5		2002
	UCCs	\$38, \$45 if more than 2 pgs +\$2/page over 10 pgs		2001
	UCC searches	\$30 per debtor name + \$1/page for copies		2001
	Excise/Revenue Stamps	\$2 per \$1000 based on purchase price		1992
	Conformed Copy	\$5		2002
	Marriage License	\$60		2009
	Marriage License Corrections	\$10		2002
	Process Delayed Marriages	\$20		2002
	Certified Copies, Births, Deaths, Marriages			
	Certificates	\$10		2002
	Laminated copy of Birth Certificates	\$12		2002
	Process Amendments Births/Deaths	\$10 + \$15 to NC Vitals Records		2002
	Process Legitimation	\$10		2002
	Delayed Birth Registration	\$20		2002
	Notary Public Qualification	\$10		2002
	Notarization per Signature	\$5		2002
	Notary Certification	\$3 per document		2002
	Copy Work	15 cents per page		2010
	Mylar plat copy	\$5		Early 1980s **
	Issuance of Plat Copy Key	\$5		2002
	Duplicate Marriage License	\$10		2000
	Historical Records	\$1		Early 1980s **
	CRT print-out	15 cents per page		2010
	Computer tapes	\$10 per tape		1997
Planning				
Engineering	Plan Review (7)	N/A	\$3.50 per linear foot of utility	New
	Construction Observation (8)	N/A	\$3.50 per linear foot of utility	New
	Re-inspection Fee (9)	N/A	\$100.00	New
Current Planning fees				
	Comprehensive Plan Amendment		\$500.00 staff review fee, \$800.00 Legal advertisement	
	Text Change	500 + Advertising		2001
			\$500.00 + \$50.00/acre of impacted property, area staff review fee, \$800.00 Legal advertisement, \$30.00 sign posting, \$5.00 certified mail fee for each individual parcel required to be notified of request	
	Land Use Map Change	\$500 + \$50/acre		2001
	Ordinance Amendments	\$350.00	DELETE CATEGORY	2001
	Unified Development Ordinance			
			\$500.00 staff review fee, \$800.00 Legal advertisement	
	Text Amendments	\$350.00		
	Zoning Atlas Amendment		\$500.00 staff review fee, \$800.00 Legal advertisement, \$30.00 sign posting, \$5.00 certified mail fee for each individual parcel required to be notified of request	
	Rezone to General Use Residential	\$500 +		2001
	-not including affordable housing	\$50/acre	DELETE CATEGORY	2001
	-including affordable housing	\$25/acre	DELETE CATEGORY	2001

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Orange County Approved Fee Schedule - FY 2011-12

Department/Program	Description	Current Fee	Approved Fee Change for FY 2011-12	Last Revision
			\$2000.00 staff review fee including an additional \$100.00 an acre for single tracts or \$50.00 an acre for a petition involving multiple tracts of property, \$800.00 Legal advertisement, \$30.00 sign posting, \$5.00 certified mailing fee for each individual parcel	
	Rezone to General Use Nonresidential	\$2000 +		2001
	-Single tract	\$100/acre	DELETE CATEGORY	2001
	-Multiple tracts	\$50/acre	DELETE CATEGORY	2001
	Rezone to Planned Development	\$1000 +	DELETE CATEGORY	2001
	-not including affordable housing	\$50/acre	DELETE CATEGORY	2001
	-including affordable housing	\$25/acre	DELETE CATEGORY	2001
	Special Use			
			\$1,100.00 staff review fee, \$800.00 Legal advertisement, \$30.00 sign posting, \$5.00 certified mailing fee for each individual parcel	
	Class A	\$1000 + \$10/acre		2001
			\$560.00 staff review fee, \$800.00 Legal advertisement, \$30.00 sign posting, \$5.00 certified mailing fee for each individual parcel	
	Class B	\$500 + \$5/acre		2001
			\$3000.00 staff review fee (includes rezoning and Class A Special Use Permit Fee), \$800.00 Legal advertisement, \$30.00 sign posting, \$5.00 certified mailing fee for each individual parcel, \$1.00 neighborhood information meeting mailing fee for each individual parcel required to be notified of request. If application proposes a Major Subdivision, then the following additional fees shall be required: \$750.00 additional staff review fee plus \$50.00 an acre fee for projects that do not include an affordable housing component, \$25.00 an acre fee for projects that do include an affordable housing component	
	Rezone to Conditional Use District	N/A		New
	-not including affordable housing	\$50/acre	DELETE CATEGORY	2001
	-including affordable housing	\$25/acre	DELETE CATEGORY	2001

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Orange County Approved Fee Schedule - FY 2011-12

Department/Program	Description	Current Fee	Approved Fee Change for FY 2011-12	Last Revision
			\$2000.00 staff review fee (involves rezoning application only), \$800.00 Legal advertisement, \$30.00 sign posting, \$5.00 certified mailing fee for each individual parcel, \$1.00 neighborhood information meeting mailing fee for each individual parcel required to be notified of request. If application proposes a Major Subdivision, then the following additional fees shall be required: \$750.00 additional staff review fee plus \$50.00 an acre fee for projects that do not include an affordable housing component, \$25.00 an acre fee for projects that do include an affordable housing component	
	Rezone to Conditional Zoning District	N/A		New
	-not including affordable housing	\$50/acre	DELETE CATEGORY	2001
	-including affordable housing	\$25/acre	DELETE CATEGORY	2001
	Board of Adjustment			
	Residential Variance/Appeal	\$300.00	\$340.00 staff review fee, \$800.00 legal advertisement, \$5.00 certified mailing fee for each individual parcel required to be notified of request	2001
	Nonresidential Variance/Appeal	\$500.00	\$540.00 staff review fee, \$800.00 legal advertisement, \$5.00 certified mailing fee for each individual parcel required to be notified of request	2001
	Subdivision			
	Minor Subdivision			
	Concept Plan	\$100.00	\$140.00 staff review fee	2001
	Final Plat	\$100.00	\$140.00 staff review fee	2001
	Re-approval	\$50.00	\$100.00 staff review fee	2001
	Major Subdivision			
	Concept Plan	\$250 + \$5/lot	\$310 staff review fee, \$30.00 sign posting for Neighborhood Information meeting, \$1.00 Neighborhood Information meeting mailing fee for each individual parcel required to be notified of request	2001
	Preliminary	\$500 + \$5/lot	\$600.00 staff review fee, \$800.00 legal advertisement	2001
	Final	\$500.00		2001
	Re-approval	\$250.00	\$500.00 staff review fee	2001

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Orange County Approved Fee Schedule - FY 2011-12

Department/Program	Description	Current Fee	Approved Fee Change for FY 2011-12	Last Revision
	Modification of approved subdivision preliminary or final plat	N/A	\$500.00 staff review fee, \$800.00 legal advertisement if BOCC review/approval of modification is required	New
	Zoning Permit	\$30.00	DELETE CATEGORY	2001
	Zoning Compliance Permits and Site Plan Approvals:			
	Zoning Compliance Permit for single family/duplex residential structure(s)		\$30.00	New
	Single-family site plan associated with Conditional Use or Conditional Zoning		\$1,000.00 staff review fee	New
	Multi-family site plan associated with Conditional Use or Conditional Zoning		\$1,000.00 staff review fee	New
	Site Plan Approval			
	Residential		DELETE CATEGORY	
	Single family	\$20/unit	DELETE CATEGORY	2001
	Multiple family	\$25/unit	DELETE CATEGORY	2001
			\$1,000.00 staff review fee plus, \$20.00 per 1,000 square feet of proposed office/institutional development, \$25.00 per 1,000 square feet of industrial/warehouse development, \$30.00 per square foot for commercial/retail development. If project is associated with a Conditional Use or Conditional Zoning approval, an additional \$250.00 staff review shall apply to the project	2001
	Nonresidential - Certification Required	\$1000 +	DELETE CATEGORY	2001
	Office	\$20/1000 sq ft.	DELETE CATEGORY	2001
	Commercial	\$30/1000 sq ft.	DELETE CATEGORY	2001

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Orange County Approved Fee Schedule - FY 2011-12

Department/Program	Description	Current Fee	Approved Fee Change for FY 2011-12	Last Revision
	Industrial	\$25/1000 sq. ft.	DELETE CATEGORY	2001
	Multifamily/Nonresidential No Cert. Required	\$80.00	DELETE CATEGORY	1997
	Home Occupation Plan Review	\$90.00		1997
	EDD Site Plan		\$1,000.00 plus \$10.00 per square feet of proposed building area. If project is associated with a Conditional Use, Conditional Zoning, or Special Use Permit then an additional \$250.00 staff review fee shall apply	New
	Part of PD Class A SUP	\$250 + \$10/sq. ft.	DELETE CATEGORY	2001
	Not part of PD Class A SUP	\$150 + \$5/sq. ft.	DELETE CATEGORY	2001
	Signs - not associated with a site plan review or approval	\$25 + \$2/sq. ft.		2001
	Revisions		DELETE CATEGORY	2001
	Major (engineering modifications to the site plan, including major changes in site planning)	\$500.00		2001
	Minor (additions to or deletions from the site plan modification)	\$250.00		2001
	Administrative approvals, including one-year extensions to approved site plans	\$250.00		2001
	Residential, per revision, per year for the first revision, plus an additional \$100 per year	\$200.00	DELETE CATEGORY	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	DELETE CATEGORY	2001
	Miscellaneous			
	Review of Traffic Impact study associated with project	\$250.00	\$250.00 in addition to established project review fee, if any	2001
	Review fee for projects located within Major Transportation Corridor Overlay District	\$200.00	\$200.00 in addition to established project review fee, if any	2001
	Partial Width Right Of Way request	\$125.00	\$125.00 staff review fee, \$800.00 legal advertisement, \$30.00 sign posting, \$5.00 certified mailing fee for each individual parcel required to be notified of request	2001
	Vacation of rights-of-way/release of easements per vacation or release (includes advertising)	\$250 + value of r-o-w	\$250.00 staff review fee, \$800.00 legal advertisement, \$30.00 sign posting, \$5.00 certified mailing fee for each individual parcel required to be notified of request	2001
	Payment-in-Lieu of Parkland Dedication			
	Community Park	\$422/lot		1996
	District Park	\$455/lot		1996
	Advertising costs	Cost + 15%	DELETE CATEGORY	2001
	Effectuated parties research/public notice	\$100 + \$5/person	DELETE CATEGORY	2001

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Orange County Approved Fee Schedule - FY 2011-12

Department/Program	Description	Current Fee	Approved Fee Change for FY 2011-12	Last Revision
	Hire outside consultants	Cost + 15%		2001
	Zoning Ordinance	\$12.00	DELETE CATEGORY	2001
	Zoning Atlas	\$2.00	See map size below	2001
Public Information fees	Subdivision Regulations	\$5.00	DELETE CATEGORY	1989
	EDD Design guidelines	\$12.00	DELETE CATEGORY	1989
	Land Use Plan	\$10.00	DELETE CATEGORY	1989
	Joint Planning Land Use Plan	\$4.00	DELETE CATEGORY	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	DELETE CATEGORY	1989
	Floodplains Protection Ordin.	No Charge	DELETE CATEGORY	1989
	Street Study	No Charge		1989
	Road Map	\$2.00		1989
	Road Map (large)	\$6.00		1989
	Aerial Photos	\$1.00		1989
	Topo Maps	\$1.50		1989
	Other Maps	\$1.00		1989
	Inventory of Sites	\$3.50		1989
	Inventory of Natural/wildlife etc	\$10.00		1989
	Photo Copies (Small Area Plans, JPA Land Use Plan, and all other documents and reports)	25 cents	\$0.10 per page duplexed B&W; \$0.50 per page duplexed Color	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
	2030 Comprehensive Plan	N/A	\$25.00 B&W; \$125.00 Color	New
	Unified Development Ordinance (UDO)	N/A	\$40.00 B&W; \$200.00 Color	New
	Copy of Map 8.5 x 11	N/A	\$3.00; additional copy \$2.00	New
	Copy of Map 11x17	N/A	\$5.00; additional copy \$3.00	New
	Copy of Map 18x24	N/A	\$10.00	New
	Copy of Map 24x32	N/A	\$15.00	New
	Copy of Map 30x40	N/A	\$25.00	New
	Custom Map 24x32 (Using Existing Data)	N/A	\$30.00	New
	Custom Data/Map 24x32 (Creation of New Data)	N/A	\$30.00/hour	New
	CD	N/A	\$10.00	New
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

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Orange County Approved Fee Schedule - FY 2011-12

Department/Program	Description	Current Fee	Approved Fee Change for FY 2011-12	Last Revision
	Private Roads	\$155.00		1998
	Stormwater Management Plans	\$139.00	\$500.00	2001
	SWID field work Infill/Redevelopment	\$0 Per Intense Urban Rate	Min. \$250. Flat fee of \$10,000 for projects less than 5 acres. 5 acres or greater use intense urban	New
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
	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

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Orange County Approved Fee Schedule - FY 2011-12

Department/Program	Description	Current Fee	Approved Fee Change for FY 2011-12	Last Revision
	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
	<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

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Orange County Approved Fee Schedule - FY 2011-12

Department/Program	Description	Current Fee		Approved Fee Change for FY 2011-12	Last Revision
	<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
	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 Replacement	Based on square footage (included in Schedule A and B)			2001
	# of Fixtures				
	1				
	2				
	3				
	4				
	5				
	6and over				
	Mobile/ Modular Home	\$24.20			2006
	Water heater installation	\$59.40			2006

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Orange County Approved Fee Schedule - FY 2011-12

Department/Program	Description	Current Fee	Approved Fee Change for FY 2011-12	Last Revision
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
	Commercial Heating			
	First Unit	\$82.50		2006
	Each additional Unit	\$22.00		2006
	Replacement of System	\$82.50		2006
	Commercial Heat/Cool Combin			
	First Unit	\$82.50		2006
	Each additional Unit	\$22.00		2006
	Replacement of System	\$82.50		2006
	Commercial Ventilation/Exhaust			
	One System	\$82.50		2006
	Each additional	\$22.00		2006
	Hood fan comm. cooking equip	\$59.40		2006
	Comm. Range or Grill	\$59.40		2006
	Deep Fat Fryer	\$59.40		2006
	Oven	\$59.40		2006

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Orange County Approved Fee Schedule - FY 2011-12

Department/Program	Description	Current Fee	Approved Fee Change for FY 2011-12	Last Revision
General Miscellaneous	Refunds	\$38.50		2006
	Issue Certificate of Occupancy	\$11.00		2006
	Permit Renewal	\$38.50		2006
	Day Care Permits (existing building new occupancy)	\$59.40		2006
	Day Care Reinspection	\$55.00		2006
	Sprinkler system	\$165.00		2006
	Temporary Electrical Final Inspection	\$55.00		2006
	Temporary Mechanical Final Inspection	\$55.00		2006
	Fire Alarm system	\$165.00		2006
	Archive research (per project)	\$16.50		2006
	Grease trap installation	\$59.40		2006
	Reinspection fee (no charge for 1st rejection per trade)	\$52.50		2006
	Temporary tents	\$59.40		2006
	Work started with no permits are charged double fees			1986
Emergency Management				
Emergency Medical	Emergency Response			
	Basis Life Support (Non-Emergency)	\$300.00		2005
	Basis Life Support (Emergency) (10)	\$350.00	\$375.00	2005
	Advanced Life Support-1 (Non-Emergency)	\$400.00		2005
	Advanced Life Support-1 (Emergency) (10)	\$450.00	\$475.00	2005
	Advanced Life Support -1 (Non-Transport)	\$150.00		2005
	Advanced Life Support -2 (Emergency) (10)	\$525.00	\$575.00	2005
	Advanced Life Support -2 (Non-Transport)	\$225.00		2005
	EMS Franchise Application Fee (11)	N/A	\$1,275.00	New
	EMS Franchise Compliance Fee (12)	N/A	\$300.00	New
	EMS Franchise Renewal Fee (13)	N/A	\$150.00	New

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Approved Fee Schedule

Orange County Approved Fee Schedule - FY 2011-12

Department/Program	Description	Current Fee	Approved Fee Change for FY 2011-12	Last Revision
	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
Life Safety	Fees below are to cover the cost of Mandatory and Optional Permits under the 2009 NC Fire Code (5310-435299), including staff hours to review plans, issue permits, and inspect locations for compliance.			
	Aerosol Products	N/A	\$50.00	New
	Amusement Buildings	N/A	\$50.00	New
	Aviation Facilities	N/A	\$50.00	New
	Battery Systems	N/A	\$50.00	New
	Carnivals & Fairs	N/A	\$50.00	New
	Cellulose Nitrate Film	N/A	\$50.00	New
	Combustible Dust	N/A	\$50.00	New
	Combustible Fibers	N/A	\$50.00	New
	Compressed Gas	N/A	\$50.00	New
	Covered Mall Bldg	N/A	\$50.00	New
	Cryogenic Fluids	N/A	\$50.00	New
	Cutting & Welding	N/A	\$50.00	New
	Dry Cleaning Plants	N/A	\$50.00	New

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Orange County Approved Fee Schedule - FY 2011-12

Department/Program	Description	Current Fee	Approved Fee Change for FY 2011-12	Last Revision
	Exhibit/Trade Show	N/A	\$50.00	New
	Explosives/Blasting	N/A	\$100.00	New
	30 day Renewal for Explosives/Blasting	N/A	\$50.00	New
	Fire Hydrants & Valves	N/A	\$50.00	New
	Flammable/Combustible	N/A	\$50.00	New
	Tank Install/Removal	N/A	\$50.00	New
	Tank Install/Removal per additional tank	N/A	\$25.00	New
	Floor Finishing	N/A	\$50.00	New
	Fruit and Crop Ripening	N/A	\$50.00	New
	Fumigation/Thermal Fog	N/A	\$50.00	New
	Hazardous Materials	N/A	\$100.00	New
	HPM Facilities	N/A	\$50.00	New
	High-Piled Storage	N/A	\$50.00	New
	Industrial Ovens	N/A	\$50.00	New
	Lumber Yards	N/A	\$50.00	New
	Liquid Fuel Vehicle in Building	N/A	\$50.00	New
	LP Gas	N/A	\$50.00	New
	Magnesium	N/A	\$50.00	New
	Miscellaneous Combustible Storage	N/A	\$50.00	New
	Open Burning	N/A	\$50.00	New
	Organic Coatings	N/A	\$50.00	New
	Open Flame/Torches	N/A	\$50.00	New
	Open Flame/Candles	N/A	\$50.00	New
	Places of Assembly	N/A	\$50.00	New
	Private Fire Hydrant	N/A	\$50.00	New
	Pyrotechnics/Fireworks	N/A	\$50.00	New
	Pyroxylin Plastics	N/A	\$50.00	New
	Refrigeration Equipment	N/A	\$50.00	New
	Repair Garage/FCL Disp.	N/A	\$50.00	New
	Rooftop Heliports	N/A	\$50.00	New
	Spraying/Dipping	N/A	\$50.00	New
	Scrap Tire Storage	N/A	\$50.00	New
	Temp. Tents/Canopy (per)	N/A	\$50.00	New
	Tire-Rebuilding Plants	N/A	\$50.00	New
	Waste Handling	N/A	\$50.00	New
	Wood Products	N/A	\$50.00	New
	Mulch Pile	N/A	\$50.00	New

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Orange County Approved Fee Schedule - FY 2011-12

Department/Program	Description	Current Fee	Approved Fee Change for FY 2011-12	Last Revision
	Fees below are to cover the cost of Required Construction Permits under the 2009 NC Fire Code (5310-435299) including staff hours to review plans, issue permits, and inspect locations for compliance.			
	Auto Fire Extinguishing System	N/A	\$100.00	New
	Fire Pump	N/A	\$100.00	New
	Industrial Ovens	N/A	\$50.00	New
	Spraying/Dipping	N/A	\$50.00	New
	Compressed Gas	N/A	\$50.00	New
	Flammable/Combustible	N/A	\$50.00	New
	LP Gas	N/A	\$50.00	New
	Standpipe Systems	N/A	\$100.00	New
	Fire Alarm/Detect. Install	N/A	\$100.00	New
	Hazardous Materials	N/A	\$50.00	New
	Private Fire Hydrant	N/A	\$50.00	New
	Tents/Membranes	N/A	\$50.00	New
	Fire Extinguisher Class	N/A	\$20.00	New
	Fit Testing	N/A	\$50.00	New
	ABC Permit Inspections	N/A	Based on Square Foot	New
	Hazardous Materials Mitigation	N/A	Fee Charged at Hourly Rate	New
<i>Sheriff</i>	Out of State Officer Fee	\$100.00		2006
	Instate Officer	\$15.00		
	Gun Permits	\$5.00		1982
	Work Release	\$14.50		
	Report and Records Copies	\$2.00		1986
	Fingerprint Cards	\$15.00 each		1983
	Laminating	\$5.00		1986
	Concealed Weapons Permits	\$90 (\$60 state \$30 county)		1986
	Federal Inmates	\$58.00 per day		
	State Inmates	\$14.50 per day		
	Commission on executions	5% 1st \$500 and 2.5% on balance		1968
<i>Efland Sewer</i>	Tap Fees	\$1,000 per acre + \$600 per tap + cost of installing service(to county).		2002
	Usage Rate per 1000 gallons (14)	\$10.16 Base Charge; \$8.82 per 1000 gals. (or any portion thereof)	\$12.68 Base Charge; \$10.86 per 1000 gals. (or any portion thereof)	2010

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Orange County Approved Fee Schedule - FY 2011-12

Department/Program	Description	Current Fee	Approved Fee Change for FY 2011-12	Last Revision
Animal Services				
Administration	Pet Tax-Sterilized Cats and Dogs	\$10.00		2010
Animal Control				
	<i>Civil Penalties/Fines</i>			
	failure to vaccinate	\$200.00		2008
	failure to license	\$200.00		2008
	public nuisance violations	\$50,100,200,300,400.00		2008
	mistreatment	\$200.00		2008
	failure to wear rabies tag	N/A	\$50.00	New
	Kennel Permits	\$50.00		2007
Animal Shelter				
	<i>Adoption Fees</i>			
	Cat Adoption Fees (15)	\$96.00	\$95.00	2010
	Kitten Adoption Fees (5 mon. and under)			
	(15)	\$85.00	\$95.00	2010
	Second Cat-Peak Season (16)	N/A	\$50.00	New
	Special Event Cat Adoption Fee (17)	N/A	\$50.00	New
	Dog Adoption Fee (18)	\$118.00	\$115.00	2010
	Puppy Adoption Fee (5 mon. and under)			
	(18)	\$109.00	\$115.00	2010
	Special Event Dog Adoption Fee (19)	N/A	\$60.00	New
	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)	\$10.00		2010
	Small and Other Animals (20)	Varies on Type of Animal (\$5 to \$100)	Varies on Type of Animal (\$5 to \$250)	2004
	Placement Partner Sterilization	\$30.00 neuter, \$60.00 spay		2009
	Owner surrender for euthanasia	\$50.00		2010
	Large animal trailer transport	\$35.00		2010
	Field Surrenders	\$15.00		2010
	Shelter Redemption fee	\$10, \$50, \$100, \$200		2007
	Out of County Animal Surrender Fee*	\$50.00		2009
	Elective Microchip Fee**	\$25.00 per microchip		2009
Health Department				
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

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Orange County Approved Fee Schedule - FY 2011-12

Department/Program	Description	Current Fee	Approved Fee Change for FY 2011-12	Last Revision
	<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	\$250.00		2010
	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
	<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
	Iron Bacteria/Sulfur Bacteria	\$25.00		2010
	Radon Air Sample Kit - Radon	\$20.00		2010
	<i>TATTOO PARLORS</i>			
	Artist Permit	\$250.00		2010
	<i>SWIMMING POOLS</i>			
	Swimming Pool Inspections	\$250.00		2010
	Plan Review	\$250.00		2010
	<i>FOOD SERVICE</i>			
	Plan Review	\$250.00		2010
	Plan Review & permit fee-Temp. Establishment	\$75.00		2010

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Orange County Approved Fee Schedule - FY 2011-12

Department/Program	Description	Current Fee	Approved Fee Change for FY 2011-12	Last Revision
Dental Health	Comprehensive Oral Evaluation	\$66.00		2009
	Periodic Oral Evaluation	\$44.00		2009
	Limited Oral Evaluation	\$52.00		2009
	Re-evaluation-limited, problem	\$30.00		2009
	Consultation	\$54.00		2009
	Panoramic Film	\$86.00		2009
	BWX 1 Film	\$28.00		2009
	BWX 2 Films	\$30.00		2009
	Bitewings - three films	\$36.00		2009
	BWX 4 Films	\$46.00		2009
	1st Intraoral PA Film	\$27.00		2009
	Additional PA Film	\$25.00		2009
	Intraoral Occlusal Film	\$28.00		2009
	Full Mouth Series w BWX	\$96.00		2009
	Prophy/Child under age 13	\$45.00		2009
	Prophy/Adult age 13 and up	\$64.00		2009
	Fluoride Varnish (age 13&under)	\$31.00		2009
	Fluoride Varnish (age 13-20)	\$31.00		2009
	Topical Fluoride Varnish; Therapeutic application for moderate to high caries risk	\$30.00		2009
	Sealant/NEWLY ERUPTED TEETH	\$43.00		2009
	Scale/Root Planing 1-3 teeth p/q	\$103.00		2009
	Scale Root Planing 4+ teeth p/q	\$111.00		2009
	Full mouth Debridement	\$101.00		2009
	Periodontal Maintenance	\$81.00		2009
	Amal One Surface Prim/ Perm	\$89.00		2009
	Amal Two Surface Prim/ Perm	\$113.00		2009
	Amal Three Surface Prim/Perm	\$137.00		2009
	Amal Four Surface Prim/Perm	\$156.00		2009
	Resin One Surface Anterior	\$94.00		2009
	Resin Two Surface Anterior	\$118.00		2009
	Resin Three Surface Anterior	\$141.00		2009
	Resin Four Surface Anterior	\$164.00		2009
	Resin Comp. Crown Ant. Prim	\$185.00		2009
	Resin Comp. 1sur.Post-Prim/Perm	\$115.00		2009
	Resin Comp. 2sur.Post-Prim/Perm	\$157.00		2009
	Resin Comp. 3sur.Posterior Perm	\$207.00		2009
	Resin Comp.4+sur.Posterior Perm	\$242.00		2009
	Application of Desensitizing Medicament	\$37.00		2009
	Application of Desensitizing Resin for cervical and/or root surface per tooth	\$52.00		2009
	Pulpotomy	\$119.00		2009
	SSC Primary Tooth	\$201.00		2009
	SSC Permanent Tooth	\$229.00		2009
	Prebaccinated Resin Crown	\$235.00		2009
	Prefab.est.coat SSC prim. Tooth	\$214.00		2009

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Orange County Approved Fee Schedule - FY 2011-12

Department/Program	Description	Current Fee	Approved Fee Change for FY 2011-12	Last Revision
	Sedative Filling	\$74.00		2009
	Palliative Treatment	\$60.00		2009
	Ext. Erupted Tooth Prim/Perm	\$89.00		2009
	Extraction Surgical - 100+	\$141.00		2009
	Ext. coranal remnants deciduous	\$62.00		2009
	Alveoplasty extractions p/quadr.	\$118.00		2009
	Alveoplasty in conjunction with extraction 1-3 teeth per quadrant	\$118.00		2009
	Alveoplasty not in conjunction with extraction 4 or more tooth spaces per quadrant	\$189.00		2009
	Alveoplasty not in conjunction with extraction 1-3 tooth spaces per quadrant	\$162.00		2009
	Recement Crown NOT cov. by MA	\$57.00		2009
	Study Models	\$53.00		2009
	I & D Minor Surgery	\$186.00		2009
	Occlusal Adjustment Limited	\$86.00		2009
	Fractured Tooth Txt.	\$70.00		2009
	Pulp Cap-direct exp. Pulp MED	\$46.00		2009
	Pulp Cap-indirect nearly exposed	\$46.00		2009
	Biopsy Oral Tissue	\$151.00		2009
	Pin Retention/tooth	\$30.00		2009
	Band & Loop/Quadrant Impress	No Charge		
	Band & Loop/Quadrant Deliver 209/25	\$264.00		2009
	Fixed Bilateral Impress	No Charge		
	Fixed Bilateral Deliver 419/30	\$482.00		2009
	Root Canal Therapy Anterior	\$433.00		2009
	Root Canal Therapy Bicuspid	\$514.00		2009
	Root Canal Therapy Molar	\$649.00		2009
	Fabrication of Athletic Mouthguard	\$108.00		2009
	Fabrication of Athletic Mouthguard Project (school-based program)	\$17.00 flat fee, no sliding scale		2009
	Boil & Bite Mouthguards (students with braces)	\$5.00		2007
	Occlusal Guards, By report minimize bruxism \$ 274/95 lab	\$296.00		2009
	Minimum charge for Dental services	\$30.00		2010

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Approved Fee Schedule

Orange County Approved Fee Schedule - FY 2011-12

Department/Program	Description	Current Fee	Approved Fee Change for FY 2011-12	Last Revision
Personal Health	Drainage of Skin Abscess	\$117.00		2009
	Drainage of Skin Abscess	\$200.00		2009
	Drainage of Pilonidal Cyst	\$195.00		2009
	Remove Foreign Body	\$133.00		2009
	Drainage of Hematoma/Fluid	\$147.00		2009
	Puncture Drainage of Lesion	\$94.00		2008
	Debride Infected Skin	\$56.00		2009
	Remove Skin Tags	\$89.00		2009
	Trim Nail(s)	\$22.00		2008
	Debride Nail 1-5	\$33.00		2008
	Avulsion of Nail Plate	\$97.00		2010
	Drain Blood from Under Nail	\$56.00		2009
	Norplant (Remove)	\$223.00		2009
	Repair Superficial Wound(s) 2.5cm or less	\$171.00		2008
	Repair Superficial Wound(s) 2.6-7.5cm	\$184.00		2009
	Initial Burn(s) Treatment	\$84.00		2009
	Destroy Benign/Premal Lesion	\$72.00		2009
	Destroy Lesions, 2-14	\$18.00		2008
	Destruct Lesion(s), 1-14	\$109.00		2009
	Inject Single Tendon-Ligament-Cyst	\$72.00		2009
	Inject Single Tendon Organ ? Insertion	\$67.00		2009
	Inject Single-Multi Trigger Pts, 1-2 Muscles	\$67.00		2009
	Inject Single-Multi Trigger Pts, 3+ Muscles	\$78.00		2009
	Drain/Inject, Small Joint or Bursa	\$67.00		2009
	Drain/Inject, Intermediate Joint or Bursa	\$72.00		2009
	Drain/Inject, Major Joint or Bursa	\$84.00		2009
	Drain Finger Abscess, Simple	\$329.00		2009
	Apply Finger Splint, Static	\$44.00		2008
	Control Nosebleed	\$123.00		2009
	Lab: Venipuncture	\$18.00		2008
	Capillary Puncture	\$11.00		2007
	Incise External Hemorrhoids	\$184.00		2009
	Diagnostic Anoscopy	\$100.00		2009
	Destroy Lesion (Male)	\$151.00		2009
	Incision/Drainage of Vulva or Perineum	\$140.00		2009
	Incision/Drainage of Gland Abscess	\$173.00		2009
	Destroy Lesions (Female)	\$148.00		2009
	Insertion, non-biodegradable drug	\$133.00		2009
	Removal, non-biodegradable drug	\$154.00		2009
	Removal, with reinsertion, non-biodegradable drug	\$234.00		2009
	Diaphragm Fit	\$95.00		2009
	Insert Intrauterine Device (IUD)	\$100.00		2009
	IUD Removal	\$113.00		2009

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Orange County Approved Fee Schedule - FY 2011-12

Department/Program	Description	Current Fee	Approved Fee Change for FY 2011-12	Last Revision
	Fetal Non Stress	\$68.00		2009
	Remove Foreign Body from External Eye	\$67.00		2009
	Remove Foreign Body from Outer Ear Canal	\$140.00		2009
	Remove Ear Wax	\$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
	Total Cholesterol (UNC Lab Test)	\$6.00		2006
	Cholesterol	\$11.00		2010
	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 (UNC Lab Test)	\$11.00		2007
	FSH (UNC Lab Test)	\$25.00		2006
	Hemoglobin A1C	\$21.00		2007
	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
	SGOT, AST (UNC Lab Test)	\$7.00		2006
	SGPT, ALT (UNC Lab Test)	\$7.00		2006
	Iron Profile/Transferrin: % Saturation (UNC Lab Test)	\$17.00		2006
	TRIG (UNC Lab Test)	\$8.00		2006

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Approved Fee Schedule

Orange County Approved Fee Schedule - FY 2011-12

Department/Program	Description	Current Fee	Approved Fee Change for FY 2011-12	Last Revision
	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
	RA Factors - Qual (UNC Lab Test)	\$7.00		2006
	RA Factors - Quan (UNC Lab Test)	\$7.00		2006
	PPD	\$14.00		2008
	H. Pyloric (UNC Lab Test)	\$20.00		2010
	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
	Other Bacterial Culture (UNC Lab Test)	\$12.00		2010
	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 T	\$16.00		2006
	Parasitology Test #9807-Cryptosporidium (U	\$16.00		2006
	HBsAG (UNC Lab Test)	\$13.00		2006
	Streptococcus Group A Assay W/Optic (UNC	\$20.00		2006
	Pap, Thin Prep (State Lab) (19)	\$12.33	\$18.38	2007
	Rhogam Injection	\$128.00		2009
	Administration of H1N1 Vaccine	\$18.00		2009
	Admin Fee (1 vaccine)	\$18.00	\$15.70/\$8.84	2007
	Admin Fee (2+ vaccines)	\$11.00	\$15.70/\$8.84	2007
	Vaccine Admin. To Child <19 RN or Higher	N/A	\$15.70/\$8.84	New
	Hep A - Adult	\$74.00		2009
	Hep A (Ped/Adol)	\$25.00		2010
	Gardasil	\$141.00		2009
	Admin. Influenza Vaccine - Medicare	\$18.00		2008
	Admin. Pneumococcal Vaccine - Medicare	\$18.00		2008
	Adult Medicaid Co-pay	\$3.00		2008
	Preservative free influenza vaccine 6-35 mo.	\$16.00		2010
	Preservative free influenza vaccine	\$31.00		2008
	Influenza Split 6-35 mo.	\$14.00		2008
	Influenza Split 3yr and Above	\$26.00		2008

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Approved Fee Schedule

Orange County Approved Fee Schedule - FY 2011-12

Department/Program	Description	Current Fee	Approved Fee Change for FY 2011-12	Last Revision
	Influenza Virus Vaccine Live for Intranasal	\$27.00		2008
	Rabies (IM)	\$237.00		2009
	Adult MMR	\$56.00		2009
	Varicella vaccine	\$89.00		2009
	Zostavax vaccine	\$179.00		2009
	Immunization: Pneumococcal - State	\$45.00		2010
	Meningococcal Vaccine, Subcutaneous/Jet	\$100.00		2009
	Menactra Meningococcal Vaccine	\$105.00		2010
	Immunization: Hep B (20+ yrs)	\$58.00		2009
	Employee Varicella Titer (UNC Lab)	\$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	\$140.00		2009
	Psychiatric Diagnostic Interview Exam	\$151.00		2009
	Psychiatric Diag Interview Exam, Interactive	\$161.00		2009
	Psychother, Indiv, Insight, 20-30 min.	\$65.00		2009
	Psychother, Indiv, Insight, 45-50 min.	\$97.00		2009
	Psychother, Indiv, Insight, 75-80 min.	\$146.00		2009
	Psychother, Indiv, Interac, 20-30 min.	\$70.00		2009
	Psychother, Indiv, Interac, 45-50 min.	\$103.00		2009
	Psychother, Indiv, Interac, 75-80 min.	\$152.00		2009
	Psychotherapy, Family, w/o Patient	\$95.00		2009
	Psychotherapy, Family, (Conjoint) W/Pt Present	\$115.00		2009
	Psychotherapy, Group	\$32.00		2008
	Inifusion Each Additional Hour up to Eight	\$39.00		2008
	Audiometry	\$18.00		2008
	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
	Developmental Test	\$111.00		2008
	Health & Behavior Intervention	\$28.00		2008
	Medical Nutrition Therapy/Initial 15 min. Unit	\$30.00		2009
	Medical Nutrition Therapy/Re-Assess 15 min. U	\$30.00		2009
	Lab: Handling Fee	\$11.00		2007
	Special Supplies	\$18.00		2008
	Vision	\$11.00		2007
	Induction of Vomiting	\$67.00		2009
	New Office/Outpt Tx Brief E&M	\$84.00		2009
	New Office/Outpt Tx Expanded Prob Focused E	\$128.00		2009
	New Office/Outpt Tx Detailed E&M	\$173.00		2009
	New Office/Outpt Tx Moderate Complex E&M	\$251.00		2009

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Orange County Approved Fee Schedule - FY 2011-12

Department/Program	Description	Current Fee	Approved Fee Change for FY 2011-12	Last Revision
	New Office/Outpt Tx High Complex E&M	\$317.00		2009
	Estab Office/Outpt Tx Brief E&M	\$44.00		2008
	Estab Office/Outpt Tx Prob Focused E&M	\$78.00		2009
	Estab Office/Outpt Tx Expanded Focused E&M	\$105.00		2009
	Estab Office/Outpt Tx Detailed E&M	\$157.00		2009
	Estab Office/Outpt Tx Comprehensive E&M	\$234.00		2009
	Preventive/New Pt < 1 yr.	\$105.00		2009
	Preventive/New Pt 1-4 yrs.	\$107.00		2009
	Preventive/New Pt 5-11 yrs.	\$206.00		2009
	Preventive/New Pt 12-17 yrs.	\$228.00		2009
	Preventive/New Pt 18-39 yrs.	\$223.00		2009
	Preventive/New Pt 40-64 yrs.	\$267.00		2009
	Preventive/New Pt 65+ yrs.	\$242.00		2009
	Preventive/Estab Pt < 1 yr.	\$100.00		2009
	Preventive/Estab Pt 1-4 yrs.	\$100.00		2009
	Preventive/Estab Pt 5-11 yrs.	\$167.00		2009
	Preventive/Estab Pt 12-17 yrs.	\$195.00		2009
	Preventive/Estab Pt 18-39 yrs.	\$190.00		2009
	Preventive/Estab Pt 40-64 yrs.	\$212.00		2009
	Preventive/Estab Pt 65+ yrs.	\$212.00		2009
	Home Visit for Postnatal Assmt & F/U Care	\$84.00		2009
	Home Visit for Newborn Care & Assessment	\$84.00		2009
	Oral Evaluation <3 yrs with counseling	\$51.00		2009
	Topical Fluoride Appl	\$21.00		2007
	Adm of Influenza Vaccine	\$18.00		2009
	Adm of Pneumococcal Vaccine	\$18.00		2009
	Behavioral Health Counseling & Therapy	\$22.00		2010
	Mental Health Assessment	\$22.00		2010
	Ceftriaxone Sodium/Rocephin per 250mg	\$22.00		2007
	Depo Provera Injection	\$62.00		2009
	Diphenhydramine HCL/Benadryl up to 50mg	\$6.00		2007
	Promethazine mg	\$8.00		
	B-12 Injection	\$6.00		2007
	Mirena IUD	\$530.00		2009
	Sports Physical	\$44.00		2008
	Camp Physical	\$44.00		2008
	College Physical	\$44.00		2008
	RN Services up to 15 min.	\$21.00		2007
	Child Service Coordination	\$21.74		2005
	Maternity Care Coordination	\$29.30		2005
	Maternal Skilled HV	\$88.00		2005
	Education Classes	\$30.00/hr		2004
	Consultant Services (Health Educators)	\$20.00/hr		2004
	Patient Education (non Physician)	\$20.00/unit		2004

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Approved Fee Schedule

Orange County Approved Fee Schedule - FY 2011-12

Department/Program	Description	Current Fee	Approved Fee Change for FY 2011-12	Last Revision
	Amylase (UNC Rate)	\$9.00		2006
	RMSF (Convalescent) (UNC Rate)	\$27.00		2006
	Therapeutic prophylactic/diagnostic injection	\$23.00		2007
	ANA (anti-nuclear antibody) titer (UNC Rate)	\$16.00		2006
	Confirmation, if ANA+ (UNC Rate)	\$15.00		2006
	Paracervical Block	\$176.00		2009
	Lipase (UNC Rate)	\$9.00		2006
	Fecal occult blood, single spec.	\$10.00		2007
	Remove foreign body intranasal	\$244.00		2009
	Dsg and/or debridement, small	\$97.00		2009
	Insertion of non-dwelling bladder cath	\$94.00		2009
	Paring of corn/callus (1 lesion)	\$46.00		2008
	Chem. Caut of granulation tissue	\$79.00		2009
	Luteinizing Hormone *UNC rate	\$25.00		2007
	Varicella Immune Status Test *UNC rate	\$17.00		2007
	Paragard IUD	\$435.00		2009
	Nuvaring	\$57.00		2009
	Implanon	\$773.00		2009
	Oral Contraceptive Pills	\$7.00		2008
	Immunization Adm. - Intranasal/Oral	\$12.00	\$11.27	2009
	Immunization Adm. - Intranasal/Oral Additional	\$9.00	\$7.47	2009
	PSA Screen (UNC Lab)	\$25.00		2008
	PSA Diagnostic (UNC Lab)	\$25.00		2008
	Lab)	\$10.00		2008
	RSV (Respiratory Syncytial Virus) Antigen Screen (UNC Lab)	\$16.00		2008
	Inactivated Polio Vaccine (IPV)	\$31.00		2008
	Prolactin (UNC Lab)	\$27.00		2009
	Prothrombin Time (UNC Lab)	\$5.00		2009
	Hep C Antibody (UNC Lab)	\$20.00		2009
	Prevnar (PCV7 -Pneumococcal Vaccine	\$116.00		2009
	Rotateq (Rotavirus Vaccine)	\$99.00		2009
	OAE (Limited)	\$41.00		2009
	Tdap Vaccine	\$45.00		2010
	Urine Micro-Albumin (UNC Lab)	\$4.18		2010
	Free T3 (UNC Lab)	\$42.00		2010
	Iga (UNC Lab)	\$13.58		2010
	Ttg (UNC Lab)	\$16.85		2010
	Urine Toxicology Screen (UNC Lab)	\$160.88		2010
	DSME/DSMT Individual Assessment	\$22.00		2010
	DSME/DSMT Group Class	\$12.00		2010
	Lithium Level (UNC Lab)	\$9.46		2010
	Medical Nutrition Therapy - Group (2 or more)	\$15.00		2010

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Orange County Approved Fee Schedule - FY 2011-12

Department/Program	Description	Current Fee	Approved Fee Change for FY 2011-12	Last Revision
	Medical Nutrition Minimum Fee	N/A	\$15.00	New
	Diabetic management program, dietitian visit	\$35.00		2010
	Nutritional counseling, dietitian visit	\$35.00		2010
	Additional MD req. MNT indiv-Medicare	\$25.00		2010
	Additional MD req. MNT group-Medicare	\$13.00		2010
	DT Pediatric Vaccine	\$38.00		2010
	DTaP	\$31.00		2010
	Pediarix (DTaP, Hep B & Polio combo)	\$91.00		2010
	Pentacel (DTaP, Polio & Hib combo)	\$95.00		2010
	Kinrix (DTaP/IPV combo)	\$47.00		2010
	Twinrix (Hep A/B Combo)	\$112.00		2010
	Hep B (Peds)	\$25.00		2010
	PedvaxHib	\$26.00		2010
	Acthib	\$26.00		2010
	Hiberix	\$26.00		2010
	Cervarix	\$141.00		2010
	Menveo (Novartis)	\$122.00		2010
	Rotarix	\$124.00		2010
	Td	\$25.00		2010
	MCHAT	\$13.00		2010
	Primary Care Minimum Fee	\$15.00	\$20.00	
	DTaP Vaccine (Pediatric) Self-pay	N/A	\$32.00	New
	Pediatric Hep B Vaccine Self-pay	N/A	\$30.00	New
	PedVaxHIB Self-pay	N/A	\$40.00	New
<i>Miscellaneous</i>				
	Massage License			
	Practitioner License	\$50.00		1996
	Practitioner/Owner License	\$75.00		1996

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Orange County Approved Fee Schedule - FY 2011-12

Department/Program	Description	Current Fee	Approved Fee Change for FY 2011-12	Last Revision
<i>School Capital</i>				
Impact Fees	Orange County School District	\$3,000 Per Single Family Dwelling; \$1,420 Per Multi-Family Dwelling		2001
	Chapel Hill-Carrboro City School District	\$4,407 Per Single Family Dwelling; \$1,979 Per Multi-Family Dwelling		2001
<i>Social Services</i>				
	Adoption Intermediary Fee	\$300.00		2008
<i>Solid Waste - Enterprise Fund</i>				
<i>Landfill and Recycling</i>				
	Waste Reduction, Reuse, and Recycling Fee			
	Basic Fee	\$37.00		2007
	Urban Curbside (added to Basic Fee)	\$52.00 + \$37.00 = \$89.00		2009
	Rural Curbside (added to Basic Fee)	\$38.00 + \$37.00 = \$75.00		2009
	Multifamily (added to Basic Fee)	\$19.00 + \$37.00 = \$56.00		2008
	Solid Waste Convenience Center Fee (21)			
	Multifamily (CCM) (21)	N/A	\$2.00	New
	Urban (CCU) (21)	N/A	\$10.00	New
	Rural (CCR) (21)	N/A	\$20.00	New
	Mixed Waste (22)	\$52.00/ton	\$53.00/ton	2010
		\$22.00/Pick-up Truck/Van/Trailer Load		2009
		\$10.00/Car Load		2010
	Construction & Demo	\$44.00/ton		2009
		\$22.00/Pick-up Truck/Van/Trailer Load		2009
		\$5.00/Car Load		2009
	Clean Wood/Vegetative Waste	\$18.00/ton		2009
		\$8.00/Pick-up Truck/Van/Trailer Load		2009
	Stumps & Land Clearing Waste	\$44.00/ton		2009
	Vegetative Waste	\$18.00/ton		2009
		\$8.00/Pick-up Truck/Van/Trailer Load		2009
		\$3.00/Car Load		2009
	Disposal of Mobile Homes	\$200.00/unit		2010
	Conventional Yard Waste Mulch	\$22.00/3 cubic yard scoop		2009
	Decorative Red Mulch & Compost	\$28/one cubic yard scoop		2009
	Tires (stockpiles tires/no state certification)	\$100.00/ton		1997
	Appliances (White Goods)	No charge		
	Scrap Metal	No charge		
	Cardboard	No charge		
	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
		\$7.00/Pick-up Truck/Van/Trailer Load		
	Regulated Material Permit-Town of Chapel Hill	8% of Applicable Building Permit Fees		2008
	Regulated Material Permit-Orange County	5% of Applicable Building Permit Fees		2008

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Orange County Approved Fee Schedule - FY 2011-12

Department/Program	Description	Current Fee	Approved Fee Change for FY 2011-12	Last Revision
Solid Waste - General Fund				
<i>Sanitation - School Refuse Collection</i>				
	6 cubic yard container/scheduled pick-up	\$31.00		2010
	8 cubic yard container/scheduled pick-up	\$33.00		2010
	Non-scheduled pick-up	\$40.00		2010
<i>Visitors Bureau</i>				
	Occupancy Tax Rate	3% of gross receipts derived from rental of accommodations in the County		2008

- (1) Fee for each hour room is used; 30 minutes allowed for setup/breakdown at no fee.
- (2) Required for all Class 6 reservations; and if reservation is made for non-business hours
- (3) Kitchen use includes use of kitchen for warming food, (no cooking). Does not include use of dishes, cutlery, glassware, table linens, etc.
- (2) Add six month fee.
- (3) Decrease per table/booth for non-profits. Vending allowed when associated with events or activities. Previous fee seen as prohibitive for some. No vending allowed for other entities.
- (4) New fee proposed for use of space (not a court, shelter or athletic field) i.e.. River Park.
- (5) Cover cost of actual staff time to review water and sewer infrastructure plans for new development.
- (6) Cover cost of actual staff time to observe installation and testing of water and sewer infrastructure for new development.
- (7) Cover cost of actual staff time to reschedule sewer tap or other inspection due to work not passing inspection or being ready to inspect the first time.
- (8) Due to increases in the cost of medical supplies, standard of care, operating costs, and equipment.
- (9) Covers the investigation and administrative costs of ensuring that EMS agencies applying for franchise are in compliance with local, state and federal requirements.
- (10) Covers the administrative costs to inspect and prepare franchised agencies for State OEMS audit, and compliance with franchise ordinance.
- (11) Covers the administrative cost of preparing for the renewal process
- (12) Part of a multi-year plan to raise rates to cover the operating costs of the Efland sewer system.
- (13) Increase upper end for some large animals.
- (14) Create uniform "Feline Fee".
- (15) Create uniform "Canine Fee".
- (16) Discount fee for select cats to encourage adoptions.
- (17) Create uniform "Canine Fee".
- (18) Discounted fee for select dogs to encourage adoptions.
- (25) This fee is to assist in funding Solid Waste Convenience Center site improvements and expansion of operating hours.
- (26) Price increase necessary to maintain current level due to decreased tonnages. To start to ensure sufficient funds for closure and post closure in reserves.

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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.

Encumbrances - A financial commitment for services, contracts, or goods which have not been delivered or performed.

Glossary - continued

Enterprise Fund - A grouping of activities whose expenditures are wholly or partially offset by revenues collected from consumers in the form of fees and charges.

Expenditures - The total cost of a program or capital project.

Fire District - Special voter-approved districts within the County established to furnish fire protection to residents and supported by property taxes.

Fiscal Year - A 12-month period (July 1 through June 30) in which the annual operating budget applies and at the end of which an assessment is made of the County's financial condition and performance of its operations.

Fixed Asset - An asset of long-term character. For budgetary purposes, a fixed asset is defined as an item costing \$250 or more with an expected life of more than one year.

Fringe Benefits - For budgeting purposes, fringe benefits include employer payments for social security, retirement, group health and life insurance, dental insurance, and worker's compensation.

Full-time Equivalent (FTE) - One FTE equals 40-hour per week permanent position.

Fund - An accounting entity created to record the financial activity for a selected financial group.

Fund Balance - Funds accumulated through the under expenditure of appropriations and /or the act of exceeding anticipated revenue.

Function - A broad grouping of activities and departments whose objectives and expenditures are inter-related. Examples of functions within Orange County include Human Services, Education, Public Safety, etc.

General Fund - A fund that provides the accounting for most of the basic government services, such as elections, social services, sanitation, inspections, health, or law enforcement.

General Obligation Bonds - Bonds issued by a government that are backed by the full faith and credit of its taxing authority.

Goal - A broad statement of desired conditions to be maintained or achieved through the efforts of an organization.

Grants - A contribution of cash or other assets from another government or non-profit foundation to be used for a specified purpose.

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.