

2012-13

Annual Operating Budget Commissioner Approved



Orange County, North Carolina

Orange County, North Carolina
Commissioner Approved
2012-13 Annual Operating Budget

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Orange County
North Carolina**

For the Fiscal Year Beginning

July 1, 2011

Linda C. Dandson Jeffrey R. Egan

President

Executive Director

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Orange County *M*ission Statement

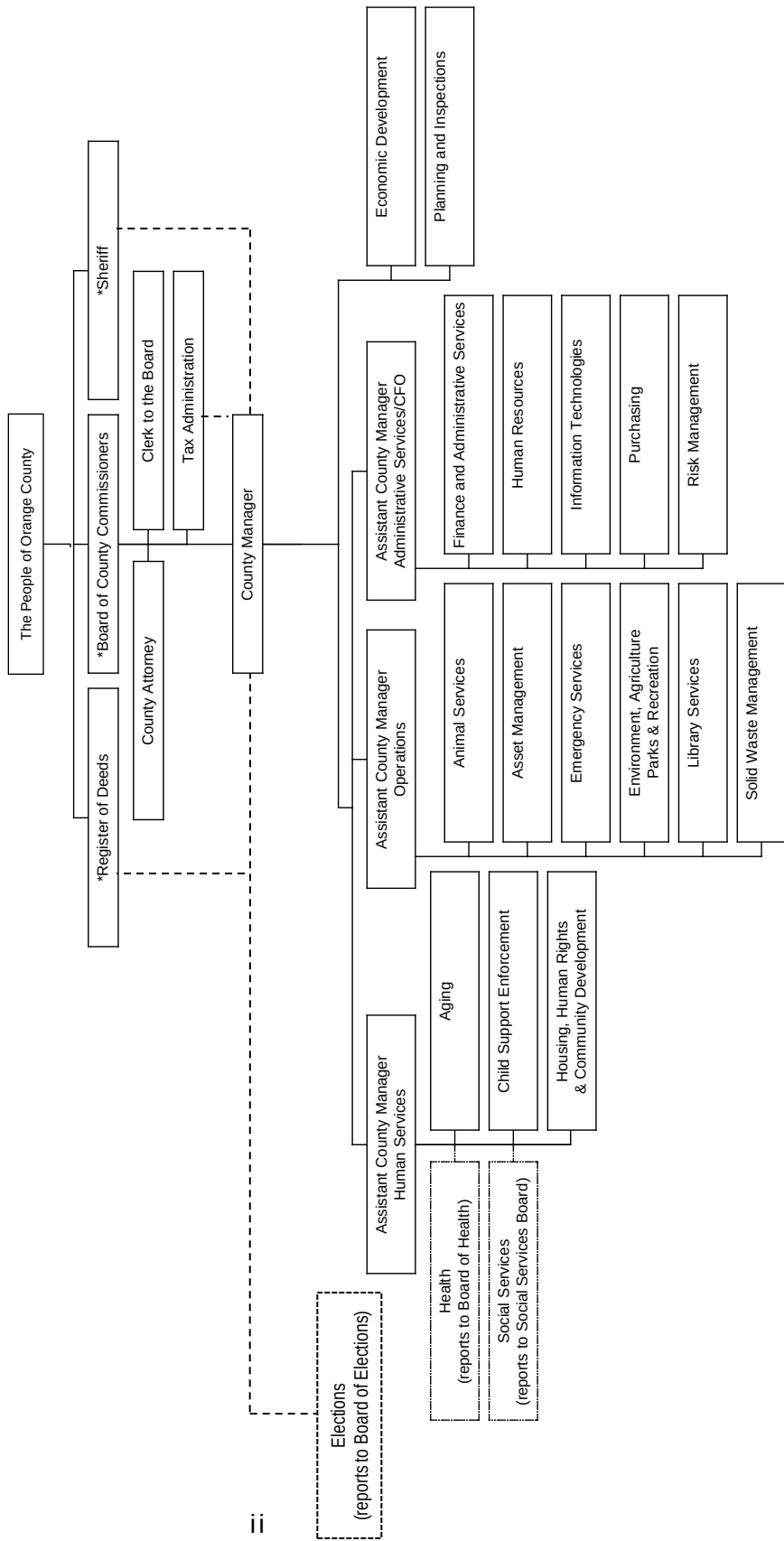
Orange County exists to provide governmental services requested by our Citizens or mandated by the State of North Carolina.

To provide these quality services efficiently, we must:

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

Orange County Citizens Come First.

Orange County Government



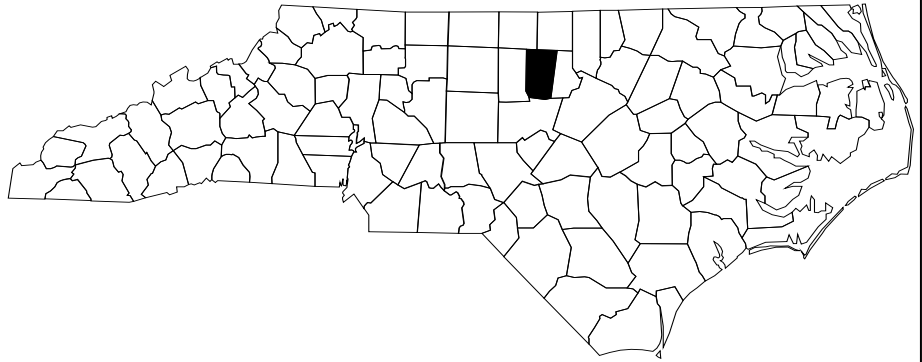
*Elected Officials
FY 2012-13

Orange County Goal Setting, Planning, and Budget Process

July 1	Fiscal Year Begins
September	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	Department Heads prepare five-year Capital Investment Plan budget requests incorporating resources necessary to accomplish Board goals in accordance with planned timetables.
Early January	Kick-off County budget planning process for upcoming fiscal year including new staff resources and annual operating and recurring capital budget.
Late January - Early February	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. County Manager/Department Heads incorporate Commissioners comments based on discussion at Board retreat, 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.

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 Investment Plan.
Late June	Board of Commissioners adopts budget and Capital Investment Plan funding for next fiscal year that provides resources needed to accomplish Board goals.

About Orange County...



Amid the pastoral landscapes and historic towns of Orange County, a vibrant center of education, culture, research and commerce thrives. The combination of strategic location and great quality of life makes Orange County a sought-after place in which to live, work, learn, and play.

The county's towns - Carrboro, Chapel Hill, Mebane, and Hillsborough - as well as its rural areas are marked by a stable labor market, well-educated workforce, low unemployment and diversified employment base. Recent job growth has been strong in the areas of health care, high-end manufacturing, service, and retail.

At the heart of Orange County is the University of North Carolina at Chapel Hill. The first public university to open its doors in 1795, the school is perennially ranked as one of the nation's best undergraduate and graduate institutions. In 2011, Kiplinger's Personal Finance ranked UNC-Chapel Hill the No. 1 Best Value in Public Colleges - making it a remarkable ten-year run. The county's two public school systems - Chapel Hill/Carrboro and Orange County - also are rated among the best in the Southeast. The two school systems continue to grow. To meet the demands of the growing system, the Chapel Hill Carrboro Schools will open an additional elementary school in the fall of 2013.

The convergence of Interstates 40 and 85 in central Orange County gives the area access to Research Triangle and Piedmont Triad regions. An ambitious infrastructure plan is currently underway that will make this area very attractive for a variety industrial and commercial applications. Raleigh-Durham International Airport is 15 miles east of Chapel Hill, while Piedmont Triad International Airport is about 40 miles west of Hillsborough.

In addition to solid education and location, Orange County offers a good dose of history - Hillsborough is home to more than 100 structures dating from the late 18th century to the early 19th century.

*Orange County
Hillsborough
North Carolina*

Manager's Office

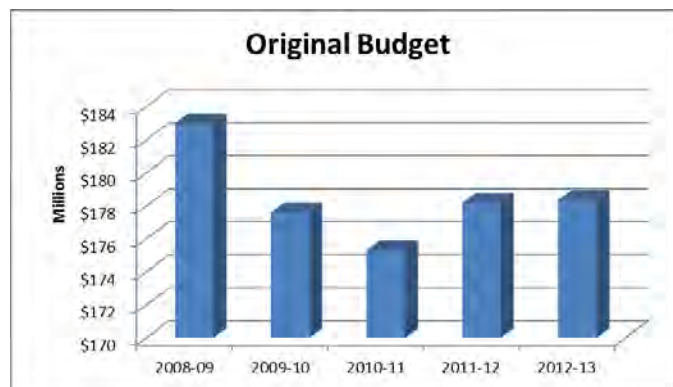
Established 1752

May 15, 2012

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

RE: Budget Message
FY 2012-13 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 2012-13 Annual Operating Budget for Orange County. The proposed General Fund budget totals \$178,478,100. It reflects an increase of \$300,578, or .17%, from the current year original budget of \$178,177,522. This proposed budget represents a \$4.8 million decrease from this year's amended budget of \$183.3 million through April 2012. As proposed, this funding plan balances the budget without a property tax increase.



County Commissioners are fully aware of the fiscal issues that impact the County's FY 2012-13 Budget: Federal and State budgetary issues, reductions in Federal and State revenues, expenses passed to the County by the State and effects of the economic recession on our residents. We prepared this budget maintaining operational funding for local schools at the same ADM 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 gains from refinancing school debt service in FY 2012-13, the percentage of spending temporarily drops to 47.16% with the inclusion of fair funding, allocations for school nurses and Sheriff Department resource officers, the percentage is 48.2%. (This change is explained in more detail later in this message.)

In prior 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.

*200 S. Cameron Street ~ PO Box 8181 ~ Hillsborough, North Carolina 27278
Phone: (919) 245-2300
Fax (919) 644-3004*

Factors impacting operational expenses include:

- School Districts Requests
- Emergency Services Needs
- Increases in the County's contributions to employee Health Insurance retirement reserves.
- Projected annual increases in health insurance costs of 15 to 23 percent.
- Employee Compensation Adjustment

Budget adjustments 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. 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. State budget mandates and the transfer of State funding expenses to the County continue to have an impact on our budget.

Assessed Property Valuation and Property Tax Rate

Orange County's last property revaluation was effective January 1, 2009. We are currently expected to conduct a property revaluation in FY 2012-13. The County's current total assessed valuation, including real, personal, public utility property and motor vehicles, equals \$15,895,422,715. The tax levy for the current year is \$136,382,727. We discuss the revaluation later in this message.

Real property values increased from \$14.9 billion budgeted in FY 2011-12 to \$15.1 billion in FY 2012-13, an increase of 1.1%. Valuations for motor vehicles have increased \$52.3 million due to new vehicle purchases in FY 2010-2011 which represents a 6.6% increase over the previous fiscal year. This results in an overall increase in total property valuation of 1.4%. This is a positive indicator of 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 fourth consecutive year at 85.8 cents per \$100 of assessed valuation. One cent on the property tax rate will generate \$1,574,232.

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 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 \$19,101,442 or \$1,577 per pupil above the County's allocation to education.

One cent on the school special district tax rate will generate \$1,013,877. Voters in the Orange County School District have not authorized a special district tax to supplement the 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 4.06 cents to 8.95 cents per \$100 valuation. The Orange Grove Fire District has requested a .92 cent increase in their tax rate for FY 2012-13 to help fund the costs of an additional station and associated equipment for the station.

Revenue Highlights

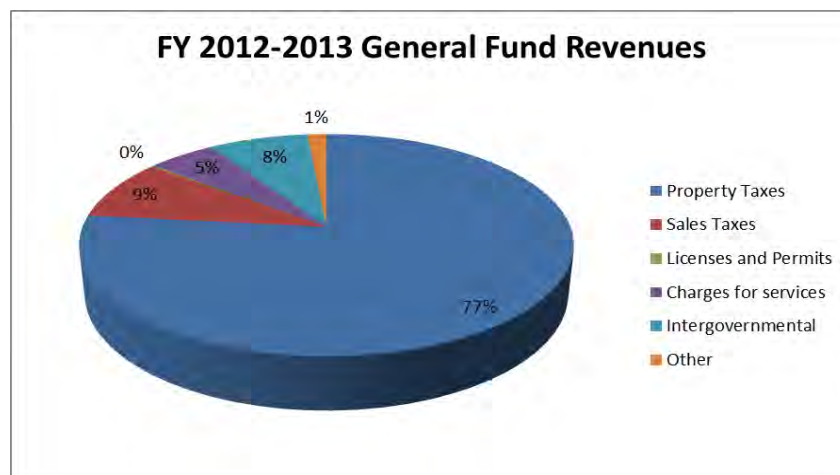
Property Tax Revenue - Property taxes make up approximately \$136.8 million, or 77%, of the recommended General Fund revenue base of approximately \$178.4 million. This equates to a \$3.4 million increase from the current year budget of \$133.4 million and is reflective of natural growth in the tax base.

Sales Tax Revenue - Fiscal outlooks anticipate consumer spending will increase 2 to 3 percent in FY 2012-13. For this reason, the FY 2012-13 budget estimates sales tax revenues for Articles 39, 40 and 42 at \$458,514 more than the FY 2011-12 budget. The county's share of local sales tax revenues are expected to be \$15.7 million.

Charges for Services, Licenses and Permits - Construction and housing markets continue to recover slowly from the economic recession. Revenues from Register of Deeds fees are estimated at approximately \$100,000 less than in FY2011-12. Anticipated charges for services will be approximately \$9.3 million.

Intergovernmental Revenue - Included in this revenue category are funds the County expects to receive from state, federal and other local governments. The State's budgetary issues continue to have adverse impacts on our budget. Expected reductions in State revenues include the transfer of the subsidy for childcare of approximately \$2.5 million to the state for FY 2012-13 due the State's decision to administer the program directly. For FY 2012-13, we remain conservative in budgeting revenues until the State budget is finalized. Estimated intergovernmental revenues are expected to be \$13.6 million.

Article 46 ¼ Cent Sales Tax –The Article 46 ¼ Cent Sales Tax Public Referendum, to help fund education and foster economic development, was passed by the voters in November 2011. We expect this sales tax will provide an additional \$2.5 million annually in revenues that will go to fund economic development initiatives and fund school capital projects. We have budgeted these revenues and related expenses in a separate special revenue fund outside the General Fund.



Funding Highlights

Funding for Local School Districts -The recommended appropriations to Chapel Hill Carrboro City and Orange County Schools remains at the same ADM level as FY 2011-12. This represents a total appropriation to both school districts of \$86.1 million, which is 48.2 percent of the General Fund budget. There is a \$101,278 net increase in the actual appropriation from the FY 2011-12 budget due to a reduction of debt service, and passing these savings on to both school districts current and long range/pay-as-you go capital expense. Debt Service for both school districts will rise next fiscal year based on new debt approved in FY2011-12.

Funding For School Districts

	Fiscal Year				
	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>
Original Budget	\$ 90,180,363	\$ 85,424,868	\$ 84,132,791	\$ 85,981,149	\$ 86,082,427

Both Boards of Education presented their budget requests to Commissioners in April 2012. Additional information in regards to the Local School Districts appropriation is as follows:

- Per pupil funding for the County's two local school districts remains at \$3,102, but funds the North Carolina Department of Public Instruction (NCDPI) projected a 559 increase in student enrollment between both school districts. This represents a \$1.7 million increase in funding between both school districts current expense.
- Recurring capital for both School districts remains 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 increased and exceeds both school districts' requests by \$1.1 million. The total of long range/pay-as you go capital expense is \$3.7 million.
- The recommended budget includes \$683,706 to continue the Commissioners' longstanding commitment to providing school health nurses at each school. This funding level reflects a \$49,374 increase over the FY 2011-12 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 \$531,405.

Both School Districts have requested increases in per pupil funding that would require combined increases in funding ranging between \$3 to \$6 million dollars. To fund the request of each district, it will require additional revenues from a property tax increase or a reduction in County funded services elsewhere. We have included funding the increased student enrollment at the current per pupil funding at \$3,102, which represents a \$1.7 million increase in the funding between both districts.

If the County Commission agrees to increase the property tax rate to generate additional revenues to address the current expense request of both school districts, increases in the property tax rate outlined below will produce the following property tax revenues:

<u>Tax Increase</u>	<u>Property Tax Revenues Generated</u>	<u>Per Pupil Equivalency *</u>
1 cent	\$1,574,232	\$79.91
1.5 cents	\$2,361,348	\$119.87
2 cents	\$3,148,464	\$159.82
2.5 cents	\$3,935,580	\$199.78
3 cents	\$4,722,696	\$239.73

*Based on 19,700 Students

Both school districts have available fund balance that each could use to fund their budget needs. The Board can authorize each school district to use excess fund balance to address their funding needs. The estimated excess fund balance for each school district is as follows:

	<u>Existing Fund Balance</u>	<u>Estimated Excess Above Established Minimum</u>
Chapel Hill Carrboro City Schools - 5.5% local funding minimum requirement	<u>\$ 6,675,445</u>	<u>\$ 3,316,138</u>
Orange County Schools - 3% local funding minimum requirement	<u>\$ 4,875,245</u>	<u>\$ 4,155,549</u>

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 serves as a safety net assisting residents with food, shelter, and medical services. We maintain these services at current levels.

The recommended budget proposes some changes in the way Orange County does business. As we have gone through balancing the budget, we modified some services, but kept most services funded at the same level as the FY 2011-12 budget. We evaluated opportunities to become more efficient. You will find specific information regarding recommended changes in each department's section of the document. Major initiatives in FY 2012-13 are as follows:

The functions of **General Government & Management, General Services, Human Services, Community and Environment** do not face major reductions or many new initiatives in the FY 2012-13 budget. Human Service functions still can be further impacted by State budget decisions.

General Government and Management

- Provide funding for a Public Information Officer
- Provide funding for a Risk Management Position to manage the County property, liability and workers compensation insurances (staffing reductions elsewhere fund this position)
- Provide for a Grant Accountant/ Internal Auditor to manage the financial accounting, reporting of grants and perform internal audits of County operations

Public Safety

- Increase in positions for EMS Communicators, Assistant Fire Marshall, and Paramedics staggered over the year
- Add one (EMS) ambulance, funded in an internal service fund, with staffing to continue to improve emergency response times
- Provide the Sheriff with six additional patrol vehicles, funded in an internal service fund

Vehicles

- Provide for the replacement of several County vehicles due for replacement with the establishment of a Vehicle Replacement Internal Service Fund.

Non Profit Organizations

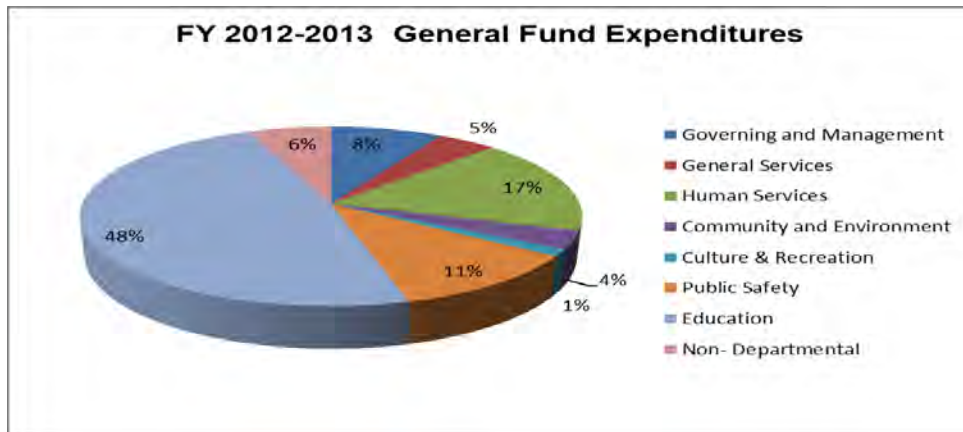
- Allocations provided to non-profit organizations total \$926,700 for FY 2012-13. (Specific allocations are detailed with the budget document and take into account in-kind services funded within other areas of County operations not previously recognized.)

Long Range/Pay-as-you-Go County Capital

- Long range/pay-as-you go county capital is reduced to \$500,000.

Debt Service

Due to the debt refunding/refinancing conducted during this current fiscal year and debt service being extinguished this year, the total amount of debt service for the General Fund will be \$25.5 million, which results in a budget savings of \$2.5 million in FY 2012-13. Information on the proposed debt issuance can be located in the Capital Investment Plan and Vehicle Replacement Internal Service Fund. New debt issued for Elementary 11, Federal loans for Qualified School Construction projects and the Efland Sewer line project will impact future allocations beginning in FY2013-14.



Solid Waste Convenience Centers and Rogers Road Community Remediation

The FY 2012-13 budget for Solid Waste and Landfill reflects the following for the FY 2012-13 budget:

- The closure of the landfill with public education and other related planning efforts of the landfill in FY2012-13. We expect to incur \$3.1 million in closure cost in FY 2012-13.
- The conversion to single stream in all recycling programs.
- The reconstruction and improvements of Walnut Grove and High Rock solid waste convenience centers.

We propose changes in the following landfill fee rates as follows:

- Construction and Demolition decrease from \$44.00 to \$40.00 per ton
- Charges for the sale of mulch from \$22.00 to \$25.00 per 3 cubic yard scoop

We propose increases in the sanitation household fee to be charged per household as follows:

- Rural Residential Increase from \$10.00 to \$20.00
- Urban Household Increase from \$5.00 to \$10.00

These fees will provide an additional \$267,000 next year to address extended hours and related improvements at Solid Waste Convenience Centers. The total operating budget for Solid Waste is \$14.9 million for the FY 2012-13 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 2012-13
- Increases the Living Wage to \$10.97 an hour, as provided by the Board of County Commissioners' living wage policy and address positions within County government below that level
- A cost of living and in-range increase equating to 3% 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 delay for vacant positions except EMS and law enforcement
- Vacant positions will continue to be eliminated when possible. Critical positions will be advertised. Displaced 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 the non-mandated 401(k)/457 plan contributions for non-law enforcement employees
- Maintain the mandated 401(k)/457 plan provisions for law enforcement at current levels
- Change the service requirement for employees to be eligible for full funding of post-employment Health Insurance benefits from 10 years of County service to 20 years of County service beginning with all new hires after July 1, 2012. Additionally, we recommend the County allocate up to 50% reimbursement of Post – 65 Medicare cost for employees hired after July 1, 2012 (current employees qualify for up to 100% reimbursement)

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

Additional Revenue Options to Fund the FY 2012-13 Budget

Appropriated Fund Balance – At the discretion of County Commissioners, an appropriation of fund balance of \$555,000 is provided to offset some budget impacts that have been made in the FY 2012-13 recommended budget. This amount will not create concern with bond rating agencies and will not significantly impact our efforts to stabilize 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 stabilize fund balance to improve credit ratings and protect against future uncertainties, each appropriation of fund balance impacts our goal of 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 will be at your goal.

Deferring the 2013 Property Revaluation – As previously mentioned, the County is scheduled to complete a property revaluation next fiscal year. Due to the lack of sufficient homes sales, valuation statistics, and related effects of conducting the revaluation, we are recommending that the revaluation be deferred at least two years. If the revaluation is deferred, this would provide the Board an additional \$350,000 to address budget impacts and initiatives not included in the FY 2012-13 recommended budget.

The proposed additional funding options above provide the Board a total of a \$905,000 to address budget impacts, funding issues and new initiatives in the FY2012-13 recommended budget.

Organizational Changes

As we continue to hold positions vacant and reorganize, and consolidate County departments for efficiency, we are changing the organizational structure of the County Manager's Office. The new structure will convert the position Director of Finance and Administrative Services to Assistant County Manager – Chief Finance Officer. The two other Assistant County Managers will be classified as Assistant County Manager – Operations, and Assistant County Manager – Human Services. This will align the management structure for the County to the way that we currently conduct business.

Additionally, with the retirement of the County's Director of Asset Management other changes are being implemented. Department management will be restructured in an appropriate manner with internal staff.

The "Risk Management" functions of Asset Management will be moved to a new position of Risk Manager to the Finance and Administrative Services Department. That position will continue efforts at reducing liability exposures and on-going worker's compensation injury expenses. If the County pursues its own self-funded health insurance programs, that too will be within the purview of the position.

The position of Director of Asset Management will be reclassified to acknowledge the reduction of responsibilities.

Economy and Future Budgets

We do not see revenues for FY 2013-14 increasing much above projections for FY 2012-13. As a result, we can anticipate General Fund budgets roughly the same without increased tax 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 continued lack of tax base diversity, limited commercial retail options or building sites for expanding new businesses puts Orange County at a distinct disadvantage in being able to expand revenues other than increasing property taxes to support all public services including education.

Orange County continues to take significant steps toward improving county government operations 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 enable and provide the needed utility infrastructure at two very important economic development zones along I-85. Improved cooperation and collaboration with the Towns of Chapel Hill, Carrboro and Hillsborough have offered enhanced abilities to work together to encourage local business expansion and new businesses to consider Orange County as a viable location to do business.

We are in the process of committing to new initiatives and programs that will require new 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 will be compromised or limited if we continue our significant dependence upon the residential tax base.

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 (1/4 cent Sales Tax allocation)
- The new debt service for Elementary #11 for the Chapel Hill – Carrboro City Schools District.
- Improvements and capital needs for both School Districts and the County
- 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.

The Board of County Commissioners should discuss its position relative to an increase in the tax rate in this coming fiscal year or in FY 2013-14 budget if we are to meet future expenses for education, debt service and other county services/ programs that will arise in coming years.

In order to address increasing annual health costs, we recommend that the Board of County Commissioners evaluate and consider the need to self-fund health insurance costs. The advantage of self-insuring our healthcare costs provides the County control over the design of the plan, and potential cost savings over a traditional health insurance plan.

As previously mentioned, we recommend changing the service requirements for new employees to be eligible for our post-employment health insurance benefits (OPEB). Our unfunded liability continues to grow, and now stands at \$62.8 million as of June 30, 2011. Our current required annual contribution is \$5.2 million per year. We are recommending appropriating \$3 million of excess fund balance over the 17% fund balance requirement at the conclusion of the annual audit to fund the annual cost. We recommend that a self-funded trust be established to maintain these funds.

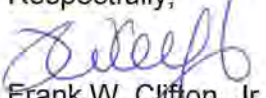
The FY 2012-13 recommended budget is balanced as submitted. It does not require a tax increase. It does not address every public need. It does maintain most services and programs at acceptable levels. We anticipate actions that will place new financial demands on future budgets requiring new revenues. Future budgets will be more difficult 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.

In closing, I am extremely proud of Orange County and its staff - department directors, supervisors, and employees. They are working harder. 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 our 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 strive to provide you with information you need to consider and approve a FY 2012-13 Orange County budget on or before your anticipated final meeting this fiscal year on June 19, 2012.

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

Respectfully,


Frank W. Clifton, Jr.
County Manager

Adjustments to the Manager's Recommended FY 2012-13 Annual Operating Budget

On June 19, 2012, the Board of County Commissioners approved the annual operating budget for FY 2012-13. 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
Appropriated Fund Balance	\$1,524,676	
Total Revenue Changes	\$1,524,676	\$0
Net Change	\$1,524,676	

Expenditures	Increase	Decrease
Additional funding to Dispute Settlement Center	\$51,000	
Additional funds to budget for Fire Marshal position	\$10,716	
Additional Library funding (additional 4 hours/week at Central Library)	\$51,460	
Athletic sponsorship fund administered by Social Services	\$10,000	
Additional funding to Freedom House Recovery Center	\$1,000	
Reserve for Rogers Road Community Center	\$120,000	
Increase per pupil funding (additional \$65 per pupil)	\$1,280,500	
Total Expenditure Changes	\$1,524,676	\$0
Net Change	\$1,524,676	



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How to Read the Budget Document

The operating budget is divided into eleven sections, separated by tabs.

- The first two sections, the *Manager's Message* and *Budget Summaries* provide an overview of the Annual Operating Budget.
- These sections are followed by sections for *Departmental Budgets*, *Debt Service*, *Education*, *Fire Districts*, *Interfund Transfers*, *Capital Budgets* and the *Appendices*.
- The *Capital Investment Plan* section includes the FY2012-17 Commissioner Approved Capital Investment Plan and 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 *Employee Pay and Benefits* and the *Approved Fee Schedule*.

Appropriations are made at the functional level. *Function Summaries* are included within the Budget Summaries section of the document. This gives the reader a brief summary of departmental funding levels.

Function Summary

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

Function Summary summarizes fiscal information at the function level.

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

Total Functional Expenditures.

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

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

Department/Program Budget Page

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

Financial Services

	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: 2200
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

Department/Program Budget Page provides general description of department.

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

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

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.

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.

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

Outcomes and Measures - measure the success and performance of the department, over time.

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%
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 in 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.

Budget Highlights - describes significant budget changes, during the current and 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, Housing (Section 8) Fund, E911 Fund and Article 46 Sales Tax 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 2012-13

By Fund Type

<i>Budgeted Revenues</i>	General Fund	Special Revenue Funds	Proprietary Funds	Fiduciary Funds	All Funds Total
Property Tax	136,928,193	3,608,643	0	0	\$ 140,536,836
Occupancy Tax	0	959,518	0	0	\$ 959,518
Animal Tax	0	31,000	0	0	\$ 31,000
Sales Tax	15,742,304	2,500,000	0	0	\$ 18,242,304
Licenses & Permits	313,000	0	67,520	0	\$ 380,520
Intergovernmental	13,595,810	4,963,508	483,622	0	\$ 19,042,940
Charges for Services	9,292,257	515,672	11,210,440	0	\$ 21,018,369
Investment Earnings	105,000	500	7,500	0	\$ 113,000
Miscellaneous	798,340	2,000	123,605	0	\$ 923,945
Bond/Loan Proceeds	0	0	0	0	\$ -
Transfers from Other Funds	1,040,000	0	0	0	\$ 1,040,000
Appropriated Fund Balance	2,187,872	236,436	0	0	\$ 2,424,308
Appropriated Reserves	0	0	4,284,065	0	\$ 4,284,065
<i>Total Budgeted Revenues</i>	\$180,002,776	\$12,817,277	\$16,176,752	\$0	\$ 208,996,805

<i>Budgeted Expenditures</i>	General Fund	Special Revenue Funds	Proprietary Funds	Fiduciary Funds	All Funds Total
Governing and Management	15,339,623	2,575,000	0	0	\$ 17,914,623
General Services	7,712,117	53,525	12,944,889	0	\$ 20,710,531
Community and Environment	5,851,987	1,291,500	0	0	\$ 7,143,487
Human Services	30,711,556	4,787,026	0	0	\$ 35,498,582
Public Safety	20,121,532	4,110,226	0	0	\$ 24,231,758
Culture and Recreation	2,332,405	0	2,638,360	0	\$ 4,970,765
Education	66,947,350	0	0	0	\$ 66,947,350
Debt Service	25,551,075	0	593,503	0	\$ 26,144,578
Transfers to Other Funds	5,435,131	0	0	0	\$ 5,435,131
<i>Total Budgeted Expenditures</i>	\$180,002,776	\$12,817,277	\$16,176,752	\$0	\$ 208,996,805



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Permanent Full-Time Equivalent (FTE) Budgeted Positions

All Funds

	2009-10 Actual F.T.E.'s	2010-11 Actual F.T.E.'s	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
General Fund						
Governing & Management						
Commissioners	4.000	3.000	3.000	3.000	3.000	3.000
County Attorney	3.000	4.000	4.000	4.000	4.000	4.000
County Manager	10.000	5.000	5.000	6.000	6.000	6.000
Animal Services	29.000	28.000	28.000	28.000	28.000	28.000
Financial Services	10.000	11.000	11.000	11.000	13.000	13.000
Asset Management Services ⁽¹⁾	52.500	41.000	41.000	40.000	40.000	40.000
Human Resources	9.000	8.000	8.000	8.000	8.000	8.000
Governing & Management Total	117.500	100.000	100.000	100.000	102.000	102.000
General Services						
Elections	4.000	4.000	4.000	4.000	4.000	4.000
Information Technologies	12.700	14.300	14.700	14.700	14.700	14.700
Register of Deeds	16.000	14.000	14.000	14.000	14.000	14.000
Tax Administration	17.300	17.500	18.000	18.000	20.000	20.000
Revenue	12.500	12.000	12.000	12.000	12.000	12.000
Building and Grounds ⁽²⁾	0.000	0.000	0.000	0.000	0.000	0.000
Motor Pool ⁽²⁾	0.000	0.000	0.000	0.000	0.000	0.000
Sanitation ⁽³⁾	15.000	0.000	0.000	0.000	0.000	0.000
General Services Total	77.500	61.800	62.700	62.700	64.700	64.700
Community & Environment						
Planning	35.525	29.000	29.000	29.000	29.500	29.500
Economic Development	3.500	3.500	3.500	3.500	3.500	3.500
<i>DEAPR ⁽⁴⁾</i>						
Parks and Recreation	20.000	20.000	17.000	17.000	17.000	17.000
Natural & Cultural Resources	8.000	7.000	3.000	3.000	3.000	3.000
Admin/Support Services	0.000	0.000	7.000	7.000	7.000	7.000
Soil & Water	4.000	4.000	4.000	4.000	4.000	4.000
<i>DEAPR Total</i>	<i>32.000</i>	<i>31.000</i>	<i>31.000</i>	<i>31.000</i>	<i>31.000</i>	<i>31.000</i>
Community & Environment Total	71.025	63.500	63.500	63.500	64.000	64.000
Culture & Recreation						
Library Services	21.075	20.500	22.425	22.425	22.425	22.425
Arts Commission ⁽⁵⁾	1.000	0.000	0.000	0.000	0.000	0.000
Culture & Recreation Total	22.075	20.500	22.425	22.425	22.425	22.425
Human Services						
<i>Social Services</i>						
Administration	23.000	21.000	22.000	22.000	22.000	22.000
Children/Family Services	65.000	61.000	61.000	61.000	61.000	61.000
Economic Services	72.000	73.000	75.000	75.000	75.000	75.000
Skills Development Center	1.000	0.000	0.000	0.000	0.000	0.000
Veterans' Services	1.000	1.000	1.000	1.000	1.000	1.000
<i>Social Services Total</i>	<i>162.000</i>	<i>156.000</i>	<i>159.000</i>	<i>159.000</i>	<i>159.000</i>	<i>159.000</i>

Permanent Full-Time Equivalent (FTE) Budgeted Positions

All Funds

	2009-10 Actual F.T.E.'s	2010-11 Actual F.T.E.'s	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
<i>Health</i>						
Finance and Admin Operations	7.000	7.000	12.000	12.000	12.000	12.000
Dental Health	9.800	8.800	7.800	7.800	8.300	8.300
Health Promotion and Education	7.500	7.500	9.000	9.000	9.000	9.000
Personal Health	47.500	45.500	43.500	43.500	43.500	43.500
Environmental Health	18.000	16.000	16.000	16.000	16.500	16.500
Risk Management	2.000	2.000	0.000	0.000	0.000	0.000
<i>Health Total</i>	<i>91.800</i>	<i>86.800</i>	<i>88.300</i>	<i>88.300</i>	<i>89.300</i>	<i>89.300</i>
<i>Aging</i>						
Administration	2.500	2.500	3.000	3.000	3.000	3.000
Community Based Services	8.500	7.750	7.750	7.750	7.750	7.750
Elder Care Program	5.375	5.375	3.375	3.375	3.375	3.375
RSVP	2.875	2.875	2.875	2.875	2.875	2.875
<i>Aging Total</i>	<i>19.250</i>	<i>18.500</i>	<i>17.000</i>	<i>17.000</i>	<i>17.000</i>	<i>17.000</i>
Cooperative Extension	7.000	0.000	0.000	0.000	0.000	0.000
Orange Public Transportation	15.750	10.500	10.000	10.000	10.000	10.000
Housing and Community Development ⁽⁶⁾	4.000	4.000	4.000	4.000	4.000	4.000
Child Support	12.000	12.000	12.000	13.000	13.000	13.000
Human Services Total	311.800	287.800	290.300	291.300	292.300	292.300
Public Safety						
Sheriff	140.000	138.000	138.000	138.000	138.000	138.000
<i>EMS</i>						
Administration	4.000	6.000	6.000	6.000	7.000	6.000
Medical Services	55.000	62.000	68.000	68.000	80.000	74.000
Life Safety	4.000	2.000	2.000	2.000	3.000	3.000
Telecommunications	29.000	27.000	31.000	31.000	35.000	35.000
<i>EMS Total</i>	<i>92.000</i>	<i>97.000</i>	<i>107.000</i>	<i>107.000</i>	<i>125.000</i>	<i>118.000</i>
Public Safety Total	232.000	235.000	245.000	245.000	263.000	256.000
General Fund Total	<u>831.900</u>	<u>768.600</u>	<u>783.925</u>	<u>784.925</u>	<u>808.425</u>	<u>801.425</u>

Permanent Full-Time Equivalent (FTE) Budgeted Positions

All Funds

	2009-10	2010-11	2011-12	2011-12	2012-13	2012-13
	Actual	Actual	Original	12-Month	Department	Commissioner
	F.T.E.'s	F.T.E.'s	Budget	Estimate	Requested	Approved
Other Funds						
Aging - Senior Health Coordination	1.000	1.000	1.000	1.000	1.000	1.000
Tax Administration - Revaluation	1.200	1.500	2.000	2.000	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	0.000	0.000	0.000	0.000
Emergency Telephone	3.000	2.000	2.000	2.000	2.000	2.000
Health - Home Visiting	1.000	1.000	1.000	0.000	0.000	0.000
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	3.000	3.000	3.000	3.000	3.000
Solid Waste/Landfill Operations	44.000	58.500	59.750	59.750	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	86.600	87.750	86.750	86.750	86.750
Grand Total	901.700	855.200	871.675	871.675	895.175	888.175

(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.

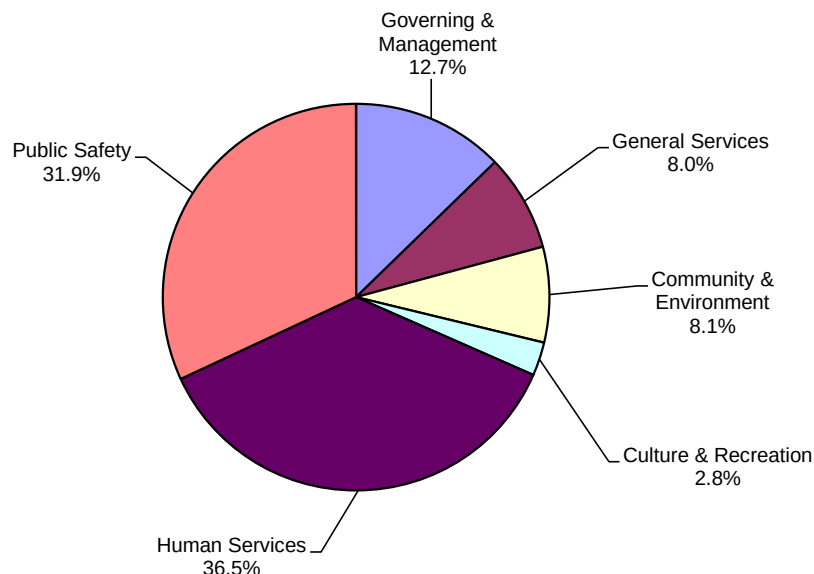
(3) Effective FY 2010-11, the Sanitation division moved to the Solid Waste Enterprise Fund.

(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)**





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Summary Position Changes for FY 2012-13

Department	Position	Effective Date	FTE Change	Salary and Benefits	Operating Costs	One-Time Start-Up Costs	Offsetting Revenue	Net County Cost Total
Emergency Services	Fire Marshal	January 1, 2013	1.000	\$36,830	\$410	\$0	\$0	\$37,240
Emergency Services	Telecommunicators	July 1, 2012	2.000	\$92,262	\$10,252	\$0	\$0	\$102,514
Emergency Services	Telecommunicators	January 1, 2013	2.000	\$46,131	\$5,126	\$0	\$0	\$51,257
Emergency Services	Paramedics	October 1, 2012	6.000	\$216,293	\$23,135	\$0	\$0	\$239,427
Finance and Administrative Services	Grants Accountant/Internal Auditor	July 1, 2012	1.000	\$62,989	\$25,000	\$0	\$0	\$87,989
Finance and Administrative Services	Risk Manager	July 1, 2012	1.000	\$88,161	\$25,000	\$0	\$0	\$113,161
Health	Property Development Specialist	July 1, 2012	0.500	\$27,585	\$0	\$0	\$0	\$27,585
Health ¹	Dental Hygienist	July 1, 2012	0.500	\$50,094	\$0	\$0	(\$50,094)	\$0
Planning and Inspections	Property Development Specialist	July 1, 2012	0.500	\$27,585	\$0	\$0	\$0	\$27,585
Tax Administration	Systems Analyst	July 1, 2012	1.000	\$67,618	\$420	\$0	\$0	\$68,038
Tax Administration ²	Office Assistant II (2 Year Time-limited)	July 1, 2012	1.000	\$40,936	\$420	\$0	(\$41,356)	\$0
Total			16.500	\$756,484	\$89,763	\$0	(\$91,450)	\$754,796

¹ Offsetting Revenue includes funds from additional User fees (\$18,000), Medicaid reimbursements (\$14,094), and Medicaid Cost Settlement funds (\$18,000).

² Offsetting revenue includes additional collection of garnishment fees to cover 100% of position costs.



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Revenue by Category

Summary - General Fund

	2009-10 Actual Revenues	2010-11 Actual Revenues	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
Property Taxes						
Property Taxes	\$ 124,753,371	\$ 126,425,348	\$ 125,227,516	\$ 127,719,789	\$ 128,074,997	\$ 128,074,997
Motor Vehicles	\$ 7,284,357	\$ 6,736,173	\$ 6,557,813	\$ 7,102,962	\$ 6,993,466	\$ 6,993,466
Gross Receipts	\$ 52,920	\$ 55,526	\$ 42,000	\$ 54,002	\$ 42,000	\$ 42,000
Delinquent Taxes	\$ 953,913	\$ 897,416	\$ 843,846	\$ 963,883	\$ 994,130	\$ 994,130
Interest on Delinquent Taxes	\$ 524,082	\$ 469,395	\$ 350,000	\$ 475,271	\$ 350,000	\$ 350,000
Late List Penalties	\$ 69,277	\$ 64,469	\$ 60,000	\$ 48,062	\$ 60,000	\$ 60,000
Animal Taxes	\$ 110,852	\$ 177,247	\$ 175,000	\$ 182,500	\$ 190,000	\$ 190,000
Beer and Wine	\$ 68,590	\$ 217,536	\$ 215,000	\$ 217,535	\$ 223,600	\$ 223,600
Total Property Taxes	\$ 133,817,363	\$ 135,043,110	\$ 133,471,175	\$ 136,764,004	\$ 136,928,193	\$ 136,928,193
Sales Tax						
Article 39 One Cent	\$ 7,149,075	\$ 7,036,299	\$ 6,611,190	\$ 6,965,135	\$ 6,809,526	\$ 6,809,526
Article 40 Half Cent	\$ 4,839,459	\$ 5,029,567	\$ 5,095,410	\$ 5,405,293	\$ 5,248,272	\$ 5,248,272
Article 42 Half Cent	\$ 3,804,508	\$ 3,519,280	\$ 3,577,190	\$ 3,473,544	\$ 3,684,506	\$ 3,684,506
Article 44 Half Cent	\$ 309,026	\$ 255,997	\$ 0	\$ 0	\$ 0	\$ 0
Total Sales Tax	\$ 16,102,069	\$ 15,329,150	\$ 15,283,790	\$ 15,843,972	\$ 15,742,304	\$ 15,742,304
Licenses and Permits						
Privilege License	\$ 12,045	\$ 12,140	\$ 13,000	\$ 8,890	\$ 13,000	\$ 13,000
Franchise Fee	\$ 316,171	\$ 390,874	\$ 300,000	\$ 331,002	\$ 300,000	\$ 300,000
Total Licenses and Permits	\$ 328,216	\$ 403,014	\$ 313,000	\$ 339,892	\$ 313,000	\$ 313,000
Investment Earnings	\$ 88,207	\$ 69,164	\$ 140,000	\$ 54,166	\$ 105,000	\$ 105,000
Miscellaneous	\$ 242,793	\$ 641,627	\$ 1,266,298	\$ 831,536	\$ 798,340	\$ 798,340
Appropriated Fund Balance	\$ 0	\$ 0	\$ 1,131,417	\$ 0	\$ 663,196	\$ 2,187,872
Charges for Services						
Aging and Transportation	\$ 283,225	\$ 311,732	\$ 221,838	\$ 241,873	\$ 179,600	\$ 179,600
Child Support Enforcement	\$ 1,530	\$ 1,795	\$ 1,800	\$ 1,100	\$ 1,100	\$ 1,100
Community Planning	\$ 580,975	\$ 581,936	\$ 697,450	\$ 539,718	\$ 718,500	\$ 718,500
Emergency Management	\$ 2,173,824	\$ 2,567,951	\$ 2,040,000	\$ 1,959,395	\$ 2,040,000	\$ 2,040,000
Health	\$ 1,291,113	\$ 1,059,136	\$ 1,460,909	\$ 953,827	\$ 1,178,325	\$ 1,178,325
Library	\$ 29,331	\$ 32,422	\$ 28,200	\$ 28,690	\$ 29,250	\$ 29,250
Register of Deeds	\$ 1,366,735	\$ 1,361,438	\$ 1,342,062	\$ 1,206,965	\$ 1,245,745	\$ 1,245,745
Sheriff	\$ 2,692,212	\$ 2,501,464	\$ 2,546,700	\$ 2,535,365	\$ 2,546,700	\$ 2,546,700
Social Services	\$ 4,260	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Tax Collection	\$ 160,895	\$ 296,948	\$ 221,482	\$ 357,897	\$ 439,999	\$ 439,999
Other	\$ 1,104,544	\$ 980,562	\$ 957,031	\$ 931,638	\$ 913,038	\$ 913,038
Total Charges for Services	\$ 9,688,644	\$ 9,695,383	\$ 9,517,472	\$ 8,756,468	\$ 9,292,257	\$ 9,292,257

Revenue by Category

Summary - General Fund

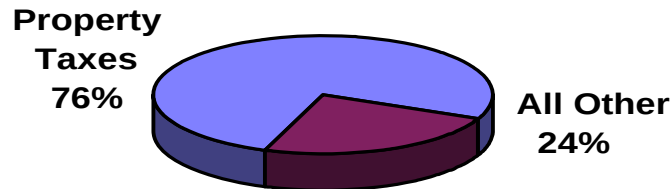
	2009-10 Actual Revenues	2010-11 Actual Revenues	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
Intergovernmental						
Aging and Transportation	\$ 1,270,925	\$ 1,093,816	\$ 802,067	\$ 965,269	\$ 849,609	\$ 849,609
Child Support Enforcement	\$ 1,548,853	\$ 1,657,157	\$ 1,660,000	\$ 1,665,000	\$ 1,451,680	\$ 1,451,680
Emergency Management	\$ 21,434	\$ 77,181	\$ 20,000	\$ 26,560	\$ 0	\$ 0
Health	\$ 887,851	\$ 945,877	\$ 627,890	\$ 889,359	\$ 912,837	\$ 912,837
Library	\$ 126,781	\$ 132,187	\$ 106,966	\$ 133,726	\$ 117,000	\$ 117,000
Lottery Proceeds	\$ 0	\$ 2,376,255	\$ 0	\$ 1,363,921	\$ 0	\$ 0
Sheriff	\$ 93,684	\$ 375,850	\$ 0	\$ 92,069	\$ 0	\$ 0
Social Services	\$ 12,873,485	\$ 12,047,690	\$ 11,697,083	\$ 12,071,017	\$ 9,194,178	\$ 9,194,178
Tax Collection	\$ 41,805	\$ 43,049	\$ 44,003	\$ 44,003	\$ 44,501	\$ 44,501
Local	\$ 952,752	\$ 937,767	\$ 955,436	\$ 929,977	\$ 957,997	\$ 957,997
Other	\$ 71,792	\$ 74,706	\$ 76,008	\$ 68,008	\$ 68,008	\$ 68,008
Total Intergovernmental	\$ 17,889,363	\$ 19,761,535	\$ 15,989,453	\$ 18,248,909	\$ 13,595,810	\$ 13,595,810
Transfers from Other Funds	\$ 2,577,673	\$ 1,339,227	\$ 1,064,917	\$ 1,100,000	\$ 1,040,000	\$ 1,040,000
Total Revenue	\$ 180,248,742	\$ 182,282,210	\$ 178,177,522	\$ 181,938,947	\$ 178,478,100	\$ 180,002,776

General Fund Revenue

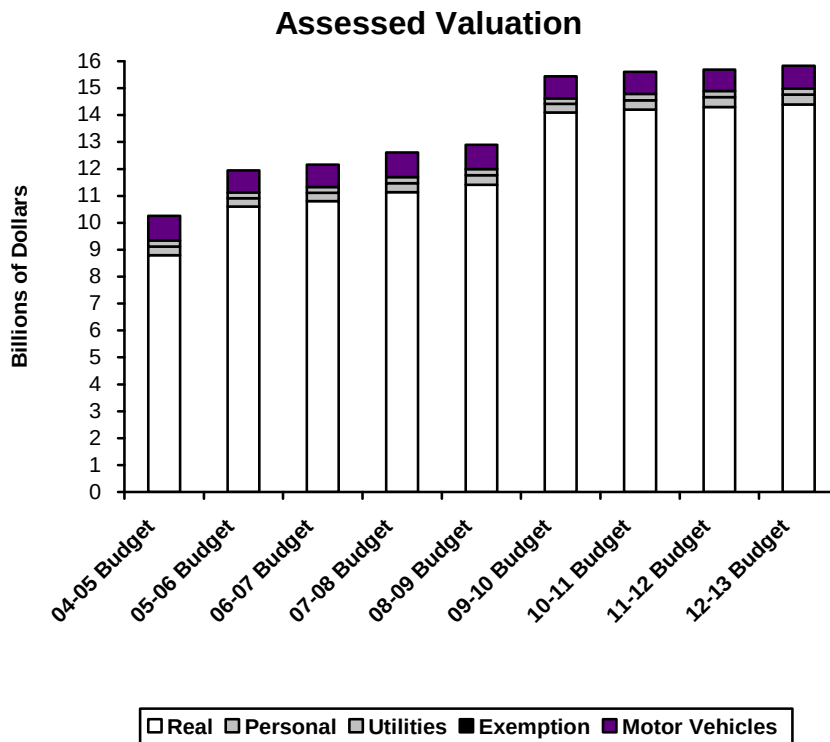
Comments

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 Finance and Administrative Services staff.

Property Taxes

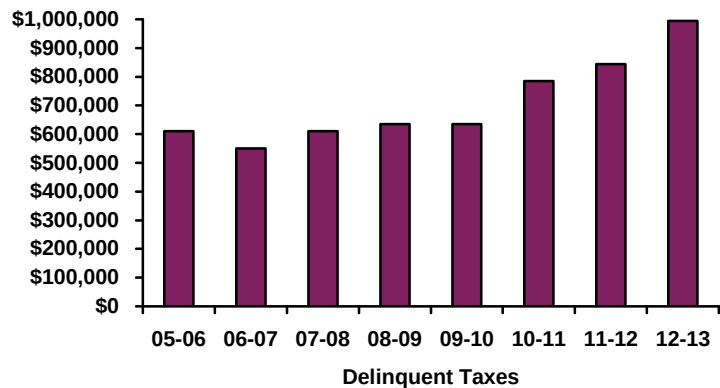


Current Taxes - These taxes are the major revenue source in the General Fund comprising about 76 percent of the total General Fund revenue. Taxes in this category reflect all taxable property valued as of January 2009. Revenues generated by current taxes are based on a tax



rate of 85.8 cents per \$100 assessed valuation. The County's budgeted real property tax base is projected to be \$14.4 billion for the 2012-13 fiscal year. The other components of the County's tax base include Motor Vehicles (budgeted valuation of \$840 million); personal property (budgeted valuation of \$360 million); Utilities and Corporate Excess (budgeted valuation of \$234 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.

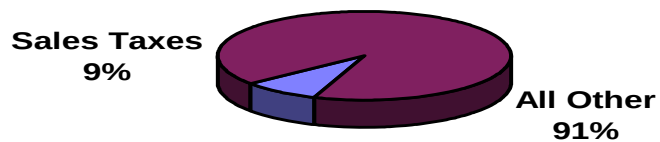


Interest on Delinquent Taxes - These revenues are related to the interest charges established by State Statutes on unpaid property taxes. Interest begins on taxes due as of January 6 at an interest rate of two percent for the first month and for each month that taxes are due, but not paid, the interest 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 2012-13, 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. \$190,000 is anticipated in FY 2012-13 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.

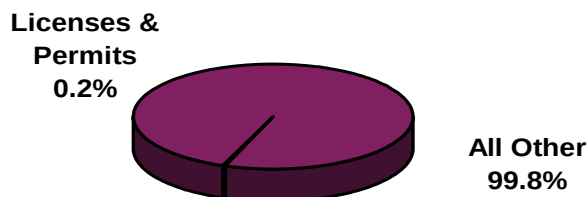
Article 42 Half-Cent (Additional Half Cent) - The tax in this category is similar to the first half cent tax. The General Assembly authorized it in 1986. As with the Article 40 Sales tax, this tax is used to finance school and County capital projects, including debt service payment. There was a change 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) – Authorized by the General Assembly effective December 1, 2002, this tax replaced the reimbursements the State withheld from counties and cities, beginning in FY 2001-02. In FY 2007-08, the General Assembly enacted the Medicaid Relief/Sales Tax Swap (House Bill 1473), which 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.

Article 46 One-Quarter Cent – The Article 46 One-Quarter Cent (1/4 cent) County Sales and Use Tax was approved by Orange County voters in the November 2011 election, and became effective April 1, 2012. A Special Revenue Fund, outside of the General Fund, has been established to receive and account for the One-Quarter Cent (1/4 cent) Sales and Use Tax proceeds. For more information, please refer to the Article 46 Sales Tax section in this document, located after the department budgets.

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.

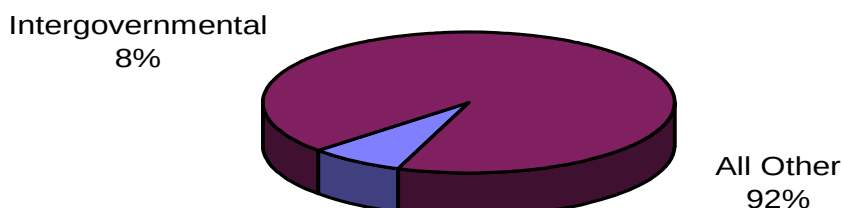
Licenses and Permits



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 \$223,600 is budgeted for FY 2012-13.

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

Revenue Comments - *continued*

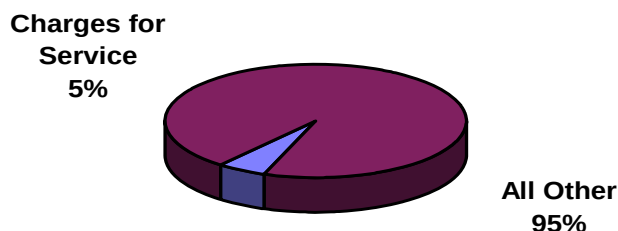
delivery system changes occurring at both the State and Federal level, funding for social programs is expected to change significantly.

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 \$120,000 for FY 2012-13.

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 \$98,000 for FY 2012-13.

Plumbing Inspections - This category reflects fees associated with the permits and inspections for the installation of plumbing fixtures. Plumbing inspection fees are estimated at \$63,000 for FY 2012-13.

Building Inspections - These revenues are charged for building construction inspections and permits. Fees are estimated at \$167,000 for FY 2012-13.

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 128 inspections in FY 2012-13 for a total of \$32,000.

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 186 new wells will be inspected in FY 2012-13 for a total of \$80,000 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 "perms". 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 2012-13 total approximately \$17,800.

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 (\$112,500).

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 \$150. 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 2012-13 at \$315,000, 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 \$28,000 for FY 2012-13, while soil and erosion fee revenues are estimated at \$175,000.

Recreation and Parks - These revenues consist of charges for participation in various recreational and leisure programs. Athletic program revenues are estimated at \$67,000 for FY 2012-13. Total Recreation and Parks revenues from fees are estimated at \$231,000.

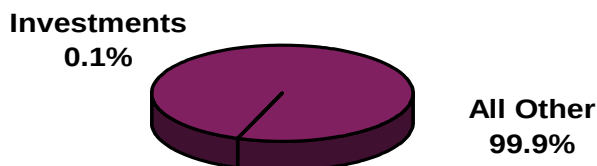
Register of Deeds - These are fees charged for items such as marriage licenses, birth and death certificates, excise stamps on land transfers, and various certified copies. Most of these fees are regulated by the State. Collections for register of deeds fees and excise stamps are estimated at \$610,000 and \$621,200, 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 \$14,500 for FY 2012-13.

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.

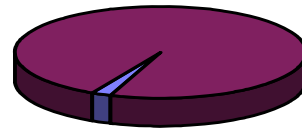
Investment Income



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 less in this revenue source for FY 2012-13.

Miscellaneous, Transfers and and Fund Balance

Misc,Transfer/
Fund Balance
2%



All Other
98%

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

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

Appropriated Fund Balance - This represents an appropriation of fund balance for general operations. For FY 2012-13, \$2,187,872 is budgeted to be appropriated from fund balance. The General Fund balance is estimated to be approximately 19 percent of general fund expenditures.

Appropriations by Function

Summary - General Fund

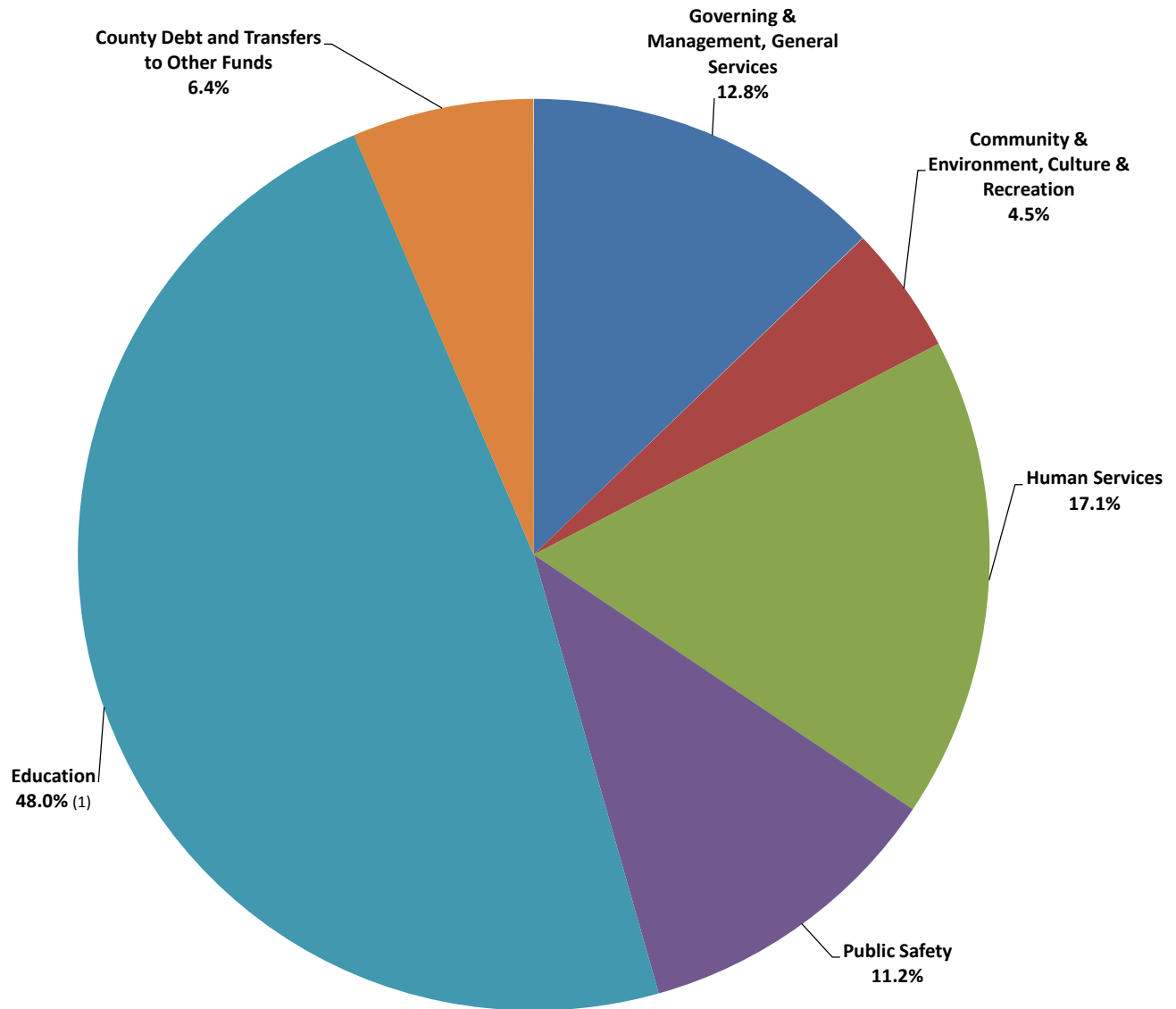
	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
Governing & Management						
Animal Services	\$ 1,640,081	\$ 1,522,939	\$ 1,642,191	\$ 1,640,781	\$ 1,684,343	\$ 1,694,343
Asset Management Services	\$ 7,012,833	\$ 5,312,079	\$ 6,406,574	\$ 5,858,823	\$ 6,515,326	\$ 4,257,246
Board of County Commissioners	\$ 551,813	\$ 511,072	\$ 598,091	\$ 561,237	\$ 677,841	\$ 797,841
County Attorney's Office	\$ 394,984	\$ 438,142	\$ 461,181	\$ 459,222	\$ 488,986	\$ 488,986
County Manager's Office	\$ 856,888	\$ 714,676	\$ 712,316	\$ 718,545	\$ 703,764	\$ 824,276
Finance & Administrative Services	\$ 993,320	\$ 901,032	\$ 1,051,660	\$ 965,346	\$ 1,033,101	\$ 3,164,245
Human Resources	\$ 665,548	\$ 672,869	\$ 691,884	\$ 694,246	\$ 700,684	\$ 700,684
Non-Departmental	\$ 1,371,092	\$ 1,534,646	\$ 2,508,964	\$ 2,045,812	\$ 1,875,074	\$ 3,412,002
Governing & Management Total	\$ 13,486,560	\$ 11,607,455	\$ 14,072,861	\$ 12,944,012	\$ 13,679,119	\$ 15,339,623
General Services						
Board of Elections	\$ 527,976	\$ 446,615	\$ 693,394	\$ 703,125	\$ 557,390	\$ 557,390
Information Technologies	\$ 1,651,317	\$ 1,722,474	\$ 2,113,394	\$ 2,083,824	\$ 2,200,344	\$ 2,200,344
Non-Departmental	\$ 102,327	\$ 1,505,387	\$ 1,720,401	\$ 1,720,257	\$ 1,696,775	\$ 1,696,775
Register of Deeds	\$ 938,904	\$ 831,422	\$ 872,937	\$ 874,042	\$ 868,128	\$ 868,128
Solid Waste Department	\$ 1,751,908	\$ 17,666	\$ 0	\$ 0	\$ 0	\$ 0
Tax Administration	\$ 2,134,058	\$ 2,164,403	\$ 2,306,941	\$ 2,120,079	\$ 2,389,480	\$ 2,389,480
General Services Total	\$ 7,106,490	\$ 6,687,966	\$ 7,707,067	\$ 7,501,327	\$ 7,712,117	\$ 7,712,117
Human Services						
Child Support Enforcement	\$ 886,633	\$ 928,439	\$ 949,273	\$ 953,601	\$ 956,780	\$ 956,780
Cooperative Extension	\$ 445,064	\$ 330,626	\$ 390,584	\$ 388,663	\$ 395,584	\$ 395,584
Department of Social Services	\$ 19,097,031	\$ 18,456,613	\$ 18,565,213	\$ 18,442,252	\$ 16,452,228	\$ 16,484,318
Department on Aging	\$ 1,670,748	\$ 1,527,811	\$ 1,418,352	\$ 1,526,056	\$ 1,435,378	\$ 1,435,378
Health Department	\$ 7,067,751	\$ 6,878,404	\$ 7,207,231	\$ 6,983,890	\$ 7,335,772	\$ 7,278,772
Housing/Community Development	\$ 307,948	\$ 275,429	\$ 282,673	\$ 279,030	\$ 289,074	\$ 289,074
Non-Departmental	\$ 1,781,108	\$ 1,676,157	\$ 1,596,532	\$ 1,596,532	\$ 2,071,091	\$ 1,687,406
Orange Public Transportation	\$ 1,151,654	\$ 1,013,440	\$ 745,085	\$ 774,655	\$ 813,271	\$ 813,271
OPC Area Program	\$ 1,372,352	\$ 1,372,371	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973
Human Services Total	\$ 33,780,287	\$ 32,459,288	\$ 32,525,916	\$ 32,315,651	\$ 31,120,151	\$ 30,711,556
Community & Environment						
DEAPR	\$ 2,799,836	\$ 2,878,610	\$ 2,867,721	\$ 2,772,234	\$ 2,946,710	\$ 2,907,916
Economic Development	\$ 344,923	\$ 371,804	\$ 377,137	\$ 341,411	\$ 372,577	\$ 372,577
Non-Departmental	\$ 101,528	\$ 54,781	\$ 107,141	\$ 124,128	\$ 117,176	\$ 86,526
Planning & Inspections	\$ 2,675,014	\$ 2,396,165	\$ 2,449,942	\$ 2,304,093	\$ 2,540,968	\$ 2,484,968
Community & Environment Total	\$ 5,921,301	\$ 5,701,360	\$ 5,801,941	\$ 5,541,866	\$ 5,977,431	\$ 5,851,987

Appropriations by Function

Summary - General Fund

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
Culture & Recreation						
Arts Commission	\$ 123,281	\$ 8,087	\$ 0	\$ 0	\$ 0	
Library/Recreation Municipal Support	\$ 375,141	\$ 375,141	\$ 393,905	\$ 393,905	\$ 525,092	\$ 535,052
Library Services	\$ 1,453,622	\$ 1,472,309	\$ 1,633,269	\$ 1,666,951	\$ 1,663,683	\$ 1,705,183
Non-Departmental	\$ 86,544	\$ 88,589	\$ 191,929	\$ 181,929	\$ 120,170	\$ 92,170
Culture & Recreation Total	\$ 2,038,588	\$ 1,944,126	\$ 2,219,103	\$ 2,242,785	\$ 2,308,945	\$ 2,332,405
 Public Safety						
Courts	\$ 174,390	\$ 148,188	\$ 83,786	\$ 75,140	\$ 81,655	\$ 81,655
Emergency Services	\$ 6,034,048	\$ 7,197,272	\$ 7,914,092	\$ 7,730,652	\$ 9,724,966	\$ 8,488,729
Non-Departmental	\$ 356,221	\$ 338,490	\$ 428,050	\$ 430,997	\$ 437,849	\$ 370,849
Sheriff	\$ 10,091,007	\$ 10,975,032	\$ 11,271,451	\$ 10,589,668	\$ 11,495,860	\$ 11,180,299
Public Safety Total	\$ 16,655,666	\$ 18,658,983	\$ 19,697,379	\$ 18,826,457	\$ 21,740,330	\$ 20,121,532
 Education						
Current Expenses	\$ 58,508,208	\$ 59,371,992	\$ 59,375,382	\$ 59,375,382	\$ 63,757,390	\$ 62,389,900
Fair Funding	\$ 988,000	\$ 988,000	\$ 988,000	\$ 988,000	\$ 988,000	\$ 988,000
Other Related County Support	\$ 552,521	\$ 552,521	\$ 576,521	\$ 576,521	\$ 569,450	\$ 569,450
Recurring Capital	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
Education Total	\$ 63,048,729	\$ 63,912,513	\$ 63,939,903	\$ 63,939,903	\$ 68,314,840	\$ 66,947,350
 Non-Departmental						
Debt Service	\$ 25,565,020	\$ 28,625,649	\$ 28,018,850	\$ 27,942,543	\$ 28,380,973	\$ 25,551,075
Other Related County Support	\$ 249,959	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Transfers to Other Funds	\$ 11,115,066	\$ 6,844,139	\$ 4,194,502	\$ 6,423,862	\$ 5,601,751	\$ 5,435,131
Non-Departmental Total	\$ 36,930,045	\$ 35,469,788	\$ 32,213,352	\$ 34,366,405	\$ 33,982,724	\$ 30,986,206
 Total Expenditures	\$ 178,967,666	\$ 176,441,479	\$ 178,177,522	\$ 177,678,406	\$ 184,835,657	\$ 180,002,776

General Fund Appropriation by Function



(1) Includes Chapel Hill Carrboro City Schools and Orange County Schools current expenses, debt service, short - and long-range capital, and fair funding (health and safety resources), as well as Durham Technical Community College current expenses, debt service and recurring capital expenses.



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Governing and Management

Summary

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Department (General Fund)						
Animal Services	\$ 1,640,081	\$ 1,522,939	\$ 1,642,191	\$ 1,640,781	\$ 1,684,343	\$ 1,694,343
Asset Management Services	\$ 7,012,833	\$ 5,312,079	\$ 6,406,574	\$ 5,858,823	\$ 6,515,326	\$ 4,257,246
Board of County Commissioners	\$ 551,813	\$ 511,072	\$ 598,091	\$ 561,237	\$ 677,841	\$ 797,841
County Attorney's Office	\$ 394,984	\$ 438,142	\$ 461,181	\$ 459,222	\$ 488,986	\$ 488,986
County Manager's Office	\$ 856,888	\$ 714,676	\$ 712,316	\$ 718,545	\$ 703,764	\$ 824,276
Finance and Admin Services	\$ 993,320	\$ 901,032	\$ 1,051,660	\$ 965,346	\$ 1,033,101	\$ 3,164,245
Human Resources	\$ 665,548	\$ 672,869	\$ 691,884	\$ 694,246	\$ 700,684	\$ 700,684
Non-Departmental	\$ 1,371,092	\$ 1,534,646	\$ 2,508,964	\$ 2,045,812	\$ 1,875,074	\$ 3,412,002
Total Function Expenditures	\$ 13,486,560	\$ 11,607,455	\$ 14,072,861	\$ 12,944,012	\$ 13,679,119	\$ 15,339,623
<i>Offsetting Revenue</i>	<i>(\$ 889,678)</i>	<i>(\$ 919,455)</i>	<i>(\$ 865,722)</i>	<i>(\$ 876,877)</i>	<i>(\$ 890,104)</i>	<i>(\$ 890,104)</i>
County Costs (net)	\$ 12,596,882	\$ 10,687,999	\$ 13,207,139	\$ 12,067,135	\$ 12,789,015	\$ 14,449,519

Other Related Programs (Article 46 Sales Tax Fund)

Other Related County Support	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,250,000	\$ 1,250,000
Total Expenditures	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,250,000	\$ 1,250,000
<i>Offsetting Revenue</i>	<i>\$ 0</i>	<i>\$ 0</i>	<i>\$ 0</i>	<i>\$ 0</i>	<i>(\$ 2,500,000)</i>	<i>(\$ 2,500,000)</i>
County Costs (net)	\$ 0	\$ 0	\$ 0	\$ 0	(\$ 1,250,000)	(1,250,000)

Spay/Neuter Fund

Animal Services	\$ 49,529	\$ 35,058	\$ 46,000	\$ 44,059	\$ 75,000	\$ 75,000
Total Expenditures	\$ 49,529	\$ 35,058	\$ 46,000	\$ 44,059	\$ 75,000	\$ 75,000
<i>Offsetting Revenue</i>	<i>(\$ 52,512)</i>	<i>(\$ 58,616)</i>	<i>(\$ 46,000)</i>	<i>(\$ 61,000)</i>	<i>(\$ 75,000)</i>	<i>(\$ 75,000)</i>
County Costs (net)	(\$ 2,983)	(\$ 23,558)	\$ 0	(\$ 16,941)	\$ 0	\$ 0

Total Governing and Management and Related Expenditures

	\$ 13,536,089	\$ 11,642,513	\$ 14,118,861	\$ 12,988,071	\$ 15,004,119	\$ 16,664,623

General Services

Summary

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Department (General Fund)						
Board of Elections	\$ 527,976	\$ 446,615	\$ 693,394	\$ 703,125	\$ 557,390	\$ 557,390
Information Technologies	\$ 1,651,317	\$ 1,722,474	\$ 2,113,394	\$ 2,083,824	\$ 2,200,344	\$ 2,200,344
Non-Departmental	\$ 102,327	\$ 1,505,387	\$ 1,720,401	\$ 1,720,257	\$ 1,696,775	\$ 1,696,775
Register of Deeds	\$ 938,904	\$ 831,422	\$ 872,937	\$ 874,042	\$ 868,128	\$ 868,128
Solid Waste Department	\$ 1,751,908	\$ 17,666	\$ 0	\$ 0	\$ 0	\$ 0
Tax Administration	\$ 2,134,058	\$ 2,164,403	\$ 2,306,941	\$ 2,120,079	\$ 2,389,480	\$ 2,389,480
Total Function Expenditures	\$ 7,106,490	\$ 6,687,966	\$ 7,707,067	\$ 7,501,327	\$ 7,712,117	\$ 7,712,117
Offsetting Revenue	(\$ 1,690,914)	(\$ 1,708,845)	(\$ 1,663,215)	(\$ 1,645,193)	(\$ 1,741,176)	(\$ 1,741,176)
County Costs (net)	\$ 5,415,575	\$ 4,979,121	\$ 6,043,852	\$ 5,856,134	\$ 5,970,941	\$ 5,970,941

Other Related Programs (Revaluation Fund)

Tax Administration	\$ 155,792	\$ 66,900	\$ 220,365	\$ 133,869	\$ 528,525	\$ 178,525
Total Expenditures	\$ 155,792	\$ 66,900	\$ 220,365	\$ 133,869	\$ 528,525	\$ 178,525
Offsetting Revenue	(\$ 98)	(\$ 53)	(\$ 35,365)	\$ 0	(\$ 53,525)	(\$ 53,525)
County Costs (net)	\$ 155,693	\$ 66,847	\$ 185,000	\$ 133,869	\$ 475,000	\$ 125,000

Solid Waste Enterprise Fund

Solid Waste Department	\$ 11,266,159	\$ 11,151,544	\$ 12,354,507	\$ 11,512,549	\$ 14,929,018	\$ 14,929,018
Total Expenditures	\$ 11,266,159	\$ 11,151,544	\$ 12,354,507	\$ 11,512,549	\$ 14,929,018	\$ 14,929,018
Offsetting Revenue	(\$ 8,718,575)	(\$ 10,439,166)	(\$ 12,354,507)	(\$ 11,444,840)	(\$ 14,929,018)	(\$ 14,929,018)
County Costs (net)	\$ 2,547,584	\$ 712,378	\$ 0	\$ 67,709	\$ 0	\$ 0

Other Related Programs (Efland Sewer Fund)

Planning and Inspections	\$ 212,475	\$ 210,255	\$ 230,500	\$ 257,700	\$ 302,650	\$ 302,650
Total Expenditures	\$ 212,475	\$ 210,255	\$ 230,500	\$ 257,700	\$ 302,650	\$ 302,650
Offsetting Revenue	(\$ 89,264)	(\$ 124,952)	(\$ 142,000)	(\$ 148,000)	(\$ 203,600)	(\$ 203,600)
County Costs (net)	\$ 123,211	\$ 85,303	\$ 88,500	\$ 109,700	\$ 99,050	\$ 99,050

Total General Services and Related Expenditures

	\$ 18,740,915	\$ 18,116,666	\$ 20,512,439	\$ 19,405,445	\$ 23,472,310	\$ 23,122,310

Human Services

Summary

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Department (General Fund)						
Child Support Enforcement	\$ 886,633	\$ 928,439	\$ 949,273	\$ 953,601	\$ 956,780	\$ 956,780
Cooperative Extension	\$ 445,064	\$ 330,626	\$ 390,584	\$ 388,663	\$ 395,584	\$ 395,584
Department of Social Services	\$ 19,097,031	\$ 18,456,613	\$ 18,565,213	\$ 18,442,252	\$ 16,452,228	\$ 16,484,318
Department on Aging	\$ 1,670,748	\$ 1,527,811	\$ 1,418,352	\$ 1,526,056	\$ 1,435,378	\$ 1,435,378
Health Department	\$ 7,067,751	\$ 6,878,404	\$ 7,207,231	\$ 6,983,890	\$ 7,335,772	\$ 7,278,772
Housing and Community Development	\$ 307,948	\$ 275,429	\$ 282,673	\$ 279,030	\$ 289,074	\$ 289,074
Non-Departmental	\$ 1,781,108	\$ 1,676,157	\$ 1,596,532	\$ 1,596,532	\$ 2,071,091	\$ 1,687,406
Orange Public Transportation	\$ 1,151,654	\$ 1,013,440	\$ 745,085	\$ 774,655	\$ 813,271	\$ 813,271
Orange-Person-Chatham Area Pr	\$ 1,372,352	\$ 1,372,371	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973
Total Function Expenditures	\$ 33,780,287	\$ 32,459,288	\$ 32,525,916	\$ 32,315,651	\$ 31,120,151	\$ 30,711,556
County Costs (net)	\$ 15,635,983	\$ 15,333,192	\$ 16,075,517	\$ 15,496,711	\$ 17,189,077	16,780,482
Other Related Programs (Grant Fund)						
Department of Social Services	\$ 216,164	\$ 222,461	\$ 216,845	\$ 217,643	\$ 54,514	\$ 54,514
Department on Aging	\$ 145,065	\$ 152,901	\$ 98,604	\$ 164,620	\$ 98,604	\$ 98,604
Health Department	\$ 225,463	\$ 223,327	\$ 221,900	\$ 93,364	\$ 63,588	\$ 63,588
Total Expenditures	\$ 586,693	\$ 598,689	\$ 537,349	\$ 475,626	\$ 216,706	\$ 216,706
County Costs (net)	\$ 57,846	\$ 72,718	\$ 71,214	\$ 108,791	\$ 96,118	96,118
Housing and Community Development Fund						
Housing and Community Development	\$ 4,422,240	\$ 4,228,555	\$ 4,685,180	\$ 4,535,060	\$ 4,217,964	\$ 4,217,964
Total Expenditures	\$ 4,422,240	\$ 4,228,555	\$ 4,685,180	\$ 4,535,060	\$ 4,217,964	\$ 4,217,964
County Costs (net)	\$ 233,302	(\$ 442,077)	\$ 86,997	\$ 540,800	\$ 87,319	87,319
Total Human Services and Related Expenditures	\$ 38,789,221	\$ 37,286,532	\$ 37,748,445	\$ 37,326,338	\$ 35,554,821	\$ 35,146,226

Culture and Recreation

Summary

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Department (General Fund)						
Arts Commission	\$ 123,281	\$ 8,087	\$ 0	\$ 0	\$ 0	\$ 0
Library and Recreation Municipal :	\$ 375,141	\$ 375,141	\$ 393,905	\$ 393,905	\$ 525,092	\$ 535,052
Library Services	\$ 1,453,622	\$ 1,472,309	\$ 1,633,269	\$ 1,666,951	\$ 1,663,683	\$ 1,705,183
Non-Departmental	\$ 86,544	\$ 88,589	\$ 191,929	\$ 181,929	\$ 120,170	\$ 92,170
Total Function Expenditures	\$ 2,038,588	\$ 1,944,126	\$ 2,219,103	\$ 2,242,785	\$ 2,308,945	\$ 2,332,405
<i>Offsetting Revenue</i>	<i>(\$ 215,607)</i>	<i>(\$ 207,992)</i>	<i>(\$ 142,166)</i>	<i>(\$ 177,435)</i>	<i>(\$ 150,250)</i>	<i>(\$ 150,250)</i>
County Costs (net)	\$ 1,822,982	\$ 1,736,134	\$ 2,076,937	\$ 2,065,351	\$ 2,158,695	2,182,155
Total Culture and Recreation and Related Expenditures	\$ 2,038,588	\$ 1,944,126	\$ 2,219,103	\$ 2,242,785	\$ 2,308,945	\$ 2,332,405

Community and Environment

Summary

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Department (General Fund)						
DEAPR	\$ 2,799,836	\$ 2,878,610	\$ 2,867,721	\$ 2,772,234	\$ 2,946,710	\$ 2,907,916
Economic Development	\$ 344,923	\$ 371,804	\$ 377,137	\$ 341,411	\$ 372,577	\$ 372,577
Non-Departmental	\$ 101,528	\$ 54,781	\$ 107,141	\$ 124,128	\$ 117,176	\$ 86,526
Planning and Inspections	\$ 2,675,014	\$ 2,396,165	\$ 2,449,942	\$ 2,304,093	\$ 2,540,968	\$ 2,484,968
Total Function Expenditures	\$ 5,921,301	\$ 5,701,360	\$ 5,801,941	\$ 5,541,866	\$ 5,977,431	\$ 5,851,987
<i>Offsetting Revenue</i>	<i>(\$ 1,033,560)</i>	<i>(\$ 1,053,553)</i>	<i>(\$ 1,144,184)</i>	<i>(\$ 986,224)</i>	<i>(\$ 1,161,583)</i>	<i>(\$ 1,161,583)</i>
County Costs (net)	\$ 4,887,741	\$ 4,647,807	\$ 4,657,757	\$ 4,555,642	\$ 4,815,848	\$ 4,690,404
Visitors Bureau Fund						
Visitors Bureau	\$ 949,911	\$ 1,160,862	\$ 1,078,005	\$ 1,115,780	\$ 1,291,500	\$ 1,291,500
Total Expenditures	\$ 949,911	\$ 1,160,862	\$ 1,078,005	\$ 1,115,780	\$ 1,291,500	\$ 1,291,500
<i>Offsetting Revenue</i>	<i>(\$ 1,008,337)</i>	<i>(\$ 1,160,862)</i>	<i>(\$ 1,078,005)</i>	<i>(\$ 1,297,504)</i>	<i>(\$ 1,291,500)</i>	<i>(\$ 1,291,500)</i>
County Costs (net)	(\$ 58,426)	\$ 0	\$ 0	(\$ 181,723)	\$ 0	\$ 0
Total Community and Environment and Related Expenditures						
	\$ 6,871,211	\$ 6,862,222	\$ 6,879,946	\$ 6,657,646	\$ 7,268,931	\$ 7,143,487

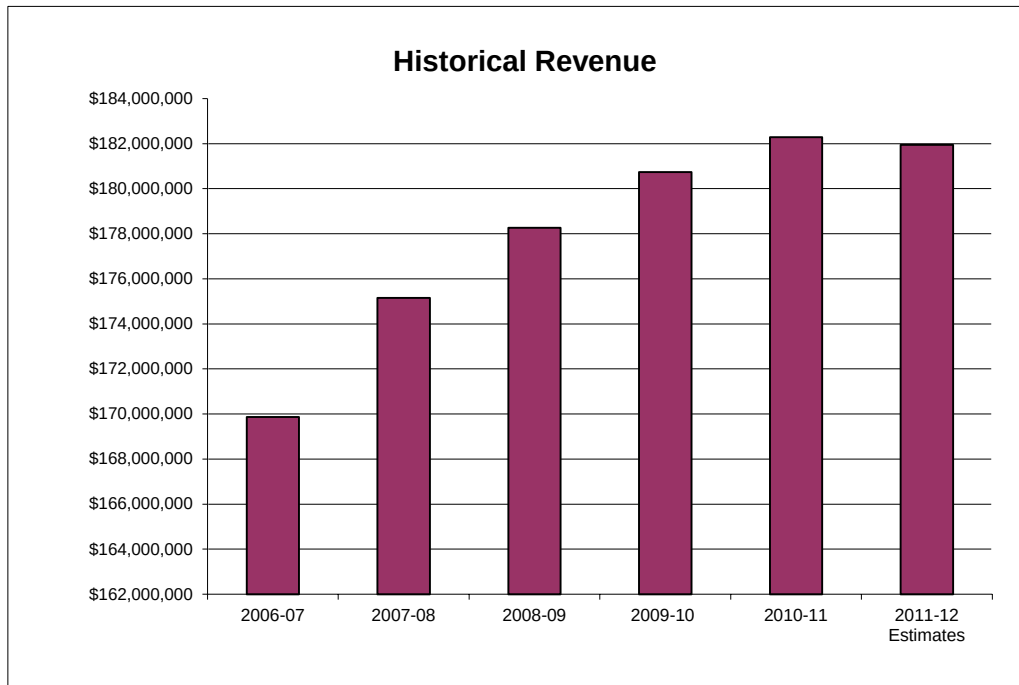
Public Safety

Summary

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Department (General Fund)						
Courts	\$ 174,390	\$ 148,188	\$ 83,786	\$ 75,140	\$ 81,655	\$ 81,655
Emergency Services	\$ 6,034,048	\$ 7,197,272	\$ 7,914,092	\$ 7,730,652	\$ 9,724,966	\$ 8,488,729
Non-Departmental	\$ 356,221	\$ 338,490	\$ 428,050	\$ 430,997	\$ 437,849	\$ 370,849
Sheriff	\$ 10,091,007	\$ 10,975,032	\$ 11,271,451	\$ 10,589,668	\$ 11,495,860	\$ 11,180,299
Total Function Expenditures	\$ 16,655,666	\$ 18,658,983	\$ 19,697,379	\$ 18,826,457	\$ 21,740,330	\$ 20,121,532
<i>Offsetting Revenue</i>	<i>(\$ 5,297,942)</i>	<i>(\$ 5,857,512)</i>	<i>(\$ 4,924,431)</i>	<i>(\$ 4,906,436)</i>	<i>(\$ 4,904,431)</i>	<i>(\$ 4,904,431)</i>
County Costs (net)	\$ 11,357,724	\$ 12,801,470	\$ 14,772,948	\$ 13,920,021	\$ 16,835,899	\$ 15,217,101
Emergency Telephone Fund						
Emergency Services	\$ 1,686,436	\$ 410,392	\$ 506,348	\$ 516,378	\$ 490,672	\$ 490,672
Total Expenditures	\$ 1,686,436	\$ 410,392	\$ 506,348	\$ 516,378	\$ 490,672	\$ 490,672
<i>Offsetting Revenue</i>	<i>(\$ 658,184)</i>	<i>(\$ 602,716)</i>	<i>(\$ 506,348)</i>	<i>(\$ 554,787)</i>	<i>(\$ 490,672)</i>	<i>(\$ 490,672)</i>
County Costs (net)	\$ 1,028,252	(\$ 192,324)	\$ 0	(\$ 38,409)	\$ 0	\$ 0
Total Public Safety and Related Expenditures	\$ 18,342,102	\$ 19,069,375	\$ 20,203,727	\$ 19,342,834	\$ 22,231,002	\$ 20,612,204

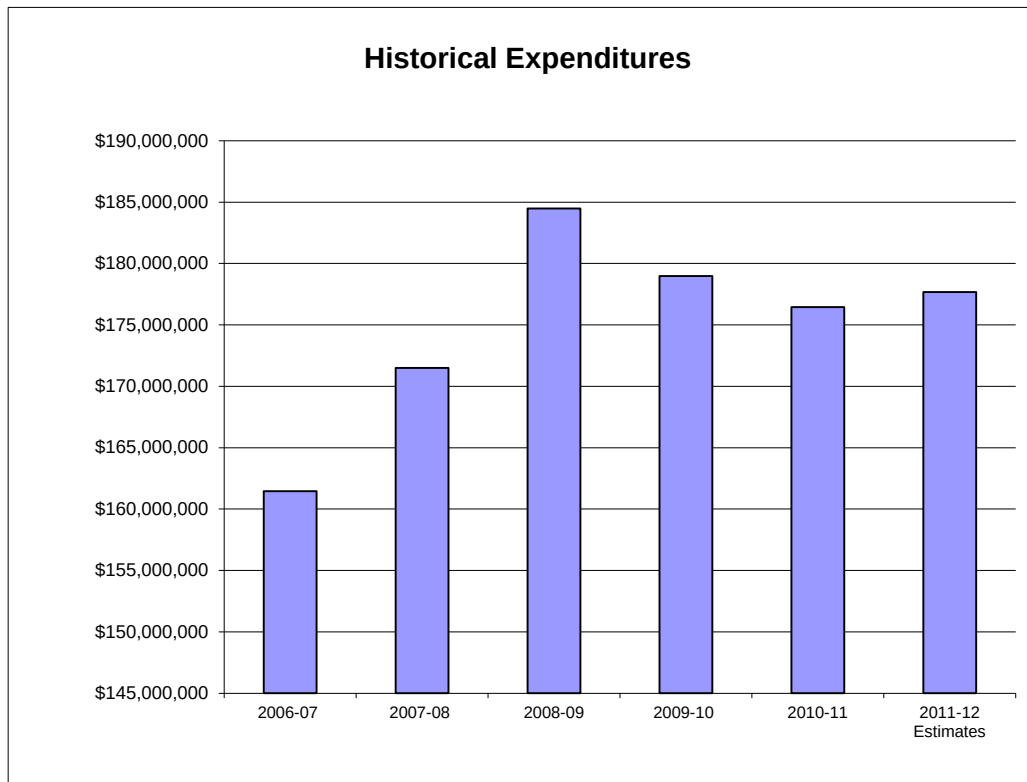
Historical Revenue

	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12 Estimates
Property Taxes	\$111,803,542	\$119,548,198	\$128,130,951	\$133,817,363	\$135,043,110	\$136,764,004
Sales Tax	\$22,192,867	\$22,495,928	\$18,146,543	\$16,102,069	\$15,329,150	\$15,843,972
Licenses and Permits	\$332,545	\$354,569	\$363,594	\$328,216	\$403,014	\$339,892
Intergovernmental	\$18,798,427	\$16,927,073	\$17,855,090	\$17,889,363	\$19,761,535	\$18,248,909
Charges for Services	\$10,743,557	\$10,137,748	\$9,601,317	\$9,688,644	\$9,695,383	\$8,756,468
Investment Earnings	\$1,803,382	\$1,582,133	\$592,004	\$88,207	\$69,164	\$54,166
Miscellaneous	\$511,215	\$699,894	\$1,454,559	\$242,793	\$641,627	\$831,536
Transfers from Other Funds	\$3,683,545	\$3,401,082	\$2,117,445	\$2,577,673	\$1,339,227	\$1,100,000
Appropriated Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$169,869,080	\$175,146,625	\$178,261,503	\$180,734,328	\$182,282,210	\$181,938,947



Historical Expenditures

	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12 Estimates
Governing & Management	\$7,766,506	\$12,837,885	\$13,643,057	\$13,486,560	\$11,607,455	\$12,944,012
General Services	\$9,949,028	\$6,070,327	\$7,873,003	\$7,106,490	\$6,687,966	\$7,501,327
Community & Environment	\$3,696,152	\$5,590,907	\$5,790,450	\$5,921,301	\$5,701,360	\$5,541,866
Human Services	\$33,766,150	\$35,052,290	\$35,796,408	\$33,780,287	\$32,459,288	\$32,315,651
Public Safety	\$15,068,194	\$16,405,062	\$16,797,602	\$16,655,666	\$18,658,983	\$18,826,457
Culture & Recreation	\$3,286,189	\$1,571,814	\$1,712,158	\$2,038,588	\$1,944,126	\$2,242,785
Education	\$56,993,744	\$60,385,461	\$64,722,715	\$63,048,729	\$63,912,513	\$63,939,903
Non-Departmental	\$30,930,554	\$33,590,190	\$38,147,754	\$36,930,045	\$35,469,788	\$34,366,405
Total Expenditures	\$161,456,517	\$171,503,936	\$184,483,147	\$178,967,666	\$176,441,479	\$177,678,406



General Fund Expenditures

Percentage Change Year to Year

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	Year To Year Change	2011-12 Original Budget	Year to Year Change	2012-13 Commissioner Approved	Year to Year Change
Governing & Management							
Animal Services	\$1,640,081	\$1,522,939	-7.14%	\$1,642,191	7.83%	\$1,694,343	3.18%
Asset Management Services	\$7,012,833	\$5,312,079	-24.25%	\$6,406,574	20.60%	\$4,257,246	-33.55%
Board of County Commissioners	\$551,813	\$511,072	-7.38%	\$598,091	17.03%	\$797,841	33.40%
County Attorney's Office	\$394,984	\$438,142	0.00%	\$461,181	0.00%	\$488,986	6.03%
County Manager	\$856,888	\$714,676	-16.60%	\$712,316	-0.33%	\$824,276	15.72%
Finance & Administrative Services	\$993,320	\$901,032	-9.29%	\$1,051,660	16.72%	\$3,164,245	200.88%
Human Resources	\$665,548	\$672,869	1.10%	\$691,884	2.83%	\$700,684	1.27%
Non-Departmental	\$1,371,092	\$1,534,646	11.93%	\$2,508,964	63.49%	\$3,412,002	35.99%
Total Governing & Management	\$13,486,560	\$11,607,455	-13.93%	\$14,072,861	21.24%	\$15,339,623	9.00%
General Services							
Board of Elections	\$527,976	\$446,615	-15.41%	\$693,394	55.26%	\$557,390	-19.61%
Information Technology	\$1,651,317	\$1,722,474	4.31%	\$2,113,394	22.70%	\$2,200,344	4.11%
Non-Departmental	\$102,327	\$1,505,387	1371.15%	\$1,720,401	14.28%	\$1,696,775	-1.37%
Register of Deeds	\$938,904	\$831,422	-11.45%	\$872,937	4.99%	\$868,128	-0.55%
Solid Waste Department	\$1,751,908	\$17,666	-98.99%	\$0	-100.00%	\$0	0.00%
Tax Administration	\$2,134,058	\$2,164,403	1.42%	\$2,306,941	6.59%	\$2,389,480	3.58%
Total General Services	\$7,106,490	\$6,687,966	-5.89%	\$7,707,067	15.24%	\$7,712,117	0.07%
Human Services							
Child Support Enforcement	\$886,633	\$928,439	4.72%	\$949,273	2.24%	\$956,780	0.79%
Cooperative Extension	\$445,064	\$330,626	-25.71%	\$390,584	18.13%	\$395,584	1.28%
Department of Social Services	\$19,097,031	\$18,456,613	-3.35%	\$18,565,213	0.59%	\$16,484,318	-11.21%
Department on Aging	\$1,670,748	\$1,527,811	-8.56%	\$1,418,352	-7.16%	\$1,435,378	1.20%
Health Department	\$7,067,751	\$6,878,404	-2.68%	\$7,207,231	4.78%	\$7,278,772	0.99%
Housing/Community Development	\$307,948	\$275,429	-10.56%	\$282,673	2.63%	\$289,074	2.26%
Non-Departmental	\$1,781,108	\$1,676,157	-5.89%	\$1,596,532	-4.75%	\$1,687,406	5.69%
Orange Public Transportation	\$1,151,654	\$1,013,440	-12.00%	\$745,085	-26.48%	\$813,271	9.15%
OPC Area Program	\$1,372,352	\$1,372,371	0.00%	\$1,370,973	-0.10%	\$1,370,973	0.00%
Total Human Services	\$33,780,287	\$32,459,288	-3.91%	\$32,525,916	0.21%	\$30,711,556	-5.58%
Community & Environment							
DEAPR	\$2,799,836	\$2,878,610	2.81%	\$2,867,721	-0.38%	\$2,907,916	1.40%
Economic Development	\$344,923	\$371,804	7.79%	\$377,137	1.43%	\$372,577	-1.21%
Non-Departmental	\$101,528	\$54,781	-46.04%	\$107,141	95.58%	\$86,526	-19.24%
Planning & Inspections	\$2,675,014	\$2,396,165	-10.42%	\$2,449,942	2.24%	\$2,484,968	1.43%
Total Community & Environment	\$5,921,301	\$5,701,360	-3.71%	\$5,801,941	1.76%	\$5,851,987	0.86%

General Fund Expenditures

Percentage Change Year to Year

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	Year To Year Change	2011-12 Original Budget	Year to Year Change	2012-13 Commissioner Approved	Year to Year Change
Culture & Recreation							
Arts Commission	\$123,281	\$8,087	-93.44%	\$0	-100.00%	\$0	0.00%
Library/Recreation Municipal Support	\$375,141	\$375,141	0.00%	\$393,905	5.00%	\$535,052	35.83%
Library Services	\$1,453,622	\$1,472,309	1.29%	\$1,633,269	10.93%	\$1,705,183	4.40%
Non-Departmental	\$86,544	\$88,589	2.36%	\$191,929	116.65%	\$92,170	-51.98%
Total Culture & Recreation	\$2,038,588	\$1,944,126	-4.63%	\$2,219,103	14.14%	\$2,332,405	5.11%
Public Safety							
Courts	\$174,390	\$148,188	-15.02%	\$83,786	-43.46%	\$81,655	-2.54%
Emergency Services	\$6,034,048	\$7,197,272	19.28%	\$7,914,092	9.96%	\$8,488,729	7.26%
Non-Departmental	\$356,221	\$338,490	-4.98%	\$428,050	26.46%	\$370,849	-13.36%
Sheriff	\$10,091,007	\$10,975,032	8.76%	\$11,271,451	2.70%	\$11,180,299	-0.81%
Total Public Safety	\$16,655,666	\$18,658,983	12.03%	\$19,697,379	5.57%	\$20,121,532	2.15%
Education							
Current Expense	\$58,508,208	\$59,371,992	1.48%	\$59,375,382	0.01%	\$62,389,900	5.08%
Fair Funding	\$988,000	\$988,000	0.00%	\$988,000	0.00%	\$988,000	0.00%
Other Related County Support	\$552,521	\$552,521	0.00%	\$576,521	4.34%	\$569,450	-1.23%
Recurring Capital	\$3,000,000	\$3,000,000	0.00%	\$3,000,000	0.00%	\$3,000,000	0.00%
Total Education	\$63,048,729	\$63,912,513	1.37%	\$63,939,903	0.04%	\$66,947,350	4.70%
Non-Departmental							
Debt Service	\$25,565,020	\$28,625,649	11.97%	\$28,018,850	-2.12%	\$25,551,075	-8.81%
Other Related County Support	\$249,959	\$0	0.00%	\$0	0.00%	\$0	0.00%
Transfers to Other Funds	\$11,115,066	\$6,844,139	-38.42%	\$4,194,502	-38.71%	\$5,435,131	29.58%
Total Non-Departmental	\$36,930,045	\$35,469,788	-3.95%	\$32,213,352	-9.18%	\$30,986,206	-3.81%
Total Expenditures	\$178,967,666	\$176,441,479	-1.41%	\$178,177,522	0.98%	\$180,002,776	1.02%

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 \$35.0 million or about 19.9 percent of estimated fiscal year 2011-12 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 2012-13 budgeted General Fund Expenditures is anticipated to be about 19.5 percent, also surpassing the LGC recommended minimum. The projected level of fund balance is appropriate to ensure that the County has adequate resources for unforeseen emergencies, revenue fluctuations and to maintain a strong financial condition in accordance with Board of County Commissioner directives. The County's overall financial position is expected to remain stable over the next several years.

	General Fund	Special Revenue Funds
Beginning Balance July 1, 2011	37,284,887	6,104,258
Revenues (FY 2011-12 Year End Estimates)		
Taxes	\$ 154,489,566	\$ 4,917,366
Licenses and Permits	313,000	0
Intergovernmental	19,173,300	6,448,155
Charges for Services	8,646,431	259,632
Investment Earnings	19,320	2,560
Impact Fees	0	1,309,488
Operating Transfers In	1,040,000	572,003
Miscellaneous	1,617,716	0
Total Revenues	185,299,333	13,509,204
Expenditures By Function (FY 2011-12 Year-End Estimates)		
Governing and Management	11,846,100	201,698
General Services	7,335,921	1,043,888
Human Services	32,253,328	1,328,467
Culture and Recreation	2,206,876	0
Community and Environment	5,451,128	4,910,244
Public Safety	18,874,549	4,118,340
Education		
Current Expense	59,912,903	0
Fair Funding	988,000	0
Recurring Capital	3,039,000	0
School Related Debt Service	16,785,462	0
School Capital Reserve Fund	0	0
<i>Total Education</i>	<i>80,725,365</i>	<i>0</i>
County Related Debt Service	9,677,663	0
Operating and Residual Transfers Out	7,221,396	1,091,611
Total Expenditures	175,592,326	12,694,248
Excess of Revenues Over Expenditures	9,707,007	814,956
Ending Balance, 6/30/2012 (Estimated)	\$ 46,991,894	\$ 6,919,214
Less:		
Fund Balance Restricted/Reserved ⁽¹⁾	(8,738,255)	(6,919,214)
Fund Balance Committed/Designated for Subsequent Year ⁽²⁾	(3,212,872)	0
Unassigned/Undesignated Fund Balance	\$ 35,040,767	(0)
Fund Balance as a Percent of FY 2011-12 Expenditures	19.96%	0.00%
Fund Balance as a Percent of FY 2012-13 Budget	19.47%	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.



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Assessed Valuation, Tax Rate and Estimated Collections

General Fund

	FY 2011-12 Commissioner Approved	FY 2012-13 Commissioner Approved	% Change
Assessed Valuation of Real, Personal and Corporate Excess	\$14,893,144,474	\$15,055,124,440	1.1%
Assessed Valuation of Motor Vehicles	<u>\$787,952,388</u>	<u>\$840,298,275</u>	6.6%
Total Assessed Valuation	\$15,681,096,862	\$15,895,422,715	1.4%
Ad Valorem Tax Rate per \$100 of Assessed Valuation	0.8580	0.8580	
General Fund Levy	\$134,543,811	\$136,382,727	1.4%
Collection Rate (excluding motor vehicles)	98.00%	99.15%	
Collection Rate (motor vehicles only)	97.00%	97.00%	
Property Tax Collections (Real, Personal, Corporate Excess)	\$125,227,516	\$128,074,997	2.3%
Property Tax Collections (motor vehicles only)	\$6,557,813	\$6,993,466	6.6%
1 Cent on the Tax Rate Equals:	\$1,535,967	\$1,574,232	2.4%

Totals may be slightly off due to rounding.



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Appropriations by County Department

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

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
Animal Services	\$ 1,640,081	\$ 1,522,939	\$ 1,642,191	\$ 1,640,781	\$ 1,684,343	\$ 1,694,343
Arts Commission	\$ 123,281	\$ 8,087	\$ 0	\$ 0	\$ 0	\$ 0
Asset Management Services	\$ 7,012,833	\$ 5,312,079	\$ 6,406,574	\$ 5,858,823	\$ 6,515,326	\$ 4,257,246
Board of County Commissioners	\$ 551,813	\$ 511,072	\$ 598,091	\$ 561,237	\$ 677,841	\$ 797,841
Board of Elections	\$ 527,976	\$ 446,615	\$ 693,394	\$ 703,125	\$ 557,390	\$ 557,390
Child Support Enforcement	\$ 886,633	\$ 928,439	\$ 949,273	\$ 953,601	\$ 956,780	\$ 956,780
Cooperative Extension	\$ 445,064	\$ 330,626	\$ 390,584	\$ 388,663	\$ 395,584	\$ 395,584
County Attorney's Office	\$ 394,984	\$ 438,142	\$ 461,181	\$ 459,222	\$ 488,986	\$ 488,986
County Manager's Office	\$ 856,888	\$ 714,676	\$ 712,316	\$ 718,545	\$ 703,764	\$ 824,276
Courts	\$ 174,390	\$ 148,188	\$ 83,786	\$ 75,140	\$ 81,655	\$ 81,655
DEAPR	\$ 2,799,836	\$ 2,878,610	\$ 2,867,721	\$ 2,772,234	\$ 2,946,710	\$ 2,907,916
Department of Social Services	\$ 19,097,031	\$ 18,456,613	\$ 18,565,213	\$ 18,442,252	\$ 16,452,228	\$ 16,484,318
Department on Aging	\$ 1,670,748	\$ 1,527,811	\$ 1,418,352	\$ 1,526,056	\$ 1,435,378	\$ 1,435,378
Economic Development	\$ 344,923	\$ 371,804	\$ 377,137	\$ 341,411	\$ 372,577	\$ 372,577
Efland Sewer Fund	\$ 212,475	\$ 210,255	\$ 230,500	\$ 257,700	\$ 302,650	\$ 302,650
Emergency Services	\$ 7,720,485	\$ 7,607,665	\$ 8,420,440	\$ 8,247,030	\$ 10,215,638	\$ 8,979,401
Finance and Admin Services	\$ 993,320	\$ 901,032	\$ 1,051,660	\$ 965,346	\$ 1,033,101	\$ 3,164,245
Health Department	\$ 7,067,751	\$ 6,878,404	\$ 7,207,231	\$ 6,983,890	\$ 7,335,772	\$ 7,278,772
Housing/Community Development	\$ 4,730,188	\$ 4,503,984	\$ 4,967,853	\$ 4,814,090	\$ 4,507,038	\$ 4,507,038
Human Resources	\$ 665,548	\$ 672,869	\$ 691,884	\$ 694,246	\$ 700,684	\$ 700,684
Information Technologies	\$ 1,651,317	\$ 1,722,474	\$ 2,113,394	\$ 2,083,824	\$ 2,200,344	\$ 2,200,344
Library Services	\$ 1,453,622	\$ 1,472,309	\$ 1,633,269	\$ 1,666,964	\$ 1,663,683	\$ 1,705,183
Orange Public Transportation	\$ 1,151,654	\$ 1,013,440	\$ 745,085	\$ 774,655	\$ 813,271	\$ 813,271
OPC Area Program	\$ 1,372,352	\$ 1,372,371	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973
Planning and Inspections	\$ 2,675,014	\$ 2,396,165	\$ 2,449,942	\$ 2,304,093	\$ 2,540,968	\$ 2,484,968
Register of Deeds	\$ 938,904	\$ 831,422	\$ 872,937	\$ 874,042	\$ 868,128	\$ 868,128
Sanitation	\$ 1,751,908	\$ 17,666	\$ 0	\$ 0	\$ 0	\$ 0
Sheriff	\$ 10,091,007	\$ 10,975,032	\$ 11,271,451	\$ 10,589,668	\$ 11,495,860	\$ 11,180,299
Solid Waste Department	\$ 11,266,159	\$ 11,151,544	\$ 12,354,507	\$ 11,512,549	\$ 14,929,018	\$ 14,929,018
Tax Administration	\$ 2,289,850	\$ 2,231,304	\$ 2,527,306	\$ 2,253,948	\$ 2,918,005	\$ 2,568,005
Visitors Bureau Fund	\$ 949,911	\$ 1,160,862	\$ 1,078,005	\$ 1,115,780	\$ 1,291,500	\$ 1,291,500
Total Expenditures	<u>93,507,944</u>	<u>88,714,497</u>	<u>94,152,250</u>	<u>90,949,887</u>	<u>97,455,195</u>	<u>\$ 95,598,769</u>



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Department on Aging

Phone Number: (919) 245-2000

Website: <http://www.orangecountync.gov/aging/index.asp>

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Category (General Fund)						Account: 4300
Personnel Services	\$ 1,157,356	\$ 1,041,632	\$ 1,021,335	\$ 1,017,633	\$ 1,045,103	\$ 1,045,103
Operations	\$ 501,132	\$ 464,844	\$ 397,017	\$ 491,026	\$ 390,275	\$ 390,275
Capital Outlay	\$ 12,260	\$ 21,335	\$ 0	\$ 17,397	\$ 0	\$ 0
Total Expenditures	\$ 1,670,748	\$ 1,527,811	\$ 1,418,352	\$ 1,526,056	\$ 1,435,378	\$ 1,435,378
Offsetting Revenues	\$ (727,118)	\$ (764,016)	\$ (518,753)	\$ (680,362)	\$ (707,309)	\$ (707,309)
County Costs (net)	\$ 943,629	\$ 763,794	\$ 899,599	\$ 845,694	\$ 728,069	\$ 728,069
Senior Health Coordination (Grant Fund)						Account: 4303
Personnel Services	\$ 63,207	\$ 66,574	\$ 65,825	\$ 65,825	\$ 65,825	\$ 65,825
Operations	\$ 81,859	\$ 86,327	\$ 32,779	\$ 98,795	\$ 32,779	\$ 32,779
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 145,065	\$ 152,901	\$ 98,604	\$ 164,620	\$ 98,604	\$ 98,604
Offsetting Revenues	\$ (108,559)	\$ (111,199)	\$ (57,000)	\$ (116,000)	\$ (57,000)	\$ (57,000)
County Costs (net)	\$ 36,506	\$ 41,703	\$ 41,604	\$ 48,620	\$ 41,604	\$ 41,604
Total Department on Aging and Related Expenditures	\$ 1,815,813	\$ 1,680,712	\$ 1,516,956	\$ 1,690,676	\$ 1,533,982	\$ 1,533,982

Division Summary

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Program (General Fund)						
Administration	\$ 257,201	\$ 191,048	\$ 266,821	\$ 274,480	\$ 268,979	\$ 268,979
Community-Based Services	\$ 739,154	\$ 771,210	\$ 712,355	\$ 753,894	\$ 725,337	\$ 725,337
Elder Care Program	\$ 483,828	\$ 362,728	\$ 264,281	\$ 310,260	\$ 274,847	\$ 274,847
Retired Senior Volunteer Program	\$ 190,564	\$ 202,824	\$ 174,895	\$ 187,421	\$ 166,215	\$ 166,215
Total Expenditures	\$ 1,670,748	\$ 1,527,811	\$ 1,418,352	\$ 1,526,056	\$ 1,435,378	\$ 1,435,378
Offsetting Revenue	\$ (727,118)	\$ (764,016)	\$ (518,753)	\$ (680,362)	\$ (707,309)	\$ (707,309)
County Costs (net)	\$ 943,629	\$ 763,794	\$ 899,599	\$ 845,694	\$ 728,069	\$ 728,069
Senior Health Coordination (Grant Fund)						
Senior Health Coordination	\$ 145,065	\$ 152,901	\$ 98,604	\$ 164,620	\$ 98,604	\$ 98,604
Total Expenditures	\$ 145,065	\$ 152,901	\$ 98,604	\$ 164,620	\$ 98,604	\$ 98,604
Offsetting Revenue	\$ (108,559)	\$ (111,199)	\$ (57,000)	\$ (116,000)	\$ (57,000)	\$ (57,000)
County Costs (net)	\$ 36,506	\$ 41,703	\$ 41,604	\$ 48,620	\$ 41,604	\$ 41,604
Total Expenditures	\$ 1,815,813	\$ 1,680,712	\$ 1,516,956	\$ 1,690,676	\$ 1,533,982	\$ 1,533,982

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

Division: Administration

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 outlined 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 2011-12 Outcomes

- Conducted extensive Master Aging Plan update that incorporated County Government Readiness surveys, community needs assessment, Steering Committee and workgroups input, and public comment into a plan, which was presented to the Board of County Commissioners, in May 2012.
- Generated 50% of department's budget from non-County revenue sources.
- Completed staffing reassignments that resulted in easier access to available resources by permanently assigning Department of Social Services social workers to the 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	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Total non-county program funds generated	\$835,677	\$875,215	\$575,753*	\$796,362	\$764,309

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

FY 2012-13 Fiscal Year Objectives

- Continue to offset department's operational expenses with non-county resources.
- Implement 2012-17 Master Aging Plan recommendations utilizing existing resources available through the Department on Aging and other community entities.
- 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.

Budget Highlights

- Utilize UNC School of Public Health - Health Behavior Health Education Program HBHE Capstone Team to provide the organizational and research tasks necessary to compose the Master Aging Plan and implement its social marketing recommendations.
- Increase the Senior Times newspaper's distribution by continuing to place racks at community locations throughout Orange County and utilizing volunteers to deliver the quarterly publication.
- Re-establish multidisciplinary Senior Wellness Clinic, utilizing Department on Aging and UNC staff to screen and treat individuals on mood, memory, mobility and falls prevention issues.

Division: Community Based Center Services

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 the Senior Times newspaper, which promotes the services and activities of all Department on Aging program divisions.
- Serve hot noon meals daily at each Senior Center.
- Operate Fitness Studio during Seymour Center business hours.
- Operate the Senior Net Learning Center affiliated with Senior Net, Inc. (a national non-profit organization) and supported solely by volunteers and minimal class fees.

FY 2011-12 Outcomes

- 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 150 meals per day at the Senior Centers, including 20 meals to the Senior Care Adult Day Health Program
- Developed a semi-monthly listserv mailing that has 1,600 subscribers and Senior Times distribution to 20,000+ persons. The Senior Times is also available on-line via the county website.
- The Senior Center Friends organizations funded staff for two nights per week at the each Senior Center, and on Saturdays at the Seymour Center.
- Implemented on-line class and facility reservation system.

Department on Aging – continued

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Total Senior Center contacts	180,334	184,160	185,000	188,573	190,000
Unduplicated people served	3,000	3,300	3,100	3,600	4,200
Senior Net volunteers	19	21	18	23	25

FY 2012-13 Fiscal Year Objectives

- Continue evening/weekend hours of operation at the Seymour and Central Orange Senior Centers, through support of the Senior Center Friends organizations.
- Increase Senior Center participation by disseminating information through the use of digital monitors to expand communication within the facility.
- Obtain National Senior Center Standards accreditation from the National Council on Aging.

Budget Highlights

- Increase Senior Center participation by the “boomer” generation through classes, activities and programs that engage and appeal to that population group.
- The increased revenue is due to the Carol Woods recurring contribution which has been allocated to the Community Based Services Division in the Department of Aging. This fund will be used to offset the cost of various aging programs.

Major Services - Senior Lunch Program

- Operate the Senior Lunch Program at Seymour and Central Orange Senior Centers each weekday.
- Continue the local Farmers' Market outreach program at the senior centers to better serve older adults with fresh produce.
- 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 and older, enrolled in the Senior Centers' lunch program.

FY 2011-12 Outcomes

- Improved management of the daily lunch service at the two Senior Centers.
- Rebid the off-site catering contract.
- Provided lunches for Senior Care of Orange County Inc. Adult Day Health Center
- Expanded the Farmers' Market Outreach Program at the Senior Centers from 4 months to 7 months annually.

Department on Aging – continued

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Meals served	24,771	30,281	37,500	32,500	34,400

FY 2012-13 Fiscal Year Objectives

- Continue to serve a diverse population through the Senior Lunch Program.
- Continue with semi-annual participant evaluations to insure that quality service is delivered.

Budget Highlights

- Promote participant contributions to increase the number of meals served daily.
- Continue to monitor the food quality with participant satisfaction surveys.
- The 2012-13 Commissioner' Budget includes an increase of 0.13 FTE for the Food Services Coordinator. This position's increase has been funded with additional Home and Community Care Block Grant funds first received in FY 2011-12.
- The program also has a decrease in contract services to fund the increased request in non-permanent staff. This increase is needed to address the decrease of Senior Employment Program workers assigned to the Department on Aging.

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.

FY 2011-12 Outcomes

- Provided 350 physical function screens prior to membership to insure that participants can safely use the equipment.
- Served 130 individuals through fitness studio memberships.
- Counseled all fitness studio participants on safe equipment use.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Physical function screens	82	361	350	350	370
Fitness studio memberships	170	150	160	130	130
Attendees per year (duplicated)	5,919	4,050	5,000	4,025	4,025

Department on Aging – continued

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Personal Training Hours	830	974	980	1,266	1,096

FY 2012-13 Fiscal Year Objectives

- Provide 370 physical function screens
- Continue to maintain 130 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.

Budget Highlights

- 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.

Division: Aging Transitions/Eldercare

Major Services

- Provide information and assistance on all age-related issues through the telephone help-line, Senior Health Insurance and Information Program (SHIIP) classes and individual sessions, printed resource materials, and educational presentations, and walk-in consultations.
- Provide in-home assessments of needs and strengths, care planning recommendations, care coordination and short-term counseling to promote safety and well-being, while delaying institutionalization.
- 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 institutionalization.

FY 2011-12 Estimated Outcomes

- 2,600 Information and Assistance contacts were provided through telephone and walk-in service.
- An average of 160 persons per month received aging transitions services, including in-home assessments, care coordination, preventive home visits from an occupational therapist, assessments of cognitive and mood disorders, telephone reassurance, and short-term behavioral counseling.
- 30 individuals received volunteer-provided services through the telephone reassurance and Friend-to-Friend programs.
- 125 caregivers received support group interventions to learn skills in managing dementia behaviors and the stressors of family caregiving and Caregiver Day Out respite services.
- 200 home visits were made for assessments and care coordination.

Department on Aging – continued

- 20 individuals received National Family Caregiver Program-funded contract services, including adult day care and in-home aide services.
- 40 individuals received county-funded Aging-in-Place services, such as in-home aide and community respite services, durable medical equipment not funded by insurance, medical emergency telephone alert systems, minor home modifications for safety and accessibility, such as grab bars and railings.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Individuals reached through telephone/ walk-in consultations and educational presentations	2,558	2,648	2,900	2,600	2,600
Unduplicated clients receiving professional services (per month)	150	157	150	160	180
Unduplicated caregivers participating in individual counseling and/or support group sessions	106	125	150	125	150
In-home visits for assessments and care planning	422*	233	250	200	250
Clients receiving funding for contract services -- adult day care or in-home aide service	38	32	30	20	20
Clients receiving Aging -in- Place Service Options	NA	36	50	40	40

* Included visits funded by UNC Preventive Home Assessment Project.

FY 2012-13 Fiscal Year Objectives

- Respond to recommendations from the 2012-17 Orange County Master Aging Plan (MAP) for new and expanded Aging Transition services. Options include increased number of caregiver support groups at the Senior Centers and elsewhere; development of the Friend-to-Friend program to support isolated and frail seniors; increased use of volunteers to provide transportation and meal delivery to seniors unable to access public transportation; and participation in a social marketing campaign to disseminate information about available services, especially in rural communities.
- Continue to expand the services of Eldercare-Aging Transition service by supporting relationships and contracts with UNC to provide occupational therapy, social work, and psychiatric nursing services.
- Expand DSS services under the “one stop shop” concept at the Senior Centers, including application for the SNAP (food stamp), LIEAP (low-income energy assistance), short-term emergency assistance, and Medicaid programs.
- Increase collaboration with other private and public programs serving older adults in Orange County to avoid duplication and increase coverage.

Budget Highlights

- Continue the implementation and promotion of the Chatham-Orange Community Resource Connections for Aging and Disabilities (CRC) “no wrong door” access to services.
- Contract with UNC for occupational therapy services, focusing on home and personal safety, mobility, and assistive technology issues.
- Agreement entered with UNC for mental health specialist to provide short-term client counseling and staff consultation on a regular schedule at the Seymour Center.
- Reduction of a full-time position to 0.75 FTE and reassignment of occupational therapy services from a county employee to a contract with UNC.

Division: Retired and Senior Volunteer Program (RSVP)

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).
- Provide a Benefits Package: Enable volunteers to make their desired community contributions by providing a benefits package including: Supplemental insurance coverage, mileage reimbursement, several annual recognition events for volunteers and work site volunteer 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.
- 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.

FY 2011-12 Outcomes

- Recruited 100 new volunteers in the targeted age group of 55+ to compensate for attrition.
- RSVP Advisory Council solicited funds to supplement the budget for annual recognition event.
- Added 3 volunteer work sites; added El Centro Hispano-Carrboro as a VITA site; collaborated with 22 AmeriCorps volunteers.
- Applied for and received additional outside funding to develop and administer new programs to address unmet community needs.

Department on Aging – continued

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
New volunteers	129	100	100	50	80
RSVP volunteers	530	529	560	400	350
Volunteer service hours	62,541	62,236	65,000	55,000	35,000
RSVP Volunteer Work Stations (non-profit agencies) served	92	87	85	71	70
Volunteer Income Tax Assistance (VITA) tax volunteers: Computer trained preparers, administrative, support site coordinators & appointment recap	106	103	100	90	90
Persons helped by VITA*	2,005	2,005	2,050	1,500	1,500
Value of volunteer hours donated to county agencies**	\$1,173,895	\$1,168,169	\$1,220,050	\$656,950	\$656,950

* 2007-08 higher due to Economic Stimulus package. FY 2008-09 higher due to Economic Recovery payment.

** Calculation based on \$18.77 per hour estimate, from the 2006 Economic Report to the President.

2012-13 Fiscal Year Objectives

- 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 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.

Budget Highlights

- The decrease in RSVP funding is due to the FY2011-12 reduction from The Corporation for National and Community Service.

Division: Senior Health Coordination/Wellness Program (Grant-Funded)

Major Services

- 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.

FY 2011-12 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 (119 persons renewed memberships this year; 230 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	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Participations in Wellness	25,275	22,200	26,500	22,260	22,320
SportsPlex Memberships	218	221	220	245	250
Mall Walkers (unduplicated)	98	91	120	100	110
Fit Feet Clients	827	1,026	1,000	1,055	1,100
Movement/exercise sessions	1,850	1,420	1,900	1,490	1,550

FY 2012-13 Fiscal Year Objectives

- Maintain all program offerings at current level.
- Offer programs and services that promote healthy living and lifelong fitness based on priorities of the Master Aging Plan 2012-2017.

Budget Highlights

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

Animal Services

Phone Number (919) 942-PETS (7387)

Website: www.orangecountync.gov/animalservices/index.asp

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Category (General Fund)						Account: 2152
Personnel Services	\$ 1,311,242	\$ 1,259,008	\$ 1,373,326	\$ 1,383,844	\$ 1,411,603	\$ 1,411,603
Operations	\$ 304,872	\$ 246,393	\$ 268,865	\$ 256,937	\$ 272,740	\$ 282,740
Capital Outlay	\$ 23,968	\$ 17,538	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 1,640,081	\$ 1,522,939	\$ 1,642,191	\$ 1,640,781	\$ 1,684,343	\$ 1,694,343
Offsetting Revenues	\$ (402,601)	\$ (518,584)	\$ (529,721)	\$ (539,116)	\$ (553,394)	\$ (553,394)
County Costs (net)	\$ 1,237,480	\$ 1,004,355	\$ 1,112,470	\$ 1,101,665	\$ 1,130,949	\$ 1,140,949
Spay/Neuter Fund						Account: 2150
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 1,525	\$ 10,241	\$ 10,241
Operations	\$ 49,529	\$ 35,058	\$ 46,000	\$ 42,534	\$ 64,759	\$ 64,759
Total Expenditures	\$ 49,529	\$ 35,058	\$ 46,000	\$ 44,059	\$ 75,000	\$ 75,000
Offsetting Revenues	\$ (52,512)	\$ (58,616)	\$ (46,000)	\$ (61,000)	\$ (75,000)	\$ (75,000)
County Costs (net)	\$ (2,983)	\$ (23,558)	\$ 0	\$ (16,941)	\$ 0	\$ 0
Total Animal Services and Related Expenditures	\$ 1,689,610	\$ 1,557,997	\$ 1,688,191	\$ 1,684,840	\$ 1,759,343	\$ 1,769,343

Division Summary

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Program (General Fund)						
Administration	\$ 320,819	\$ 335,660	\$ 338,555	\$ 337,223	\$ 347,668	\$ 347,668
Animal Control	\$ 497,750	\$ 437,404	\$ 458,856	\$ 460,019	\$ 467,054	\$ 477,054
Animal Shelter	\$ 821,513	\$ 749,875	\$ 844,780	\$ 843,539	\$ 869,621	\$ 869,621
Total Expenditures	\$ 1,640,081	\$ 1,522,939	\$ 1,642,191	\$ 1,640,781	\$ 1,684,343	\$ 1,694,343
Offsetting Revenue	\$ (402,601)	\$ (518,584)	\$ (529,721)	\$ (539,116)	\$ (553,394)	\$ (553,394)
County Costs (net)	\$ 1,237,480	\$ 1,004,355	\$ 1,112,470	\$ 1,101,665	\$ 1,130,949	\$ 1,140,949
Total Expenditures	\$ 1,640,081	\$ 1,522,939	\$ 1,642,191	\$ 1,640,781	\$ 1,684,343	\$ 1,694,343

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.

Division: 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

Animal Services - continued

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.
- Oversight and coordination of development and planning, management and evaluation of all departmental operations and programs.
- Policy and operations 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 2011-12 Outcomes

- Close coordination with the Office of the County Manager and Financial Services; managed various service agreements with a total value of more than \$200,000 and oversaw the collection of close to \$600,000 in total revenues.
- Managed a large and robust volunteer program, often exceeding 1,000 donated hours per month, and involving several initiatives and efforts to reach out to and educate the community.
- Significant growth in the targeted spay/neuter efforts, in accordance with the County's strategic plan for managing pet overpopulation. Created a part-time position that managed the spay/neuter effort. Developed a new advertising campaign that promoted adoption and spay/neuter services.
- Effective implementation of online pet licensing for people purchasing new pet licenses or renewing existing ones; and the introduction of second notices for past-due accounts to ensure compliance.
- Coordination with the staff attorneys and Financial Services staff to work under and through the County's new collection policy to collect outstanding debt and pursue debt set-off as needed.
- In coordination with Asset Management Services, repainted the adoptable dog area with a suitable system and continued to pursue effective preventative maintenance; and in coordination with the Department of Environment, Agriculture and Parks and Recreation worked toward a reasonable landscape plan and maintenance procedures.
- Worked with other County staff to sustain and enhance the department's online presence, including website revisions, a stronger presence on social media outlets and the use of a webcam for the featured pet room.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Volunteer Hours/Weekly Average	8,921/172	11,551/241	10,800/208	12,000/250	12,600/250
Targeted Spay/Neuter	303	383	500	500	600
Total Pet Registrations	21,072	21,527	18,500	22,000	23,000
Rabies Clinics / Clinic Vaccinations	9/951	10/945	10/1,000	11/975	11/1,000

Animal Services - continued

FY 2012-2013 Objectives

- Continue to 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, performance management, and community relations.
- Continue to provide effective oversight and management in such critical areas as the volunteer program, community spay and neuter, and low-cost rabies vaccination clinics.
- Continue efforts to increase compliance with the County's pet registration program through more effective follow-up procedures, among other measures.
- Continue to provide effective oversight and management of public relations 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.
- Establish an enduring and sustainable landscape in coordination with the Department of Environment, Agriculture, Parks and Recreation and work towards a known and predictable maintenance regimen for the landscape; and continue to pursue appropriate preventative maintenance for the Animal Services Center and ensure that corrective maintenance is initiated as needed and completed in a timely manner.

FY 2012-2013 Budget Highlights

- The department achieved a continuation budget in operations through various expenditure and revenue adjustments.
- Pet licensing revenues are adjusted upward by \$20,000 given the department's introduction of web licensing; proposed introduction of a \$5 late fee; and coordination with other county staff to establish a more effective follow-up procedure consistent with the County's collection policy.
- Use of fund balance from the Community/Spay Neuter Fund in the amount of \$22,000 to expand the efforts underway as a part of the Community Spay/Neuter Program in order to better control animal intakes and the costs of animal care and reduce reliance upon euthanasia as a means of population control..
- Municipal agreement fees for Chapel Hill and Carrboro include an administrative fee of 10 percent of actual revenues for the collection of licensing fees.

Division: Animal Shelter

Major Services

- Serve as an open-admission facility for County residents; facilitate owner recovery and surrender of animals for residents and effectively shelter; and, as needed, euthanize stray, relinquished, quarantined and confiscated animals pursuant to the requirements of North Carolina General Statutes and the County's Animal Ordinance.
- 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 on-line, and the facilitation of inquiries and searches by members of the public.

Animal Services - continued

- 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 Animal Services staff, community stakeholders, and other agencies to provide animal services in an integrated, cost-effective and professional manner.
- 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 2011-12 Outcomes

- Continued strong overall placement and “live release” rate in a challenging economy; for the first time, offered adoption specials for cats and dogs during special events throughout the year (e.g., Adopt a Cat Month, Be Mine Valentine, Dog Adoption Month, Home for the Holidays and Spring Adoption Special); and began promoting pet sponsorships from citizens wishing to cover part or all of an adoption fee for an animal.
- Completed implementation of the department’s new Placement Partner Agreement and Guidelines and continued to strengthen the transfer program as part of a comprehensive approach aimed at controlling costs and limiting the euthanasia of adoptable animals.
- As part of the department’s effort to further enhance cat sheltering, holding areas were reprogrammed to make the best use of larger enclosures; significant progress was made on the conversion of cat condos; and efforts have been initiated to create a prototype conversion of available stainless steel enclosures.
- Continued cost effective and efficient in-house sterilization of animals for adoption and transfer, achieving substantial savings in operating expenses and staff time.
- Continued effective preventative health care on the basis of available medical resources and ensured “herd health” in specific species populations.
- Renewed required federal and state registration for needed controlled substances; received the required 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.

Animal Services - continued

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Domestic Animals Admitted	3,830	3,575	3,750	3,350	3,250
Placement Rate of All Animals	56%	58%	55%	60%	60%
Stray Animal Recovery Rate	20%	20%	21%	19%	20%
Animals Adopted by the Public	1,323	1,304	1,325	1,325	1,375
Animal Sterilizations	1,231	1,158	1,300	1,200	1,250
Microchips	--	822	900	900	900

FY 2012-13 Fiscal Year Objectives

- Continue to advance animal placement through adoption special events and partnerships with placement partner organizations.
- Begin offering microchip services at select rabies vaccination clinics in an effort to enhance the identification and recovery of lost pets by their owner.
- Continue to enhance cat care within the context of an open admission facility oriented toward the expeditious “flow through” of adoptable animals by completing the cat condo conversion and taking the next step toward the conversion of stainless steel enclosures.
- Sustain in-house sterilization services for adoptable animals, continuing to key on optimizing hourly productivity as well as quality, and promote these services to prospective as well as established placement partners.
- Continue infectious disease control through preventative health 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.

Budget Highlights

- Redirection of \$2,500 into the medical line item and \$2,500 into the animal supplies line item from the in-house sterilization line item, as these funds are available as a result of increased productivity combined with decreased animal intake.
- Creation of fees to cover costs of medical supplies used for stray and confiscated animals that are impounded and require veterinary care; adjust boarding fees for animals under court related holds from \$10 per day to \$15 per day in order to improve cost recovery related to caring for and holding these animals.
- Created new adoption fees for pets that are adopted by senior citizens in an effort to increase pet adoption by this demographic grouping through the reduction of adoption fees for dogs (\$30) and cats (\$25).

Animal Services - continued

Division: 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 owner surrenders, 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.
- 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 full 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 2011-12 Outcomes

- Continued efforts to more effectively tap potential productivity of the department's software (Chameleon), creating regular statistical reports regarding field services, and geocoding address points in order to use GIS techniques to analyze and present service trends.
- Strengthened working relationships with the County's legal staff, receiving regular legal review and representation in matters involving the District Attorney and bench, and coordinating to implement the County's new collection procedure up to and including debt set-off
- Worked with AMS staff to refasten "animal-mobile" boxes to Animal Control Vehicles in order to assure their continued service and worked with EMS staff to identify and evaluate different options for radio communication for field service personnel.
- 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 was a reasonable suspicion of 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.
- 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 residents about permit requirements.

Animal Services - continued

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Service Responses	5,374	5,285	5,000	5,219	5,168
Regular Hours / After Hours	4,746 /628	4,752 /533	4,500 /550	4,666 /570	4,639 /551
Rabies Investigations	109	105	150	125	125
Positive Rabies Cases	5	16	20	13	16
Animal Bite Investigations	134	200	170	170	175
Animal Cruelty Complaints	320	355	365	350	350
Animal Impounds	1,462	1,060	1,200	950	950

FY 2012-13 Fiscal Year Objectives

- Initiate public outreach about kennel permit process based upon a web page describing different permit classes and an informational handout that ACOs can give to people in the course of their fieldwork.
- Use field service interactions to an even greater degree to educate owners on responsible pet ownership, the recovery of lost pets from the Animal Services Center, and to promote the County's lost cost spay / neuter program.
- Continue to work with other departmental staff to develop, implement and regularly use field service statistics and GIS techniques in regard to animal control actions, responses and outcome.
- Continue to work other County staff to establish reliable and useable radio communication and equipment to assure effective service call dispatching as well as provide our ACO's with safe and efficient field to base request and instruction.
- Continue to work with the County legal staff to pursue fees and fines owed through the County's collection process in order to assure more timely collections and allay the resources required to pursue civil actions.

Budget Highlights

- Continue full cost recovery through all municipal service agreements.
- Delay requesting radio equipment (estimated to be between \$20,000 and \$25,000) to fully consider all options in relation to other changes in communication systems and technologies.
- Continuing efforts at fee and fine collection using debt set off rather than the more expensive civil process used in the past.
- The FY 2012-13 Commissioner Approved budget includes an increase of \$10,000 in contract services as a result of moving the Triangle Wildlife Rehabilitation Clinic from the Cultural and Recreation Non-Departmental (Outside Agency allocation) to Animal Control.



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Asset Management Services

Phone Number (919) 245-2650

Website: <http://www.orangecountync.gov/AssetMgmt>

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Category (General Fund)						Account: 2401
Personnel Services	\$ 2,612,986	\$ 2,281,335	\$ 2,267,509	\$ 2,149,171	\$ 2,234,247	\$ 2,134,247
Operations	\$ 4,367,527	\$ 2,986,296	\$ 4,089,065	\$ 3,642,821	\$ 4,224,579	\$ 2,091,499
Capital Outlay	\$ 32,320	\$ 44,448	\$ 50,000	\$ 66,831	\$ 56,500	\$ 31,500
Total Expenditures	\$ 7,012,833	\$ 5,312,079	\$ 6,406,574	\$ 5,858,823	\$ 6,515,326	\$ 4,257,246
Offsetting Revenues	\$ (482,817)	\$ (400,871)	\$ (336,001)	\$ (336,581)	\$ (336,710)	\$ (336,710)
County Costs (net)	\$ 6,530,016	\$ 4,911,208	\$ 6,070,573	\$ 5,522,242	\$ 6,178,616	\$ 3,920,536
Total Asset Management Services and Related Expenditures						
	\$ 7,012,833	\$ 5,312,079	\$ 6,406,574	\$ 5,858,823	\$ 6,515,326	\$ 4,257,246

Division Summary

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Program (General Fund)						
Administration	\$ 409,568	\$ 419,325	\$ 658,591	\$ 464,744	\$ 655,001	\$ 555,001
Building and Grounds	\$ 4,163,732	\$ 2,663,889	\$ 2,592,566	\$ 2,427,216	\$ 2,563,872	\$ 2,504,765
Central Services	\$ 1,827,052	\$ 1,197,232	\$ 2,100,200	\$ 1,978,164	\$ 2,102,200	\$ 122,200
Custodial Services	\$ 0	\$ 773,816	\$ 813,602	\$ 732,209	\$ 814,998	\$ 814,998
Motor Pool	\$ 554,494	\$ 257,818	\$ 241,615	\$ 256,489	\$ 379,255	\$ 260,282
Rents and Insurance	\$ 57,986	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 7,012,833	\$ 5,312,079	\$ 6,406,574	\$ 5,858,823	\$ 6,515,326	\$ 4,257,246
Offsetting Revenue	\$ (482,817)	\$ (400,871)	\$ (336,001)	\$ (336,581)	\$ (336,710)	\$ (336,710)
County Costs (net)	\$ 6,530,016	\$ 4,911,208	\$ 6,070,573	\$ 5,522,242	\$ 6,178,616	\$ 3,920,536
Total Expenditures	\$ 7,012,833	\$ 5,312,079	\$ 6,406,574	\$ 5,858,823	\$ 6,515,326	\$ 4,257,246

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 be needed for County operations. Coordinate space allocations for County departments.
- Serve as liaison, with Court offices, regarding facilities and other operational needs.
- 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.

Asset Management Services – continued

- Administer building access and security systems in County facilities.
- Provide preventative maintenance, corrective and restorative services to all County-owned and 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 pertains to facilities use (e.g. promote management practices designed to reduce overall energy use by County departments).
- Manage all service contracts and utility services (e.g. electricity, natural gas, water, fuel oil, propane), for County facilities.
- Maintain the County's fleet of over 300 vehicles, 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, audiovisual and public address equipment, seating for the public (approximately 52 meetings annually).

FY 2011-12 Outcomes

Capital Projects completed and opened for their intended use in FY2012:

- 129 E. King; Public Defender's office upfit completed, allowing the lease at Carr Mill Mall to terminate at an approximately \$113,000 annual savings; storm water improvement project improves site drainage, thereby minimizing potential structural damage to building.
- West Campus Office Building Child Upfit for Child Support Enforcement, allowing approximately \$50,000 annual savings in rent.
- Richard E. Whitted Building Structural and Interior Renovations to house consolidated Health and Dental Operations; allowed Carr Mill Mall lease to be terminated.
- Court Street Annex re-roof project completed.
- Started construction of the Efland Phase 2/Buckhorn Sanitary Sewer System; scheduled completion—December, 2012.
- Bid and started construction of the Walnut Grove Church Road Solid Waste Convenience Center; scheduled completion—October, 2012.
- Replacement of the SportsPlex pool HVAC system.
- Renovation of the SportsPlex locker room facilities.
- Installation of several electric vehicle-charging stations at County facilities in anticipation of increase usage of electric and electric-hybrid vehicles. These stations were made possible by the Department of Energy Blue Skies Grant program, administered by the NC Council of Governments.
- Master planning consultant for the Southern Human Services Campus selected.

Asset Management Services – continued

- Jail kitchen improvements completed in conjunction with Sheriff Department Staff, including replacement of cooking equipment, ventilation system, plumbing improvements (includes grease interceptor replacement/improvement) and flooring/ceiling replacement.
- Upgraded computerized maintenance management system for fleet and facilities; allows on-line requestor services by users; implemented August 2011.
- Expanded inventory classifications, within the Integrated Supply Model, to manage fleet and facilities inventory, which is demonstrating the significant projected savings to supply chain costs for County operations.
- Piedmont Food and Agricultural Processing Center completed.*
- Completed first phase of community geo-thermal system (Link Center) for East Campus Facilities.*
- Completion of the low emissivity ceiling and energy efficient lighting replacement project within the SportsPlex ice rink complex.*

Conservation and Sustainability Outcomes:

- Capital projects marked by an asterisk ("*") were completed projects through the receipt, management and compliance of funds provided by the American Reinvestment and Recovery Act (ARRA) funds. Staff collectively contributed an estimated 1000 hours over 18 months toward this effort. The energy savings projected for these projects are now being ratified through the realization of the actual savings at or in excess of those projections.
- Presented the Utility Conversation Plan and a system for meaningfully measuring actual usage and related savings across the County facility and fleet portfolio each year.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Managed Capital Projects	3	7	7	5	5	15
Value of Managed Capital Projects	\$13,782,000	\$29,840,000	\$29,840,000	\$7,975,900	\$7,975,900	\$11,334,000
County buildings maintained	50	53	52	52	47	44
Leased Properties Maintained	6	3	3	3	3	2
Total Square Footage under maintenance	583,784	673,301	676,715	634,192	656,654	614,244

Asset Management Services – continued

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
S.F. Reduction due to divestiture of buildings	0	0	4,000— Homestead Community Ctr.		7,000— New Hope Church Rd; 900— old ABC Store; 31,197— Northside Human Srvs.	3,420—112 N, Churton 1000—118 N Churton 3,440— Sawyer Building lease terminates 12/1/12 34,550— Northern Human Services
Total area (GSF) provided with custodial services	339,085	392,337	394,858	445,060	406,956	406,956
Service requests completed: building maintenance and departmental requests	6,512	6,536	6,536	6,500	6,500	6,500
Fleet Mileage	3,215,571	3,026,441	3,026,441	3,000,000	3,000,000	3,000,000

FY 2012-13 Fiscal Year Objectives

- Continue implementation of the energy management policy and practices for County facilities.
- Institute a self-funded “energy bank” that will allow the County to invest in energy saving programs while receiving a return on that investment through the projected energy savings resulting from the investments themselves.
- Appropriately plan and manage capital projects at: Efland Phase 2/Buckhorn Sanitary Sewer Well Deepening and Buckhorn EDD Outfall Modification; Eno EDD Water and Sewer system engineering; Mebane Sanitary Flow engineering; High Rock Solid Waste convenience center; Landfill Closure; Sportsplex Pool Roof Replacement; Sportsplex Pool UV Decontamination System Installation; Sportsplex Cooling Tower Replacement; Twin Creeks Park Phase 2; Northern Human Services Center Deconstruction; Southern Human Services Center Master Planning; Community Geothermal Planning and Installation; Battle Courtroom Roof Replacement; and the Whitted Building Generator Replacement.
- Continue exploring and implementing alternatives, which will improve service and response times to County departments, while reducing costs for fleet maintenance.
- Continue to manage 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

- Continue to 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.
- Complete the update of the Roof Asset Management Plan for County buildings.

Budget Highlights

- The FY 2012-13 Commissioner Approved budget includes decreases in operations within the Central Services division of approximately \$2.0 million related to moving Risk Management/Insurance operations to Finance and Administrative Services Department, effective July 1, 2012.
- The FY 2012-13 Commissioner Approved budget Includes an additional \$168,420 in the motor pool division for increased gas and diesel costs.
- Recurring Capital in FY 2012-13 includes building improvements of \$25,000 for a jail upfit of the Magistrate's space; the purchase of a thermal imager (\$2,500) to identify sources of energy loss due to "leakage" from building envelope and electrical panels; and the purchase of four (4) hand held tablets (\$4,000) to provide field access to computerized maintenance management system, diagnostic software, and equipment manuals.
- Operational increases in FY 2012-13 within the Central Services division include an increase of \$2,000 for Gateway Center maintenance dues.
- The FY 2012-13 Commissioner Approved budget includes a reduction in utilities (electricity, water, natural gas, and fuel oil) of \$93,762 due to divestiture of some buildings, as well as reductions in usage due to implementation of efficiency measures.
- For FY 2012-13, The Motor Pool division includes a net amount of Personnel and Operations of \$1,657,107 less the chargebacks to departments of \$1,396,825, for a net Motor Pool cost of \$260,282.



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Board of County Commissioners

Phone Number (919) 245-2130

Website: <http://www.orangecountync.gov/occlerks/bocc.asp>

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved	
By Category (General Fund)							Account: 2000
Personnel Services	\$ 420,445	\$ 407,177	\$ 401,736	\$ 404,712	\$ 397,036	\$ 397,036	
Operations	\$ 130,334	\$ 103,895	\$ 196,355	\$ 156,525	\$ 280,805	\$ 400,805	
Capital Outlay	\$ 1,034	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Total Expenditures	\$ 551,813	\$ 511,072	\$ 598,091	\$ 561,237	\$ 677,841	\$ 797,841	
County Costs (net)	\$ 551,813	\$ 511,072	\$ 598,091	\$ 561,237	\$ 677,841	\$ 797,841	
Total Board of County Commissioners and Related Expenditures							
	\$ 551,813	\$ 511,072	\$ 598,091	\$ 561,237	\$ 677,841	\$ 797,841	

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; disseminates public information and facilitates participation by citizens in their county government.

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 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 arrangement 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.
- Responds to public requests for information.

Board of County Commissioners – continued

- Provides direct outreach to the public at County events and
- Maintains and makes easily accessible all official records of the local legislative process.

FY 2011-12 Outcomes

- Provided support for BOCC meetings (over 60 this past year – does not include closed sessions (19 in 2011)).
- Follow up process after each BOCC meeting.
- Administrative lead for web streaming (Granicus).
- Continue to provide research to the BOCC, Manager, Attorney, County staff and public as requested.
- Assists in Tracking Agreements/Contracts/Ordinance/Resolutions and maintenance of all; added to Laserfiche, for staff and public access.
- In absence of a PIO, our office continues to provide as much public information to the BOCC, staff, and public as possible.
- Maintenance and updates to County website to disseminate information.
- Coordinates and completes Public Records Requests.
- Transitioned to email distribution list servers to distribute County information, which allows individuals to add or remove their names; clerk's office piloted the program and other departments have picked it up and used it.
- Coordination of meetings for Commissioners (regular meetings, work sessions, special meetings)
- Interacts with municipalities and counties – elected officials, staff and clerks.
- Creates agenda items.
- Closed Session minutes –approval from 1999-2010 (with 2011 waiting review from County Attorney's Office).
- Facilitating open government transparency while meeting the demands for government information in multiple formats (public records).
- Responsible for all aspects of the Clerk's Office Records Management Program including training, applications, maintenance, retention, preservation, and disposal of records.
- Continue to provide same quality of services with a reduction in staff.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
BOCC Meetings	54	54	54	60	55
Closed Session Minutes	38	28	22	22	20
Webcasting BOCC Meetings at 2 locations		10	20	20	20
Appointments to Advisory Boards and Commissions	166	81	122	-----	100-120

Board of County Commissioners – continued

News Releases (does not include PSAs, etc.)	91	80		57 to date	90-100
Document Management:					
Agendas	54	54	51		58
Agreements	82	77	150		160
Contracts	29	226	252		260
Grants	10	16	14		15
MOU/MOA	4	3	3		5
Minutes	54	54	51		58
Ordinances	188	96	47		60
Proclamations	15	14	13		20
Resolutions	90	97	114		120

FY 2012-13 Fiscal Year Objectives

- 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.
- Continuation of efficient management of boards and commissions/database and pursuit/implementation of standardization for our internal boards and commissions.
- Implementation/Enforcement in Spring/Summer 2012 of Advisory Boards Policy (adopted 2/21/12 by BOCC) and new on-line application and requirements.
- Push out of agenda and meeting highlights before Board meetings – continuation.
- Pursue web streaming of all (55+) BOCC meetings (instead of 2x/month).
- Transference of massage applications from Clerk's office to the Sheriff's Office as a "one-stop shop" for these applications (due to the requirement background check performed by the Sheriff's Office) --County Attorney talked with Sheriff and Sheriff agreed to take over this process in Spring/Summer 2012.
- Utilize technology and best business practices in effective service delivery.
- Apply technology effectively to provide increased and improved access to materials on-line.
- Ensure that the Department continues to operate with fiscal responsibility.

Budget Highlights

- The 2012-13 Commissioner Budget approves an increase in contract services totaling \$62,450. These funds will be used to provide codification of Unified Development Ordinance and contract with Sound Advice to provide audio/visual meeting support for 70 Board of County Commissioner meetings.
- The Commissioner Approved Budget includes the establishment of a reserve for the Rogers Road Community Center in the amount of \$120,000.



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Board of Elections

Phone Number (919) 245-2350

Website: <http://www.orangecountync.gov/elect/index.asp>

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
<i>By Category (General Fund)</i>						Account: 3100
Personnel Services	\$ 388,777	\$ 351,606	\$ 494,533	\$ 497,819	\$ 385,022	\$ 385,022
Operations	\$ 139,198	\$ 90,802	\$ 198,861	\$ 202,856	\$ 167,639	\$ 167,639
Capital Outlay	\$ 0	\$ 4,207	\$ 0	\$ 2,450	\$ 4,729	\$ 4,729
Total Expenditures	\$ 527,976	\$ 446,615	\$ 693,394	\$ 703,125	\$ 557,390	\$ 557,390
<i>Offsetting Revenues</i>	<i>\$ (45,639)</i>	<i>\$ 102</i>	<i>\$ (44,837)</i>	<i>\$ (25,497)</i>	<i>\$ (100)</i>	<i>\$ (100)</i>
County Costs (net)	\$ 482,337	\$ 446,717	\$ 648,557	\$ 677,628	\$ 557,290	\$ 557,290
Total Board of Elections and Related Expenditures	\$ 527,976	\$ 446,615	\$ 693,394	\$ 703,125	\$ 557,390	\$ 557,390

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, rules and regulations.
- 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 2011-12 Outcomes

- Effectively and efficiently conducted 2011 Municipal and Countywide Referendum Elections.
- Maintained up-to-date voter registration database.
- Successfully established additional one-stop voting sites.
- Conducted voter registration drives in high schools.
- Maintained website to provide current election information.
- Updated approved federal and state legislative district lines.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Registered Voters	100,202	100,696	104,000	104,000	107,000
Total Ballots Cast	31,819	46,127	60,000	60,000	80,000
Early Voting Sites Operated	4	3	4	5	5
Ballots Cast at Early Voting Sites	12,344	16,425	20,000	20,000	30,000
Polling Sites Relocated	2	1	1	1	1
Voter Registration Drives	2	3	5	5	5

FY 2012-13 Fiscal Year Objectives

- Successfully conduct 2012 Presidential General Elections.
- Successfully operate and staff additional one-stop voting sites.
- Increase voter participation.
- Provide the best possible services at a minimum cost to the electorate.

Budget Highlights

- Seasonal personnel, printing, and department supplies will decrease because the county will facilitate only one General Election in FY 2012-13, compared to three elections in the current fiscal year.
- There will be no municipal election in FY 2012-13, which will reduce revenues.
- The county will assume voting machine maintenance, which will increase contracted services costs by \$34,150 in FY 2012-13. The State Board of Elections previously paid machine maintenance costs.
- The FY 2012-13 Commissioner Approved budget includes funds in Capital Outlay for the purchase of four (4) call bell alert systems needed for one stop curbside voters (\$2,400), and replacement furniture for Board of Elections conference room (\$2,329).

Child Support Enforcement

Phone Number (919) 245-2175

Website: <http://www.orangecountync.gov/cse/index.asp>

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Category (General Fund)						Account: 4400
Personnel Services	\$ 767,458	\$ 806,985	\$ 798,559	\$ 809,401	\$ 848,789	\$ 848,789
Operations	\$ 117,802	\$ 119,009	\$ 130,714	\$ 116,200	\$ 102,991	\$ 102,991
Capital Outlay	\$ 1,373	\$ 2,444	\$ 20,000	\$ 28,000	\$ 5,000	\$ 5,000
Total Expenditures	\$ 886,633	\$ 928,439	\$ 949,273	\$ 953,601	\$ 956,780	\$ 956,780
Offsetting Revenues	\$ (1,550,383)	\$ (1,658,952)	\$ (1,661,800)	\$ (1,666,100)	\$ (1,452,780)	\$ (1,452,780)
County Costs (net)	\$ (663,750)	\$ (730,513)	\$ (712,527)	\$ (712,499)	\$ (496,000)	\$ (496,000)
Total Child Support Enforcement and Related Expenditures	\$ 886,633	\$ 928,439	\$ 949,273	\$ 953,601	\$ 956,780	\$ 956,780

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 2011-12 Outcomes

- Orange County children will receive financial support totaling \$5.9 million.
- New child support orders will be established for 220 families.
- Paternity will be established for 150 children.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Collections	\$5,882,462	\$5,893,642	\$5,800,000	\$5,900,000	\$5,900,000
New child support orders	219	222	210	220	220
Paternity established	178	162	150	150	150

FY 2012-13 Fiscal Year Objectives

- Orange County families will receive financial support totaling \$5.9 million.
- New child support orders will be established for 220 families.
- Paternity will be established for 150 children.

Budget Highlights

- Unemployment and under-employment, within the department, continues to effect collections.
- The decrease in Support Enforcement revenues for FY 2012-13 is due to a reduction in the indirect cost allocation plan (the previous plan had a large roll forward), and there will be less reimbursements in FY 2012-13 than in FY 2011-12 related to moving/furnishing costs from Child Support's move to the West Campus building during FY 2011-12.
- The increase in Personnel Services is due to an Office Assistant I position that was transferred from Asset Management Services to Child Support during FY 2011-12.
- The FY 2012-13 Commissioner Approved budget does reflect an increase in IV-D Refunds of \$30,000, based on the State's estimate of these incentive pass-through funds.

N.C. Cooperative Extension, Orange County Center

Phone Number (919) 245-2050

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

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Category (General Fund)						Account: 4500
Personnel Services	\$ 402,461	\$ 300,312	\$ 347,063	\$ 347,172	\$ 347,063	\$ 347,063
Operations	\$ 42,602	\$ 30,314	\$ 43,521	\$ 41,491	\$ 48,521	\$ 48,521
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 445,064	\$ 330,626	\$ 390,584	\$ 388,663	\$ 395,584	\$ 395,584
Offsetting Revenues	\$ (2,747)	\$ 0	\$ (5,000)	\$ (6,600)	\$ (5,000)	\$ (5,000)
County Costs (net)	\$ 442,317	\$ 330,626	\$ 385,584	\$ 382,063	\$ 390,584	\$ 390,584
Total Cooperative Extension and Related Expenditures	\$ 445,064	\$ 330,626	\$ 390,584	\$ 388,663	\$ 395,584	\$ 395,584

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 2011-12 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 safe food and agricultural production, handling, and distribution practices that increase the quality and safety of food sold at markets.

Cooperative Extension – continued

- 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 of the applicator and assure food and water quality.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Farmers participation in Educational Programs	350	350	450	450	450
Farmers growing new crops	20	25	25	25	25
Farmers increasing income generated at local markets	*	*	25	25	25
Farmers using organic alternatives or safe pesticide practices.	*	*	25	25	25
Farmers adopting safe handling practices	*	*	25	25	25

*Insufficient data available

FY 2011-12 Fiscal Year Objectives

- Incorporate educational programs on food safety for the operators at 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

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 and develop community gardens.
- 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 Orange County Extension Center in Hillsborough and the North Carolina Botanical Garden in Chapel Hill.

Cooperative Extension – continued

FY 2011-12 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	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Number of Green Industry Professional trained	100	100	100	100	100
Number of Master Gardener Volunteers	60	65	65	65	75
Number of informal educational program participants and contacts	1,100	3,976	3,976	4,000	4,000
Estimated value of volunteer service and financial impact	\$65,000	\$70,000	\$70,000	\$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. Participate in regional certified arborist training.

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 2011-12 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.

Cooperative Extension – continued

- Youth will build upon responsibility and leadership skills through animal husbandry projects.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Farmer participation in educational programs	*	350	350	300	350
Number of participants increasing knowledge and aspiring to use best management production practices that increase net farm incomes by increasing production in a cost effective manner and/or by reducing cost of production	*	85	120	170	220
Number of participants increasing skills in farm production and marketing practices, farm business management and human resource management	*	30	50	65	80

**No data prior to 2010 exists due to date of Agent's employment.

FY 2011-12 Fiscal Year Objectives

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

Family and Consumer Sciences: Food and Nutrition

Major Services

- Food Preservation Programming and Education.
- ServSafe Certification Programming.
- Weight Management and Weight Loss Education.
- General Nutrition Education and Programming.
- Food Safety Education and Programming.
- Education and Programming with Youth on Healthy Cooking.
- Healthy Cooking Education and Programming
- Serve as preceptor to 2 students from UNC's Master of Public Health/Dietetic Intern program.

FY 2011-12 Outcomes

- Educational programming and workshops on food preservation techniques both lecture style and hands-on practice.
- ServSafe Food Safety Certification Course for restaurant workers.
- Eat Smart, Move More, Weigh Less program for weight loss and weight maintenance.

Cooperative Extension – continued

- Nutrition education programs for general public including topics such as heart health and basic nutrition.
- Food safety education programs for general public.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Food Preservation Programming	*	*	50	50	80
ServSafe Certification	*	*	100	100	100
Weight Loss/Maintenance Programming	*	21	30	35	50
Nutrition Education Programming	*	*	50	50	100
Food Safety Education Programming	*	*	50	50	80

*Insufficient data available

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.
- Provide youth with opportunity to learn healthy cooking techniques through Summer Sizzle summer camp.

Budget Highlights

- Dollars saved through potential prevention of food-borne illness outbreaks through education provided by ServSafe.
- Approximately, \$9,350 saved due to weight lost through Eat Smart, Move More, Weigh Less.
- Potential dollars saved on family grocery bill due to increased knowledge of safe food preservation techniques.
- Dollars saved as a result of direct and indirect results related to nutrition education programming.
- Low-cost nutrition counseling and education services provided for community.

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 (Parenting the Second Time Around)

FY 2011-12 Outcomes

- Educational programs on basic money management and consumer buymanship.
- Educational program “More In My Basket” designed to help citizens determine if they qualify for FNP Program.
- 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	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Consumer education efforts.	33	50	50	50	45
Estate planning efforts.	132	25	45	45	40
Pest control and pest identification.	58	40	35	35	35
Residential energy conservation.	129	35	85	85	80
Volunteer leadership development.	129	270	115	115	115
Parent education efforts.			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.

Cooperative Extension – continued

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.

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 2011-12 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 citizenship, science, and environmental 4-H projects/activities.
- Orange County's youth will be involved in existing afterschool and school enrichment opportunities.
- Orange County's youth population (5-19) will enroll in 4-H summer camp opportunities.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Number of Youth enrolled in 4-H	*	*	*	132	165
Number of youth enrolled in environmental education and science programming	*	*	*	2,962	3,100
Number of youth enrolled in 4-H programs as a result of their previous experience with 4-H programs and activities	*	*	*	132	165

*Insufficient data available

FY 2012-13 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.

Cooperative Extension – continued

- 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, school enrichment opportunities, 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.

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FY 2011-12 Outcomes

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

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Volunteers who complete training in a fiscal year.	*	*	*	83	100
Number of volunteers who take part and/or implement county, district, and state level trainings.	*	*	*	26	50
Volunteers that participate in a formal recognition ceremony.	*	*	*	35	50
Number of active 4-H volunteers	New Outcome	New Outcome	New Outcome	New Outcome	100

*Insufficient data available

FY 2012-13 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.
- To provide volunteers with training and experience that will increase employability and skill development.

County Attorney

Phone Number (919) 245-2320

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
<i>By Category (General Fund)</i>						Account: 2050
Personnel Services	\$ 307,207	\$ 399,180	\$ 405,631	\$ 410,617	\$ 432,545	\$ 432,545
Operations	\$ 84,540	\$ 37,657	\$ 55,550	\$ 48,605	\$ 56,441	\$ 56,441
Capital Outlay	\$ 3,236	\$ 1,305	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 394,984	\$ 438,142	\$ 461,181	\$ 459,222	\$ 488,986	\$ 488,986
County Costs (net)	\$ 394,984	\$ 438,142	\$ 461,181	\$ 459,222	\$ 488,986	\$ 488,986
Total County Attorney's Office and Related Expenditures	\$ 394,984	\$ 438,142	\$ 461,181	\$ 459,222	\$ 488,986	\$ 488,986

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 the County Commissioners and Manager on the legal authority for county actions.
- Draft and 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 Outcomes

- Created and implemented guidelines and policies for collecting outstanding debt. Prior to implementation of this program, outstanding debt went uncollected and was subject to write off. Since creation of the program, in January 2011, the County has collected approximately \$100,000 in outstanding debt.
- Prepared Orange County's general ordinances for codification. The codification process had been ongoing since 1996 without final codification. With the internalization of the County Attorney's Office, this item became a priority. Codification of general ordinances was adopted in December 2011.
- Finalized and brought current all closed-session general accounts for approval. Approval of closed-session general accounts is now scheduled to occur monthly.
- Provided legal services comparable to those provided prior to the FY 2009 internalization of the of the County Attorney's Office, at substantially lower costs. Approximate FY 2008 costs--\$537,000, FY 2012 costs--\$455,000.

County Attorney – continued

- Prepared specific policy and procedure documents for all Orange County Advisory and Quasi-Judicial Boards.
- Successfully defended Orange County Tax Administration property valuations, in 49 of 50 cases, before the Property Tax Commission.

FY 2012-13 Fiscal Year Objectives

- Prepare for codification the Orange County Unified Development Ordinance.
- Other objectives to be determined during the County Attorney's annual review, with the Board of County Commissioners.
- Complete board-specific advisory board policies, if necessary.

Budget Highlights

- Year-end actuals will be approximately \$5,000 under budget.
- Continue to provide legal services at approximately \$80,000 under 2008 legal services costs.

County Manager's Office

Phone Number: (919) 245-2300

Website: <http://www.orangecountync.gov/manager/index.asp>

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Category (General Fund)						Account: 2100
Personnel Services	\$ 823,536	\$ 691,921	\$ 668,231	\$ 684,965	\$ 662,194	\$ 757,763
Operations	\$ 33,352	\$ 22,755	\$ 44,085	\$ 33,580	\$ 41,570	\$ 66,513
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 856,888	\$ 714,676	\$ 712,316	\$ 718,545	\$ 703,764	\$ 824,276
County Costs (net)	\$ 856,888	\$ 714,676	\$ 712,316	\$ 718,545	\$ 703,764	\$ 824,276
Total County Manager's Office and Related Expenditures						
	\$ 856,888	\$ 714,676	\$ 712,316	\$ 718,545	\$ 703,764	\$ 824,276

Mission Statement

The Orange County Manager's Office ensures that all County departments provide residents with adequate levels of government services, as efficiently as possible. The Orange County Manager's Office also implements the policies of the Board of County Commissioners (BOCC) 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. Post-presentation, the Manager's Office will follow-up to document, assign responsibility, and coordinate responses to items, identified at Board meetings, that need follow up action. The Manager Office also assists the Board of Commissioners in identifying, developing, monitoring, and advocating 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 ensure that services are delivered to citizens, efficeintly and effectively.
- 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 the outside agency, annual grant application process.

FY 2011-12 Outcomes

- Addressed multiple budget and personnel related issues, including selective filling of vacant staff positions to achieve financial savings, and presentation to the BOCC of the pending financial challenges of providing existing and future services, to County residents.
- Served as the lead in executing technical and analytical tasks, associated with school collaboration, and special endeavors involving the school districts.
- Made progress on various projects, including the Piedmont Food & Agricultural Processing Center, Orange-Alamance County line, Chapel Hill Library, Chapel Hill–Carrboro City Schools Elementary #11, Efland-Buckhorn wastewater improvements, economic development (including AKG) and transit.

FY 2012-13 Fiscal Year Objectives

- Continue review of County departments and operations for duplicate activities and investigation of possible reorganizations/reassignment of existing staff.
- Continue progress on the above listed projects, from FY 2011-12.
- Continue work with the BOCC to address the financial challenges associated with providing services to County residents.

Budget Highlights

- The 2012-13 Commissioner Approved Budget includes an increase in Personnel as a result of the addition of the Public Information Officer position authorized in FY 2011-12. Including the addition of this position, the Manager's operations increased proportionally to fund the needs of the position. Without the addition of the PIO, the Manager's budget would have decreased \$8,552.

Courts

Website: <http://www.nccourts.org/county/orange/default.asp>

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
<i>By Category (General Fund)</i>						Account: 7000
Personnel Services	\$ 9,000	\$ 0	\$ 9,000	\$ 9,000	\$ 0	\$ 0
Operations	\$ 165,255	\$ 148,066	\$ 74,786	\$ 66,105	\$ 81,655	\$ 81,655
Capital Outlay	\$ 135	\$ 122	\$ 0	\$ 35	\$ 0	\$ 0
Total Expenditures	\$ 174,390	\$ 148,188	\$ 83,786	\$ 75,140	\$ 81,655	\$ 81,655
County Costs (net)	\$ 174,390	\$ 148,188	\$ 83,786	\$ 75,140	\$ 81,655	\$ 81,655
Total Courts and Related Expenditures	\$ 174,390	\$ 148,188	\$ 83,786	\$ 75,140	\$ 81,655	\$ 81,655

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 Personnel Services for FY 2012-13 is due to not budgeting for Jury Personnel master list in FY 2012-13; this is budgeted every other year, so funding will not be needed in FY 2012-13.



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Department of Environment, Agriculture, Parks & Recreation (DEAPR)

Phone Number (919) 245-2510

Website: <http://www.orangecountync.gov/deapr/index.asp>

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Category (General Fund)						Account: 6100
Personnel Services	\$ 2,266,518	\$ 2,315,053	\$ 2,319,222	\$ 2,234,570	\$ 2,327,552	\$ 2,327,552
Operations	\$ 518,759	\$ 553,093	\$ 548,499	\$ 537,664	\$ 545,364	\$ 545,364
Capital Outlay	\$ 14,560	\$ 10,464	\$ 0	\$ 0	\$ 73,794	\$ 35,000
Total Expenditures	\$ 2,799,836	\$ 2,878,610	\$ 2,867,721	\$ 2,772,234	\$ 2,946,710	\$ 2,907,916
Offsetting Revenues	\$ (361,142)	\$ (408,449)	\$ (403,849)	\$ (403,621)	\$ (400,198)	\$ (400,198)
County Costs (net)	\$ 2,438,694	\$ 2,470,161	\$ 2,463,872	\$ 2,368,613	\$ 2,546,512	\$ 2,507,718
Total Department of Environment, Agriculture, Parks and Recreation and Related Expenditures	\$ 2,799,836	\$ 2,878,610	\$ 2,867,721	\$ 2,772,234	\$ 2,946,710	\$ 2,907,916

Mission Statement

The Department of Environment, Agriculture, Parks & Recreation (DEAPR) works to conserve and promote management of 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.

Division: Support Services/Administration

Major Services

- Coordinate the construction and development of parks and facilities.
- Manage the master planning for future parks and facilities. Supervise consultant contracts, in the development of parks and facilities.
- Administer grant reimbursable projects/items.
- Guide and assist County departments with site planning and construction drawing documentation.
- Provide staff support for citizen-based Parks and Recreation Council and the Intergovernmental Parks Work Group. Organize and direct County staff supported Environmental Programming and Education Team.
- Administer department public information and communications. Encourage environmental and parks awareness through public outreach and education. Administer social media (Web, Twitter, and Facebook); post agendas and minutes for department; compile community response (traditional and electronic survey) data; and update Interactive Parks Locator Map.
- Support the needs of a staff of 31 FTE. Provide timekeeping, accounting and procurement support.

- Manage program registrations and facility reservations. Publish and distribute three issues of the program guide, annually.

FY 2011-12 Outcomes

- Completed the construction of Fairview Park, within budget, and received all Parks and Recreation Trust Fund (PARTF) grant funds, awarded to the project.
- Completed Jones Creek Greenway, within budget, and received federal stimulus funds, awarded to the project.
- Provided verification and granted approval of consultant pay applications for Jones Creek Greenway and Fairview Park.
- Directed the coordination of the draft Master Plan, for Little River Regional Park, between Orange and Durham Counties. Developed a template for a public input survey.
- Organized staff and contracted consultants for Countywide Master Plan Parks Report development.
- Provided staff support (documentation and presentations) in rezoning for future Southeast Library Branch. Rezoning request was approved. Staff support replaced the need to hire an outside consultant, to go through the lengthy process, which saved county time and funds.
- Provided Asset Management Services with construction documents, for code compliant ADA access, to the Court Street Annex Building. These staff-generated documents enabled a departmental move into the structure, from leased space, without the need for an outside consultant.
- Coordinated 14 Parks and Recreation Council and Intergovernmental Parks Work Group meetings.
- Provided public outreach at NC State University, by mentoring and critiquing student projects, and supported other DEAPR divisions, with environmental education programs.
- Planned, coordinated and implemented Earth Fair 2012, which attracted close to 1,000 visitors.
- Maintained over 600 pages of web content, including agendas and minutes for Intergovernmental Parks Work Group, Historic Properties Commission, Agriculture Planning Board, and the Commission for the Environment and the Parks and Recreation Council.
- Posted Survey Monkey for Little River Regional Park User Survey and provided quarterly updates of the Interactive Parks Locator Map.
- Implemented a department email signature to unify new department.
- Re-organized the Parks, Recreation and Athletics Divisions to re-allocate staff resources to address unmet needs and strengthen operating teams. The Recreation and Athletics divisions were combined into one Recreation Division through this effort in 2011, with an overall cost savings.
- Worked on the new proposed Facility Use Policy for implementation on July 1, 2011.
- Worked to implement "Web-Trac", a program module that will enable a web program registration and facility reservation system.
- Provided services required for over 2,000 facility reservations and 4,500 program registrations.

Department of Environment, Agriculture, Parks and Recreation - continued

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Develop Master Plans and open new parks as scheduled, stay within capital budget parameters	2	2	0	0	0
Number of meetings where staff support was provided for two advisory groups, numerous park planning groups, and BOCC)	50	35	35	35	35
Provide Front Desk Services for:					
Facility Reservations	1,500	2,000	2,000	2,500	2,500
Program Registrations	4,113	4,500	4,800	4,800	4,800

FY 2012-13 Fiscal Year Objectives

- Increase park and facilities use and department responsibilities, without a funding increase.
- Complete final touches for Fairview Park and the Twin Creeks (Moniese Nomp) Jones Creek Greenway, which opened in the spring of 2011
- Continue outreach for partnership development with numerous public, private and non-profit entities, in the provision of parks and recreation services.
- Complete internal reorganization of Recreation Division staffing assignments.
- Administer contracts and leases, e.g., Farmers Market, and serve as a liaison to events on County grounds, e.g., Hog Day).

Budget Highlights

- The overall division decreases largely due to the decision to move temporary and seasonal monies to the Recreation Division for better coordination and increased efficiencies.

Division: Natural and Cultural Resources

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, agricultural land preservation, and efforts to implement the long-term goal of environmental responsibility in county government.
- The **Lands Legacy Program** works with willing landowners and other partners (e.g., land trusts, universities, other units of gov't.) 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 Well Net** 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 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.
- 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** (EVAD) farm, which is 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, and in April 2012 the first EVAD was approved. 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 a 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 2011-12 Outcomes

- Acquired permanent conservation easements to protect three farms (Sykes Dairy: 160 acres; Breeze Farm: 153 acres; Brooks Farm: 114 acres).
- Acquired 11.24-acre addition to the Hollow Rock Access Area (New Hope Preserve), work on project planning and implementation team.
- Serve as County representative to Jordan Lake Partnership - coordinated with other departments to develop demand projections and set stage for request for new County water allocation from Jordan Lake.
- Serve as staff support to Upper Neuse River Basin Association, and coordinate County response on falls Lake and Jordan Lake rules.
- Installed new well on County-owned property to supply water for agricultural use and installed fencing so cattle will no longer contaminate streams on the property.
- Developed new application and outreach materials for Voluntary Agricultural District Program.
- Developed new signs and outreach materials for Local Landmark Program.
- Helped plan and organize the 2012 Agricultural Summit.
- Prepared joint application to NCDOT for proposed new scenic byway, in Orange County.
- County's first EVAD, McPherson Farm, approved in April 2012.

Department of Environment, Agriculture, Parks and Recreation - continued

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Land conserved through Lands Legacy Program (acres)	20	11	200	439	40
Farmland enrolled in Voluntary Agricultural District program (acres)	113	57	75	60	50
Ground water monitoring wells established by Orange Well Net	6	3	2	0	1
Local landmarks designated through Local Landmark Program	0	1	1	0	1

FY 2012-13 Fiscal Year Objectives

- Work with IT to put Historic Properties Inventory on Orange County web site.
- Complete one farmland conservation easement with federal/state grant funds.
- Acquire land for the future Bingham District Park.
- Acquire landowner agreements for new segments of the future Mountains-to-Sea Trail.
- Add new wells (in needed geologic zones or locations) to Orange Well Net.
- Develop database of groundwater contamination incidents in Orange County.
- Help plan and conduct 2013 Agricultural Summit.
- Coordinate efforts through Jordan Lake Partnership to have the County poised for allocation request in 2013-14. Continue work with Upper Neuse River Basin Association on Falls Lake issues.

Budget Highlights

- Will provide financial and technical assistance, along with federal/state matching grants awarded to the Black Family Farm Land Trust, to complete Thompson Farm conservation easement.

Division: Parks

Major Services

- Maintain all County parks, public open spaces and landscaped grounds to a high standard, ensuring that all resources and facilities are clean and safe.
- Improve the quality and aesthetics of all county parks, athletic fields and facilities. Extend playing seasons while improving playing surfaces, safety and park patron experience.
- Work with Natural and Cultural Resources Division to maintain county preserves and "open spaces" while developing programs for the enhancement and management of natural resources.
- Conduct environmental education programs and special events to various age groups promoting environmental stewardship and an appreciation for nature.
- Maintain all county play structures to meet or exceed codes and standards set forth by the National Playground safety institute, the NRPA and the ASTM.
- Promote high level of safety by conducting monthly safety meetings

FY 2011-12 Outcomes

- All County parks, public open spaces and landscaped grounds are maintained to a high level of excellence.
- County park athletic fields are maintained to a high standard.
- Environmental education classes were conducted throughout the course of the year and special events were held in accordance with the occasion.
- All County playgrounds meet or exceed all safety standards and regulations.
- Conducted monthly safety and parks divisional meetings.
- Maintain all County road signs.
- Worked with Director and Recreation Superintendent to begin process of expanding playing field availability to accommodate multitude of users and schedules, without damaging field playing surfaces.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Acreage of maintained parks, open spaces and landscape areas	495	615 ¹	764	769	851 ²
Park Sites and Greenways	10	10	11	11	11
Landscape Areas	21	21	21	21	21
Fields	7 Baseball 25 Soccer 8 Basketball 2 Multipurpose	8 Baseball 25 Soccer 8 Basketball 3 Tennis 1 Volleyball 2 Multipurpose 2 Horseshoe pits	8 Baseball 25 Soccer 8 Basketball 3 Tennis 1 Volleyball 2 Multipurpose 2 Horseshoe pits	8 Baseball 25 Soccer 8 Basketball 3 Tennis 1 Volleyball 2 Multipurpose 2 Horseshoe pits	8 Baseball 25 Soccer 8 Basketball 3 Tennis 1 Volleyball 2 Multipurpose 2 Horseshoe pits
Shelters	7	7	7	7	7
Hiking Trails	9	9	9	9	9
Biking Trails	7	7	7	7	7
Acreage of future park sites and nature preserves, regularly inspected and patrolled (in conjunction with Natural and Cultural Resources division)	756	1,395	1,472	1,472	1,471
Number of environmental education classes facilitated for various age groups	34	44	50	44	50

Department of Environment, Agriculture, Parks and Recreation - continued

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Number of play structures that meet or exceed requisite codes and standards	6	6	7	7	7
Provide a high quality safety program to increase safety awareness in the work place and reduce related injuries:					
Meetings	12	12	12	12	12
Committees	4	4	4	4	4

1 Assumed landscaping of grounds in July 2010.

2 Does not include acreage of land-banked or currently unopened portions of park sites

FY 2012-13 Fiscal Year Objectives

- Install community gardens and other enhancements TBA, at future Blackwood Farm Park.
- Landscape enhancements to Efland Cheeks Community Park, Animal Services Center and the area around the Link Government Services Center. Wildlife management and native vegetation enhancement and introduction at future Blackwood Farm Park.
- Trail improvements to North River loop and the South River loop at Little River Park. Trail monitoring and improvements at 7 Mile Creek Preserve and Hollow Rock.
- Enhance range and scope of Safety and Environmental Education Programs
- Variety of other smaller park and open space enhancements and improvements as funds permit.

Budget Highlights

- Begin construction of Community Gardens and other limited amenities at a portion of the Blackwood Farm.
- Landscape enhancements at various locations including basic trail maintenance at Hollow Rock.
- Significant impacts include a replacement mower in the amount of \$16,000 and the addition of parking lot lighting and a well for field irrigation at West Ten for \$19,000.
- The division requested \$19,397 in FY 2012-13 Capital Outlay for replacement of a mid-size truck, but it is not included in the Commissioner Approved Budget. Beginning July 1, 2012, County vehicles will be replaced within an Internal Service Fund, outside the General Fund.
- The approved budget includes a new fee category "Farmer's Market Pavilion" with a charge of \$10.00 per day.

Division: Recreation

Major Services

- The Division is responsible for the planning, organization, supervision, development and implementation of a wide range of recreation programs, which include youth and adult athletic leagues, adult and youth instructional programs, special populations classes, special events and youth sports and specialty recreation summer camps - totaling 409 individual programs/classes serving 12,347 youth/adult Orange County participants, and generating \$174,000 in general fund revenues.
- The Division manages the scheduling, billing and rental supervision of Fairview Park's picnic shelter, tennis courts, basketball court and softball field; Eurosport Soccer Center's five full size soccer fields, Cedar Grove Community Park's picnic shelter and three ball fields; Efland Community Park's three ball fields, two picnic shelters and football field; Central Recreation Center's gymnasium and two multipurpose rooms, the Efland Community Center and River Park and Farmers Market Pavilion. These serve a combined 45,400 Orange County residents annually generating \$35,483 general fund revenues.
- The Division provides training and orientation for all volunteer coaches and parents of participants who participate in any youth athletic league or program. There are a total of 17 parent training classes and 12 volunteer training classes annually. These classes train 6,000 – 7,000 parents annually on the benefits of youth sports for their children and proper behavior that should be displayed by parents at all times during all athletic games and practices. The volunteer training program trains 440 coaches annually in the skills of teaching youth sports in a positive, fun and cultivating atmosphere. All 440 coaches are screened through criminal background checks and sexual predator check once every two years.
- To seek and develop partnerships with community organizations that assist the Recreation Division in providing needed and desired services not already offered by the Division to the community in a low-cost and all-inclusive manner. The Recreation Division will seek to ensure that a partner organization is consistent with the mission, goals and objectives of Orange County, and does not engage in practices or activities that are contrary to the community interest.

FY 2011-12 Outcomes

- Successfully merged the Athletic and Recreation Divisions into the DEAPR-Recreation Division. The combined division created savings of personnel expenditures totaling \$45,000 with the loss of one FTE position and the repositioning of 4 seasonal positions. The merger created a combined savings of \$16,827 in operations cost through streamlining services and joint sharing of equipment and supplies.
- Successfully implemented 356 Recreation Division programs generating \$175,500 in general fund revenues serving 11,756 Orange County participants. Received an average of 96% customer satisfaction rating on all 356 programs based on the calculation of 1,167 total surveys distributed at the conclusion of each program.
- Successfully implemented special population's inclusion policy to 67 Orange County residents who participated in general recreation and athletic programs without limitations during the fiscal year. Also, implemented successfully medication policy during all sports and specialty recreation camps, which provide the opportunity to participants and family to administer and manage medications throughout the summer camp day. The implementation of this policy provides access to 30 participants who normally would be unable to participate due to being unable to take needed medicines throughout their day.
- Successfully implemented online registration and facility permit payment option for program participants and recreation facility users. Since implementation in September of 2011 to February 2012 of the online registration option 49% of all registrations now are completed via

Department of Environment, Agriculture, Parks and Recreation - continued

web/online registrations. For the same time period hits on the Recreation Division web page increased by 67%.

- Developed/increased the number of partnerships with the DEAPR Recreation Division. This fiscal year the Recreation Division partnered with Jump Start Sports to provide sports summer camps and youth lacrosse programs; partnered with the Hillsborough Police Department, Fairview Community Watch and Chapel Hill-Carrboro YMCA to implement "Fairview Live," a community event to foster community support and pride of the Fairview Community; and a new venture, an 8-week summer day camp with the Chapel Hill-Carrboro YMCA at the Efland-Cheeks Community Center. These partnership efforts are in addition to annual active partners such as Chapel Hill Parks and Recreation (annual egg hunt event and youth tackle football), Carrboro Parks and Recreation (annual egg hunt event, youth tackle football and fishing rodeo), Orange County Cooperative Extension (Halloween "Spooktacular," Fishing Rodeo and Egg Hunt), and the Hillsborough Police Department (Police Academy Camp).

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Department Revenues					
a. Athletics	a. \$82,637.50	a. \$102,030	a. \$87,815	a. \$93,608	a. \$106,850
b. Recreation	b. \$67,849.56	b. \$66,733.55	b. \$86,970	b. \$61,143	b. \$66,857
c. Recreation Facility Rentals	c. \$8,287.38	c. \$6,274.11	c. \$7,181	c. \$7,640	c. \$6,470
d. Athletic Facility Rentals	d. \$28,650.50	d. 36,465.75	d. \$32,525	d. \$35,700	d. \$29,013
e. Sale of Concession Goods	e. \$9,164.56	e. 15,640.05	e. \$13,500	e. \$17,775	e. \$20,625
County expenditure for Recreation Division program participants related to direct costs ¹ .	P (1365) R(150,487) E (157,039) PP (-4.85)	P (1413) R (168,763) E (152,905) PP (+11.22)	P (1675) R (174,785) E (186,465) PP (-6.97)	P (1395) R (154,751) E (135,717) PP (+13.64)	P (1700) R (173,707) E (169,691) PP (+2.36)
Recreation facility usage hours (20 facilities)	1,534	1,844	1,928	2,100	2,200
Recreation participation scholarship program awarded to underprivileged youth:					
Total Number	68	75	75	85	85
Total Amount	\$3,663	\$3,677	\$3,677	\$4,000	\$4,000
Adult physical fitness and healthy lifestyles programs:					
Total Classes	64	68	76	76	76
Total Participants	421	873	952	1,170	1,200

FY 2012-13 Fiscal Year Objectives

- To complete the reorganization of the former recreation and athletic divisions. This included staff reclassifications and reassignment of duties and responsibilities. The reorganization includes the rewriting and reviewing of current policies and procedures all with the goal of streamlining and improving the overall function of the recreation division to benefit and inform participants and patrons of our programs and activities.

¹ P = participants; R = revenues; E = expenditures; PP = \$ change in cost per participant

- To complete criminal background checks on all contract employees and seasonal staff in safety-sensitive positions in addition to all volunteer coaches criminal background checks.
- To increase revenue, usage and overall exposure of the Eurosport Soccer Center. To achieve this we will be opening the center for an additional month during the soccer season and hope to attract additional field bookings, thus increasing revenues. In addition, we are working to develop marketing and promotional plans to attract more tournaments and sponsorships.
- To implement additional special events using monies developed through donations and sponsorships. Thus, increasing the number of events in a budget neutral manner that provides additional public benefit.

Budget Highlights

- Offer greater flexibility to the public and increase enrollment and revenue to sports and specialty recreation summer camps, by offering package pricing for ½ day and full-day camps that will include an extended care fee option.
- An estimated 15% increase in Eurosport Soccer Center rental revenue totaling an additional \$4,500 from opening the center an additional two weeks in the fall and the spring.
- Decrease contract services expenditures by five percent, transferring all special activity contracts from an 80 / 20 percent split of revenue to a 70 / 30 percent split of revenue. This 10% adjustment will lead to a 5% reduction in fees paid to an instructor, totaling \$5,600, and a 5% revenue increase from instructor classes, totaling \$4,700, to help offset direct and indirect costs.
- The increase in the Recreation Division is mostly due to the decision to move temporary and seasonal monies from the Administration and Eurosport Soccer Center to improve scheduling efficiencies.

Division: Soil and Water Conservation

Major Services

- Inform citizens of county, state and federal regulatory and incentive programs related to conservation and protection of agriculture, soil, water, and other natural resources issues.
- Improve water quality in Orange County utilizing all are technical and financial incentive programs for land users. These include the NC Agricultural Cost Share Program (NCACSP), NC Community Conservation Assistance program (CCAP), USDA Farm Bill-Environmental Quality Incentives program (EQIP), Conservation Reserve Enhancement Program (CREP), Drought Appropriations (DA); NC Impaired and Impacted Streams (IIP), Agriculture Water Resources Assistance Program (AgWRAP); Jordan Lake 319 and Falls Lake 319 Best Management Practice funds.
- Provide agricultural land use recommendations, conservation planning, nutrient management planning, and technical assistance to landowners, homeowners, schools, municipalities, and other public and private groups.
- 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.
- 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 Agricultural District program, and other programs that promote preservation and conservation of farmland.
- Work with colleagues in the Department of Environment, Agriculture, Parks and Recreation on shared projects and projects of mutual interest.

Department of Environment, Agriculture, Parks and Recreation - continued

- Enhance citizen awareness of Natural Resource Conservation through educational and information programs.

FY 2011-12 Outcomes

- Provide technical and financial assistance to landowners; planning and designing 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 best management practices (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 retrofit and treat water quality concerns with sediment and storm water runoff problems. Continue successful abandoned well closure program working directly with and using guidelines from the Orange County Environmental Health Dept. and the NC Division of Water Quality.
- Assist DEAPR/Natural and Cultural Resources division with technical assistance, development and review of agricultural conservation plans, assist with yearly status reviews of conservation easements, and securing state and federal funding for the Orange County agricultural conservation easement program (Lands Legacy).
- 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.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Allocate funds encumbered/contracted with agricultural land users with ACSP, DA, IIP, AgWRAP, CREP, Jordan Lake 319 funds*	\$73,400	\$71,470	\$178,982	\$178,982	\$102,000
Allocate funds encumbered/contracted with urban land users with *CCAP (based on grant funding available)	\$8,300	\$26,580	\$15,000	\$18,835	\$12,000
Allocate USDA-EQIP funding* for installation of conservation practices	\$150,000	\$120,000	\$170,000	\$150,000	\$100,000
Apply for State/Federal Farmland Protection Program funding for easements (match funding)	\$327,000	\$150,000	\$322,000	\$436,000	\$45,000
Promote natural resources and assist citizens with information and educational opportunities, (no. of individuals)	2,350	2,200	2,400	2,400	2,400

FY 2012-13 Fiscal Year Objectives

- Maintain a high level of customer service through agriculture planning, designing, implementation, construction, and review of best management practices (BMP) that will improve soil and water quality in Orange County watersheds; utilization of local, state, and federal financial incentive programs.
- Increase awareness of programs; NC Agricultural Cost Share Program (NCACSP) , NC Community Conservation Assistance program (CCAP), USDA Farm Bill-Environmental Quality Incentives program (EQIP), Conservation Reserve Enhancement Program (CREP), Drought Appropriations (DA); NC Impaired and Impacted Streams (IIP), Agriculture Water Resources Assistance Program (AgWRAP); Jordan Lake 319 and Falls Lake 319 Best Management Practice funds; that provides education, technical and financial assistance to agricultural and non-agricultural landowners, public and private, to protect Orange County's 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. Provide technical information to State Division of Water.
- Assist DEAPR/Natural and Cultural Resources division with review of conservation plans and securing state and federal funding for the Orange county Farm Preservation/purchasing development rights on agricultural lands, and assist with yearly status reviews of easements.
- 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.

Budget Highlights

- Encumbered 100% of state and federal allocated funds to landowners.
- Revenues: Secured state and federal funding for Farmland Preservation and water quality protection for Orange County. Completed grant-funded (CWMTF-\$355,000) project to capture and reuse stormwater from parking lots and buildings. Secured state and federal funding to install best management practices and riparian buffer, which protects Hillsborough's drinking water supply. Secured funding for permanent conservation easements.
- The division requested \$19,937 in FY 2012-13 Capital Outlay for replacement of a vehicle, but it is not included in the approved budget. Beginning July 1, 2012, County vehicles will be replaced within an Internal Service Fund, outside the General Fund.

Economic Development

Phone Number (919) 245-2325

Website: <http://GrowInOrangeNC.com>

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Category (General Fund)						Account: 6000
Personnel Services	\$ 282,012	\$ 316,114	\$ 295,067	\$ 269,549	\$ 289,507	\$ 289,507
Operations	\$ 62,281	\$ 54,491	\$ 82,070	\$ 71,862	\$ 83,070	\$ 83,070
Capital Outlay	\$ 630	\$ 1,199	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 344,923	\$ 371,804	\$ 377,137	\$ 341,411	\$ 372,577	\$ 372,577
Offsetting Revenues	\$ (12,000)	\$ (12,000)	\$ 0	\$ 0	\$ 0	\$ 0
County Costs (net)	\$ 332,923	\$ 359,804	\$ 377,137	\$ 341,411	\$ 372,577	\$ 372,577
Total Economic Development						

Mission Statement

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 the 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).

FY 2011-12 Outcomes

- Researched, developed, and prepared free publications to anyone seeking information on small businesses and the local economy. Developed and publicized the new website, which contains the most requested information.

Economic Development – continued

- Encouraged 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.
- Directly engaged with the North Carolina Department of Commerce and the Research Triangle Regional Partnership in presenting a credible, economic development story to respective staff and developers and responding to all inquiries with professionally-developed materials.
- Increased 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).
- Encouraged 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.
- Provided ombudsman services to any entrepreneur or business owner as needed, including participation in predevelopment conferences and planning for central permitting. Continued 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.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Web Contacts – Home Page Visits	100,000	56,000	170,000	170,000	180,000
Small Business Loan Applications/ Approved	3/2	7/3	5/2	7/3	8/4
SBTDC Local Clients	225	164	225	225	225
Orange County Employment	64,683	64,429	63,000	63,000	65,000
Number of Businesses	3,697	3,652	3 850	3,850	3,850
Proposals for Potential Projects	3	5	n/a	8	10

FY 2012-13 Fiscal Year Objectives

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

Budget Highlights

- Launched a stand-alone website to ensure exceptional client interface.
- Agriculture incubator (Piedmont Food & Agricultural Processing Center) opened for business.

Economic Development – continued

- Personnel decrease and low 12-month estimate due to a vacancy.
- Economic Development staff is integrally involved in both the Article 46 One-Quarter Cent (1/4 cent Sales Tax and the Piedmont Food and Agricultural Processing (PFAP) Center initiatives. Information and FY 2012-13 budgets are listed below:

The **Article 46 One-Quarter Cent (1/4 cent) County Sales and Use Tax** was approved by Orange County voters in the November 2011 election, and became effective April 1, 2012. A Special Revenue Fund has been established to receive and account for the One-Quarter Cent (1/4 cent) Sales and Use Tax proceeds. The sales and use tax is estimated to generate approximately \$2.5 million annually with proceeds divided 50% to the County's two school systems and 50% to Economic Development initiatives. The funds will remain separate from the County's General Fund to allow for more isolated and accurate tracking of revenues and expenditures. The Board of County Commissioners approved a ten-year commitment to allocate the proceeds as follows:

- 50% of the funding (estimated at \$1.25 million annually) will be allocated in an equitable manner between the County's two school systems, based on the Average Daily Membership (ADM) of each school system, for the dedicated purpose of funding capital projects, including but not limited to, facility improvements at older schools and the procurement of technology.
- 50% of the funding (estimated at \$1.25 million annually) will be allocated to Economic Development initiatives.

The table below reflects proposed uses of the proceeds by Economic Development in FY 2012-13:

Economic Development Proposed Use for FY 2012-13	Amount	% of Allocation
Debt Service on Infrastructure*	\$750,000	60%
Collaborative Outreach	\$ 20,000	1.6%
Small Business Loan Pool	\$200,000	16%
Collateral Materials	\$ 20,000	1.6%
Innovation Center	\$100,000	8%
Agricultural Economic Development	\$ 60,000	5%
Business Investment Grants	\$100,000	8%
TOTAL	\$1,250,000	100%

**Note: First year of debt service on infrastructure installation will be less than a full year's anticipated allocation. Future years' allocation anticipated to utilize the full 60% of available funds.*

Note: The FY 2012-17 Capital Investment Plan lays out more specifically the projects and initiatives that are planned with the proceeds over the next five (5) years.

The **Piedmont Food and Agricultural Processing (PFAP) Center** located in Hillsborough is a collaborative effort between Orange, Alamance, Durham and Chatham counties to expand agricultural and retail food based enterprise businesses in the four county area. The PFAP has shown strong activity since its grand opening event on October 21, 2011.

From its early inception, the center was envisioned as an effort to provide the foundation to establish a non-profit organization capable of sustaining itself while supporting local and regional food business enterprises. Spinning the center off to non-profit status will allow the organization to move forward with fewer functional business constraints now applicable as a County operational function with Economic Development. It will also allow the management of the organization to transition to a user Board of Directors and relieve the counties of further financial obligations associated with operations.

The four county partners are currently obligated to subsidize operations for a period of three (3) years based on annually approved budgets regarding expenses and estimated income fees to be paid by users of the facility. After that time frame or before, the non-profit, if successful, will no longer be a financial obligation to the four county partners unless otherwise agreed to by the appropriate elected boards.

The Proposed FY 2012-13 budget for PFAP is as follows:

Personnel Services	\$ 93,658
Operations	\$ 56,635*
Capital	\$ 0
Total Expenditures	\$150,293
Offsetting Revenues	\$152,321
Net Costs	(\$ 2,028)

*This budget does not include any overhead costs for the County's administrative support. During 2012-13, a contract agreement between the newly formed non-profit and the County will be developed to reflect these costs.

Emergency Services

Phone Number (919) 245-6100

Website: <http://www.orangecountync.gov/emergency/index.asp>

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Category (General Fund)						Account: 7575
Personnel Services	\$ 5,146,968	\$ 5,280,535	\$ 6,337,976	\$ 5,904,731	\$ 7,693,309	\$ 7,130,266
Operations	\$ 780,440	\$ 881,083	\$ 1,028,516	\$ 1,077,029	\$ 1,281,265	\$ 1,147,085
Capital Outlay	\$ 106,640	\$ 1,035,655	\$ 547,600	\$ 748,892	\$ 750,392	\$ 211,378
Total Expenditures	\$ 6,034,048	\$ 7,197,272	\$ 7,914,092	\$ 7,730,652	\$ 9,724,966	\$ 8,488,729
Offsetting Revenues	\$ (2,195,332)	\$ (2,645,232)	\$ (2,060,000)	\$ (1,987,130)	\$ (2,040,000)	\$ (2,040,000)
County Costs (net)	\$ 3,838,716	\$ 4,552,040	\$ 5,854,092	\$ 5,743,522	\$ 7,684,966	\$ 6,448,729
Emergency Telephone Fund						Account: 7551
Overhead	\$ 19,556	\$ 19,556	\$ 19,556	\$ 19,556	\$ 19,556	\$ 19,556
Personnel Services	\$ 179,045	\$ 137,535	\$ 136,940	\$ 137,581	\$ 138,706	\$ 138,706
Operations	\$ 1,487,836	\$ 226,177	\$ 288,660	\$ 257,910	\$ 272,410	\$ 272,410
Capital Outlay	\$ 0	\$ 27,123	\$ 61,192	\$ 101,331	\$ 60,000	\$ 60,000
Total Expenditures	\$ 1,686,436	\$ 410,392	\$ 506,348	\$ 516,378	\$ 490,672	\$ 490,672
Offsetting Revenues	\$ (658,184)	\$ (602,716)	\$ (506,348)	\$ (554,787)	\$ (490,672)	\$ (490,672)
County Costs (net)	\$ 1,028,252	\$ (192,324)	\$ 0	\$ (38,409)	\$ 0	\$ 0
Total Emergency Services and Related Expenditures	\$ 7,720,485	\$ 7,607,665	\$ 8,420,440	\$ 8,247,030	\$ 10,215,638	\$ 8,979,401

Division Summary

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Program (General Fund)						
Administration	\$ 436,024	\$ 1,881,962	\$ 904,419	\$ 974,436	\$ 1,063,281	\$ 951,304
Emergency Medical Services	\$ 3,461,794	\$ 3,469,319	\$ 4,777,170	\$ 4,789,288	\$ 5,996,553	\$ 5,011,981
Life Safety Management	\$ 235,591	\$ 137,696	\$ 149,175	\$ 160,269	\$ 247,864	\$ 190,795
Telecommunications	\$ 1,900,640	\$ 1,708,295	\$ 2,083,328	\$ 1,806,659	\$ 2,417,268	\$ 2,334,649
Total Expenditures	\$ 6,034,048	\$ 7,197,272	\$ 7,914,092	\$ 7,730,652	\$ 9,724,966	\$ 8,488,729
Offsetting Revenue	\$ (2,195,332)	\$ (2,645,232)	\$ (2,060,000)	\$ (1,987,130)	\$ (2,040,000)	\$ (2,040,000)
County Costs (net)	\$ 3,838,716	\$ 4,552,040	\$ 5,854,092	\$ 5,743,522	\$ 7,684,966	\$ 6,448,729
Emergency Telephone Fund						
Emergency Telephone System	\$ 1,686,436	\$ 410,392	\$ 506,348	\$ 516,378	\$ 490,672	\$ 490,672
Total Expenditures	\$ 1,686,436	\$ 410,392	\$ 506,348	\$ 516,378	\$ 490,672	\$ 490,672
Offsetting Revenue	\$ (658,184)	\$ (602,716)	\$ (506,348)	\$ (554,787)	\$ (490,672)	\$ (490,672)
County Costs (net)	\$ 1,028,252	\$ (192,324)	\$ 0	\$ (38,409)	\$ 0	\$ 0
Total Expenditures	\$ 7,720,485	\$ 7,607,665	\$ 8,420,440	\$ 8,247,030	\$ 10,215,638	\$ 8,979,401

Division: Administration

Mission Statement

The Planning and Logistics Branch provides materials and support to the department as well as the management of grant and capital projects in the departments. Planning responsibilities focus on the Emergency Management Program to coordinate disaster and emergency coordination countywide.

Emergency Services - continued

Major Services

- Facilitate the Emergency Management Program.
- Management of Emergency Services (ES) fleet, including ambulances.
- Oversee warehouse management.
- Provide facilities support and maintenance.
- Maintain departmental issued attire and personal protective equipment.
- Oversee capital projects.

FY 2011-12 Outcomes

- Five activations of the Emergency Operations Center (EOC).
- Completed the updated Emergency Operations Framework.
- Completed the Emergency Annexes to the County Emergency Operations Framework.
- Began writing the hazard-specific appendices to the County Emergency Operations Framework.
- Conducted two, tabletop exercises, with all county department heads and senior staff, and planned a full-scale exercise, to be conducted in late FY11-12.
- Supported the development of two EMS Service points in the southern portion of the County.
- Implemented Automatic Vehicle Location and closest unit dispatching, for County ambulances.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Emergency Plans Updated	10	10	3 (large plans)	3 (large plans)	5
EOC Activations	4	4	6	5	6
Disaster Training	3	5	5	5	5
Community Emergency Response Teams (CERT) Trainings	4	4	4	4	4
Disaster Recovery Operations			1	1	1
Warehousing Support Events	N/A	30	35	35	35

FY 2012-13 Fiscal Year Objectives

- Finish development of the hazard-specific appendices to the Emergency Operations Framework and Debris Management Plan.
- Complete County Continuity of Operations Plan.
- Continue to conduct regular tabletop and functional exercises for department heads and community partners.
- Continue to implement Automatic Vehicle Location Technology with community emergency response partners and standardize data collection and analysis.

Emergency Services - continued

Budget Highlights

- The FY 2012-13 Commissioner Approved budget includes funds of \$16,000 for year 2 of a three-year program to install AED's in publicly accessed county facilities.
- The division requested \$25,000 in FY 2012-13 Capital Outlay to repurpose a F800 vehicle for use as a mass-casualty, response unit, but it is not included in the Commissioner Approved budget. Beginning July 1, 2012, County vehicles will be replaced within an Internal Service Fund, outside the General Fund.
- The division requested a new Office Assistant I position (salary and benefits of \$39,295), but is not included in the FY 2012-13 Commissioner Approved budget.

Division: Emergency Services Communications

Mission Statement

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

Major Services

- Primary contact for citizens requiring emergency and non-emergency assistance. Receive, process and disseminate information received via 9-1-1 and administrative lines to appropriate response or resource (e.g. law enforcement, EMS and fire resources).
- Primary access point for all Orange County, 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 resource allocation and providing pre-arrival and post-dispatch instructions to the caller. The mobile technology project has begun with the purchase of MobileTrak, allowing mobile units to interface with the 9-1-1 Center's Computer Aided Dispatch (CAD) System to receive call information. This technology also permits the department to direct and review the statuses of other units in the County, minimizing talk time on radio frequencies. Phase II of the project has begun with units being outfitted with Automatic Vehicle Locators and MapTrak capability, to allow more efficient and accurate response to calls.
- 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.
- Coordinate with vendors, local agencies, wireless and landline carriers and county departments to maintain the GIS (Geographic Information System) to assign addresses and maintain cell towers to provide dependable location information. Coordinate the Narrow banding project, which affects all conventional radio systems, to comply with FCC regulations by 2013.

FY 2011-12 Outcomes

- Answered all 9-1-1 emergency lines within 10 seconds, 96.01% of the time.
- Responded to all 9-1-1 records requests, within 10 days. The average response time was 2 days.
- Successfully implemented permanent, 12-hour shifts.

Emergency Services - continued

- Complied with all mandatory certifications, including Sheriff's Training and Standards, Emergency Medical Dispatch and Division of Criminal Information.
- Completed purchase of MobilTrak, MapTrak and AVL, for EMS units. Will implement training and testing, in March 2012.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Call for Service Reports	188,820	182,771	186,426	195,497	188,378
All 9-1-1 Calls Received to Dispatch*	1:75	1:77	1:10	1:49	1:35
EMS Calls Received to Dispatch	2:01	2:03	1:30	1:48	1:45
Fire Calls Received to Dispatch	1:65	1:66	1:00	1:41	1:30
Law Enforcement Received to Dispatch	1:59	1:64	1:00	1:58	1:30
Radio Transmissions (EMS/Fire/LE/Rescue)	No Data	4,241,772	4,010,861	4,286,268	4,179,633

*Average time, in minutes.

FY 2012-13 Fiscal Year Objectives

- Answer all 9-1-1 lines within 3 rings or in less than 15 seconds.
- Process all 9-1-1 calls, from call receipt to dispatch, within 1 minute and 35 seconds.
- Process structure fire calls, from call receipt to dispatch, within 60 seconds.
- Develop a plan that would increase the effectiveness of recruitment and hiring, in addition to employee well-being. Raising the level of leadership skills, accountability and communications is essential to successful plan implementation.
- Complete Phase I and Phase II, to interface the CAD with mobile data terminals in ambulances, and install MapTrak and AVL, for closest unit dispatch and shortest route.
- Continue educating and preparing all agencies, using conventional paging and radio systems, of the new FCC regulations, effective in FY 2012-13.
- Use the AQUA software for QA/QI on medical calls for accurate assessment of chief complaints, response determinants and statistics, related to response times.

Budget Highlights

- The FY 2012-13 Commissioner Approved budget includes funding four (4) new Telecommunicator positions (two effective July 1, 2012, and two effective January 1, 2013). Salary and benefits total \$138,393. In FY 2011-12, the department hired four Telecommunicators, two in July 2011 and two in January 2012.
- The FY 2012-13 Commissioner Approved budget includes \$30,000 for equipment (two replacement repeaters) and installation related to the Narrow banding of public safety radio systems.

Emergency Services - continued

- Purchase additional channels on all existing towers to alleviate the number of talk groups on 800 MHz, during daily operations and critical events (included in the FY 2012-17 Capital Investment Plan).
- Identify future tower locations for coverage expansion and use of 800 MHz (included in the FY 2012-17 Capital Investment Plan).
- The FY 2012-13 Commissioner Approved budget in the Emergency Telephone System 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.

Division: EMS

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, medical responders, and community partners.
- Manage EMS Medical Services throughout the county through ordinance franchise process.
- Prepare for and respond to EMS Surge and mass casualty, by providing medical services throughout the region.

FY 2011-12 Outcomes

- EMS responded to 13,733 service requests and provided transport for over 7,000 people.
- The paramedic academy enabled OCES to recruit additional paramedics to mitigate rising overtime costs, allowed EMS to add 2 additional peak load units on March 1, 2012, which decreased response times.
- EMS partnered with franchised agencies and Parkwood EMS to provide adequate coverage for special events, without impacting the day-to-day EMS system.
- Orange County Emergency Services continued its partnership with South Orange Rescue Squad to operate a 12-hour, pm unit, an average of three nights per week, which saved maintenance and overtime costs, for EMTs. OCES was able to staff the remaining nights to maintain this additional ambulance, seven nights a week.
- On October 3, 2011, OCES opened an EMS station on the UNC campus and began operating from the campus around the clock.
- OCES, in partnership with Orange Rural Fire Department, plans to establish an EMS Station in the ORFD Station on Phelps Road from 6am to 6pm.

Emergency Services - continued

- EMS began collecting data on the number of times an ambulance had to “move up” (i.e. leave a station) to cover an unprotected area of the county. These “move up” requests receive a call for service number and are now counted in the total request for EMS service calls.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	*2011-12 Estimate	*2012-13 Projected
Requests for EMS Service	11,239	14,800	11,923	15,282	16,000
EMS Response Time (90 th Percentile)*	19:00	18:18	17:00	17:40	
EMS Response Time (Average)				10:26	10:06
Number of EMS Calls with response times > 15 minutes	1,951	1,793	1,900	1,698	1,500
Number of EMS Calls with response times >30 minutes	172	192	150	149	100

*Response time, in minutes.

*Updated process of analyzing response times per geographic quadrant has been developed which replaces previous data. Response times will be reported in averages only beginning in year 12-13.

FY 2012-13 Fiscal Year Objectives

- Paramedic assessment and treatment will be available to persons, with life-threatening situations, within 14 minutes of a request, 90 percent of the time.
- Transportation will be available 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 continue to coordinate special event service.
- Orange County Emergency Services will continue to partner with South Orange Rescue Squad to provide the joint operational unit three to four nights per week and will work on the goal of extending this joint operation to seven nights per week.
- The continuance of the paramedic academy will enable OCES to recruit and train additional paramedics to further mitigate overtime costs, add additional units, and decrease response times.
- EMS is working to develop a response time report specific to the response zones located within Orange County.

Budget Highlights

- The FY 2012-13 Commissioner Approved budget includes the funding of six (6) Paramedic positions, beginning October 1, 2012. (salary and benefits total \$216,293)
- The FY 2012-13 Commissioner Approved budget includes the purchase of four (4) lifepacks (\$138,995), and equipment for a new ambulance (\$37,953).

Emergency Services - continued

- The division requested \$227,848 in FY 2012-13 Capital Outlay to purchase a new ambulance, but it is not included in the Commissioner Approved budget. Beginning July 1, 2012, County vehicles will be replaced within an Internal Service Fund, outside the General Fund.
- In the division's contract services, funds are budgeted (\$8,300) for a Fit Responder Program – a fitness plan that allows the department to assess existing staff and perspective employees for physical injury patterns and allows for corrective actions that will reduce the injury sites and allow for modifications in behaviors to aid in the long term productivity of the employee.
- The FY 2012-13 Commissioner Approved budget includes additional funds to cover Overtime (\$133,407) and Temporary Personnel (\$17,200); consistent with current trend in providing minimum staffing levels for critical emergency service needs.

Division: Life Safety

Mission Statement

The Emergency Services Life Management division 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 provisions 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 Superfund Amendments and Reauthorization Act (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 2011-12 Outcomes

- Improve life safety and reduce fire damage in public buildings by conducting fire inspections in facilities as mandated by the North Carolina Fire Prevention Code.
- Review new commercial construction and major renovation plans to existing buildings to ensure fire code and life safety code compliance when facilities become operational, thus enhancing life safety and reducing the dangers of fire and property loss.
- Deliver fire prevention programs, life safety programs, and disaster preparedness programs to citizens, school students, health care providers, day care providers and county employees to heighten fire prevention awareness, identify fire hazards, injury prevention and disaster planning.
- Assist fire departments with firefighter certification, OSHA training to enhance fire suppression and first responder activities in the rural fire departments
- Assist departments at emergency scenes that may impact emergency services, residents or the environment.

Emergency Services - continued

- 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 Actual	2011-12 Estimate	2012-13 Projected
Fire inspections	132	185	304	300	260
Fire re-inspections	45	65	76	75	65
Investigations	207	130	150	175	175
Structure fires	182	225	260	275	300
Code enforcement	60	70	90	100	115
Public Education, OSHA , Fire Training	6	18	50	58	70

In FY 10-11, inspectors from Planning augmented staffing shortages in LSM allowing the state mandated inspection rotation to be met.

FY 12-13 will see a decrease in inspections performed due to realignment with the state inspection schedule in FY 10-11.

FY 2012-13 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 fire code compliance, of new construction or major renovations of public facilities.
- Reduce the numbers of fires, whether caused by carelessness or malicious intent, through additional public education and community outreach programs.
- Provide coordination of public safety resources, during emergencies and public events, and support agencies to mitigate incidents.

Budget Highlights

- The division requested \$28,170 in FY 2012-13 Capital Outlay to purchase a replacement Assistant Fire Marshal vehicle, but it is not included in the Commissioner Approved budget. Beginning July 1, 2012, County vehicles will be replaced within an Internal Service Fund, outside the General Fund. The equipment for the vehicle (\$8,430) is budgeted in the Capital Outlay section of the division's budget for FY 2012-13.
- The FY 2012-13 Commissioner Approved budget includes the funding of a new Fire Marshal (1.0 FTE) position, beginning January 1, 2013 (salary and benefits of \$36,830).

Finance and Administrative Services

Phone Number (919) 245-2151

Website: <http://www.orangecountync.gov/finance/index.asp>

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved	Account: 2200
By Category (General Fund)							
Personnel Services	\$ 827,120	\$ 723,751	\$ 878,234	\$ 805,409	\$ 859,675	\$ 1,010,819	
Operations	\$ 164,661	\$ 177,281	\$ 173,426	\$ 157,488	\$ 173,426	\$ 2,153,426	
Capital Outlay	\$ 1,540	\$ 0	\$ 0	\$ 2,449	\$ 0	\$ 0	
Total Expenditures	\$ 993,320	\$ 901,032	\$ 1,051,660	\$ 965,346	\$ 1,033,101	\$ 3,164,245	
County Costs (net)	\$ 993,320	\$ 901,032	\$ 1,051,660	\$ 965,346	\$ 1,033,101	\$ 3,164,245	
Total Finance and Administrative Services and Related Expenditures							
	\$ 993,320	\$ 901,032	\$ 1,051,660	\$ 965,346	\$ 1,033,101	\$ 3,164,245	

Division Summary

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Program (General Fund)						
Budget Office	\$ 300,954	\$ 285,820	\$ 354,815	\$ 287,332	\$ 336,256	\$ 336,256
Finance Office	\$ 692,366	\$ 615,212	\$ 696,845	\$ 678,014	\$ 696,845	\$ 759,828
Risk Management	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 2,068,161
Total Expenditures	\$ 993,320	\$ 901,032	\$ 1,051,660	\$ 965,346	\$ 1,033,101	\$ 3,164,245
County Costs (net)	\$ 993,320	\$ 901,032	\$ 1,051,660	\$ 965,346	\$ 1,033,101	\$ 3,164,245
Total Expenditures	\$ 993,320	\$ 901,032	\$ 1,051,660	\$ 965,346	\$ 1,033,101	\$ 3,164,245

Mission Statement

The department of Finance and Administrative Services 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.

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 hand.
- 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.

Finance and Administrative Services – continued

FY 2011-12 Outcomes

- Debt service on bonds and installment purchases is met with 100 percent accuracy. No penalties for late payment.
- Maintain an 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 A1 and A+, respectively.
- Completed audit and financial statements, as required by the Local Government Commission.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Budget
Unassigned Fund Balance percent of General Fund Expenditures	12.1%	12.1%	16%	18%	19%
CAFR issued by October 31	Yes	Yes	Yes	Yes	Anticipated
Retention of GFOA Certificate	Yes	Yes	Yes	Yes	Anticipated
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	14.9%	16%	15.4%	15.4%	14.3%
Percent of time Payroll Completed two days prior to payday	100%	100%	100%	100%	100%

FY 2012-13 Fiscal Year Objectives

- Complete the County's Comprehensive Annual Financial Report (CAFR) by October 31, 2012.
- 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 Government Finance Officers Association (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

- In FY 2011-12 the Financial Services Department was renamed Finance and Administrative Services to include the oversight of Human Resources and Information Technologies. These departments can be found on their respective departmental pages. In addition, the Commissioner Approved Budget changes the Director's title to Assistant County Manager – Chief Financial Officer.

Finance and Administrative Services – continued

- The 2012-13 Commissioner's Budget approves the addition of two (2) FTEs in the Department of Finance and Administrative Services. The Grant Accountant/Internal Auditor will coordinate all reporting and compliance for all County grants, and will conduct internal audits of the County's operations. The Risk Manager position is a reclassification transferred from Asset Management Services due to a retirement. This position will be responsible for Workers' Compensation and liability insurance operations. The additional increases in operations are a direct result of moving Risk Management/Insurance operations from Asset Management Services to Finance and Administrative Services.
- Current bond ratings for the three rating agencies are as follows:
 - Fitch – AAA with a positive outlook
 - Moody's – A1 with a positive outlook
 - S & P – A+ with a positive outlook



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Health

Phone Number (919) 245-2400

Website: <http://www.orangecountync.gov/health/index.asp>

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Category (General Fund)						Account: 4101
Personnel Services	\$ 5,890,355	\$ 5,747,860	\$ 6,066,553	\$ 5,869,588	\$ 6,141,736	\$ 6,141,736
Operations	\$ 1,069,963	\$ 1,051,676	\$ 1,140,678	\$ 1,114,301	\$ 1,127,036	\$ 1,137,036
Capital Outlay	\$ 107,433	\$ 78,868	\$ 0	\$ 0	\$ 67,000	\$ 0
Total Expenditures	\$ 7,067,751	\$ 6,878,404	\$ 7,207,231	\$ 6,983,890	\$ 7,335,772	\$ 7,278,772
Offsetting Revenues	\$ (2,180,714)	\$ (2,007,422)	\$ (2,088,799)	\$ (1,843,711)	\$ (2,091,162)	\$ (2,091,162)
County Costs (net)	\$ 4,887,037	\$ 4,870,982	\$ 5,118,432	\$ 5,140,179	\$ 5,244,610	\$ 5,187,610
Health Grant Projects (Grant Fund)						Account: 4143
Personnel Services	\$ 174,321	\$ 183,510	\$ 180,409	\$ 83,532	\$ 58,402	\$ 58,402
Operations	\$ 51,142	\$ 39,818	\$ 41,491	\$ 9,832	\$ 5,186	\$ 5,186
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Others	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 225,463	\$ 223,327	\$ 221,900	\$ 93,364	\$ 63,588	\$ 63,588
Offsetting Revenues	\$ (212,175)	\$ (221,922)	\$ (221,900)	\$ (63,600)	\$ (63,588)	\$ (63,588)
County Costs (net)	\$ 13,289	\$ 1,406	\$ 0	\$ 29,764	\$ 0	\$ 0
Total Health Department and Related Expenditures	\$ 7,293,214	\$ 7,101,731	\$ 7,429,131	\$ 7,077,254	\$ 7,399,360	\$ 7,342,360

Division Summary

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Program (General Fund)						
Central Administrative Services	\$ 524,630	\$ 610,299	\$ 883,941	\$ 807,695	\$ 834,679	\$ 834,679
Dental	\$ 914,957	\$ 863,178	\$ 840,715	\$ 798,484	\$ 857,403	\$ 857,403
Environmental Health	\$ 1,170,556	\$ 1,152,658	\$ 1,252,964	\$ 1,247,168	\$ 1,318,672	\$ 1,297,672
Personal Health	\$ 3,582,978	\$ 3,597,502	\$ 3,618,390	\$ 3,552,411	\$ 3,689,961	\$ 3,653,961
Promotion and Education	\$ 456,811	\$ 477,555	\$ 611,221	\$ 578,131	\$ 635,057	\$ 635,057
Risk Management	\$ 417,819	\$ 177,211	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 7,067,751	\$ 6,878,404	\$ 7,207,231	\$ 6,983,890	\$ 7,335,772	\$ 7,278,772
Offsetting Revenue	\$ (2,180,714)	\$ (2,007,412)	\$ (2,088,799)	\$ (1,843,711)	\$ (2,091,162)	\$ (2,091,162)
County Costs (net)	\$ 4,887,037	\$ 4,870,992	\$ 5,118,432	\$ 5,140,179	\$ 5,244,610	\$ 5,187,610
Health Grant Projects (Grant Fund)						
Dental	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Personal Health	\$ 138,398	\$ 135,356	\$ 130,970	\$ 62,810	\$ 63,588	\$ 63,588
Promotion and Education	\$ 87,065	\$ 87,972	\$ 90,930	\$ 30,554	\$ 0	\$ 0
Total Expenditures	\$ 225,463	\$ 223,327	\$ 221,900	\$ 93,364	\$ 63,588	\$ 63,588
Offsetting Revenue	\$ (212,175)	\$ (221,922)	\$ (221,900)	\$ (63,600)	\$ (63,588)	\$ (63,588)
County Costs (net)	\$ 13,289	\$ 1,406	\$ 0	\$ 29,764	\$ 0	\$ 0
Total Expenditures	\$ 7,293,214	\$ 7,101,731	\$ 7,429,131	\$ 7,077,254	\$ 7,399,360	\$ 7,342,360

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.

Division: Finance and Administrative Operations

Major Services

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

FY 2011-12 Outcomes

- Revised financial and administrative policies for health department to meet state requirements.
- Prepared and submitted over 10 different financial reports by deadlines.
- Completed Accounts Payable Quality Improvement project.
- Facilitated quality improvement projects for different divisions in health department.
- Maintained accuracy and timeliness in financial reporting, with audit compliance target at 100%.
- Ensured that all state, federal and grant funds are expended in accordance with requirements, maximizing appropriate use of these funds.
- Hired new health director and completed new strategic plan for health department.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Birth Certificates processed	3,325	3,734	3,735	4,416	4,200
Death Certificates processed	1,650	1,474	1,494	1,740	1,600
% of certificates processed within required timeframe	N/A	70%	76%	80%	85%
% of financial reports prepared by deadlines	N/A	99%	100%	100%	100%
% of state, federal & grant funds appropriately received as revenue	90%	100%	100%	100%	100%

Health Department – continued

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Audits conducted and continuous quality improvement projects completed	15	12	25	19	20

FY 2012-13 Fiscal Year Objectives

- Maintain 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.
- Implement state's online death certificate system in vital records.
- Implement new Electronic Health Record system.
- Implement credit card payment for medical and dental clinics.
- Coordinate the state's reaccreditation process for the Health Department.

Budget Highlights

- Implemented credit card payments for Environmental Health services.
- Completed renovation for medical and dental services, at Whitted Human Services Center, was completed in Fall 2011 utilizing savings from Medicaid cost settlement funds.
- Continues to be a challenging year for personal health and dental service tracking and billing because of the difficulty the state had with managing the new statewide software Health Information System (HIS). HIS is complex and difficult to navigate with many portions remaining non-functional.
- The decrease in Personnel Services for FY 2012-13 is due to the reassignment of a .50 FTE Public Health Nurse III to the Dental division that occurred during FY 2011-12 to assist with clinic manager duties.

Division: Dental Health Services

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.
- Apply dental sealants to patients in the OCHD Dental Program, with an emphasis on Medicaid eligible children.

Health Department – continued

FY 2011-12 Outcomes

- Closing Carr Mill Mall Dental Clinic and combining both clinics in Hillsborough to increase efficiencies and decrease operating costs.
- Increased the number of preschool children screened for dental decay.
- Decrease the average number of decayed, missing, or filled teeth among preschoolers and kindergartners to meet the Healthy North Carolina 2020 target of 1.1 (Based on the 2008 - 2009 average of 1.5 for the 10th percentile of NC Counties).
- Increase the number of dental patient visits in the OCHD Dental Program to 4200 visits per year.

Outcome Measures	2009-10 Actual	2010-11 Actual*	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Percent of preschool children screened with dental needs	5.7%	8.4%	5.5%	7%	7%
Number of sealants placed on teeth	2,044	1,132*	2,100	1,500	2,000
Number preschool, school age and adults educated	2,332	1,867	1,400	1,800	1,800
Percent of visits from patients who pay 0-80%	53.5%	45.4%*	55%	60%	60%
Number of dental patient visits	4,126	4,922*	4,200	5,000	5,800
Percent Medicaid visits	30.6%	38%*	32%	27.1%	30%

* Dental was not live in HIS until Dec. 2010, so FY 2011-12 actuals are not audited figures.

FY 2012-13 Fiscal Year Objectives

- Provide dental screenings, education and follow-up to children age 0-5 in childcare facilities, providers and parents through our Smart Smiles Dental Program to decrease the number of kindergarten children with dental disease.
- 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.
- Increase the number of patients treated by adding a part-time hygienist whose production will off-set expenses.
- The acquisition of EagleSoft dental software will allow us to more efficiently schedule patients and provide advanced dental treatment.

Health Department – continued

Budget Highlights

- Combining Carr Mill Dental Clinic with the Hillsborough Dental Clinic has increased the efficiency and decreased the cost of providing dental services for Orange County residents.
- The completion of the renovations of the Whitted Human Services Center.
- The acquisition of EagleSoft dental software.
- The FY 2012-13 Commissioner Approved budget includes a new .50 FTE Dental Hygienist position (salary and benefits of \$50,094). This position is totally offset by additional revenues.
- The increase in Personnel Services for FY 2012-13 is also attributed to the reassignment of a .50 FTE Public Health Nurse III from the department's Finance and Administrative Operations division that occurred in FY 2011-12 to assist with clinic manager duties.
- The FY 2012-13 Commissioner Approved budget includes a reallocation of \$20,272 from temporary personnel to contract services related to the Smart Smiles dental screening program. The department plans to expand this program to include elementary school-aged children, instead of just ages 0-5, as previously stipulated with Smart Start funds.
- The FY 2012-13 Commissioner Approved budget includes fee changes within the dental division to increase fees due to the current cost to provide service is significantly higher than the current fee structure. These fees are increasing to a regional cost, as a requirement of the new methodology for the Medicaid cost settlement. Additional revenue of \$12,000 is anticipated in FY 2012-13 from these fee changes.

Division: Environmental Health Services

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 2011-12 Outcomes

- In the past, less than 100% of the required Wastewater Treatment Management Program (WTMP) inspections were completed due to vacant positions and staff concentration on delinquent fee collections and validating the inventory in the permitting system. Staff redoubled efforts to concentrate on completing the missed inspections as well as those due in the current year. The observed failure rate of systems at 4.5% was an improvement over the previous year (9%).
- 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.

Health Department – continued

- Restaurant and other facility inspections were less than 100% in the past due to position vacancies, hiring delays, and training/authorizations required for new hires which required several months in the authorization process. Now at full staff, Environmental Health is on track to achieve 100% of the required inspections and hopefully can begin focusing on educational efforts.
- All public swimming pools in the county that were issued operating permits met the NC rules as well as ongoing requirements of the Virginia Graeme Baker act and newly imposed fencing requirements.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Percentage of completed WTMP inspections	80% (512/630)	55% (384/700)	100%	100%	100%
Number of septic systems properly installed and approved for use	102	96	114	125	125
Number of new wells properly constructed and approved for use	183	128	210	163	186
Percentage of required facility inspections	64%	42%	100%	100%	100%
Number of pools permitted	120	121	121	121	122

FY 2012-13 Fiscal Year Objectives

- Accomplish 100% of the required WTMP inspections.
- Achieve a 95% collection rate for WTMP fees with the collection process developed with the county attorney's office.
- Achieve 100% inspection rate in the Food & Lodging Program.
- Provide two inspections per pool in the Public Swimming Pool Program.
- Provide required water sampling of all newly constructed wells within 30 days of the issuance of the Certificate of Completion.

Budget Highlights

- WTMP revenue is expected to be higher than normal because the number of systems is increasing and staff will be focusing on catching up inspections that were missed in 2011. In addition, the department has teamed with the County Attorney's office to implement a protocol which will greatly reduce the number of uncollected delinquent accounts.
- Productivity has continued to be affected when professional staff provides clerical assistance at the reception area. The FY 2012-13 Commissioner Approved budget includes a new 0.5 FTE Property Development Specialist position to be shared with a 0.5 FTE position in the Planning Department. (salary and benefits for the Health Department's .50 FTE share is \$27,585). This position will provide intake support, reception, and permit application processing for central permitting clients, thus freeing up the credentialed staff to provide work consistent with their position.

Health Department – continued

- 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. 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 division requested \$21,000 in FY 2012-13 Capital Outlay for replacement of a mid-size truck, but it is not included in the Commissioner Approved budget. Beginning July 1, 2012, County vehicles will be replaced within an Internal Service Fund, outside the General Fund.

Division: Health Promotion and Education Services

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 (MNT).
- Outreach education and training, especially for vulnerable populations.

Language coordination.

FY 2011-12 Outcomes

- 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, conduct a minimum of four communications 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.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
CHA submitted every 4 yrs. SOTCH in alternate years	2009 SOTCH	2010 SOTCH	2011 CHA	2011 CHA	2012 SOTCH
# of health-related coalition/task forces receiving technical resource services	12	10	10	10	10
# of educational/awareness campaigns	4	5	4	5	4

Health Department – continued

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
MNT Encounters /Units Billed	359/1047	N/A	450/1250	N/A	450/1250
# of community outreach events or health education interventions	10	13	10	28* CHA activities	10
# of qualified contract and staff interpreters and/or translators	12	13	14	2 OCHD 12-14 Contractors	2 OCHD *Contractors under Housing Dept.

FY 2012-13 Fiscal Year Objectives

- By June 30, 2013, promote collaboration between the Board of Health and Healthy Carolinians Task Force, by providing opportunities for joint work on community health improvement plans.
- By June 30, 2013, in concert with Board of Health initiatives, provide interactive educational exhibits, policy promotion or health education interventions for at least 10 agencies or 10 traditionally well attended community events facilitating health education outreach to diverse community audiences.
- By June 30, 2013, explore grant opportunities for continuation of teen health initiatives within both school districts.
- By June 30, 2013, develop a strategic communications plan, to include a branding and marketing campaign, to increase the public's awareness of the benefits of the department as well as increase use of health department services.
- By June 30, 2013, increase medical nutrition therapy services to high-risk populations in the community (encounters and units billed) by Registered Dietitians becoming providers with additional multiple third party reimbursement insurers and creating new partnerships with community providers.
- By June 30, 2013, continue client-centered LEP QI initiatives to improve costs-savings and access to Language Services by coordinated departmental scheduling, maximized use of staff Medical Interpreters and enhanced training for contract Interpreters.

Budget Highlights

- Contracted with Piedmont Health Services for 20 hrs. per week Registered Dietitian to provide Medical Nutrition Therapy, creating a more desirable full time RD position. Note: New hire in January 2012 after more than a yearlong vacancy.
- Received 3-year grant from N.C. Office of Minority Health, \$20,900 each year, to support a second Staff Spanish Medical Interpreter.
- Offered 2-year contract with UNC Family Medicine to offer Diabetes Self-Management Education Program and Medical Nutrition Therapy to referred clients. \$19,586 for Phase I: Feb.-May 2012. \$59,410 for Phase II: June 2012-May 2013. This program is set up in a multi-year grant project outside of the General Fund.
- Assisted County Attorney and Housing Community Rights and Relations Department to consolidate and centralize Interpreter and Translator contracts to increase LEP access to all county departments.

Division: Personal Health Services

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 2011-12 Outcomes

- 100% of reportable communicable diseases will be investigated and appropriate measures taken to prevent spread of disease.
- 94% 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 9% and 12% respectively over FY 2011.
- The number of primary care patients and visits will increase by 4% and 1% respectively over FY 2011.
- 100% of active tuberculosis (TB) cases in 2011 will be placed on Directly Observed Therapy (DOT) in accordance with NC TB policy.
- 50% of newborn/postpartum home visits to high-risk Medicaid eligible patients will be completed by a public health nurse, within two weeks of delivery; 92% within four weeks

Health Department – continued

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
% reportable communicable disease cases/suspects/contacts investigated and managed	100% (956/956)	100% (925/925)	100%	100%	100%
% of refugees receiving CD screening within 30 days of arrival	74% (42/57)	94% (83/88)	90%	94% (66/70)	94%
# of Prenatal patients/encounters served	207/1370	243 /1623	250/1550	265/1750	273/1802
# of Primary Care patients served/clinic encounters provided	423 / 716	383 / 757	450/800	400/765	400/765
% of active TB cases placed on DOT therapy (Calendar Year)	CY 09 100%	CY 10 100%	CY 11 100%	CY 11 100%	CY 12 100%
% of NB/PP home visits to Medicaid-eligible clients completed:					
Within 2 weeks of delivery	59%	36%	75%	50%*	80%
Within 4 weeks of delivery	95%	89%	90%	92%	95%

* NB/PP home visits restricted to high-risk Medicaid eligible clients based on current CM clients and birth certificate review

FY 2012-13 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 referrals received for Medicaid pregnant women will be screened for risk factors. Those meeting risk criteria will be assigned for care management services in the new Pregnancy Home Model.
- The number of prenatal care patients and visits will increase by 3% over FY 2012.
- A new Electronic Health Record system will be purchased with Medicaid Maximization funds.
- A minor renovation to expand clinic examination rooms at Southern Human Services will be paid with Medicaid Maximization funds.
- The Newborn/Post-partum Home visiting program will focus on high-risk Medicaid eligible clients. Client referrals obtained by birth certificate review and by following up with current Pregnancy Care Management clients after they deliver.

Budget Highlights

- Due to wide availability of flu vaccine in the community, the amount of flu vaccine ordered will be reduced.
- In March 2011, the Family Home Visiting program transitioned to Medicaid managed care models, Pregnancy Care Management, and Care Coordination for Children. Reimbursement is a set payment per member/per month, for care management services.

Health Department – continued

- The FY 2012-13 Commissioner Approved budget includes funding of \$10,000 in contract services due to moving Piedmont Health Services from Human Services Non-Departmental (Outside Agency) to the Health Department.
- The FY 2012-13 Commissioner Approved budget include fee changes within the personal health division to increase fees due to the current cost to provide service is significantly higher than the current fee structure. These fees are increasing to a regional cost, as a requirement of the new methodology for the Medicaid cost settlement. Additional revenue of \$9,000 is anticipated in FY 2012-13 from these fee changes.
- The division requested \$46,000 in FY 2012-13 Capital Outlay for replacement of two (2) vehicles for the family home visiting staff, but are not included in the Commissioner Approved budget. Beginning July 1, 2012, County vehicles will be replaced within an Internal Service Fund, outside the General Fund.



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Housing, Human Rights and Community Development

Phone Number (919) 245-2490

Website: <http://www.orangecountync.gov/housing/index.asp>

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Category (General Fund)						Account: 4600
Personnel Services	\$ 294,528	\$ 265,690	\$ 261,873	\$ 256,962	\$ 265,574	\$ 265,574
Operations	\$ 13,420	\$ 9,740	\$ 20,800	\$ 22,068	\$ 23,500	\$ 23,500
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 307,948	\$ 275,429	\$ 282,673	\$ 279,030	\$ 289,074	\$ 289,074
Offsetting Revenues	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
County Costs (net)	\$ 307,948	\$ 275,429	\$ 282,673	\$ 279,030	\$ 289,074	\$ 289,074
(Section 8 - Housing Fund)						Account: 4800
Personnel Services	\$ 478,626	\$ 469,620	\$ 499,048	\$ 441,544	\$ 502,273	\$ 502,273
Operations	\$ 37,897	\$ 25,945	\$ 26,956	\$ 28,161	\$ 95,900	\$ 95,900
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Rental Assistance	\$ 3,905,718	\$ 3,732,990	\$ 4,159,176	\$ 4,065,355	\$ 3,619,791	\$ 3,619,791
Total Expenditures	\$ 4,422,240	\$ 4,228,555	\$ 4,685,180	\$ 4,535,060	\$ 4,217,964	\$ 4,217,964
Offsetting Revenues	\$ (4,188,939)	\$ (4,670,632)	\$ (4,598,183)	\$ (3,994,260)	\$ (4,130,645)	\$ (4,130,645)
County Costs (net)	\$ 233,302	\$ (442,077)	\$ 86,997	\$ 540,800	\$ 87,319	\$ 87,319
Total Housing and Community Development and Related Expenditures	\$ 4,730,188	\$ 4,503,984	\$ 4,967,853	\$ 4,814,090	\$ 4,507,038	\$ 4,507,038

Division Summary

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Program (General Fund)						
Human Rights and Relations	\$ 307,948	\$ 275,429	\$ 282,673	\$ 279,030	\$ 289,074	\$ 289,074
Total Expenditures	\$ 307,948	\$ 275,429	\$ 282,673	\$ 279,030	\$ 289,074	\$ 289,074
Offsetting Revenue	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
County Costs (net)	\$ 307,948	\$ 275,429	\$ 282,673	\$ 279,030	\$ 289,074	\$ 289,074
Other Funds (Housing and Community Development)						
Housing and Community Development	\$ 4,422,240	\$ 4,228,555	\$ 4,685,180	\$ 4,535,060	\$ 4,217,964	\$ 4,217,964
Total Expenditures	\$ 4,422,240	\$ 4,228,555	\$ 4,685,180	\$ 4,535,060	\$ 4,217,964	\$ 4,217,964
Offsetting Revenue	\$ (4,188,939)	\$ (4,670,632)	\$ (4,598,183)	\$ (3,994,260)	\$ (4,130,645)	\$ (4,130,645)
County Costs (net)	\$ 233,302	\$ (442,077)	\$ 86,997	\$ 540,800	\$ 87,319	\$ 87,319
Total Expenditures	\$ 4,730,188	\$ 4,503,984	\$ 4,967,853	\$ 4,814,090	\$ 4,507,038	\$ 4,507,038

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 2011-12 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.
- Provide complete program information to interested landlords and clients, thereby, increasing the number of units available for rent by program participants.
- Begain Direct Deposit Program for monthly rent payments for landlords.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Number of families receiving rent subsidies	620	620	623	623	623
Issued rental vouchers to eligible applicants	40	30	45	60	30

FY 2012-13 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.
- Process 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.
- Full implementation of 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

Housing, Human Rights and Community Development – continued

FY 2011 - 12 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.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Repair existing substandard housing units	2	12	12	30	30
Provide new single-family housing units for first-time homebuyers with incomes at or below 80% of the area median income.	10	10	10	10	12
Facilitate the provision of affordable rental housing for families at or below 50 percent of the area median income.	20	30	30	20	20
Provide second mortgage assistance to first-time homebuyers at 50% of the area median income.	15	10	10	10	10

FY 2012-13 Fiscal Year Objectives

- Repair two low-income apartment complexes leased to low income families; Repair two substandard housing units to be leased to low-income families.
- Provide first-time homebuyer opportunities for 15 low and moderate income families.
- Provide rental subsidies and utility and security deposit assistance for up to 10 low-income families that were homeless at the time of initial assistance.
- Provide funds for the acquisition of two condo units for lease to low income families.

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.

Housing, Human Rights and Community Development – continued

FY 2012-13 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	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Number of dwelling units with immediate health and/or safety hazards repaired to alleviate the problem.	29	25	15	22	20

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 2011 - 12 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 eight disabled, homeless individuals with permanent supportive housing units.
- Implemented the Job Partners job-readiness program for people who are experiencing or are at risk of homelessness.
- Hosted the fifth annual Project Connect in Chapel Hill on October 2011 – a one-day event that provides a wide range of services to homeless persons or persons at risk of homelessness. Approximately 230 individuals were served on that day.
- Developed the Orange County Support Circle Program to provide a support network for individuals and families transitioning from homelessness to permanent housing.
- Participated in the 100,000 Regional Homes Campaign to secure housing for medically vulnerable individuals transitioning from homelessness to permanent housing.

Housing, Human Rights and Community Development – continued

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Number of permanent supportive housing beds provided to the chronically homeless	2	5	5	8	8
Number of individuals served by Project Homeless Connect	235	240	250	230	230

FY 2012 - 13 Fiscal Year Objectives

- Continue to 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.
- Provide staff support to the Partnership to End Homelessness Executive Team and associated work groups.
- Establish a Job Partners Steering Committee to oversee the Job Readiness Program for homeless individuals seeking employment in the community.
- Work with service providers to increase the number of designated homeless disability benefits workers.
- Work with the chapel Hill Downtown Partnership to strengthen the Real Change from Spare Change Program that raises money for homeless street outreach and educates the community about the issues of homelessness.

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.

Housing, Human Rights and Community Development – continued

FY 2011 - 12 Outcomes

- Received housing and public accommodation discrimination complaints and resolve 75% within the 100 day standard.
- Conducted eight (8) fair housing workshops or presentations to non-profit community based organizations in the County.
- Assisted the Human Relations Commission with 1) Human Relations Month activities; 2) Annual Pauli Murray Award Ceremony; and 3) Monitoring human rights and relations issues and advising the Board of County Commissioners as necessary.
- Finalized the Analysis of Impediments to Fair Housing Choice document and associated Fair Housing Action Plan.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Number of Complaints Received	40	10	20	5	15
Number of Cases Initiated	15	6	15	3	10
Number of Cases Closed	5	5	12	3	10
Number of Workshops and Presentations	30	20	20	15	20
Organizations and Agencies receiving technical assistance	12	10	15	10	15
Number of LEP Outreach Activities	12	5	10	10	15

FY 2012 - 13 Fiscal Year Objectives

- Implement the County 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.

Housing, Human Rights and Community Development – continued

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 deficit reflected in the 12-Month Estimate for FY 2011-12 in the Section 8 Housing Program is based on a requirement to spend down some of the available reserves for the Housing Assistance Payments Program in lieu of receiving additional revenues in FY 2011-12. The General Fund contributes the equivalent of 70% of the Director's salary and benefits to the Section 8 Voucher Program. 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 2012-13 is \$296,399, which includes the following programs and amounts: Section 8 Voucher Program (\$87,319), HOME Program (\$33,651), Urgent Repair Program (\$146,506), and the Homelessness Partnership Program (\$28,923)

Total Community Development Program Budgets for FY 2012-13:

Urgent Repair Program - \$146,506

Urgent Repairs	\$75,000
Operations	\$8,750
Program Administration	\$62,756
Total	\$146,506

HOME Program - \$524,206

Expenditures

New Construction – Tinnen Woods	\$ 71,592
Housing Rehabilitation – Interchurch Council	\$ 37,500
Acquisition - Empowerment	\$ 90,000
Homeownership Assistance - CLT	\$171,591
Homeownership Assistance - Habitat	\$ 75,000
Operational Support - OCHLT	\$ 20,000
Program Administration	\$ 58,523
Total	\$524,206

Housing, Human Rights and Community Development – continued

Revenues

Orange County Match - 2012	\$ 33,651
Town of Chapel Hill – 2012	\$ 35,376
Town of Carrboro - 2012	\$ 12,943
Town of Hillsborough - 2012	\$ 4,314
Program Income - 2012	\$ 54,437
HUD Grant - 2012	\$383,485
Total	\$524,206

Homelessness Partnership Program - \$74,161

Expenditures

Personnel	\$69,411
Operations	\$ 4,750
Total	\$74,161

Revenues

Orange County	\$28,923
Town of Chapel Hill	\$30,406
Town of Carrboro	\$11,124
Town of Hillsborough	\$ 3,708
Total	\$74,161

Human Resources Department

Phone Number (919) 245-2550

Website: <http://www.orangecountync.gov/prsnl/index.asp>

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Category (General Fund)						Account: 2500
Personnel Services	\$ 604,923	\$ 618,751	\$ 623,224	\$ 625,000	\$ 628,749	\$ 628,749
Operations	\$ 60,221	\$ 54,118	\$ 68,660	\$ 69,246	\$ 71,935	\$ 71,935
Capital Outlay	\$ 404	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 665,548	\$ 672,869	\$ 691,884	\$ 694,246	\$ 700,684	\$ 700,684
County Costs (net)	\$ 665,548	\$ 672,869	\$ 691,884	\$ 694,246	\$ 700,684	\$ 700,684
Total Human Resources and Related Expenditures	\$ 665,548	\$ 672,869	\$ 691,884	\$ 694,246	\$ 700,684	\$ 700,684

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.
- Develop and administer employment programs. Strategically partner with County departments to attract and retain a diverse highly competent workforce.
- 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 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 2011-12 Outcomes

- Completed the second one-third of the internal classification review. Studied 102 classifications affecting 309 employees, which is 38% of the County's permanent workforce. The review resulted in 26 position reclassifications.
- Automated the recruitment and selection process through Neogov, an online system that will enhance efficiencies and host various portals for statistical reports, classifications, correspondence and workforce planning.
- Developed, proposed and implemented a variety of policies and programs to enhance the outcomes identified above, including personnel ordinance revisions and enhanced wellness activities.

Human Resources – continued

- Served on a project team that implemented and integrated Kronos into employees' daily routines to accurately and efficiently record time worked, track leave requests, process payroll and communicate valuable information.
- Completed a successful transition from North Carolina Association of County Commissioners health insurance to UnitedHealthcare, including a High Deductible Health Plan.
- Assisted five departments with their reorganization efforts. 1) Health – assisted in the follow-up of the finance and administrative consolidation. 2 and 3) IT and Planning – implemented a GIS consolidation. 4) Solid Waste – manpower needs after landfill closure. 5) DEAPR – consolidation of Athletics and Recreation Divisions.
- Consolidated mandatory training for new employees into a two-day format, which has increased compliance for completion. Of the 44 new employees (non-Sheriff department) hired since 7/1/2011, 95% have completed NEO Day #1, and 89% have completed NEO Day #2.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Department Directors report positive results from the utilization of the reorganization tool and HR support.	N/A	98%	98%	96%	98%
Employees successfully complete their first year of employment.	N/A	95%	90%	87%	90%
Employees and covered dependents using preventative health care benefits. Because more detailed reporting by NCACC is not available, these figures compare the same type of preventative care for each year.	914	803	844	946	960
Human Resources staff time dedicated to working within other departments.	N/A	10%	10%	15%	20%
Personnel cost reductions achieved through programs such as hiring freezes, retirement incentives and voluntary furloughs.	N/A	\$1.75 million	\$1.75 million	\$2.25 million	\$1.75 million

FY 2012-13 Fiscal Year Objectives

- Implement a Workforce Planning tool to assist departments with meeting short and long-term organizational goals.
- Develop and implement a strategic plan for County-sponsored training programs.
- Develop and implement program for succession planning and talent management.
- Implement an automated performance management program.

Budget Highlights

- Small increase to the Mark III contract due to a change in rate effective January 1, 2013. This rate increase is a combination of individual rate increases and the payment of the Tucker flexible spending fees.



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Information Technologies

Phone Number (919) 245-2285

Website: <http://www.orangecountync.gov/it/index.asp>

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Category (General Fund)	Account: 3150					
Personnel Services	\$ 977,840	\$ 1,075,438	\$ 1,193,134	\$ 1,165,465	\$ 1,211,694	\$ 1,211,694
Operations	\$ 673,477	\$ 647,035	\$ 920,260	\$ 918,359	\$ 988,650	\$ 988,650
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 1,651,317	\$ 1,722,474	\$ 2,113,394	\$ 2,083,824	\$ 2,200,344	\$ 2,200,344
Offsetting Revenues	\$ 0	\$ (7,424)	\$ (10,831)	\$ (10,831)	\$ (10,831)	\$ (10,831)
County Costs (net)	\$ 1,651,317	\$ 1,715,050	\$ 2,102,563	\$ 2,072,993	\$ 2,189,513	\$ 2,189,513
Total Information Technologies and Related Expenditures	\$ 1,651,317	\$ 1,722,474	\$ 2,113,394	\$ 2,083,824	\$ 2,200,344	\$ 2,200,344

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

- Ensure all Orange County staff members have access to efficient and effective technology.
- Provision and support Orange County staff computers, servers and data networking equipment.
- Coordinate technology procurement for all Orange County departments.
- Protect and preserve Orange County's digital data assets.
- Establish security and best practices policies for Orange County computing.
- Develop the geographic information system (GIS), by creating new applications and enhancing the type and amount of data available for use by Orange County departments and the public.
- Assign and maintain internet addresses for Orange County.

FY 2011-12 Outcomes

- Implemented Kronos time keeping, facilities and fleet management system.
- Implemented Wi-Fi, for all County building.
- Implemented new online services, including zoning analysis tool, online room reservations, online animal registration, address related information search tool suite in GIS, puppy cam, online activity sign-up tool, online road sign problem reporting tool.
- Supported facility moves for Whitted, Dental Clinic, 129 King, Court Street Annex, Child Support Enforcement.
- Implemented Social Media Policy.
- Established Addressing Ordinance, tracking and enforcement processes.

Information Technologies – continued

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Network Uptime	99.73%	99.77%	99.8%	99.94%	99.90%
Incoming Trouble Tickets	7,015	8,205	7,500	7,600	8,400
Service Call Resolution within Targets	81%	82%	80%	80%	80%
Data Backup Success Rates	97.95%	97.86%	99.3%	96%	97%

FY 2012-13 Fiscal Year Objectives

- Maintain computing environment.
- Implement new Library Information System.
- Develop mobile applications and mobile web view for County website
- Implement virtual desktops on a large scale.

Budget Highlights

- The FY 2012-13 Commissioner Approved budget includes increases in current software licensing fees of \$13,000 and increases of \$62,500 due to new applications implemented, such as Kronos support, Neo Gov, new storage system, new network monitoring module, and Asset Management Services' software to support facilities and motor pool.
- The FY 2012-13 Commissioner Approved budget includes an increase in contract services to cover a PCI Compliance assessment (\$15,000).
- The revenues within this department reflect the Towns of Chapel Hill, Carrboro, and Hillsborough's % share of the operating costs for the annual support and maintenance of PIMS.

Library

Phone Number (919) 245-2525

Website: <http://www.orangecountync.gov/library/index.asp>

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Category (General Fund)						Account: 5000
Personnel Services	\$ 1,087,551	\$ 1,169,226	\$ 1,332,245	\$ 1,350,484	\$ 1,354,257	\$ 1,395,757
Operations	\$ 322,753	\$ 272,294	\$ 301,024	\$ 309,480	\$ 309,426	\$ 309,426
Capital Outlay	\$ 43,318	\$ 30,788	\$ 0	\$ 7,000	\$ 0	\$ 0
Total Expenditures	\$ 1,453,622	\$ 1,472,309	\$ 1,633,269	\$ 1,666,964	\$ 1,663,683	\$ 1,705,183
Offsetting Revenues	\$ (181,826)	\$ (207,992)	\$ (142,166)	\$ (177,475)	\$ (150,250)	\$ (150,250)
County Costs (net)	\$ 1,271,797	\$ 1,264,317	\$ 1,491,103	\$ 1,489,490	\$ 1,513,433	\$ 1,554,933
Total Library Services and Related Expenditures	\$ 1,453,622	\$ 1,472,309	\$ 1,633,269	\$ 1,666,964	\$ 1,663,683	\$ 1,705,183

Division Summary

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Program (General Fund)						
Carrboro Library	\$ 124,682	\$ 113,738	\$ 105,721	\$ 119,622	\$ 108,126	\$ 108,126
Cedar Grove Library	\$ 95,202	\$ 51,241	\$ 0	\$ 13	\$ 0	\$ 0
Cybrary	\$ 90,105	\$ 49,826	\$ 67,851	\$ 68,551	\$ 68,175	\$ 68,175
Main Library	\$ 1,143,632	\$ 1,257,502	\$ 1,459,697	\$ 1,478,778	\$ 1,487,382	\$ 1,528,882
Total Expenditures	\$ 1,453,622	\$ 1,472,309	\$ 1,633,269	\$ 1,666,964	\$ 1,663,683	\$ 1,705,183
Offsetting Revenue	\$ (181,826)	\$ (207,992)	\$ (142,166)	\$ (177,475)	\$ (150,250)	\$ (150,250)
County Costs (net)	\$ 1,271,797	\$ 1,264,317	\$ 1,491,103	\$ 1,489,490	\$ 1,513,433	\$ 1,554,933
Total Expenditures	\$ 1,453,622	\$ 1,472,309	\$ 1,633,269	\$ 1,666,964	\$ 1,663,683	\$ 1,705,183

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.

Division: Main Library

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 – 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 with the Friends and financial support.
- The Library strives to offer accessible facilities that provide customers and staff with a comfortable, inviting and safe atmosphere.

FY 2011-12 Outcomes

- Enhanced library services by increasing hours to 60 hours per week, including year round Sunday hours.
- Successfully provided library services to patrons amongst increasing requests and patron needs. Circulation increased more than 17%, patron visits increased more than 10% and librarian assisted transactions remained steady, at over 55,000 assists per year.
- Initiated a successful e-newsletter program for Library programming, for children, teens and adults, with over 700 subscribers to-date.
- Successfully provided additional programming to include evening and weekend storytimes, and adult computer training classes.
- Added eBookcollection and Kindles provided through donations from Friends of the OC Library and increased County funding.
- Added Overdrive eBook collection for free download of popular materials to patrons personal eReaders.
- Completed Polaris upgrade and added Acquisitions Module for expedited ordering of materials.
- Implemented Technology Plan Goals focusing on staff training to improve competencies in cataloguing, circulation, and reference service through expanded use of library-automated system, POLARIS.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Circulation of materials at Main	203,099	287,938	250,000	340,000	370,000
Programming attendance for Adults, Children and Young Adults (teens)	4,141	4,811	4,500	5,400	5,400
Hours per week of operation at Main Library	54	60	60	60	64
Public Internet access by patrons	26,654	27,583	28,000	28,000	28,000
Patrons – active and registered*	17,894	13,522	15,000	12,500	13,500

*inactive patron accounts purged every 2 years starting Sep 09

FY 2012-13 Fiscal Year Objectives

- Develop 3-Year Strategic Plan with Planning Grant consultant, Dr. Anthony Chow, from UNC-Greensboro.

Library – continued

- 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 and type of materials based on annual collection analyses to determine circulation and use of its various collections.
- Evaluation of a new ILS (Integrated Library System) due to Hyconeechee dissolution.

Budget Highlights

- Personnel increased due to two reclassifications as well as an increase in non-permanent for the addition of Sunday hours in FY 2011-12.
- The Hyconeechee Regional Library will dissolve by July 1, 2012. This will increase operational costs particularly for the ILS system which previously had been maintained with the other partners of the Hyconeechee Regional system.
- The 2012-2017 Capital Investment Plan includes 2012-13 approved funding in the amount of \$250,000 to upgrade the Integrated Library System. More information on this project can be found in the Capital Investment Plan (CIP) section of this document.
- Funding for Chapel Hill Public Library can be found in the Culture and Recreation Non-Departmental section of this document. This amount, \$409,244, is equivalent to 24% of total Library operations.
- The Commissioner Approved Budget increases the total operating hours per week at the Main Library from 60 hours to 64 hours. This addition restores the original hours the Library held in 2009. The new hours will begin in September of 2012 as follows:

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
9am – 8pm	9am – 8pm	9am – 8pm	9am – 8pm	10am – 6pm	10am – 6pm	1pm -5pm

Division: 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 2011-12 Outcomes

- Upgrade ILS system from Sagebrush to Destiny. School system to pay for hardware and software upgrades.
- Issued patron cards that can be used at Carrboro McDougle, Main or the Cybrary. Patrons no longer need a separate card for the McDougle site.
- By staffing both Cybrary and Carrboro McDougle with longer shifts and rotating staff, the department enhanced staff efficiency and customer service, for both branches.
- Added Overdrive eBook collection for free download of popular materials to patrons personal eReaders.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Circulation of materials at CBL	51,922	44,945	50,000	48,965	50,000
Programming attendance for Children's	2,118	1,249	500	1,500	1,000
Public internet access by patrons	3,157	3,012	3,000	2,500	3,000
Patrons – active and registered*	5,019	4,910	4,800	4,927	4,800

*inactive patron accounts purged every 2 years starting Sep 09

FY 2012-13 Fiscal Year Objectives

- Improve customer service initiatives by focusing on materials circulated and public internet access.

Division: 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.
- 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 2011-12 Outcomes

- Increased hours of operation to 39 hours per week. The branch is now open Monday – Friday, 9am to 4pm, and Saturday, 10am – 2pm, which complement hours at McDougle Branch.
- By staffing both Cybrary and Carrboro McDougle with longer shifts and rotating staff, enhanced staff efficiency and customer service for both branches.
- Added eBook collection for free download of popular materials to patrons personal eReaders.

Library – continued

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Public Internet access by patrons	16,311	10,977	10,000	13,850	14,000
Patrons – active and registered*	2,952	1,433	1,400	1,054	1,300
Circulation of materials at Cybrary	4,952	3,435	3,500	3,790	3,500

*inactive patron accounts purged every 2 years

FY 2011-12 Fiscal Year Objectives

- Improve customer service initiatives by focusing on materials circulated and public internet access.



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Orange-Person-Chatham (OPC) Area Program

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Category (General Fund)						Account: 4205
Personnel Services	\$ 1,379	\$ 1,398	\$ 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	\$ 1,372,352	\$ 1,372,371	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973
Offsetting Revenues	\$ (38,916)	\$ (43,709)	\$ (40,000)	\$ (40,000)	\$ (40,000)	\$ (40,000)
County Costs (net)	\$ 1,333,436	\$ 1,328,662	\$ 1,330,973	\$ 1,330,973	\$ 1,330,973	\$ 1,330,973
Total Orange-Person-Chatham Area Program and Related Expenditures	\$ 1,372,352	\$ 1,372,371	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973

Orange County Commissioners has confirmed a Management, Merger and Dissolution Agreement dissolving OPC effective July 1, 2012, and transferring its service responsibilities for residents needing mental health, developmental disabilities, and substance abuse services to PBH, a Managed Care Organization and Area Authority. Orange, Person and Chatham will join twelve other counties – Alamance, Cabarrus, Caswell, Davidson, Franklin, Granville, Halifax, Stanly, Rowan, Union, Vance and Warren – to expand PBH. PBH will be the designated lead Local Management Entity (LME) to provide oversight and management of the 1915 (b) (c) Medicaid waiver.

OPC will become a local community center acting as primary resource and local liaison for its provider network and stakeholders. Local community centers will have advisory boards that participate at the policy level to include governance and client and family rights. Orange County Commissioners will appoint three members to the community oversight board – (1) County Commissioner or Designee, (2) Client or Family Member, and (3) Resident or Stakeholder.

FY 2012-13 will mark the first budget year of OPC operating under the PBH regional structure. The Commissioner Approved budget provides maintenance of effort funding for OPC identical to FY2011-12. All Orange County dollars will remain under local control for the benefit of Orange County clients, families and their community advocates. OPC proposes to use Orange County funds as shown below with no material change from FY 2011-12:

ORANGE COUNTY FUNDING

	2012-13 <u>Fiscal Year</u>
<u>MENTAL HEALTH</u>	
Mental Health Services	889,174
Crisis Services (MH & SA)	60,000
Psychiatrists	110,000
Housing	22,000
JCPC	40,404
Property Management	22,220
CFAC	6,667
Continuity of Care Project	21,000
Burmesse Immigrants	28,000
Pro Bono Therapy	17,508
Medical Records Storage	15,000
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>	40,000
 TOTAL	 \$ 1,370,973

Orange Public Transportation (OPT)

Phone Number (919) 245-2008

Website: <http://www.orangecountync.gov/transportation/index.asp>

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Category (General Fund)						Account: 4350
Personnel Services	\$ 668,350	\$ 622,808	\$ 557,459	\$ 560,362	\$ 598,973	\$ 598,973
Operations	\$ 231,051	\$ 234,294	\$ 187,626	\$ 194,439	\$ 207,298	\$ 207,298
Capital Outlay	\$ 252,253	\$ 156,338	\$ 0	\$ 19,855	\$ 7,000	\$ 7,000
Total Expenditures	\$ 1,151,654	\$ 1,013,440	\$ 745,085	\$ 774,655	\$ 813,271	\$ 813,271
Offsetting Revenues	\$ (847,299)	\$ (680,902)	\$ (509,652)	\$ (567,795)	\$ (501,000)	\$ (501,000)
County Costs (net)	\$ 304,354	\$ 332,538	\$ 235,433	\$ 206,860	\$ 312,271	\$ 312,271
Total Orange Public Transportation and Related Expenditures	\$ 1,151,654	\$ 1,013,440	\$ 745,085	\$ 774,655	\$ 813,271	\$ 813,271

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.
- 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.
- Implement all safety system policies and procedures per NCDOT regulations.

FY 2011 – 2012 Outcomes

- Provided more than 113,000 one-way trips to Orange County residents.
- Implemented new Hillsborough Circulator route utilizing Congestion Mitigation and Air Quality (CMAQ) funds.
- Improved cost per hour, cost per trip.

Orange Public Transportation (OPT) – continued

Outcome Measures	2009-10 Actual	2010-11 Actual	2010-11 Budget	2011-12 Estimate	2012-13 Projected
Total Passenger Trips (Chapel Hill Transit 420 Route trips not included)	115,331	113,600	113,600	113,434	113,434
Total Cost per OPT trip	\$8.77	\$7.54	\$7.54	7.77	\$7.77
County Cost per OPT Trip (42%)	\$3.68	\$3.17	\$3.17	\$3.27	\$3.27
Total number of daily public routes	18	19	19	19	20
Total number of medical trips	10,744	14,594	14,594	11,000	11,000

FY 2012 – 2013 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 113,000 trips as efficient and effective as possible.
- Market the OPT Orange Bus transit service with new brochures, vehicle lettering, uniforms and website link.
- Assist in the collection of data for the consolidation study Chapel Hill Transit and OPT. Provide recommendations regarding the consolidation study.

Budget Highlights

- Develop marketing plans to increase use of transit system.
- Awarded CMAQ funds to operate a Hillsborough public route. The Town of Hillsborough will offset operational funds for this route.
- The budget includes an increase in personnel totaling \$41,081. Of that total \$23,130 is allocated to non-permanent flex-time drivers to efficiently serve the necessary routes. The remaining increase is due to adjustments in permanent salaries due to new hires and health insurance.

Planning & Inspections Department

Phone Number (919) 245-2575

Website: <http://www.orangecountync.gov/planning>

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Category (General Fund)						Account: 6200
Personnel Services	\$ 2,512,108	\$ 2,207,689	\$ 2,156,722	\$ 2,054,769	\$ 2,192,148	\$ 2,187,148
Operations	\$ 159,828	\$ 188,476	\$ 293,220	\$ 249,324	\$ 282,820	\$ 282,820
Capital Outlay	\$ 3,078	\$ 0	\$ 0	\$ 0	\$ 66,000	\$ 15,000
Total Expenditures	\$ 2,675,014	\$ 2,396,165	\$ 2,449,942	\$ 2,304,093	\$ 2,540,968	\$ 2,484,968
Offsetting Revenues	\$ (580,975)	\$ (581,936)	\$ (697,450)	\$ (539,718)	\$ (718,500)	\$ (718,500)
County Costs (net)	\$ 2,094,039	\$ 1,814,229	\$ 1,752,492	\$ 1,764,375	\$ 1,822,468	\$ 1,766,468
Efland Sewer Fund						Account: 3601
Operations	\$ 212,475	\$ 210,255	\$ 230,500	\$ 257,700	\$ 302,650	\$ 302,650
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 212,475	\$ 210,255	\$ 230,500	\$ 257,700	\$ 302,650	\$ 302,650
Offsetting Revenues	\$ (89,264)	\$ (124,952)	\$ (142,000)	\$ (148,000)	\$ (203,600)	\$ (203,600)
County Costs (net)	\$ 123,211	\$ 85,303	\$ 88,500	\$ 109,700	\$ 99,050	\$ 99,050
Total Planning and Inspections and Related Expenditures						
	\$ 2,887,488	\$ 2,606,421	\$ 2,680,442	\$ 2,561,793	\$ 2,843,618	\$ 2,787,618

Division Summary

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Program (General Fund)						
County Engineer	\$ 162,664	\$ 77,572	\$ 81,375	\$ 81,446	\$ 82,794	\$ 82,794
Planning	\$ 2,512,350	\$ 2,318,594	\$ 2,368,567	\$ 2,222,646	\$ 2,458,174	\$ 2,402,174
Total Expenditures	\$ 2,675,014	\$ 2,396,165	\$ 2,449,942	\$ 2,304,093	\$ 2,540,968	\$ 2,484,968
Offsetting Revenue	\$ (580,975)	\$ (581,936)	\$ (697,450)	\$ (539,718)	\$ (718,500)	\$ (718,500)
County Costs (net)	\$ 2,094,039	\$ 1,814,229	\$ 1,752,492	\$ 1,764,375	\$ 1,822,468	\$ 1,766,468
Efland Sewer Fund						
Efland Sewer	\$ 212,475	\$ 210,255	\$ 230,500	\$ 257,700	\$ 302,650	\$ 302,650
Total Expenditures	\$ 212,475	\$ 210,255	\$ 230,500	\$ 257,700	\$ 302,650	\$ 302,650
Offsetting Revenue	\$ (89,264)	\$ (124,952)	\$ (142,000)	\$ (148,000)	\$ (203,600)	\$ (203,600)
County Costs (net)	\$ 123,211	\$ 85,303	\$ 88,500	\$ 109,700	\$ 99,050	\$ 99,050
Total Expenditures	\$ 2,887,488	\$ 2,606,421	\$ 2,680,442	\$ 2,561,793	\$ 2,843,618	\$ 2,787,618

Mission Statement

The Planning and Inspections Department seeks to serve the citizens of Orange County by implementing adopted land use, environmental, and building policies and standards through a system of regulations to promote stable and quality residential and non-residential economic development while protecting the environment.

Planning & Inspections Department – continued

Division: Administrative

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.
- Manages public transit initiatives; local, intra-county and regional including infrastructure development.
- Manage Engineering initiatives.
- Interacts with regional, state and federal agencies such as NC Department of Transportation (NCDOT), NC Department of Environment and Natural Resources (DENR), US Environmental Protection Agency (EPA), Metropolitan Planning Organization (MPO), Triangle J Council of Governments (TJCOG), etc.

FY 2011-12 Outcomes

- SAPFO Administration, including authoring annual technical report.
- Orange-Alamance County Line Issue – significant project support and GIS mapping work.
- Efficient agenda preparation and management for Planning Board and Quarterly Public Hearings, including continual maintenance of departmental webpage.
- Adopted the Hillsborough-Orange County Strategic Growth Plan Interlocal Agreement.
- Joint Planning Area (JPA) Administration – reviews and comments on Land Use Management Ordinance revisions proposed by Towns of Chapel Hill and Carrboro and on-going coordination with the Towns on land use issues.
- Zoning Ordinance and Map Amendment and Comprehensive Plan Text and Map amendments, including significant mapping efforts. This is an implementation measure of the Efland-Mebane Small Area Plan, Eno EDD Small Area Plan and Highway 57 Small Area Plan.

Outcome Measures	2009-10 Actual	2010-11 Actual	2010-11 Budget	2011-12 Estimate	2012-13 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	21	30	26	26
Other Local Government Meetings	15	15	20	15	16

FY 2012-13 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 (e.g., 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 2009-10.
- 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. Required update to county's Data Element based on 2010 Census for use by all departments.
- Orange Public Transportation /Chapel Hill Transit Consolidation Study.
- Research/Planning to address Regional Mobility Act and ½ cent sales initiative.

Budget Highlights

- Continued work on BOCC indentified 2009-12 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.
- The division requested \$51,000 in FY 2012-13 Capital Outlay for replacement of three vehicles, but it is not included in the Commissioner Approved budget. Beginning July 1, 2012, County vehicles will be replaced within an Internal Service Fund, outside the General Fund.

Division: Current Planning

Major Services

- Administration, interpretation, permitting, inspection, and enforcement of land use regulations including, but not limited to: zoning, subdivision, erosion control, flood damage prevention, stormwater management, and adequate public facilities. This task includes the periodic revision of existing, and development of new, land use regulations.
- 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. This task includes the holding and coordination of public outreach and educational meetings as well as 'open houses' to inform local residents of the various impacts of the County's planning program.
- Completion of special planning projects intended to establish growth management policies for the County

Planning & Inspections Department – continued

- Coordinate infrastructure improvements (water/sewer provision, landscaping, proposed street patterns, open space networks, etc.) during the development process.

FY 2011-12 Outcomes

- Issued approximately 254 zoning compliance permits authorizing land disturbing activities (i.e. residential).
- Processed approximately 10 new minor subdivision applications.
- Continued working on 50 existing minor subdivision applications.
- Processed 2 Class B Special Use Permit(s) applications.
- Processed 2 Conditional Use Permit(s) applications, one of which involved a major subdivision.
- Continuing to work on a major appeal related to the operational characteristics of the Churton Grove Planned Development.
- Processed 3 site plan applications (i.e. non-residential development).
- Assisted with the implementation of the Efland Sewer Project including plot review and approval and assisting the County Attorney's office prepare for condemnation hearings.
- Processed multiple amendment(s) to the County's adopted Unified Development Ordinance (UDO).
- Completed amendments to the County's Zoning Atlas.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Actual	2011-12 Estimate	2012-2013 Projected
Customer Service (walk-in/telephone, e-mail requests, etc.)	4,925	5,127	5,100 ¹	5,600	5,500
Zoning Compliance Permits (residential, non-residential, home occupations, etc.)	455	452	273	350	500
Subdivision applications (Exempt, Minor, Major)	115	82	62	120 ²	120
Special Use Permits (Class A and B)	3	6	2	4	6
Processing of ordinance amendments, variance requests, interpretation requests, zoning atlas amendments, letter of flood map amendments, comprehensive plan/map amendments, etc.	10	14 ³	12	15	15

¹ Staff has engaged in numerous Zoning Atlas and Comprehensive Plan amendments increasing call volume.

² Due to the State Permit Extension Act, there are approximately 50 minor subdivision projects still active with potential to file for final plat approval this calendar year.

³ Includes public hearings on the adoption of the Unified Development Ordinance (UDO).

FY 2012-13 Fiscal Year Objectives

- Complete draft ordinance amendment packages addressing: Stormwater, Class II Kennels, Solar Arrays (i.e. utilities), Churches, Mobile Food Vendors, Nuisance issues, Airport, Lighting, Sexually Oriented Business, Telecommunication, Land Use (i.e. Table of Permitted Uses), and Mixed Use regulations.
- Continue implementation of the Central Permitting processes (i.e. business rules) within the permit review process.
- Continue to review and revise existing regulations governing economic development.
- Continue processing amendments designed to implement provisions of adopted Small Area Plans.
- Continue and complete a comprehensive assessment of existing subdivision regulations including an overhaul of the existing private road standards for the County.

Budget Highlights

- The Commissioner Approved Budget includes a decrease in current planning fees in the amount of \$4,000 to reflect the current trend.
- The FY 2012-13 Commissioner Budget includes a new 0.50 FTE Property Development Specialist position to be shared with a 0.50 FTE position in the Health Department. This position will provide intake support, reception, and permit application processing for central permitting clients. The salary and benefits for the Planning Department's 0.50 FTE share is \$27,585.

Division: Comprehensive Planning

Major Services

- Prepares/updates/implements elements of the Comprehensive Plan and Small Area Plans.
- Prepares/amends/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.
- Provides Transportation Planning service function of the County, including coordination between and among the County and NCDOT, MPOs, and the Triangle Area Rural Transportation Planning Organization (RPO).

FY 2011-12 Outcomes

- Completes coordination/management of aspects of the Unified Development Ordinance process.
- 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.
- Processed various amendments to the Comprehensive Plan Future Land Use Map to implement small area plans and further County economic development opportunities.

Outcome Measures	2009-010 Actual	20010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 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
Safe Routes to Schools Action Plan			Underway	Underway	Complete
OC Comprehensive Transportation Plan			Underway	Underway	Complete
OC Transit Plan			Underway	Underway	Complete
Update County Profile Element of Comprehensive Plan with 2010 Census data					Underway

FY 2012-13 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 about long-range planning, in Orange County.

Budget Highlights

- Coordinate/manage aspects of Comprehensive Plan and Small Area Plan implementation with a focus on Economic Development
- Complete Safe Routes to Schools Action Plan, Comprehensive Transportation Plan, and assist in process to adopt the OC Transit Plan.

Division: Building Inspections

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 2012 North Carolina State Building Codes, as well as providing in-house continuing education classes, for our inspectors.
- Respond to the public regarding investigation of code violations.
- Conduct biannual safety inspections of schools and child/adult care facilities as required by state statutes.
- Calculate and post Occupancy Load in all assemblies in the unincorporated areas of Orange County and the Town of Hillsborough.

Planning & Inspections Department – continued

- 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 county engineer for maintenance.

FY 2012-13 Outcomes

- Issue permits for building, electrical, plumbing, mechanical systems, zoning compliance and solid waste.
- Accept all major credit cards at the front counter allowing a major convenience for our customers.
- Provide a plan review of all commercial and residential permit applications, to ensure compliance with all relevant codes and laws before approval.
- Conduct 99% of inspections on the date requested by clients.
- Issue Certificates of Occupancy or Certificates of Compliance at the completion of all projects as well as collecting of all School Impact fees for unincorporated Orange County and Hillsborough.
- Inspect 100% of the schools, two times per year, and child/adult care facilities, annually.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Permits Issued	3,099	3,306	3,400	3,350	3,400
Building	668	634	670	641	650
Electrical	1,152	1,242	1,260	1,250	1,300
Plumbing	468	462	480	425	480
Mechanical	811	968	990	950	975
Field Inspections	12,125	13,764	16,000	13,875	14,250
Complaints/Inquiries	54	48	55	90	95
Commercial Plan Review	211	252	260	275	300
One & Two Family Dwellings	170	165	215	120	150
Fire Inspections	0	273	260	250	250
Sewer Inspections	0	0	164	180	281
School Inspections	37	38	38	38	38
Impact Fees Collected	\$731,357	\$737,381	\$740,000	\$650,000	\$725,000

FY 2012-13 Fiscal Year Objectives

- Train and implement the 2012 Building, Fire, Fuel Gas, Mechanical, Plumbing, Administration, Energy Conservation and Residential codes in March 2012.
- Train and implement the 2011 National Electrical Code (North Carolina Electrical Code) in September 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 date requested by clients.
- Issue Certificates of Occupancy or Certificates of Compliance at the completion of all projects.
- 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.
- Continue to conduct fire inspections in the unincorporated Orange County and bring the county into compliance with required fire inspections by the end of the year.

Division: Erosion Control & Stormwater Services

Major Services

- Review and approve erosion control plans.
- Review and approve Stormwater management plans in Falls Lake & Jordan Lake Watersheds.
- Monitor construction sites for erosion control compliance.

Planning & Inspections Department – continued

- Monitor projects for compliance with Stormwater requirements.
- Protect riparian buffers.
- Identify streams per DWQ guidelines.

FY 2011-12 Outcomes

- Conduct 439 EC compliance inspections
- Permit 37 projects involving 606 acres of which 84 acres were disturbed
- Issue 20 waivers for projects of less than 10,000 square feet in the Upper Eno, Cane Creek and University lake watersheds
- Conduct 43 surface water ID field determinations
- Assist the public approximately 50 times
- Attend approximately 20 training/seminars/meetings

Outcome Measures	2009-10 Actual	2010-11 Budget	2010-11 Actual	2011-12 Estimate	2012-13 Projected
Erosion Control plans reviewed	37	25	50	50	50
Grading permits issued	37	25	50	50	50
Stormwater management plans	6	3	6	6	20
Inspections	1,261	1,000	600	700	660
Surface Water ID	92	32	70	70	70

FY 2012-13 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.

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 and urban transition area infrastructure master planning.

Planning & Inspections Department – continued

- Provide engineering perspective on various County advisory boards and work groups including support of infrastructure in economic development districts.

FY 2011-2012 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 bid phase. Receive authorization to construct from the Construction Grants and Loans division and begin construction.
- Secure State Revolving Loan funds for this project and maintain project schedule to meet appropriate deadlines for this loan program.
- Complete the second phase of a multi-phase plan to rehabilitate the concrete spillway at the Lake Orange Dam.
- Create an Operation & Maintenance manual and an Emergency Action Plan for Lake Orange Dam and Spillway.
- Complete the design and permitting of the Buckhorn EDD Phase 2 Utilities.

Outcome Measures	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-2013 Projected
Efland/Buckhorn sewer expansion	Complete State permit review and prepare bid documents	Complete regulatory review and begin construction	Complete regulatory review and begin construction	Complete construction and facilitate new customers connection to new system
Lake Orange Spillway Repairs	Design and partially construct Phase I	Complete Phase I and II design and complete Phase I & II	Complete Phase I and II design and complete Phase I & II	Design Phase III repairs Begin Phase III repairs
Lake Orange Operation Manuals and Spillway Routing Calculations	n/a	Collect data and produce manuals and calculations for State approval	Collect data and produce manuals and calculations for State approval	Coordinate with Emergency Services to potentially incorporate Lake Orange Dam Breach into one of their regular table top exercises
Documented Sanitary Sewer Overflows (SSO)	0	0	0	0
Buckhorn-Mebane Utilities	Design	Design complete, permitting complete, identification of construction funding source underway	Design complete, permitting complete, identification of construction funding source underway	Enter bid phase, obtain easements, begin construction

FY 2012-13 Fiscal Year Objectives

- Continue to maintain zero sanitary sewer overflows and monitor new rate system in Efland sewer system.
- Secure state revolving loan funds, permitting and begin construction of McGowan Creek Interceptor.
- Complete the Central Efland/Northern Buckhorn sewer construction phase.
- Complete design and construction of Phase III repairs to the Lake Orange Spillway and dam.
- Investigate broadening the SCADA software application of the communications software to areas other than Lake Orange, such as the Efland Sewer pump stations.
- Begin construction of water and sewer infrastructure for Buckhorn-Mebane utilities Phase II.

Budget Highlights

- Lake Orange Dam was recently reclassified as a high hazard dam by the Dam Safety Division of NC Department of Environment and Natural Resources. This required a dam overflow analysis, completion of a spillway routing study, and approval of an Operation and Maintenance Manual and Emergency Action Plan, filed with the Dam Safety Office. The Engineering division performed these services in-house rather than hiring a consultant to do this work, thereby saving the County approximately \$20,000.
- Beginning with FY 2012-13, the rate structure for the Efland sewer system is proposed to be modified to match the rate structure of the Town of Mebane. The revenue-neutral rate for the Efland system using the City of Mebane's rate structure is \$13.20 per 1,000 gallons. This is approximately 6% higher than the projected City of Mebane out of town rates, but would be expected to generate the same amount of revenue for the system as if the current rate and rate structure were held constant. The monthly bill for a customer using 6,000 gallons or less based on the new rate and rate structure will be very close to the monthly bill expected if rates stayed the same, but because of increased billing and treatment costs, as noted above, the County's subsidy of the sewer system's operating budget will increase by approximately 30%, or \$26,000, as compared to the FY2011-12 budget.

Division: Special Projects & GIS

Major Services

- Prepares/updates/implements small area plans, comprehensive plan (updates), 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 Schools Adequate Public Facilities Ordinance (SAPFO), the Water and Sewer Management, Planning, and Boundary Agreement (WASMPBA), and the Central Orange Coordinated Planning Area (joint plan with the Town of Hillsborough).
- Administration of Planning Board agendas/meetings and Quarterly Public Hearing agendas.

Planning & Inspections Department – continued

- GIS mapping services and socio-economic/demographic data for Planning & 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 2011-12 Outcomes

- Completed significant amendments to the UDO to change standards related to potential economic development projects and processed a rezoning in the Buckhorn Commercial-Industrial Activity Node (CITAN).
- Completed extensive amendments to the Comprehensive Plan to ensure consistency and correctness of plan.
- SAPFO Administration, including authorizing annual technical report.
- Orange-Alamance County Line Adjustment – provided significant support on project and with GIS mapping work.
- 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.
- JPA Administration – review on comment on a number of Land Use Management ordinance revisions proposed by the Towns of Chapel Hill and Carrboro and on-going coordination with the Towns on land use issues, including coordinating the March 2012 Joint Public Hearing.
- Efficient agenda preparation and management for Planning Board and Quarterly Public Hearings.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Prepare and Distribute Agendas:					
Quarterly Public Hearing	4	4	4	4	4
Advisory Board/Task Forces	21	27	30	27	30
Other Local Government Meetings	15	15	15	12	15
Consolidation of land use ordinances into a Unified Development Ordinance / Continued revisions to UDO to implement BOCC Goals	Underway (minor role)	Complete (became project lead in June '10)	UDO Adopted / Revisions underway & some completed	Revisions underway & some completed	Further Revisions to implement goals
Small Area Plan Implementation (economic development focus)	Underway	Underway	Underway	Some Measures complete, others underway	Additional measures complete, and more underway
Orange-Alamance County Line Adjustment	Underway	Underway	Underway	91% line	9% line underway

FY 2012-13 Fiscal Year Objectives

- To continue revising land use and development regulations, as directed by the BOCC.
- To continue with implementation measures contained in small area plans.
- Continue to provide GIA mapping (including thematic maps) and socio-economic data to department staff, other County departments as requested, 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 FY09-10.

Budget Highlights

- Completed significant amendments to development regulations to enhance and promote the possibility for economic development-related projects.
- Implemented small area plan recommendations with a focus on economic development.
- Completed necessary amendments to the Comprehensive Plan to provide consistency between the Comprehensive Plan and the Unified Development ordinance and also "cleaned-up" inconsistencies and errors in the Comprehensive Plan.



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Register of Deeds

Phone Number (919) 245-2679

Website: <http://www.orangecountync.gov/deeds/index.asp>

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Category (General Fund)						Account: 3250
Personnel Services	\$ 818,204	\$ 701,405	\$ 723,540	\$ 731,110	\$ 721,065	\$ 721,065
Operations	\$ 118,027	\$ 125,114	\$ 149,397	\$ 141,173	\$ 147,063	\$ 147,063
Capital Outlay	\$ 2,674	\$ 4,903	\$ 0	\$ 1,758	\$ 0	\$ 0
Total Expenditures	\$ 938,904	\$ 831,422	\$ 872,937	\$ 874,042	\$ 868,128	\$ 868,128
Offsetting Revenues	\$ (1,366,735)	\$ (1,361,438)	\$ (1,342,062)	\$ (1,206,965)	\$ (1,245,745)	\$ (1,245,745)
County Costs (net)	\$ (427,831)	\$ (530,016)	\$ (469,125)	\$ (332,923)	\$ (377,617)	\$ (377,617)
Total Register of Deeds and Related Expenditures	\$ 938,904	\$ 831,422	\$ 872,937	\$ 874,042	\$ 868,128	\$ 868,128

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, such as back-scanning old documents.

FY 2011-12 Outcomes

- Recording Process - Each document was reviewed and certified for 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 Parcel Identifier Number (PIN) assignment, within five minutes of receipt. Within ten minutes, completed the filing process, affixed book and page, time and date, collected/receipted fee. Each document processed by the Quality Control Supervisor within, eight hours of recording. Process completed in the designated time frame approximately 99% of the time. Returned filed documents to designated party within five-to-seven days of filing, approximately 98% of the time.
- Indexing & Imaging Process - Indexed document within 20 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

- Vital Records – Issued certified copies of Birth, Death & Marriage Certificates within five 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.
- Implemented E-Recording of Satisfactions on September 19, 2011.
- Special Projects: Real Estate Imaging Project - Project started October 11, 2011. Vendor started scanning permanent records from 1752 to 1991. Citizens frequently request that images of records prior to 1991 be available on the internet. The project is funded from the Register of Deeds Automation Fund (NCGS 161-11.3).

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Deeds, Deeds of Trust, D/T Cancellations, other documents, UCCs recorded, scanned and indexed	22,058	22,541	22,500	22,632	22,500
Marriage Licenses Issued	747	743	725	671	720
Births Indexed	3,882	3,823	3,915	3,912	3,875
Deaths Indexed	1,461	1,455	1,470	1,547	1,490
Certified Copies of Vital Records Issued	17,221	18,776	18,202	18,246	18,100

FY 2012-13 Fiscal Year Objectives

- Real Estate Imaging Project – Continue working with Vendor to scan permanent records, from 1752 to 1991. The project will be funded from the Register of Deeds Automation Fund (NCGS 161-11.3).
- Vital Records Project – Scan Vital Record documents including Birth, Death and Marriage records. Once the Real Estate Imaging Project is complete, begin working with Vendor to complete Vital Records Project. The project will be funded from the Register of Deeds Automation Fund (NCGS 161-11.3).
- Implementation of ROAM software within AMCAD system, July 1, 2012. New/upgraded hardware may be needed to implement software. This implementation will be funded from the Register of Deeds Automation Fund (NCGS 161-11.3). ROAM software and maintenance will cost \$13,000. New/upgraded hardware approximate will cost \$12,000.00. Total implementation cost: \$25,000.

Budget Highlights

- The decrease in Personnel Services for FY 2012-13 is due in part to retirement of a Deputy Register of Deeds position, and budgeted at a lower salary in FY 2012-13.
- The decrease in budgeted revenues in FY 2012-13 is due to the continued slow economic recovery associated with the construction and housing industry.

Sheriff

Phone Number (919) 644-3050

Website: <http://www.orangecountync.gov/sheriff/index.htm>

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Category (General Fund)						Account: 7100
Personnel Services	\$ 8,541,573	\$ 8,993,867	\$ 8,870,126	\$ 8,564,136	\$ 8,918,953	\$ 8,918,953
Operations	\$ 1,502,113	\$ 1,683,857	\$ 2,182,325	\$ 1,723,612	\$ 2,261,346	\$ 2,261,346
Capital Outlay	\$ 47,321	\$ 297,308	\$ 219,000	\$ 301,920	\$ 315,561	\$ 0
Total Expenditures	\$ 10,091,007	\$ 10,975,032	\$ 11,271,451	\$ 10,589,668	\$ 11,495,860	\$ 11,180,299
Offsetting Revenues	\$ (2,785,896)	\$ (2,877,313)	\$ (2,546,700)	\$ (2,627,434)	\$ (2,546,700)	\$ (2,546,700)
County Costs (net)	\$ 7,305,112	\$ 8,097,719	\$ 8,724,751	\$ 7,962,234	\$ 8,949,160	\$ 8,633,599
Total Sheriff and Related Expenditures	\$ 10,091,007	\$ 10,975,032	\$ 11,271,451	\$ 10,589,668	\$ 11,495,860	\$ 11,180,299

Mission Statement

The mission of the Orange County Sheriff's Office (OCSO) is, "Community peace through competent law enforcement." The department aims to protect the rights of all persons to be free from crime and 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.

Major Services

- Provide 24-hour, routine patrol services to the entire county.
- Respond to crimes in progress, citizen complaints and incident investigations.
- Seek 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 Orange County Jail Facility. Transport inmates to court, between other jail facilities and state prisons, and maintain inmate custody, during court trials. Provide security for courtrooms and courthouse property.
- Continue Community Watch and Crime Stoppers programs, as well as conduct the D.A.R.E./GREAT programs, in the county schools. Assist victims of domestic violence and child abuse. Aid the elderly, people with disabilities, and crisis victims.

FY 2011-12 Outcomes

- Reduce the number of property and larcenies crimes.
- Continue our school resource deputy program to reduce crime and incidents of violence in our schools.
- Provide safe housing and security, for state and federal inmates.
- Continue screening all reports from the OCSO and initiate contact with victims of domestic violence.

Sheriff – continued

- 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 throughout the county, to deter and prevent crime.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-2013 Projected
Number of OCSO Break-ins	547	435	417	456	470
Number of OCSO Larcenies	608	313	403	480	500
Number reported domestic violence contacts/incidents	3,615	4,240	2,934	3,828	3,900
Number of juvenile contacts by deputies (state law requires juvenile contacts be reported)	38,879	33,983	40,100	44,595	50,000
Number of child abuse cases	175	185	185	197	200
Average number of inmates per month	155	157	153	167	167

FY 2012-13 Fiscal Year Objectives

- 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. Increase daily e-mail to Community Watch Groups, about crime in their communities.
- Cooperate with other community agencies to empower victims of domestic violence. Provide these victims with resources to prevent and remove themselves from domestic violence situations.
- Continue to involve citizens, especially parents of school-age children, in our drug awareness prevention programs. Encourage citizen participation in solving community problems and decreasing overall incidents of crime.
- Meet mandated federal and state jail standards.

Budget Highlights

- Increases in Operations, for FY 2012-13, are due to increased costs in providing for inmate needs
- The FY 2012-13 Commissioner Approved budget includes an increase in temporary personnel funding of \$42,432 to provide additional courtroom security coverage.
- The department requested \$315,561 in FY 2012-13 Capital Outlay for replacement of 12 patrol vehicles, but are not included in the Commissioner Approved budget. Beginning July 1, 2012, County vehicles will be replaced within an Internal Service Fund, outside the General Fund.

Social Services

Phone Number (919) 245-2800

Website: <http://www.orangecountync.gov/socsvcs/index.asp>

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Category (General Fund)						Account: 4001
Personnel Services	\$ 8,999,197	\$ 9,064,327	\$ 9,447,477	\$ 9,211,761	\$ 9,568,118	\$ 9,568,118
Operations	\$ 9,936,332	\$ 9,308,657	\$ 9,097,736	\$ 9,209,016	\$ 6,819,200	\$ 6,896,200
Capital Outlay	\$ 161,502	\$ 83,629	\$ 20,000	\$ 21,475	\$ 64,910	\$ 20,000
Total Expenditures	\$ 19,097,031	\$ 18,456,613	\$ 18,565,213	\$ 18,442,252	\$ 16,452,228	\$ 16,484,318
Offsetting Revenues	\$ (12,877,745)	\$ (12,061,973)	\$ (11,734,197)	\$ (12,098,397)	\$ (9,216,708)	\$ (9,216,708)
County Costs (net)	\$ 6,219,285	\$ 6,394,640	\$ 6,831,016	\$ 6,343,855	\$ 7,235,520	\$ 7,267,610
OCJP Partnership Grant (Grant Fund)						Account: 7050
Personnel Services	\$ 51,109	\$ 53,978	\$ 53,195	\$ 54,343	\$ 54,514	\$ 54,514
Operations	\$ 165,055	\$ 168,483	\$ 163,650	\$ 163,300	\$ 0	\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 216,164	\$ 222,461	\$ 216,845	\$ 217,643	\$ 54,514	\$ 54,514
Offsetting Revenues	\$ (208,113)	\$ (192,851)	\$ (187,235)	\$ (187,235)	\$ 0	\$ 0
County Costs (net)	\$ 8,051	\$ 29,610	\$ 29,610	\$ 30,408	\$ 54,514	\$ 54,514
Total Department of Social Services and Related Expenditures	\$ 19,313,195	\$ 18,679,073	\$ 18,782,058	\$ 18,659,895	\$ 16,506,742	\$ 16,538,832

Division Summary

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Program (General Fund)						
Administration	\$ 2,696,963	\$ 2,583,059	\$ 2,709,071	\$ 2,736,393	\$ 2,873,896	\$ 2,895,986
Children/Family Services	\$ 4,691,665	\$ 4,378,645	\$ 4,660,901	\$ 4,378,857	\$ 4,940,990	\$ 4,940,990
Economic Services	\$ 3,900,746	\$ 4,202,834	\$ 4,345,549	\$ 4,223,888	\$ 4,103,970	\$ 4,103,970
Public Assistance	\$ 1,467,597	\$ 1,493,033	\$ 1,257,087	\$ 1,484,110	\$ 1,488,209	\$ 1,488,209
Skills Development Center	\$ 28,675	\$ 8,565	\$ 10,668	\$ 10,522	\$ 10,668	\$ 10,668
Subsidy	\$ 6,245,248	\$ 5,720,673	\$ 5,511,957	\$ 5,537,940	\$ 2,965,069	\$ 2,975,069
Veterans' Services	\$ 66,137	\$ 69,804	\$ 69,980	\$ 70,542	\$ 69,426	\$ 69,426
Total Expenditures	\$ 19,097,031	\$ 18,456,613	\$ 18,565,213	\$ 18,442,252	\$ 16,452,228	\$ 16,484,318
Offsetting Revenue	\$ (12,877,745)	\$ (12,061,973)	\$ (11,734,197)	\$ (12,098,397)	\$ (9,216,708)	\$ (9,216,708)
County Costs (net)	\$ 6,219,285	\$ 6,394,640	\$ 6,831,016	\$ 6,343,855	\$ 7,235,520	\$ 7,267,610
OCJP Partnership Grant (Grant Fund)						
Orange-Chatham Justice Partner	\$ 216,164	\$ 222,461	\$ 216,845	\$ 217,643	\$ 54,514	\$ 54,514
Total Expenditures	\$ 216,164	\$ 222,461	\$ 216,845	\$ 217,643	\$ 54,514	\$ 54,514
Offsetting Revenue	\$ (208,113)	\$ (192,851)	\$ (187,235)	\$ (187,235)	\$ 0	\$ 0
County Costs (net)	\$ 8,051	\$ 29,610	\$ 29,610	\$ 30,408	\$ 54,514	\$ 54,514
Total Expenditures	\$ 19,313,195	\$ 18,679,073	\$ 18,782,058	\$ 18,659,895	\$ 16,506,742	\$ 16,538,832

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.

Division: 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 2011-12 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 2012-13 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

- The division requested \$64,910 in FY 2012-13 Capital Outlay for replacement of two vehicles, but it is not included in the Commissioner Approved Budget. Beginning July 1, 2012, County vehicles will be replaced within an Internal Service Fund, outside the General Fund.
- The lease at Hillsborough Commons increased and is reflected in the budget amount.
- There are some additional IT costs related to North Carolina Families Accessing Services through Technology (NC FAST) and Work Support that are included in the budget.
- One position is reclassified and reassigned from the Economic Services division to the Administrative Division.
- The contract awarded for Drug Court (\$67,000) has been placed in the Administrative Division of the Department of Social Services.

Social Services – continued

Division: Child/Family Services

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

FY 2011-12 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	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Children in households reported for suspected child abuse/neglect	1029	1161	1075	1200	1300
Number of children in DSS legal custody	232	175	225	170	180
Number of children who achieved permanence	81	82	80	70	75
APS investigations	44	44	50	52	60
CAP/In-Home Services	116*	70/62	120*	75/70	75/70
Guardianship Cases	17	17	20	27	35

*Combined totals for CAP and In-Home Services

FY 2012-13 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.

Social Services – continued

- 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.

Budget Highlights

- Beginning April 1, 2012 the Orange-Person-Chatham Local Management Entity (LME) will be transferring guardianship of wards in their care to Social Services. Through the partnership with the Department on Aging, Social Services has also assumed guardianship of its wards. Social Services will be the only public agency serving a guardianship role in Orange County.
- Due to changes from the Division of Medical Assistance there may be impacts on CAP-DA and/or Personal Care programs but there is not enough information at this time to determine program and budget impacts.
- Due to a change in federal rules, the agency anticipates losing \$175,000 in IV-E administration revenue, funds used to support child welfare staff.
- Last year's General Assembly increased the administrative funds for child care subsidy to 4% from the 3% recommended by DHHS. This year's estimates show a reduction in administrative funds back to 3%.

Division: Economic Services

Major Services

- Provide funding for staff administering various Public Assistance programs, the Work First and Adolescent Parenting programs Note: actual costs for Public Assistance programs are found in the Public Assistance division.
- 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 2011-12 Outcomes

- Enabled 100 recipients to obtain employment
- 75% of Work First families participated in an employment services work activity
- Assisted 5 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% 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

Social Services – continued

- Implemented pay-after-performance for all Work First cash recipients
- Social Services hosted a community-wide job fair attended by 600 job seekers and over 40 employers.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Employed Families (unduplicated)	150	100	120	60	80
County Participation Rate	65%	49%	65%	50%	50%
SSI Disability Claims	10	5	10	3	5
Adolescent Parents	35	43	40	45	40
2 nd Pregnancy Avoidance	85%	95%	100%	85%	100%
Education Continuance	85%	95%	100%	85%	100%

FY 2012-13 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

- State estimates include a 20% cut in TANF funding. Although this revenue is budgeted in Economic Services, these cuts may impact Child Welfare as well as employment services.
- Although there has been a delay in receiving the Employment and Training funds, the agency has received confirmation that funds will be allocated in FY2012-13.
- Grant funding for Food and Nutrition Services (FNS) outreach through the MANNA Food Bank ended and the associated time-limited position was eliminated.
- One position has been reclassified and reassigned to the Administrative Division.

Division: Public Assistance

Major Services

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

Social Services – continued

FY 2011-12 Outcomes

- Managed Medicaid caseload that has increased more than 4% over the last year.
- Managed Food and Nutrition Services caseload that has increased more than 11% over the last year.
- Undertook pilot programs to align certification periods for Food and Nutrition Services and Medicaid.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Work First Cases	213	235	320	240	240
Food and Nutrition Services Households	4,911	5,816	6,211	6,300	6,800
Medicaid Cases	6,958	7,212	7,380	7,640	8,000
Special Assistance Recipients	280	281	285	282	283
Health Choice Cases	732	821	905	870	900

FY 2012-13 Fiscal Year Objectives

- Assist low-income families and individuals with meeting nutritional, medical, and other basic needs.
- Redesign business processes through Work Support Strategies to manage increasing demand in public assistance.
- Prepare for and implement NC FAST Phase 1, 2, and 6, for Food and Nutrition Services, Medicaid and Work First.
- Work toward integrating work support programs across the agency.
- Continue to develop mechanisms and evaluate progress to manage the ongoing demand for Emergency Assistance.

Budget Highlights

- The division will be working with the IT Department and the Department of Health and Human Services to prepare for NC FAST implementation.
- These public assistance programs are projected to pay \$21,195,859 in Food and Nutrition Services and \$90,701,429 in Medicaid dollars to local grocers and medical providers in FY2012-13.
- Given the sustained impact of the economy on families, the agency continues to look for ways to meet the ongoing demand in public assistance. Part of this initiative will include business process redesign based on Work Support Strategies.
- Due to changes in law, Social Services now makes payments on behalf of eligible clients directly to the vendor in the Low Income Energy Assistance Program (LIEAP). Revenues and expenditures for this program are reflected in the budget. LIEAP is a federally funded program.

Division: 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 2011-12 Outcomes

- Enabled 471 citizens to obtain employment or increase income.
- Made job search easier through the availability of computers and internet access.
- Assisted 8,003 citizens with job search.
- Provided educational and vocational training for 3,022 citizens.
- Monitored 100% of customer satisfaction surveys for continuous improvement.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Customer Satisfaction Survey	100%	99%	100%	100%	100%
Human Resources Development	300	453	450	450	460
Basic Skills Training (ABE, ESL, GED)	550	715	700	700	720
Educational and Vocational Training	2,850	3,100	3,100	3,100	3,150
Obtained Employment or Increased Income	450	471	550	550	550
Facility Usage (monthly)	4,000	4,512	5,300	5,300	5,350

FY 2012-13 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.

Social Services – continued

Division: Subsidy

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 2011-12 Outcomes

- Provided child care subsidy for 850 children of working families.
- Provided a safe, stimulating learning environment for children and respite for parents as part of the protection plan when children have been neglected or abused.
- Assured that 55 foster children received child care services to supplement foster care services when the foster parent(s) work outside the home.
- Provided child care information and referral services to parents on availability, quality, and subsidy for child care, and provided supportive casework services to 650 families. Made 1,425 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	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Average number of children served per month in child care subsidy program	724	682	675	675	725
Number of information and referral contacts for child care placements	1,325	1,245	1,300	1,425	1,300
Total number of children served during the year for child care subsidy	1,114	988	900	875	935
Number of children adopted	24	23	25	21	22

FY 2012-13 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

- Social Services administered Smart Start subsidy for FY2011-12. Funds to support social workers administering Smart Start funds have been included in the budget (\$75,000). With the combination of Smart Start subsidy and CCDF, the waiting list of over 600 children was cleared.
- The consolidation of child care subsidy funds has reduced overall administrative costs and provided a seamless program for Orange County children and their families.
- Due to the current spending in child care and other cost increases in the Social Services budget, a \$100,000 cut was taken in the county child care line item.
- County funds in the amount of \$30,000 have been included in the budget request to pay back subsidy dollars used by county employees.
- Due to the decrease in the number of children in foster care, there have been decreases in both revenues and expenditures for foster care payments.
- Although adoption assistance has increased due to the increased number of children, the cost of vendor payments has decreased due to a change in state policy.
- The joint funding for adult day care shared between Social Services and Department on Aging is again requested in the adult day care line item.
- Funds for recreational opportunities for at-risk children (\$10,000) are included in youth sponsorship line item. This item was added to the FY 2011-2012 budget and is include in the budget for FY2012-13.
- The state estimate for child care subsidy indicates a decrease in funds of \$300,000 for payments for children compared to the amount received last year. In addition, the state is implementing a new payment system that is expected to begin during the next fiscal year. After that time, payments for subsidy from both state subsidy and from Smart Start will be made directly by the state to the providers. For this reason, only part of next year's allocation for child day care and for Smart Start are reflected in the budget request.
- The Commissioner Approved Budget added an additional \$10,000 to the athletic youth sponsorship fund administered by Social Services. This addition increases the total funding to \$20,000 for fiscal year 2012-13.

Division: Veterans Services

Major Services

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

FY 2011-12 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.

Social Services – continued

- Coordinated Orange County's participation in the NC Veterans 500 Hands Project – dedication of NC Veteran's Park.
- Collaborated with Department on Aging to implement the Annual Veteran's Day Appreciation Ceremony.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Compensation Applications	190	211	252	240	250
Education Applications	25	8	15	15	14
Burial Applications	25	15	16	20	18

FY 2012-13 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.

Budget Highlights

- State revenue reduction of \$2,000 leaves only county funding to support the delivery of Veterans Services.

Division: Criminal Justice Partnership Program (CJPP) and Juvenile Crime Prevention Council (JCPC)

Major Services

- Provide local programs targeting juvenile offenders including: Victim/Offender Mediation; Alternative-to-Suspension Program; Emergency Youth Shelter; Parent/Family Counseling; Clinical Case Management; Psychological/Intensive Services; Community Service & Restitution; and Teen Court (JCPC).
- Orange County has received funding since 1994 to implement the Criminal Justice Partnership Program. With these funds, Orange and Chatham counties have provided a continuum of care, through a Resource Center (contracted with Freedom House), for eligible I-sanctioned offenders, including Intensive Outpatient Services, Detoxification, Residential Placement, and CBI Services.
- Additional services included Assessment, Support Services, Aftercare Services, Drug Screening, Educational Services, Job Development, Housing & Life Skills Services, and Domestic Violence Support & Counseling.

FY 2011-12 Outcomes

- The program served approximately 112 clients/offenders (CJPP).
- While in the program, 53% of clients/offenders were able to obtain or maintain employment (CJPP).
- 850 youth received JCPC services (JCPC).
- 85% of youth completed community service and restitution (JCPC).

FY 2012-13 Fiscal Year Objectives

- Develop community-based alternatives to youth detention centers (JCPC).
- Provide community-based delinquency and substance abuse prevention strategies and programs (JCPC).
- Provide non-institutional dispositional alternatives that will protect the community and the juveniles (JCPC).

Budget Highlights

- The Justice Reinvestment Act of 2011 repealed the Criminal Justice Partnership Program (CJPP) and replaced it with the statewide Treatment for Effective Community Supervision Program (TECSP). As such, the NC Department of Correction will contract directly with service providers and oversee all program operations.
- The local Adult Advisory Committee, which provided administrative oversight of CJPP funds, will have no authority effective July 1, 2012 and can be disbanded.



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Solid Waste

Phone Number (919) 968-2788

Website: <http://www.orangecountync.gov/recycling/index.asp>

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Category (General Fund)						Account: 3410
Personnel Services	\$ 716,987	\$ 17,665	\$ 0	\$ 0	\$ 0	\$ 0
Operations	\$ 1,034,921	\$ 1	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 1,751,908	\$ 17,666	\$ 0	\$ 0	\$ 0	\$ 0
Offsetting Revenues	\$ (74,972)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
County Costs (net)	\$ 1,676,936	\$ 17,666	\$ 0	\$ 0	\$ 0	\$ 0
Solid Waste Enterprise Fund						Account: 3500
Contribution to Equip Reserves	\$ 0	\$ 150,880	\$ 941,679	\$ 941,679	\$ 816,146	\$ 816,146
Personnel Services	\$ 2,791,578	\$ 3,747,096	\$ 3,661,594	\$ 3,483,141	\$ 3,592,694	\$ 3,592,694
Operations	\$ 8,443,886	\$ 7,298,523	\$ 6,939,050	\$ 6,273,418	\$ 5,997,665	\$ 5,997,665
Capital Outlay	\$ 30,696	\$ (44,955)	\$ 812,184	\$ 814,311	\$ 4,522,513	\$ 4,522,513
Total Expenditures	\$ 11,266,159	\$ 11,151,544	\$ 12,354,507	\$ 11,512,549	\$ 14,929,018	\$ 14,929,018
Offsetting Revenues	\$ (8,718,575)	\$ (10,439,166)	\$ (12,354,507)	\$ (11,444,840)	\$ (14,929,018)	\$ (14,929,018)
County Costs (net)	\$ 2,547,584	\$ 712,378	\$ 0	\$ 67,709	\$ 0	\$ 0
Total Solid Waste Department and Related Expenditures						
	\$ 13,018,067	\$ 12,572,270	\$ 12,354,507	\$ 11,512,549	\$ 14,929,018	\$ 14,929,018

Division Summary

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Program (General Fund)						
Sanitation	\$ 1,751,908	\$ 17,666	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 1,751,908	\$ 17,666	\$ 0	\$ 0	\$ 0	\$ 0
Offsetting Revenue	\$ (74,972)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
County Costs (net)	\$ 1,676,936	\$ 17,666	\$ 0	\$ 0	\$ 0	\$ 0
Solid Waste Enterprise Fund						
Environmental Support	\$ 1,377,046	\$ 1,841,605	\$ 1,963,703	\$ 1,962,601	\$ 1,939,041	\$ 1,939,041
Landfill	\$ 2,744,074	\$ 3,762,990	\$ 4,242,020	\$ 3,885,836	\$ 6,311,653	\$ 6,311,653
Recycling	\$ 7,140,643	\$ 3,842,797	\$ 3,761,378	\$ 3,537,068	\$ 4,088,017	\$ 4,088,017
Sanitation	\$ 4,395	\$ 1,704,151	\$ 2,387,406	\$ 2,127,044	\$ 2,590,307	\$ 2,590,307
Total Expenditures	\$ 11,266,159	\$ 11,151,544	\$ 12,354,507	\$ 11,512,549	\$ 14,929,018	\$ 14,929,018
Offsetting Revenue	\$ (8,718,575)	\$ (10,439,166)	\$ (12,354,507)	\$ (11,444,840)	\$ (14,929,018)	\$ (14,929,018)
County Costs (net)	\$ 2,547,584	\$ 712,378	\$ 0	\$ 67,709	\$ 0	\$ 0
Total Expenditures	\$ 13,018,067	\$ 11,169,210	\$ 12,354,507	\$ 11,512,549	\$ 14,929,018	\$ 14,929,018

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, reliable, cost-effective environmentally safe containment of these wastes ensuring the protection of the environment, health and safety of the citizens of Orange County.

Division: Environmental Support

Major Services

- Provide integrated departmental support services including utilities, ordinance enforcement, communications, safety training, janitorial services, education & outreach, equipment and vehicle maintenance, etc.
- Provide clerical, administrative and managerial support for the department including reception, financial, accounting, recordkeeping, planning, etc.
- Conduct solid waste planning, prepare financial analysis, and develop 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 (if reconstituted)
- Develop alternatives for waste hauling and disposal in anticipation of landfill closure. 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 or burning. Issue related permits, licenses and citations. Assist in development of regional C&D recycling infrastructure for banned materials. Educate 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 2011-12 Outcomes

- Conducted 111 plan reviews, 520 construction site inspections, issued 40 haulers licenses, reviewed and issued 1,750 regulated recyclable materials permits, issued 20 citations/notices of violation for illegal dumping/burning, and placed 600 verification tags on construction/demolition roll-off containers.
- Provided annual newsletter and other publications for solid waste education. Postcard mailing of calendar for all 12,800 rural recycling households on ten routes. Conducted ongoing advertising, program promotion, landfill tours and presentations. Maintained website. Assisted in improving City school recycling programs to complement County takeover of collections and pilot schools food waste collection. Provide technical assistance to non-residential entities to improve their recycling including problem-specific downtown area outreach coordinated with stormwater

Solid Waste – continued

education for businesses and waste management in compactor sites downtown. Troubleshoot poorly performing business. Followup project boosting apartment recycling with second special UNC student project team. Staffed 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.

- Received minor funding to support electronics recycling. Continued planning effort to modernize and improve convenience centers.
- Sold 250 compost bins on an ongoing basis from the Solid Waste Administrative Office and conducted at least 5 composting demonstration workshops at that site and Chapel Hill Community Center site.
- Place print and radio advertisements and provide a full year of correlated on-line advertisements in appropriate local media buying 820,000 impressions. Publish 26 newspaper articles and broadcast 12 radio programs. Expand distribution of monthly e-newsletter on solid waste to over 2,000. Conduct 111 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	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimated	2012-13 Projected
Const. Plan/Develop. Reviews	165	28*	180	111	118
Construction Site Inspections	110	75*	140	520	1,040
Verification Tags Issued	570	286*	600	370	625
Regulated Recycled Materials Permits Issued	2,988	1,800	1,750	2,801	2,975
Number of print ads	634	636	878	627**	850
Number of months on-line ads run (total in all papers)	30	35	48	35	35
Number of on-line impressions (page views)	198,434	820,600	336,000	821,000	820,000
Number of news articles and radio broadcasts	46	38***	38	38	38
Number of compost bins sold	400	246	300	250	400
Number of counter top collection containers sold****	N/A	N/A	N/A	70	200
Number of presentations, special events and (landfill/recycling) tours	135	135	109	125	130

* Environmental Enforcement Staff level was down 50% for 1/3rd of year due to the death of 1 employee.

** Reduced from budgeted due to budgetary transfer for unexpected emergency vehicle maintenance.

*** One of our venues ceased publication, in FY 2010-11.

****Tracking for the specific counter top collection containers began in FY 2011-12

FY 2012-13 Fiscal Year Objectives

- Support conversion to single stream in all recycling programs.
- Support for reconstruction and expansion of Walnut Grove and High Rock solid waste convenience centers.
- Support landfill closure effort with public education and other related planning efforts.

Budget Highlights

- Continue to develop dedicated source of revenue (contribution) from each of the three operational divisions to fully fund environmental support division (net of revenue).
- Continue to fund the planning, education and preparation for conversion to single stream and ongoing improvements at convenience centers.
- Continue to develop enforcement mechanisms for waste delivered out of county.

Division: Landfill

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 2011-12 Outcomes

- Managed and maintained landfills and other ancillary facilities in compliance with all federal, state, and local rules and regulations with current best management practices. Continued landfill air space utilization with side slope rebuilding pursuant to annual survey.
- Continued to enforce the County ordinance and State rules pertaining to landfill bans in support of County recycling objectives. Limit the amount of construction and demolition waste entering the landfill through waste reduction and recycling.
- Conducted 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 – continued

- Continued to maintain only permitted Storm Debris Management Area in Orange County.
- Continued community outreach through continued litter pickup programs and communication of new programs.
- 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, constructing gas line to UNC's property and beginning generation of electricity by utilizing landfill gas.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
MSW	47,167	46,525	48,000	44,000	44,500
C&D	7,741	7,700	8,250	8,400	8,500
Yard Waste	6,783	7,485	6,668	8,400	8,250
White Goods	254	250	250	250	250
Tires	1,305	1,300	1,400	1,400	1,400

FY 2012-13 Fiscal Year Objectives

- Manage and maintain landfills and other ancillary facilities in compliance with all federal, state, and local rules and regulations with current best management practices.
- 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.
- Update 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. 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.
- Initiate MSW Landfill closure, consistent with BOCC's closure decision.

Budget Highlights

- Consistent with Divisional Reorganizational Plan due to Landfill Closure, reallocate Solid Waste Operations Manager's position from a Landfill funding position to a 50/50 Landfill/Sanitation funding.
- Consistent with Divisional Reorganizational Plan due to Landfill Closure reallocate one (1) Weighmaster position from a Landfill funding position to a 50/50 Landfill/Recycling funding.

Solid Waste – continued

- Implement closure procedures of MSW Landfill consistent with BOCC's closure decision and applicable State regulations.
- The 2012-13 Commissioner approved budget includes a reduction in the Construction and Demolition (C&D) landfill rate from \$44.00 to \$40.00.
- The Commissioner approved budget also includes an increase for Mulch (\$3.00) from \$22.00 to \$25.00 load.

Division: Recycling

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 services 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 through 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, grocery stores, and schools.
- 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 through Orange County and collection of recyclables from the Orange County and Chapel Hill Carrboro School system facilities.

FY 2011-12 Outcomes

- Curbside Recycling – provided recycling service to all eligible new homes. Worked with education and outreach staff to increase rural curbside recycling participation.
- Multi-Family – Continued to provide service to all eligible multi-family units. Expanded service to presently un-served properties. Worked with UNC students to study and compare how to decrease contamination and increase participation at low performing, average performing, and high performing properties.
- Commercial Recycling – Continued service to all presently served units. Added businesses to recycling program that could share existing sites (i.e. businesses in strip malls). Continued to work with new ABC permit holders to set up successful recycling programs.

Solid Waste – continued

- Drop-off Recycling – Maintained high level of service at all drop-off sites, maximized collection efficiency and prevented overflow. Stopped collecting rigid plastic from the unstaffed drop-off sites due to the high levels of contamination in the rigid plastic receptacles. Strived to keep sites clean to reduce contamination.
- Toxicity Reduction Programs – Continued all currently provided services with emphasis on increasing collection of targeted materials such as electronics and eligible commercial hazardous wastes. Started to gain revenue for some electronics while expanding the materials accepted to include basically anything with a wire. Diverted all lights containing mercury from household hazardous waste program and worked directly with light bulb recycling vender to decrease the overall cost. Worked with Orange County local governments and local school systems to properly dispose of lights containing mercury. Helped large businesses to recycle lights containing mercury when completing large re-lamping projects by connecting them to light bulb recycling companies.
- Other – Started a pilot program collecting food and organic waste from cafeteria prep waste and completed a cafeteria audit to better understand the post-consumer cafeteria waste stream and the changes needed in the cafeteria to capture the post-consumer organic waste.

Outcome Measures (in Tons Collected)	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Curbside Recycling	5,939	5,634	6,000	5,520	5,800
Multifamily Recycling	1,301	1,242	1,400	1,350	1,400
Commercial Recycling	873	988	1,104	1,000	1,106
Drop-off Recycling	5,090	5,345	5,200	5,300	5,500
Organics Recycling	2,357	2,101	2,200	2,020	1,650
Toxicity Programs	740	742	800	745	775

FY 2012-13 Fiscal Year Objectives

- Transition each program (commercial, multi-family, rural and urban curbside, and schools) to single stream recycling and haul single stream material to market.
- Plan to collect household hazardous waste, food waste, cooking oil, plastic film, and textiles at Walnut Grove Convenience Center to provide more convenient access to responsibly dispose of these materials for citizens in the Northern portion of the County.
- Transition about 4,300 homes on the rural curbside program to cart based service and capitalize on efficiency increases.
- Implement a food and organic waste pilot program within the Orange County Public School system while working with Chapel Hill Carrboro School System to expand organics collection within existing pilot program schools and possibly other schools within the district.

Budget Highlights

- Decreased Urban curbside contract expenditures due to single stream collection and a decrease in per ton revenue through the sale of recyclable material.

Solid Waste – continued

- Purchase two rural curbside collection vehicles to enable collection of carts that will have compaction ability to increase route efficiency.
- Decrease overall food waste and composting contract due to UNC taking over the payment of their food waste collection and composting, thus allowing more funds to be available for the expansion of food and organic waste collection within the K-12 school systems in the County.
- Application submitted for an NCDEAO Grant to assist with the purchase of rural curbside carts.
- Projecting a growth of \$69,400 in the 3-R Fee in rural urban areas.
- Consistent with Divisional Reorganizational Plan due to Landfill Closure reallocate one (1) Weighmaster position from a Landfill funding position to a 50/50 Landfill/Recycling funding.

Division: Sanitation

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 collection services for Orange County government buildings and Orange County schools with front-loading collection vehicles.
- Provide collection services for Chapel Hill-Carrboro schools with hook-lift 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 2011-12 Outcomes

- Maintained a high level of customer service while providing for operations of five (5) staffed solid waste convenience centers to serve Orange County residents.
- Provided collection services for solid waste convenience centers (dumpster and roll-off service), Orange County government buildings (dumpster service), Orange County schools (dumpster service) and Chapel Hill-Carrboro schools (roll-off service).
- Per direction of County Manager and BOCC revised Solid Waste Convenience Center operational hours to include opening on Sundays from 1 to 6 pm at all Centers; eliminated operational hours at High Rock Road and Ferguson Road Centers on Mondays; and expanded hours at Bradshaw Quarry Road Center by opening on Fridays.
- Initiated the Walnut Grove Church Road Center improvements, with the target completion date of late October, 2012.
- Implemented a new annual household fee to partially fund both the Sanitation Division's budget and the convenience center improvements project.

Solid Waste – continued

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Municipal Solid Waste (MSW) collected from convenience centers, Orange County Schools and Orange County government buildings	8,167	7,800	8,440	8,213	8,460
Construction and Demolition, Misc. Bulky Waste (furniture), Vegetative Waste, Metal, White Goods and Clean Wood	4,867	4,202	4,777	4,400	4,400
Total Tons	13,034	12,002	13,217	12,613	12,860

FY 2012-13 Fiscal Year Objectives

- Operate and maintain five (5) staffed solid waste convenience centers to serve Orange County residents.
- Maintain collection services and schedules for solid waste convenience centers (dumpster and roll-off service), Orange County government buildings (dumpster service), Orange County schools (dumpster service) and Chapel Hill-Carrboro schools (roll-off service).
- Continued oversight of annual household fee to partially fund both the Sanitation Division and convenience center improvements.
- Implement phase two of the Solid Waste Center Improvements at the High Rock Road Center, with a target completion date of early July, 2013.

Budget Highlights

- Implement Phase Two of the Solid Waste Convenience Center Improvements at High Rock Road Center, with a target completion date of early July 2013.
- Acquisition of seven (7) roll-off containers to accommodate the below grade collection of bulky waste (clean wood, metal, white grounds, yard waste, tire and furniture) at Walnut Grove Church Road and Eubanks Road centers.
- Site restoration of the leased portion of the present Walnut Grove Church Road Convenience Center (\$10,000).
- Installation of additional security cameras and updated signs when improvements are completed at the Walnut Grove Church Road Convenience Center.
- Replace Front-End Loader collection vehicle (240 day lead time).
- Continuation of the household fee to partially fund both the Sanitation Division's budget and the convenience center improvements project.
- Implementation of a Capital Reserve Fund for the future replacement of Sanitation Division vehicles and equipment.
- The 2012-13 Commissioner approved budget includes an increase in the Urban Waste Center fee (\$5.00) and Rural Waste Center fee (\$10.00).



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Sportsplex Fund

Phone Number (919) 644-0339

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

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
<i>Sportsplex Fund</i>						Fund 53
Personnel Services	\$ 929,994	\$ 1,127,804	\$ 1,078,000	\$ 1,031,405	\$ 1,099,400	\$ 1,099,400
Operations	\$ 2,056,476	\$ 2,023,469	\$ 2,030,329	\$ 1,969,356	\$ 1,932,579	\$ 1,932,579
Capital Outlay	\$ 0	\$ 94,212	\$ 82,000	\$ 0	\$ 0	\$ 225,000
Total Expenditures	\$ 2,986,470	\$ 3,245,485	\$ 3,190,329	\$ 3,000,761	\$ 3,031,979	\$ 3,256,979
Offsetting Revenues	\$ (3,222,846)	\$ (3,429,999)	\$ (3,190,329)	\$ (3,407,224)	\$ (3,256,979)	\$ (3,256,979)
Total Cost (net)	\$ (236,376)	\$ (184,514)	\$ 0	\$ (406,463)	\$ (225,000)	\$ 0
Total Sportsplex and Related Expenditures	\$ 2,986,470	\$ 3,245,485	\$ 3,190,329	\$ 3,000,761	\$ 3,031,979	\$ 3,256,979

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 2012-13 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 2012-13 are projected at a 3.8% increase over budgeted FY 2011-12 revenues, and program expenditures are budgeted at a 1.8% decrease when compared with the FY 11-12 budget.
- Capital improvements to the building will be required in FY 2012-13 due to the age of the facility; a detailed list of these improvements is included in the FY 2012-17 Capital Investment Plan.
- The \$225,000 in surplus revenue reflected in FY 2012-13 Commissioner Approved budget will be used to set up a capital reserve fund for future repairs/replacement.
- 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 2012-13 is \$618,619.



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Tax Administration

Phone Number (919) 245-2725

Website: <http://www.orangecountync.gov/revenue/taxadministrationindex.asp>

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Category (General Fund)						Account: 3300
Personnel Services	\$ 1,790,309	\$ 1,725,594	\$ 1,799,109	\$ 1,617,947	\$ 1,901,755	\$ 1,901,755
Operations	\$ 339,013	\$ 438,810	\$ 507,832	\$ 502,133	\$ 487,725	\$ 487,725
Capital Outlay	\$ 4,736	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 2,134,058	\$ 2,164,403	\$ 2,306,941	\$ 2,120,079	\$ 2,389,480	\$ 2,389,480
Offsetting Revenues	\$ (203,569)	\$ (340,086)	\$ (265,485)	\$ (401,900)	\$ (484,500)	\$ (484,500)
County Costs (net)	\$ 1,930,489	\$ 1,824,318	\$ 2,041,456	\$ 1,718,179	\$ 1,904,980	\$ 1,904,980
Other Related Programs (Revaluation Fund)						Account: 3301
Personnel Services	\$ 72,950	\$ 40,898	\$ 148,065	\$ 63,469	\$ 239,605	\$ 146,925
Operations	\$ 82,842	\$ 25,364	\$ 72,300	\$ 70,400	\$ 288,920	\$ 31,600
Capital Outlay	\$ 0	\$ 638	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 155,792	\$ 66,900	\$ 220,365	\$ 133,869	\$ 528,525	\$ 178,525
Offsetting Revenues	\$ (98)	\$ (53)	\$ (35,365)	\$ 0	\$ (53,525)	\$ (53,525)
County Costs (net)	\$ 155,693	\$ 66,847	\$ 185,000	\$ 133,869	\$ 475,000	\$ 125,000
Total Tax Administration and Related Expenditures	\$ 2,289,850	\$ 2,231,304	\$ 2,527,306	\$ 2,253,948	\$ 2,918,005	\$ 2,568,005

Division Summary

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Program (General Fund)						
Land Records	\$ 303,420	\$ 258,319	\$ 303,654	\$ 291,879	\$ 315,690	\$ 315,690
Revenue	\$ 956,330	\$ 1,009,902	\$ 1,033,236	\$ 1,022,393	\$ 1,102,838	\$ 1,102,838
Tax Assessor	\$ 874,308	\$ 896,183	\$ 970,051	\$ 805,807	\$ 970,952	\$ 970,952
Total Expenditures	\$ 2,134,058	\$ 2,164,403	\$ 2,306,941	\$ 2,120,079	\$ 2,389,480	\$ 2,389,480
Offsetting Revenue	\$ (203,569)	\$ (340,086)	\$ (265,485)	\$ (401,900)	\$ (484,500)	\$ (484,500)
County Costs (net)	\$ 1,930,489	\$ 1,824,318	\$ 2,041,456	\$ 1,718,179	\$ 1,904,980	\$ 1,904,980
Other Related Programs (Revaluation Fund)						
Tax Assessor	\$ 155,792	\$ 66,900	\$ 220,365	\$ 133,869	\$ 528,525	\$ 178,525
Total Expenditures	\$ 155,792	\$ 66,900	\$ 220,365	\$ 133,869	\$ 528,525	\$ 178,525
Offsetting Revenue	\$ (98)	\$ (53)	\$ (35,365)	\$ 0	\$ (53,525)	\$ (53,525)
County Costs (net)	\$ 155,693	\$ 66,847	\$ 185,000	\$ 133,869	\$ 475,000	\$ 125,000
Total Expenditures	\$ 2,289,850	\$ 2,231,304	\$ 2,527,306	\$ 2,253,948	\$ 2,918,005	\$ 2,568,005

Mission Statement

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

Major Services

- Administer the property tax in Orange County assessing a \$15 billion tax base and collecting over \$210 million in revenues.
- Identify, review and approve deeds and land-related documents prior to being recorded by the Register of Deeds.
- Maintain Tax Maps and the PIN Application, which records changes to land and ownership.
- List, appraise, and assess all taxable property. Bill and collect property taxes pursuant to law.
- Bill, collect, and account for other fees and taxes including 3R and CC Solid Waste Fees, Chapel Hill Stormwater Management Fees, Room Occupancy Taxes, Emergency Management fees, Gross Receipts Taxes, and others.
- Administer state-wide and local all tax relief programs including the Homestead Exemption for low-income older and disabled residents.
- Administer Present-Use Value Programs which grant about \$7 million in tax relief annually.
- Review for qualification applications for tax exemption and exclusion.
- Appraise development and improvements to real property every year, and conduct periodic County-wide reappraisal of all real property.
- Manage the review and appeal process for taxpayers who believe their property is not properly valued. These processes include Informal Review, the Orange Board of Equalization and Review, the State Property Tax Commission, and appeals to higher courts.
- Collect and account for all current and delinquent taxes for the County, fourteen special districts, and the towns of Carrboro, Chapel Hill and Hillsborough.
- Administer assistance programs: the EMS Ambulance Assistance Program and the 3R Assistance Program.
- Ensure that records are current and available to the public while meeting the requirements of State and Federal privacy law.

FY 2011-12 Outcomes

- Practiced Orange County's high level of customer service.
- Managed the department's new taxation software. Established balancing techniques, and prepared and mailed new and, in some cases, improved tax forms.
- Continued work on the 2013 County-wide Revaluation.
- Continued implementation of the Property Information Management System.
- Resolved additional 2009 and 2010 appeals with most cases resolved locally and no losses at hearings before the Property Tax Commission
- Monitored and managed the outsourced EMS Ambulance Billing process to ensure continued strong revenues and continued positive customer service.

FY 2012-13 Fiscal Year Objectives

- Complete the 2013 County-Wide Reappraisal and work to resolve the anticipated 5,000 to 7,000 appeals.
- Continue all existing services and programs currently provided by Tax Administration while maintaining a high level of efficient and pleasant customer service.
- Improve the value and utility of our website adding new low-cost payment options.
- Complete the Property Information Management System conversion and installation.
- Resolve the remaining Property Tax Commission appeals from the 2009 County-wide Reappraisal.
- Monitor and manage the outsourced EMS Ambulance Billing process to improve efficiency and increase revenues.
- Begin a comprehensive program to insure that all business personal property is properly, listed and assessed

Budget Highlights

- The FY 2012-13 Commissioner Approved budget includes a new Systems Analyst (1.0 FTE) position (salary and benefits of \$67,618) for application support. The Tax Administrator and the Revenue Collection Manager are spending as much as 50% of their time fulfilling this function. No other county using NCPTS software, or for that matter AssessPro, attempts to utilize these systems without technical support.
- The FY 2012-13 Commissioner Approved budget also includes a new Office Assistant II, a two year time-limited position (salary and benefits of \$40,936). With the transition beginning in 2013 to the new automobile taxation system mandated by HB 1779, there is a limited window for collecting unpaid vehicle taxes. Also, for six months staff will have to manage both the old and new automobile taxation system simultaneously. This position funds itself through additional fee income while collecting these taxes.
- The increase in revenues for FY 2012-13 is attributed mostly to anticipated additional collection of garnishment fees.
- In the Revaluation Fund, the FY 2012-13 Department Requested amount included a \$475,000 transfer from the General Fund to cover the costs of Revaluation, which was originally scheduled and budgeted effective January 1, 2013. The Board of County Commissioners approved delaying the next Revaluation until January 1, 2015, and thus the FY 2012-13 Commissioner Approved budget includes only a \$125,000 transfer from the General Fund to the Revaluation Fund to cover ordinary costs associated with a non-Revaluation year.



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Chapel Hill/Orange County Visitors Bureau

Visitors Bureau: Phone Number (919) 968-2060
 Arts Commission: Phone Number (919) 968-2011

Website: www.visitchapelhill.org
 Website: <http://artsorange.org>

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Category (General Fund)						Account: 6010
Personnel Services	\$ 55,590	\$ 5,921	\$ 0	\$ 0	\$ 0	\$ 0
Operations	\$ 67,690	\$ 2,166	\$ 0	\$ 0	\$ 0	\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 123,281	\$ 8,087	\$ 0	\$ 0	\$ 0	\$ 0
Offsetting Revenues	\$ (33,781)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
County Costs (net)	\$ 89,500	\$ 8,087	\$ 0	\$ 0	\$ 0	\$ 0
Visitors Bureau Fund						Account: 6005
Overhead	\$ 47,055	\$ 157,584	\$ 51,611	\$ 51,611	\$ 51,611	\$ 51,611
Personnel Services	\$ 319,749	\$ 381,081	\$ 380,899	\$ 386,457	\$ 396,998	\$ 396,998
Operations	\$ 583,107	\$ 615,552	\$ 645,495	\$ 677,712	\$ 841,891	\$ 841,891
Capital Outlay	\$ 0	\$ 6,645	\$ 0	\$ 0	\$ 1,000	\$ 1,000
Total Expenditures	\$ 949,911	\$ 1,160,862	\$ 1,078,005	\$ 1,115,780	\$ 1,291,500	\$ 1,291,500
Offsetting Revenues	\$ (1,008,337)	\$ (1,160,862)	\$ (1,078,005)	\$ (1,297,504)	\$ (1,291,500)	\$ (1,291,500)
County Costs (net)	\$ (58,426)	\$ 0	\$ 0	\$ (181,723)	\$ 0	\$ 0
Total Visitors Bureau and Related Expenditures	\$ 1,073,191	\$ 1,168,949	\$ 1,078,005	\$ 1,115,780	\$ 1,291,500	\$ 1,291,500

Division Summary

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
By Program (General Fund)						
Arts Commission	\$ 123,281	\$ 8,087	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 123,281	\$ 8,087	\$ 0	\$ 0	\$ 0	\$ 0
Offsetting Revenue	\$ (33,781)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
County Costs (net)	\$ 89,500	\$ 8,087	\$ 0	\$ 0	\$ 0	\$ 0
Visitors Bureau Fund						
Arts Commission	\$ 0	\$ 124,823	\$ 130,073	\$ 128,040	\$ 134,276	\$ 134,276
Visitors Bureau	\$ 949,911	\$ 1,036,039	\$ 947,932	\$ 987,740	\$ 1,157,224	\$ 1,157,224
Total Expenditures	\$ 949,911	\$ 1,160,862	\$ 1,078,005	\$ 1,115,780	\$ 1,291,500	\$ 1,291,500
Offsetting Revenue	\$ (1,008,337)	\$ (1,160,862)	\$ (1,078,005)	\$ (1,297,504)	\$ (1,291,500)	\$ (1,291,500)

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.

Chapel Hill/Orange County Visitors Bureau – continued

Division: Chapel Hill/Orange County Visitors Bureau

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 2011-12 Outcomes

- Increased the amount of spending in Orange County by visitors each year.
- Provided information to Orange County visitors six days a week at the Visitors Center.
- Increased number of conference and meeting definite bookings initiated by the Bureau.
- Increased the number of qualified sales leads distributed to hotels and meeting facilities.
- Increased countywide average daily hotel room rates.
- Increased attraction, welcome center, and tour visitations.
- Introduced grant funding program that gives marketing sponsorships to special events

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budgeted	2011-12 Estimated	2012-13 Projected
Conference, meeting bookings	43	49	65	70	85
Generate sales leads for hotels	58	67	80	88	90
Build and maintain attraction visitations (in millions)	1.8	1.8	2.0	2.0	2.1
Visitor spending (in millions)	\$136	\$144	144	\$152	\$156
Media stories on Orange County	237	245	250	260	280
Room nights generated from Bureau	4,003	3,939	3,400	4,200	4,400

FY 2012-13 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.

Chapel Hill/Orange County Visitors Bureau – continued

- 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.
- Introduce a grant funding committee to develop uniform provisions as to how the Visitors Bureau sponsors special events.

Budget Highlights

- For FY 2012-13, Orange County's 3% occupancy tax projection is \$990,000.
- The Visitors Bureau will petition Chapel Hill to increase its contribution to \$200,000 although the current \$150,000 is more likely, due to Chapel Hill's early budget announcement.
- In 2012-13, Visitor Bureau aims for a 68% occupancy rate, which would be a 5% increase. In Orange County, each 1 percent increase in occupancy yields almost \$400,000 in additional room revenue; and \$500,000 in additional revenues.
- The FY 2012-13 Commissioner Approved Budget includes a fund balance appropriation of \$150,000 to include the Bureau's new advertising initiatives with Clean Design; an "Orange County Pride" series to be placed within 100 miles of Orange County; and an agri-tourism program to communicate the growing agricultural amenities, in Orange County.
- The Visitor's Bureau has allocated \$350,000 to advertising agency Clean Design, to build an online and print campaign for Orange County for fiscal year 2012-13. The goal is to increase demand of area tourism by 5% annually, through 2020.
- The Visitor Bureau will continue to operate the Franklin Street visitor's center, six days a week, providing walk-in visitor services to approximately 12,000 visitors. The Town of Chapel Hill will provide signage and mapping systems to the visitor's center.
- Budget increases reflect inflationary costs and increased sales outreach, dues, and increased advertising, Orange County marketing, and agri-tourism efforts. Fund balance will offset some of these costs.
- Visitors Bureau continues to fund the Orange County Arts Commission, with revenues allocated from the occupancy tax. In FY 2012-13, the Commissioner Approved Budget provides the Orange County Arts Commission marketing funds to promote artist events through marketing and advertising.

Division: Arts Commission

Major Services

- Write grants primarily to NC Arts Council for funding and distribute arts grants to nonprofit organizations, schools & individual artists via two OCAC grant cycles per year.
- Provide information to the public on local arts resources via website, email, e-newsletter, online arts calendar, telephone contacts, personal consultations, group workshops, meetings, etc.
- Manage comprehensive database of Orange County artists & organizations, including its online component.

Chapel Hill/Orange County Visitors Bureau – continued

- Offer free workshops RE: professional/skills development for artists & arts administrators (Artists' Salons, Grants Information Sessions, training for use of online arts calendar, etc.).
- Administer Orange County component of Triangle-wide arts programs (Congressional High School Arts Competition, Emerging Artists Program, Piedmont Laureate Program, etc.).
- With Advisory Board, facilitate planning of arts projects in Orange County guided by BOCC goals.

FY 2011-12 Outcomes

- Increased public awareness of local arts events, programs & individual artists' work primarily by online arts calendar.
- Documented Orange County's arts economic impact by involvement in Americans for the Arts (AFTA) statewide & national arts economic impact survey (results TBA summer, 2012).
- Increased quality of grant applications from artists and arts organizations.
- Increased arts audiences through collaborations with arts, cultural & community groups.
- Encouraged involvement of under-served populations in services and on advisory board.
- Increased quality of professional/skills development workshops for artists and arts organizations.

Outcome Measures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Estimate	2012-13 Projected
Newsletter (on-going online) & E-Newsletter (monthly)	Online	Online	Online & Monthly	Online & Monthly	Online & Monthly
Artists' Salon Postcards (4 times/yr.) ¹	8,000	8,000	8,000	8,000	8,000
Press Releases/PSA's Distributed & Redistributed 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	11
Hits on OCAC Website	1,294,065	707,786*	1,750,000	875,000*	1,000,000

¹ Was produced in-house until FY 2012-13.

FY 2012-13 Fiscal Year Objectives

- Strengthen the OCAC's role as an information source for the arts (online arts calendar, new website & e-newsletter design, increased advertising, more professional printing & graphics, etc.).
- Expand opportunities for participation in & support of the arts in economic development, through support of NC Arts Council's SmART Initiative program.
- Increase collaboration with arts agencies in surrounding counties via online arts calendar expanding to include Durham and Wake county artists and arts organizations, etc.
- Continue to work with Americans for the Arts (AFTA) on their statewide & national economic impact of the arts study (Arts & Economic Prosperity IV) – results TBA summer, 2012.

Budget Highlights

- Increase in advertising and printing line items for new campaign and materials.
- Continuation of services to artists, arts organizations and the public.



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Article 46 Sales Tax

The Article 46 One-Quarter Cent (1/4 cent) County Sales and Use Tax was approved by Orange County voters in the November 2011 election, and became effective April 1, 2012. A Special Revenue Fund has been established to receive and account for the One-Quarter Cent (1/4 cent) Sales and Use Tax proceeds. The sales and use tax is estimated to generate approximately \$2.5 million annually with proceeds divided 50% to the County's two school systems and 50% to Economic Development initiatives. The funds will remain separate from the County's General Fund to allow for more isolated and accurate tracking of revenues and expenditures. The Board of County Commissioners approved a ten-year commitment to allocate the proceeds as follows:

- 50% of the funding (estimated at \$1.25 million annually) will be allocated in an equitable manner between the County's two school systems, based on the Average Daily Membership (ADM) of each school system, for the dedicated purpose of funding capital projects, including but not limited to, facility improvements at older schools and the procurement of technology.
- 50% of the funding (estimated at \$1.25 million annually) will be allocated to Economic Development initiatives.

The tables below reflect proposed uses of the proceeds by the two school systems and Economic Development in FY 2012-13:

School Systems Proposed Use for FY 2012-13	Amount
Technology – Student Access Computing Devices (Chapel Hill Carrboro City Schools)	\$ 380,000
Replace Kitchen Equipment (5 Schools – Chapel Hill Carrboro City Schools)	\$ 380,000
Technology – 1:1 Laptops Initiative – Phase 1 (District-Wide – Orange County Schools)	\$ 490,000
TOTAL	\$1,250,000

Article 46 Sales Tax – continued

Economic Development Proposed Use for FY 2012-13	Amount	% of Allocation
Debt Service on Infrastructure*	\$750,000	60%
Collaborative Outreach	\$ 20,000	1.6%
Small Business Loan Pool	\$200,000	16%
Collateral Materials	\$ 20,000	1.6%
Innovation Center	\$100,000	8%
Agricultural Economic Development	\$ 60,000	5%
Business Investment Grants	\$100,000	8%
TOTAL	\$1,250,000	100%

**Note: First year of debt service on infrastructure installation will be less than a full year's anticipated allocation. Future years' allocation anticipated to utilize the full 60% of available funds.*

The FY 2012-17 Capital Investment Plan lays out more specifically the projects and initiatives that are planned with the proceeds over the next five (5) years.

Debt Service

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2012-13 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
<i>Debt Service (General Fund)</i>						
Principal - Schools General Obligation Bonds	\$ 11,331,800	\$ 11,157,348	\$ 11,190,817	\$ 11,138,347	\$ 11,190,817	\$ 10,694,530
Principal - Non-General Obligation Debt - Schools	\$ 5,359,710	\$ 5,274,477	\$ 4,790,653	\$ 4,607,605	\$ 4,790,653	\$ 2,785,489
Interest - Non-General Obligation Debt - Schools	\$ 1,851,299	\$ 1,750,857	\$ 1,538,016	\$ 1,538,016	\$ 1,538,016	\$ 1,209,569
Debt Service Reserve	\$ 249,959	\$ 0	\$ 663,196	\$ 663,196	\$ 663,196	\$ 663,196
Total School Debt Service	\$ 18,792,768	\$ 18,182,682	\$ 18,182,682	\$ 17,947,164	\$ 18,182,682	15,352,784
Principal - County General Obligation Bonds	\$ 1,634,555	\$ 1,554,415	\$ 1,417,150	\$ 1,417,150	\$ 1,495,394	\$ 1,495,394
Interest - County General Obligation Bonds	\$ 1,182,929	\$ 972,551	\$ 1,180,335	\$ 1,180,335	\$ 947,488	\$ 947,488
Principal - Non-General Obligation Debt - County	\$ 2,522,351	\$ 4,617,115	\$ 5,008,282	\$ 5,008,282	\$ 4,499,762	\$ 4,499,762
Interest - Non-General Obligation Debt - County	\$ 1,682,376	\$ 3,298,886	\$ 2,230,401	\$ 2,389,612	\$ 3,255,647	\$ 3,255,647
Total County Debt Service	\$ 7,022,211	\$ 10,442,967	\$ 9,836,168	\$ 9,995,379	\$ 10,198,291	10,198,291
Total Debt Service Expenditures	\$ 25,814,979	\$ 28,625,649	\$ 28,018,850	\$ 27,942,543	\$ 28,380,973	\$ 25,551,075

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 2012-13 Commissioner Approved General Fund Budget equals \$27,000,416 compared to our anticipated debt service payments of \$25,551,075. The table below compares the County's current level of debt with the levels outlined in the Debt Management Policy.

Debt Service – continued

County's Debt Level for Fiscal Year 2012-13			
	Per County's Adopted Debt Management Policy	Legal Debt Limit per NC General Statute	As Included in FY 2012-13 Commissioner Approved Budget
Annual Debt Service Payments as a Percentage of General Fund Expenditures	No greater than 15%	N/A	14.2%
Total Outstanding Debt as a Percentage of Total Assessed Valuation	No greater than 3%	No greater than 8%	1.43%

Bond Ratings

Current bond ratings for the three rating agencies are as follows:

- Fitch – AAA with a positive outlook
- Standards and Poors – A+ with a positive outlook
- Moody's – A1 with a positive outlook

Projected Annual General Fund Bond Principal and Interest Requirements - FY 2012-13

		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%	2,945,000	229,950	3,174,950	0.0%	0	0	0	2,945,000	229,950	3,174,950
April-03	2001 Bond Issue (Installment #1)	19,175,000	71.7%	466,050	18,642	484,692	28.3%	183,950	7,358	191,308	650,000	26,000	676,000
April-03	1988 & 1992 Bonds (Refunding Series)	22,815,000	86.8%	815,920	26,925	842,845	13.2%	124,080	4,095	128,175	940,000	31,020	971,020
August-04	2004B Public Improvement Bonds (#6)	20,940,000	51.9%	389,250	48,656	437,906	48.1%	360,750	45,094	405,844	750,000	93,750	843,750
August-04	1997 Bonds (Installment #3 - Series A)	4,200,000	0.0%	0	0	0	100.0%	150,000	18,750	168,750	150,000	18,750	168,750
September-05	1997 Bonds (Installment #1) and 2000 Two-Thirds Bonds	29,365,000	86.3%	1,216,830	969,883	2,186,713	13.7%	193,170	153,967	347,137	1,410,000	1,123,850	2,533,850
September-05	2001 Bond Issue (Installment #3)	29,185,000	86.3%	863,000	556,425	1,419,425	13.7%	137,000	88,332	225,332	1,000,000	644,757	1,644,757
March-10	Refunding Series 2010	22,455,000	71.0%	670,950	560,616	1,231,566	29.0%	274,050	228,984	503,034	945,000	789,600	1,734,600
November-11	Refunding, Series 2011	24,440,000	48.3%	67,606	374,392	441,998	51.7%	72,394	400,908	473,302	140,000	775,300	915,300
Total General Obligation Bonds Debt		193,170,000		7,434,606	2,785,489	10,220,095		1,495,394	947,488	2,442,882	8,930,000	3,732,977	12,662,977

Projected Annual General Fund Bond Principal and Interest Requirements - FY 2012-13

		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													
October-02	112/118 Churton Street Property (Clerk of Courts)	485,000	0.0%	0	0	0	100.0%	24,250	379	24,629	24,250	379	24,629
Spring 2006	County Facility @ Meadowlands	1,685,000	0.0%	0	0	0	100.0%	168,500	30,540	199,040	168,500	30,540	199,040
Spring 2006	2001 Alternative Financing Package #2	22,000,000	39.3%	434,265	149,556	583,821	33.4%	369,070	127,104	496,174	803,335	276,660	1,079,995
Fall 2006	Fall 2006 Alternative Financing Package	9,000,000	100.0%	600,000	179,400	779,400	0.0%	0	0	0	600,000	179,400	779,400
Spring 2010	Spring 2010 Alternative Financing Package (Qualified School Construction Bonds)	4,136,434	100.0%	275,762	58,434	334,196	0.0%	0	0	0	275,762	58,434	334,196
December-10	Alternative Financing Package (Equipment)	2,000,000	0.0%	0	0	0	100.0%	439,943	33,559	473,502	439,943	33,559	473,502
January-11	Winter 2011 (Qualified School Construction Bonds)	9,889,439	100.0%	659,296	0	659,296	0.0%	0	0	0	659,296	0	659,296
September-11	Limited Obligation, Series 2011	38,305,000	52.7%	1,290,601	822,179	2,112,780	40.1%	982,999	626,220	1,609,219	2,273,600	1,448,399	3,721,999
April-12	Limited Obligation Refunding, Series 2012	58,980,000	0.0%	0	0	0	100.0%	2,515,000	2,437,845	4,952,845	2,515,000	2,437,845	4,952,845
Total Non-general Obligation Debt Service		146,480,873		3,259,924	1,209,569	4,469,493		4,499,762	3,255,647	7,755,409	7,759,686	4,465,216	12,224,902
Total General Fund Debt Service Obligations		339,650,873		10,694,530	3,995,058	14,689,588		5,995,156	4,203,135	10,198,291	16,689,686	8,198,193	24,887,879

Education

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
Local School Systems						
Current Expenses (General Fund)						
Orange County Schools	\$ 22,204,512	\$ 22,777,272	\$ 23,069,574	\$ 23,069,574	\$ 25,376,758	24,021,695
Chapel Hill/Carrboro City Schools	\$ 36,303,696	\$ 36,594,720	\$ 36,305,808	\$ 36,305,808	\$ 38,380,632	38,368,205
Total General Fund Expenses	\$ 58,508,208	\$ 59,371,992	\$ 59,375,382	\$ 59,375,382	\$ 63,757,390	\$ 62,389,900
Recurring Capital						
Orange County Schools	\$ 1,138,533	\$ 1,150,800	\$ 1,165,500	\$ 1,165,500	\$ 1,165,500	1,155,000
Chapel Hill/Carrboro City Schools	\$ 1,861,467	\$ 1,849,200	\$ 1,834,500	\$ 1,834,500	\$ 1,834,500	1,845,000
Total Recurring Capital Expenses	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
Long Range Capital						
School Capital	\$ 4,311,827	\$ 5,159,091	\$ 2,628,969	\$ 4,656,086	\$ 2,628,969	3,724,849
Total Long Range Capital Expenses	\$ 4,311,827	\$ 5,159,091	\$ 2,628,969	\$ 4,656,086	\$ 2,628,969	\$ 3,724,849
Debt Service						
Principal & Interest Schools General Obligation	\$ 11,331,800	\$ 11,157,348	\$ 11,190,817	\$ 11,138,347	\$ 11,190,817	10,694,530
Principal Non-General Obligation Schools	\$ 5,359,710	\$ 5,274,477	\$ 4,790,653	\$ 4,607,605	\$ 4,790,653	2,785,489
Interest Non-General Obligation Schools	\$ 1,851,299	\$ 1,750,857	\$ 1,538,016	\$ 1,538,016	\$ 1,538,016	1,209,569
Debt Service Reserve	\$ 0	\$ 0	\$ 663,196	\$ 663,196	\$ 663,196	663,196
Total Debt Service Expenses	\$ 18,542,809	\$ 18,182,682	\$ 18,182,682	\$ 17,947,164	\$ 18,182,682	\$ 15,352,784
Other School-Related Programs						
School Health Nursing Initiative	\$ 592,422	\$ 610,450	\$ 634,332	\$ 634,332	\$ 683,706	683,706
School Resource Officers	\$ 520,000	\$ 531,255	\$ 529,410	\$ 529,410	\$ 531,405	531,405
School Social Workers	\$ 617,959	\$ 634,774	\$ 642,374	\$ 600,000	\$ 692,283	692,283
Reserve for Fair Funding for Schools	\$ 988,000	\$ 988,000	\$ 988,000	\$ 988,000	\$ 988,000	988,000
Total Other School-Related Programs Expenses	\$ 2,718,382	\$ 2,764,479	\$ 2,794,116	\$ 2,751,742	\$ 2,895,394	\$ 2,895,394
Total Local School Systems Expenses	87,081,226	88,478,244	85,981,149	87,730,374	90,464,435	87,362,927
Durham Technical Community College (DTCC)						
Current Expenses (General Fund)						
Durham Technical Community College	\$ 537,521	\$ 537,521	\$ 537,521	\$ 537,521	\$ 529,450	529,450
Total General Fund Expenses	\$ 537,521	\$ 537,521	\$ 537,521	\$ 537,521	\$ 529,450	\$ 529,450
Recurring Capital						
Durham Technical Community College	\$ 15,000	\$ 15,000	\$ 39,000	\$ 39,000	\$ 40,000	40,000
Total Recurring Capital Expenses	\$ 15,000	\$ 15,000	\$ 39,000	\$ 39,000	\$ 40,000	\$ 40,000
Debt Service						
Principal & Interest Non-General Obligation	\$ 249,959	\$ 310,764	\$ 303,304	\$ 303,304	\$ 295,843	295,843
Total Debt Service Expenses	\$ 249,959	\$ 310,764	\$ 303,304	\$ 303,304	\$ 295,843	\$ 295,843
Total Durham Technical Comm	802,480	863,285	879,825	879,825	865,293	865,293
Total Education Expenditures	87,883,706	89,341,529	86,860,974	88,610,199	91,329,728	88,228,220

Note: In addition to the funding outlined here, in fiscal year 2012-13 Chapel Hill Carrboro City Schools anticipate receiving approximately \$19.1 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 2012-13 totals 7,420, an increase of 148 students from the March 2011 projections. Budgeted charter school students total 254, less the out of district students of 89, brings the total district enrollment to 7,585. The number of charter students and out of district students are the same numbers as used in fiscal year 2011-12.

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

The Chapel Hill-Carrboro City School District DPI projections total 12,129, reflecting an increase of 411 when compared to the March 2011 projections. Budgeted charter school students total 117, less the out of district students of 131, brings the total district enrollment to 12,115. The number of charter students and out of district students are the same as used in fiscal year 2011-12.

2012-13 Enrollment Projections

	CHCCS	OCS	Total
March 2012 Department of Public Instruction ADM Planning #s	12,129	7,420	19,549
Less: Out of District	<u>131</u>	<u>89</u>	<u>220</u>
	11,998	7,331	19,329
Plus: Budgeted Charter Students	<u>117</u>	<u>254</u>	<u>371</u>
Total Budgeted Students	12,115	7,585	19,700
	61.50%	38.50%	

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 FY 2012-13 Commissioner Approved budget provides \$3,167 per student for each of the 19,700 students in the two school systems. This represents a \$65 per pupil increase, from FY 2011-12.

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

The Commissioner approved budget increases the current year funding level by \$952,121 and brings the total appropriation in current expense funding to \$24,021,695.

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

For the Chapel Hill-Carrboro City Schools, the Commissioner approved budget increases the current year funding level by \$2,062,397 and brings the total current expense funding for the District to \$38,368,205.

- **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 2012-13. Each penny on the Chapel Hill-Carrboro district tax rate for fiscal year 2012-13 is expected to produce \$1,013,877. Anticipated revenue from this special tax is estimated to generate \$1,577 per student for the district. Projected revenue from district tax proceeds for fiscal year 2012-13 totals \$19,101,442.

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 2012-13, the Commissioner approved budget provides total funding for recurring capital at \$3.0 million. Of the total, recurring capital for the Chapel Hill-Carrboro City Schools equals \$1,845,000, and Orange County Schools' allocation is \$1,155,000.

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.

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 Commissioner approved budget provides a total of \$865,293 to DTCC for fiscal year 2012-13. This includes current expense funding of \$529,450, recurring capital of \$40,000 and debt service allocations of \$295,843.

Fire Districts

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
Fire Districts (Fire District Fund)						
Cedar Grove	\$ 894	\$ 1,739	\$ 1,726	\$ 1,726	\$ 1,714	\$ 1,714
Chapel Hill	\$ 45,564	\$ 45,314	\$ 45,733	\$ 45,733	\$ 46,196	\$ 46,196
Damascus	\$ 323,563	\$ 308,246	\$ 308,214	\$ 308,214	\$ 314,465	\$ 314,465
Efland	\$ 410,740	\$ 412,474	\$ 435,224	\$ 435,224	\$ 427,542	\$ 427,542
Eno	\$ 320,467	\$ 406,643	\$ 495,860	\$ 495,860	\$ 502,439	\$ 502,439
Little River	\$ 271,845	\$ 269,989	\$ 308,322	\$ 328,322	\$ 379,334	\$ 379,334
New Hope	\$ 637,888	\$ 772,777	\$ 745,221	\$ 745,221	\$ 713,734	\$ 713,734
Orange Grove	\$ 427,517	\$ 426,143	\$ 426,159	\$ 426,159	\$ 429,778	\$ 429,778
Orange Rural	\$ 222,381	\$ 220,303	\$ 258,114	\$ 258,114	\$ 260,547	\$ 260,547
South Orange	\$ 171,674	\$ 203,904	\$ 202,265	\$ 202,265	\$ 205,287	\$ 205,287
Southern Triangle	\$ 166,939	\$ 168,093	\$ 168,189	\$ 168,189	\$ 170,158	\$ 170,158
White Cross	\$ 166,109	\$ 166,729	\$ 166,774	\$ 166,774	\$ 168,360	\$ 168,360
Total Fire District Expenditures	\$ 3,165,581	\$ 3,402,354	\$ 3,561,801	\$ 3,581,801	\$ 3,619,554	\$ 3,619,554
<i>Offsetting Revenue</i>	<i>\$ (3,275,756)</i>	<i>\$ (3,490,536)</i>	<i>\$ (3,561,801)</i>	<i>\$ (3,616,408)</i>	<i>\$ (3,619,554)</i>	<i>\$ (3,619,554)</i>
Net County Cost	\$ (110,175)	\$ (88,182)	\$ 0	\$ (34,607)	\$ 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 430 firefighters and first responders contributing more than 53,000 training and service hours in Orange County.

Cedar Grove Fire District**\$205,287**

- The tax rate for this district is approved to remain at 7.36 cents for FY 2012-13.
- In FY 2011-12, the department put their new Brush Truck in service at Station #2, installed two more Dry Hydrant locations and installed gravel at five additional locations so access could be gained during the winter season, installed a Thermal Imager Camera on the engine at Station #2 to assist in searches and finding hot spots in house fires, and are currently in the planning process of an addition at Station #2 for a training classroom and kitchen.
- In FY 2012-13, the department plans to complete the addition to Station #2, continue to work on the water point installation with the hopes of lowering the district's insurance rating, continue to train firefighters for level I & II certifications, and purchase additional turnout gear and pagers to replace outdated gear.
- Their Five-Year plan includes working on replacing a 1986 model brush truck and a 1985 squad truck, work towards setting aside funds to replace the engine at Station #2, and add two part-time staff during peak daytime hours.

Chapel Hill Fire District**1,714**

- 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 2012-13.

Damascus Fire District**\$46,196****Southern Triangle Fire District****\$168,360**

- 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 2012-13.
- In FY 2011-12, the department trained additional staff to technical rescuer level and for diving and swiftwater rescue, equipped and placed two new squads in service, began project to add two additional fire stations, and replaced three (3) defibrillators with new LifePak models.
- In FY 2012-13, the department plans to continue to increase fire prevention programs in the community, complete two additional fire stations to expand insurance rated areas in Chatham County, hire and train 12 additional personnel for new stations, continue pre-fire survey program, and continue training with Automatic and Mutual Aid departments.
- Their Five-Year plan includes rebuilding Station #3 at different location, continue to train all staff to meet the growing and changing needs of the district, and add paid staff and replace aging apparatus as the budget allows.

Efland Fire District**\$314,465**

- The tax rate for this district is approved to remain at 4.66 cents for FY 2012-13.
- In FY 2011-12, the department has finalized specifications for a Rescue-Pumper and plan to order in Spring 2012, have completed all required paperwork in order for an ISO inspection to be performed in June 2012 (the ISO rating will save the taxpayers of the district over \$300,000 in insurance premiums compared to a Class 10 rating, have transitioned to a new bookkeeper and accountant, and continue to have an outside third party conduct periodic accounting system reviews.
- In FY 2012-13, the department will bring the new Rescue-Pumper in service, replace pagers to accommodate an FCC mandated change in the VHF radio system, continue with annual mandatory training and monthly fire, medical, and rescue training.

- Their Five-Year plan includes continuing to fund their capital assets account to help make future down payments on replacement apparatus, continue to look for a Station #3 site, replace a 1990 tanker truck in FY2015, hire two additional firefighters during the weekdays to ensure an adequate level of service for citizens (increases in call levels combined with less volunteers working are forcing this change; the new sewer system will also bring an increase in population and call volume. Based on needs, this could happen as soon as FY 2013-14.

Eno Fire District

\$427,542

- The tax rate for this district is approved to remain at 5.99 cents for FY 2012-13.
- In FY 2011-12, the department purchased a new brush Truck to replace a 21 year old unit, purchased a Polaris UTV with trailer and a water pump for wilderness rescue and wildland fires, and purchased 5 sets of turnout gear to maintain NFPA standards.
- In FY 2012-13, the department plans to purchase water rescue equipment for the growing number of water rescue calls in the district, purchase a vehicle for the Fire Chief, purchase radios and pagers to comply with the FCC narrowbanding requirements, and purchase rehab equipment to provide firefighter safety while on the scene.
- Their Five-Year plan includes replacement of a 1983 tanker, purchase land to relocate or expand current Station #1, purchase new airpicks to replace outdated ones, and replace a 1995 model Tanker.

Little River Fire District

\$170,158

- The tax rate for this district is approved to remain at 4.06 cents for FY 2012-13.
- In FY 2011-12, the department purchased seven additional pagers, eight sets of turnout gear, six self-contained breathing apparatus units, and suppression equipment to outfit engines and a service truck for ISO inspection.
- In FY 2012-13, the department plans to replace five sets of turnout gear to meet current standards, replace six pagers, replace aged self-contained breathing apparatus to meet current standards, repair fire department roof, reprogram portable radios, replace three desktop computers, and make a downpayment on a new Rescue Pumper.
- Their Five-Year plan includes the purchase of a new Rescue Pumper, replace aged self-contained breathing apparatus to meet updated standards, purchase additional pagers to meet narrowbanding requirements, purchase additional turnout gear to meet updated standards, pave parking lot, install additional dry hydrants, maintain ISO Rating, purchase additional equipment to accommodate their Mini-Pumper, and investigate the feasibility of adding part-time staff.

New Hope Fire District

\$502,439

- The tax rate for this district is approved to remain at 8.95 cents for FY 2012-13.
- In FY 2011-12, the department applied to the Office of State Fire Marshal for ISO grade to lower insurance premiums for homeowners, installed four dry hydrants to enhance water supply capabilities for fire protection, captains' completed Fire Officer I & II and Instructor Methodology classes, implemented a recruitment and retention program and had 12 new members join the department, continued fire fighter level I & II certification classes, enrolled three new members in the Fire Academy at Alamance Community College, and conducted ten fire prevention/safety programs for 249 children and 93 adults.
- In FY 2012-13, the department plans to continue to train firefighters to level I and II levels, continue Emergency Vehicle Driving classes, train new firefighters as medical responders, provide fire prevention/home safety programs to homeowners and community groups, continue to maintain lower ISO ratings for insurance premium reductions for property owners, implement NFPA 1720

Standards for volunteer fire departments as budgets allow, continue mutual aid training quarterly with other fire departments, and replace VHF radios that are not P25 compliant for FCC rebanding.

- Their Five-Year plan includes implementing a strategic plan to provide efficient and enhanced services to the residents of the district, seek grant funding to offset expenses for personal protective equipment and breathing apparatus to comply with NFPA, continue standards based training for quality assurance and firefighter safety, maintain and improve ISO ratings, replace one engine and one tanker due to age, and replace utility vehicle that is used for support and medical responder calls.

Orange Grove Fire District

\$379,334

- The tax rate for this district is approved to increase by .92 cents, from the current rate of 4.08 cents to 5.00 cents for FY 2012-13. The increase of .92 cents is the first year of a two year plan to increase the tax rate a total of 1.92 cents, to a rate of 6.00 cents beginning in FY 2013-14. The increase is needed to help cover the costs of land, construction of Station #3 in the western portion of the district, and purchases of equipment and two additional fire trucks for the new station over the next two fiscal years.
- In FY 2011-12, the department constructed a new fire station on Rocky Ridge Road, improved physical plant by replacing an aging roof and heating system, completed EVD driving class of 42 hours total, purchased five sets of turnout gear continuing the district's practice of rotating equipment, developed four additional water sources as they work to improve the ISO rating, continued to increase the number of 800 MHz radios, with a goal of one for each member, and gained several new members..
- In FY 2012-13, the department plans to begin construction of a third Station in the western portion of the district, continue member recruitment, expand water point availability, purchase additional radios, continue turnout gear replacement program, and continue effort to improve the ISO rating for more residents of the district.
- Their Five-Year plan includes ISO improvement plan with goal of reducing homeowner insurance costs, continue collaboration with other county fire departments, work to improve working relationships with the County, continue and expand member training program, and acquire equipment to comply with NFPA, and update aging equipment.

Orange Rural Fire District

\$713,734

- The tax rate for this district is approved to remain at 5.61 cents for FY 2012-13. The FY 2012-13 Manager Recommended budget does include the district's request of an appropriation of \$10,911 from their available fund balance.
- In FY 2011-12, the department placed a new 95 foot mid mount ladder truck into service, opened a third fire station to help with insurance ratings, listed land for sale adjacent to the new station to help offset building costs, updated two dry hydrants, I Pads were placed in service for help with call location, purchased an LED traffic board to assist with traffic control at wrecks on the interstate, coordinated two water hauls for training exercise in the rural fire districts, certified 16 people in Public Fire & Life Safety Educator Level I, developed fire prevention and delivery of fire safety to 1817 children and 237 adults, and assisted schools in the district with flow testing.
- In FY 2012-13, the department plans to certify more firefighters to rescue specialties, certify more officers to NFPA Office 3 level, certify more firefighters to specialized rescue course level, continue with the Public fire prevention and safety program already in place, and try to sell land adjacent to station #3.
- Their Five-Year plan includes locating and building training facilities, replace 20 year old tanker with smaller, more efficient unit, seek re-grade of district's ISO classification, hire additional staffing to make up for loss of volunteer members, design and build station #4 with Town of Hillsborough

funding, equip trucks with mobile computers and AVL, and seek County approval for extension of service level to include rescue.

South Orange Fire District

\$429,778

- The tax rate for this district is approved to remain at 7.85 cents for FY 2012-13.
- 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.

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

\$260,547

- The tax rate for this district is approved to remain at 7.00 cents for FY 2012-13.
- In FY 2011-12, the department continued to seek a grant to replace a 1987 Tanker with a new larger gallon capacity truck needed for a lower ISO rating, continued with design contract of a 6,000 square foot truck bay addition and a 2,800 square foot renovation upgrade to the existing station, received a \$650,000 USDA loan at 3.5% interest for the addition and renovation to the station, installed dry hydrant pipe to existing water supply for additional ISO points, and reviewed necessary improvements and needed acquisitions for seeking a Department of Insurance re-grade.
- In FY 2012-13, the department plans to seek construction bids and award contract for the addition and renovation of the fire station, install additional dry hydrant pipes to existing water supply for additional ISO points, change out dry hydrant heads to 6" connections for standardization, replace old 1 ½" hose with 1 ¾" for higher GPM flow, and replace old nozzles.
- Their Five-Year plan includes completing the addition and renovation to the station to accommodate all the vehicles into one building, acquire land on the east side of district for a second station, ask for a department re-grade from the Department of Insurance in hopes of lowering the district's rating to a 6, replace a 1987 Tanker in FY 2014, replace a 1987 First Responder vehicle in FY 2015, and add one additional full-time daytime firefighter in FY 2018.

ISO Grades for each Fire District

Fire Districts	0-5 miles	5 to 6 miles	6 miles or greater
Cedar Grove	9E	9	10
Chapel Hill	9E	9	10
Damascus	6	9	10
Efland	7	9	10
Eno	9E	9	10
Little River	9E	9	10
New Hope	9E	9	10
Orange Grove	9E	9	10
Orange Rural	6	9	10
South Orange	5	9	10
Southern Triangle	9E	9	10
White Cross	7	9	10

*Grades based on ISO ratings as of 6/8/12

Transfers to Other Funds

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
Transfers to Other Funds (General Fund)						
Trans To County Capital Projects	\$ 0	\$ 58,577	\$ 0	\$ 0	\$ 0	\$ 0
Transfer To Affordable Housing Initiatives	\$ 279,156	\$ 276,277	\$ 315,434	\$ 315,434	\$ 296,399	\$ 296,399
Transfer To County Capital	\$ 5,405,600	\$ 433,132	\$ 256,106	\$ 448,349	\$ 1,412,500	\$ 500,000
Transfer To Dental Fund	\$ 0	\$ 0	\$ 0	\$ 10,000	\$ 0	\$ 0
Transfer To Efland Sewer	\$ 119,900	\$ 95,950	\$ 88,500	\$ 88,500	\$ 99,050	\$ 99,050
Transfer To Grant Projects	\$ 36,932	\$ 40,079	\$ 41,604	\$ 41,604	\$ 41,604	\$ 41,604
Transfer To OC Justice Partnership	\$ 36,853	\$ 29,610	\$ 29,610	\$ 29,610	\$ 29,610	\$ 29,610
Transfer To Revaluation Fund	\$ 101,000	\$ 85,000	\$ 185,000	\$ 185,000	\$ 475,000	\$ 125,000
Transfer To School Capital	\$ 4,311,827	\$ 5,159,091	\$ 2,628,969	\$ 4,656,086	\$ 2,628,969	\$ 3,724,849
Transfer To Spay/Neuter Fund	\$ 48,798	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Transfer To Sportsplex Fund	\$ 775,000	\$ 725,000	\$ 649,279	\$ 649,279	\$ 618,619	\$ 618,619
Total Transfer to Other Funds	\$ 11,115,066	\$ 6,902,716	\$ 4,194,502	\$ 6,423,862	\$ 5,601,751	\$ 5,435,131

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

Transfer to Affordable Housing Initiatives **\$296,399**
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 **\$3,724,849**
Transfer to County Capital **\$500,000**
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 **\$99,050**
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.

Transfer to Revaluation Fund**\$125,000**

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. The FY 2012-13 Department Requested amount included a \$475,000 transfer from the General Fund to cover the costs of Revaluation, which was originally scheduled and budgeted effective January 1, 2013. The Board of County Commissioners approved delaying the next Revaluation until January 1, 2015, and thus the FY 2012-13 Commissioner Approved budget includes only a \$125,000 transfer from the General Fund to the Revaluation Fund to cover ordinary costs associated with a non-Revaluation year.

Transfer to Sportsplex Fund**\$618,619**

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.

Vehicle Replacement - Internal Service Fund

Purpose of Fund

In FY 2012-13, the Commissioner Approved Budget establishes a second Internal Service Fund, for County vehicle purchases. Internal Service Funds are an accounting device used to accumulate and allocate costs internally among the functions of the County. Historically, the County has used an internal service fund to account for one activity - its employee dental insurance program. If the Board of County Commissioners (BOCC) approves the new Internal Service Fund, vehicles purchases would occur through this fund instead of the departments' operating budgets. The change would centralize vehicle purchases, which would increase the effectiveness of vehicle performance and cost monitoring.

The list below outlines Manager recommended vehicle requests for FY 2012-13. During the summer/early fall, staff will provide a complete list of recommended, debt-financed, vehicle purchases, for the BOCC's consideration.

FY 2012-13 Manager's Recommended Vehicles

Department	Item Description	Cost
Department of the Environment, Agriculture, Parks and Recreation	Vehicle due to be replaced (Parks)	\$19,397
	Vehicle due to be replaced (Soil and Water Conservation)	\$19,397
Emergency Services	Funds to re-purpose F800 vehicle for use as a Mass Casualty response unit (Administration)	\$25,000
	F-150 to replace high mileage vehicle (Life Safety Management)	\$28,171
	Replaced ambulance for aging fleet (Emergency Medical Services)	\$227,848
Health	Previous truck rendered unusable, 12/2010. Transport equipment and personnel to conduct Wastewater Treatment Management Program inspections (Environmental Health)	\$21,000
	2 new Toyota Prius' for Family Home Visiting staff (Personal Health)	\$46,000
Planning and Inspections	Chevrolet Malibus to replace 1999 Ford Ranger (#438), 1997 Ford Pickup (#364), 1989 Chevrolet 1500 Pickup (#478)	\$51,000
Sheriff	6 replacements for Chevrolet Caprice plus taxes and fees (Non-Jail Operations)	\$157,780
Social Services	Vehicle due to be replaced	\$44,910
FY 2012-13 Manager Recommended Total:		\$640,503
FY 2012-13 Source of Funds: Short-term Installment Financing/Internal Reserves		\$(640,503)
Net County Cost:		\$ -



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Non-Departmental Summary

Governing and Management

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

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
Governing and Management						
3R Fee For County Property	\$ 2,950	\$ 3,061	\$ 3,300	\$ 3,300	\$ 3,300	\$ 3,300
3R Fee Payments in Lieu of Taxes	\$ 35,140	\$ 36,604	\$ 35,000	\$ 48,000	\$ 45,000	\$ 45,000
ASCAP	\$ 975	\$ 988	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Cable Casting Comm. Meeting	\$ 51,823	\$ 39,585	\$ 0	\$ 0	\$ 0	\$ 0
Classification & Pay Study	\$ 0	\$ 0	\$ 60,000	\$ 46,213	\$ 60,000	\$ 60,000
County Benchmarking Project	\$ 0	\$ 1,000	\$ 0	\$ 0	\$ 0	\$ 0
Drug Testing	\$ 5,325	\$ 4,043	\$ 8,600	\$ 15,600	\$ 12,000	\$ 12,000
Employee Development	\$ 14,931	\$ 12,144	\$ 41,500	\$ 35,000	\$ 41,500	\$ 41,500
Health Insurance Increase	\$ 0	\$ 0	\$ 552,598	\$ 0	\$ 0	\$ 171,609
Meeting Support Supplies	\$ 2,177	\$ 2,843	\$ 0	\$ 75	\$ 0	\$ 0
Manger's Miscellaneous	\$ 0	\$ 0	\$ 20,000	\$ 0	\$ 20,000	\$ 20,000
Recruitment/Selection	\$ 34,121	\$ 0	\$ 5,000	\$ 5,000	\$ 15,000	\$ 15,000
Referendum Education	\$ 0	\$ 35,560	\$ 50,000	\$ 49,900	\$ 0	\$ 0
Reserve For PIO Position	\$ 0	\$ 0	\$ 30,000	\$ 0	\$ 0	\$ 0
Retiree Health Insurance	\$ 1,125,938	\$ 1,312,841	\$ 1,560,702	\$ 1,700,000	\$ 1,582,855	\$ 1,522,067
Reserve from Revaluation Savings	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 350,000
Salary - Cost Of Living Adjustment	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,076,107
School Collaboration Consultant	\$ 640	\$ 1,013	\$ 2,000	\$ 2,100	\$ 2,000	\$ 2,000
Sportsplex Mbrship - County Share	\$ 48,859	\$ 41,963	\$ 41,000	\$ 43,360	\$ 41,000	\$ 41,000
Tax Bill Inserts	\$ 3,262	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
TJCOG Water Quality	\$ 11,964	\$ 11,964	\$ 11,964	\$ 11,964	\$ 13,119	\$ 13,119
Triangle J Dues	\$ 23,029	\$ 23,307	\$ 23,300	\$ 23,300	\$ 23,300	\$ 23,300
Tuition Refunds	\$ 9,958	\$ 7,731	\$ 15,000	\$ 13,000	\$ 15,000	\$ 15,000
Wayfaring Signage	\$ 0	\$ 0	\$ 48,000	\$ 48,000	\$ 0	\$ 0
Governing and Management Total	\$ 1,371,092	\$ 1,534,646	\$ 2,508,964	\$ 2,045,812	\$ 1,875,074	\$ 3,412,002



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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

\$45,000

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.

Classification and Pay Study

\$60,000

General Fund cost to implement the third phase of the in-house study for employees' salaries most out-of-line with the market.

Cost of Living (COLA) and Merit Pay Adjustment

\$1,076,107

Funds for a COLA increase of 2.0%, effective July 1, 2012, and an employee performance award of between \$500 and \$1,000, effective with WPPR Review Dates from July 1, 2012 to June 30, 2013. See Appendix A for more details.

Drug Testing

\$12,000

These funds provide for the actual costs of drug and alcohol tests as well as for the administration of the random testing program and Federal reporting. Certain social service positions were added due to necessary transportation of clients as part of job duties.

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.

Health Insurance Increase

\$171,609

Funds to cover health insurance increases anticipated during fiscal year 2012-13. Recommended funding for FY 2012-13 will allow for a 23% increase in health insurance premiums, effective January 1, 2013.

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.

Recruitment/Selection

\$15,000

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

Referendum Education **\$0**
Funds to cover costs of an education campaign related to the Article 46 (¼ cent) Sales Tax vote in the November 2011 election.

Reserve for Public Information Officer (PIO) position **\$0**
Reserve funds established for a future County Public Information Officer position. This reserve was established and funded in fiscal year 2011-12.

Reserve from Revaluation Savings **\$350,000**
In fiscal year 2012-13 the Board of Commissioners made a decision to delay the revaluation, deviating from the previous four-year cycle. The \$350,000 savings represents the additional costs to the revaluation fund during a revaluation year.

Retiree Health Insurance **\$1,522,067**
These funds provide for health insurance for County retirees who are eligible under Orange County's Personnel Ordinance. The decrease 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 **\$13,119**
These funds pay for the County's participation in the Triangle Area Water Supply Monitoring Project. This account also pays a portion of the County's cost to maintain the Eno River gauging station as outlined in the Eno River Capacity Use Agreement. Orange County's primary role in this agreement is to preserve the Eno River habitat while monitoring water capacity fluctuations and their impact on the surrounding habitat of Lake Orange.

Triangle J Council of Government (TJCOG) – Dues **\$23,300**
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 **\$0**
Funds to support implementation of the Hillsborough Signage and Wayfinding Program for County facilities.

Non-Departmental Summary

General Services

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

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
General Services						
Contrib. For Sanitation Services	\$ 0	\$ 1,403,060	\$ 1,617,852	\$ 1,617,852	\$ 1,594,226	\$ 1,594,226
Greene Tract	\$ 90,549	\$ 90,549	\$ 90,549	\$ 90,549	\$ 90,549	\$ 90,549
Stormwater Fees For Co. Property	\$ 11,778	\$ 11,778	\$ 12,000	\$ 11,856	\$ 12,000	\$ 12,000
General Services Total	\$ 102,327	\$ 1,505,387	\$ 1,720,401	\$ 1,720,257	\$ 1,696,775	\$ 1,696,775



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General Services Non-Departmentals

Contribution for Sanitation Services

\$1,594,226

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. This is the fifth and final year of the Greene Tract Reimbursement program.

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.



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Non-Departmental Summary

Community and Environment

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

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
Community and Environment						
Blackwood And Cate Operation	\$ 5,078	\$ 3,713	\$ 8,000	\$ 5,000	\$ 8,000	\$ 8,000
Comprehensive P&R Master Plan	\$ 0	\$ 0	\$ 22,000	\$ 22,000	\$ 0	\$ 0
Hillsborough/Orange Strategic Plan	\$ 0	\$ 0	\$ 10,000	\$ 0	\$ 10,000	\$ 10,000
Jordan Lake Partnership Dues	\$ 2,352	\$ 5,000	\$ 8,800	\$ 6,042	\$ 8,800	\$ 8,800
Jordan Lake Water Storage Dues	\$ 0	\$ 2,472	\$ 0	\$ 2,758	\$ 0	\$ 0
Lake Orange	\$ 1,439	\$ 1,185	\$ 2,200	\$ 1,700	\$ 2,940	\$ 2,940
OAWS Infrastructure Consultant	\$ 0	\$ 0	\$ 0	\$ 30,650	\$ 30,650	\$ 0
Partnership for Dev & Infrastructure	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
Reserve For Planning Initiatives	\$ 51,076	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Rt Regional Partnership	\$ 18,564	\$ 19,395	\$ 19,841	\$ 19,841	\$ 20,149	\$ 20,149
Rural Planning Organization	\$ 7,500	\$ 7,500	\$ 7,700	\$ 7,500	\$ 8,000	\$ 8,000
Upper Neuse River Basin Dues	\$ 13,018	\$ 13,016	\$ 26,100	\$ 26,137	\$ 26,137	\$ 26,137
Community and Environment						
Total	\$ 101,528	\$ 54,781	\$ 107,141	\$ 124,128	\$ 117,176	\$ 86,526



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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 **\$0**

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 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.

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 **\$2,940**

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 worked with OAWS officials to share in the cost of the needed study during FY 2011-12.

Partnership 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 **\$20,149**

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) **\$8,000**

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

Upper Neuse River Basin Dues **\$26,137**

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.

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
Human Services						
A Helping Hand	\$ 4,250	\$ 4,000	\$ 0	\$ 0	\$ 4,500	\$ 1,600
Adolescents In Need	\$ 64,387	\$ 32,194	\$ 0	\$ 0	\$ 0	\$ 0
Alliance of AIDS Services	\$ 2,550	\$ 2,500	\$ 2,500	\$ 2,500	\$ 5,000	\$ 2,500
ARC of Orange County	\$ 3,400	\$ 3,000	\$ 3,000	\$ 3,000	\$ 5,000	\$ 5,000
Big Brothers/Big Sisters	\$ 4,250	\$ 2,000	\$ 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
Chapel Hill Training Outreach	\$ 0	\$ 0	\$ 0	\$ 0	\$ 8,847	\$ 0
Charles House	\$ 9,350	\$ 9,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
CH-Carrboro Meals On Wheels	\$ 1,000	\$ 1,000	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
CH-Carrboro YMCA/Boomerang	\$ 0	\$ 0	\$ 2,000	\$ 2,000	\$ 8,000	\$ 2,000
Child Care Services Association	\$ 0	\$ 0	\$ 0	\$ 0	\$ 36,571	\$ 0
Club Nova	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
Community In Schools	\$ 46,750	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
Cornicopia House	\$ 1,700	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Day Care Services	\$ 36,571	\$ 18,285	\$ 0	\$ 0	\$ 0	\$ 0
Disab Awareness Council	\$ 2,975	\$ 2,500	\$ 2,500	\$ 2,500	\$ 7,500	\$ 2,500
Dispute Settlement	\$ 16,660	\$ 16,000	\$ 16,000	\$ 16,000	\$ 76,000	\$ 76,000
Duke Community Hospice	\$ 3,400	\$ 0	\$ 0	\$ 0	\$ 2,500	\$ 1,000
El Centro Hispano	\$ 0	\$ 15,000	\$ 15,000	\$ 15,000	\$ 20,000	\$ 17,000
El Centro Latino	\$ 8,925	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
El Futuro	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 30,000	\$ 22,000
EmPOWERment - Homeownership	\$ 13,545	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,500	\$ 13,000
Family Violence Prevention Center	\$ 16,490	\$ 17,000	\$ 19,600	\$ 19,600	\$ 22,500	\$ 21,500
Food Bank Of Central/Eastern NC	\$ 4,500	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Freedom House	\$ 24,000	\$ 24,000	\$ 26,000	\$ 26,000	\$ 28,000	\$ 28,000
Habitat For Humanity	\$ 15,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 15,000	\$ 10,000
Housing For New Hope	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 22,000	\$ 20,000
Human Rights Center	\$ 0	\$ 0	\$ 0	\$ 0	\$ 2,000	\$ 0
Human Services Forum	\$ 0	\$ 5	\$ 0	\$ 0	\$ 0	\$ 0
Interfaith Council	\$ 36,480	\$ 36,000	\$ 41,000	\$ 41,000	\$ 50,000	\$ 41,000
JOCCA	\$ 80,000	\$ 60,000	\$ 40,000	\$ 40,000	\$ 60,000	\$ 20,000
Kidscope	\$ 75,650	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
Literacy Council	\$ 11,475	\$ 11,000	\$ 11,000	\$ 11,000	\$ 15,000	\$ 12,000
Medical Examiner	\$ 39,600	\$ 23,800	\$ 38,000	\$ 38,000	\$ 38,000	\$ 38,000
Middle School Program - CIS	\$ 59,500	\$ 57,000	\$ 57,000	\$ 57,000	\$ 57,000	\$ 57,000
OCAmerican Red Cross	\$ 4,250	\$ 2,000	\$ 2,000	\$ 2,000	\$ 0	\$ 0
OC Partnrshp For Young Children	\$ 0	\$ 0	\$ 0	\$ 0	\$ 3,000	\$ 0
Orange Community Housing	\$ 149,000	\$ 149,000	\$ 149,000	\$ 149,000	\$ 149,000	\$ 149,000
Orange Congregations In Mission	\$ 30,600	\$ 30,000	\$ 35,000	\$ 35,000	\$ 36,000	\$ 35,000
Orange Enterprises	\$ 45,199	\$ 45,100	\$ 45,100	\$ 45,100	\$ 52,000	\$ 45,100
Piedmont Health Services	\$ 10,750	\$ 10,000	\$ 10,000	\$ 10,000	\$ 20,000	\$ 0
Piedmont Wildlife Center	\$ 17,000	\$ 0	\$ 0	\$ 0	\$ 6,500	\$ 0
Planned Parenthood	\$ 18,649	\$ 10,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Pre-Trial Services, Inc.	\$ 70,550	\$ 70,000	\$ 70,000	\$ 70,000	\$ 130,015	\$ 70,000
Previously Unfunded Organizations	\$ 0	\$ 0	\$ 0	\$ 0	\$ 77,300	\$ 0

Non-Departmental Summary

Human Services

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

	2009-10	2010-11	2011-12	2011-12	2012-13	2012-13
	Actual	Actual	Original	12-Month	Department	Commissioner
	Expenditures	Expenditures	Budget	Estimate	Requested	Approved
Project Turn Around	\$ 54,760	\$ 35,000	\$ 0	\$ 0	\$ 0	\$ 0
Rape Crisis Center	\$ 23,800	\$ 25,000	\$ 25,000	\$ 25,000	\$ 30,000	\$ 25,000
Roger Eubanks Rd Association	\$ 0	\$ 0	\$ 0	\$ 0	\$ 23,152	\$ 0
School Health Nurse Contract	\$ 592,422	\$ 610,450	\$ 634,332	\$ 634,332	\$ 683,706	\$ 683,706
Senior Care of Orange County	\$ 42,500	\$ 42,000	\$ 20,000	\$ 20,000	\$ 45,000	\$ 20,000
Triangle Radio Reading Service	\$ 1,530	\$ 1,000	\$ 1,000	\$ 1,000	\$ 2,000	\$ 1,000
TROSA	\$ 3,000	\$ 2,500	\$ 0	\$ 0	\$ 2,500	\$ 0
WC Breeze Family Farm	\$ 5,750	\$ 13,823	\$ 0	\$ 0	\$ 0	\$ 0
Women's Center	\$ 13,940	\$ 38,000	\$ 38,000	\$ 38,000	\$ 38,000	\$ 38,000
Human Services Total	\$ 1,781,108	\$ 1,676,157	\$ 1,596,532	\$ 1,596,532	\$ 2,071,091	\$ 1,687,406

Human Services Non-Departmentals

A Helping Hand

\$1,600

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.

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

\$4,000

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 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 **\$76,000**

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.

Duke HomeCare and Hospice **\$1,000**

This grant will serve the terminally ill and their families in Orange County. The Hospice provides medical, psychosocial, spiritual and bereavement care for the terminally ill and their loved ones.

El Centro Hispano **\$17,000**

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. **\$22,000**
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

Family Violence Prevention Center of Orange County **\$21,500**
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 **\$28,000**
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) **\$20,000**
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.

Literacy Council **\$12,000**

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 Community Housing and Land Trust **\$149,000**

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

Orange Congregations in Mission (OCIM) **\$35,000**

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

Orange County American Red Cross **\$0**

The American Red Cross, Orange County Chapter provides Disaster Services, Health and Safety Services and Blood Services to the citizens of Orange County.

Orange County 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.

Orange Enterprises **\$45,100**

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

Piedmont Health Services **\$ 0**

Piedmont Health Services has served the health care needs of the citizens of central North Carolina since 1970. They operate six community health centers and provide high quality,

comprehensive family health care services to all patients needing access to those services. To meet their mission, they offer payment on a sliding fee scale for those who qualify. The agency also provides bilingual care to a growing Spanish-speaking population. These funds (\$10,000) will be provided via contract with the Department of Health in FY 2012-13.

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.

Pre-Trial Services **\$70,000**

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

School Health Nurses **\$683,706**

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.

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.



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Non-Departmental Summary

Culture and Recreation

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

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
Culture and Recreation						
Arts Center	\$ 8,500	\$ 3,000	\$ 3,000	\$ 3,000	\$ 10,000	\$ 3,000
Forest Service	\$ 46,063	\$ 64,589	\$ 64,943	\$ 64,943	\$ 78,170	\$ 78,170
Hillsborough Youth Athletic Assoc.	\$ 20,081	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Hillsborough Historical Museum	\$ 4,250	\$ 4,000	\$ 4,000	\$ 4,000	\$ 6,000	\$ 4,000
Historical Commission	\$ 7,650	\$ 7,000	\$ 7,000	\$ 7,000	\$ 9,000	\$ 7,000
Library Alternative Services Reserve	\$ 0	\$ 0	\$ 10,000	\$ 0	\$ 0	\$ 0
Library Services Reserve	\$ 0	\$ 0	\$ 92,986	\$ 92,986	\$ 0	\$ 0
Previously Unfunded Organizations	\$ 0	\$ 0	\$ 0	\$ 0	\$ 7,000	\$ 0
Triangle Wildlife Rehab Clinic	\$ 0	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 0
Culture and Recreation Total	\$ 86,544	\$ 88,589	\$ 191,929	\$ 181,929	\$ 120,170	\$ 92,170

Other Agencies - Library

Listed below are appropriations for non-departmental Other Agencies - Library related funds and entities.

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
Other Agencies - Library						
Contrib To Hyconeechee Library	\$ 0	\$ 0	\$ 18,097	\$ 18,097	\$ 0	\$ 0
Contribution to Chapel Hill Library	\$ 249,333	\$ 249,333	\$ 250,000	\$ 250,000	\$ 399,284	\$ 409,244
Contribution to Mebane Library	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700
Other Agencies - Library Total	\$ 250,033	\$ 250,033	\$ 268,797	\$ 268,797	\$ 399,984	\$ 409,944

Other Agencies - Recreation

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

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 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



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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

\$78,170

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

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

\$0

In FY 2011-12, a reserve was established with \$10,000 of funding to address internet access in rural areas of Northern Orange County.

Library Services Reserve

\$0

In FY 2011-12 this reserve was established and funded in the amount of \$92,986. During that year, \$250,000 was allocated to the Chapel Hill Public Library. This additional allocation provided, in total, the equivalent of 21% of the total Library Services operational costs. The additional allocation was provided upon execution of a Memorandum of Understanding between the County and the Town of Chapel Hill. In FY 2011-12, a total of \$342,986 was provided to the Chapel Hill Public Library. For FY 2012-13 the total funding allocated to Chapel Hill Public Library can be found in "Other Agencies – Libraries" in the amount of \$409,244.

Triangle Wildlife Rehabilitation Clinic

\$ 0

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. For FY 2012-13, funds totaling \$10,000 are budgeted in the Animal Services Department's contract services.

Other Agencies – Libraries

\$409,944

General Fund contributions to the Chapel Hill Public Library total \$409,244 which is 24% of total Orange County Library operations as per the agreement with the Town of Chapel Hill. The

Mebane Public Library will receive \$700. On July 1, 2012, the Hyconeechee Regional Library will close, which will end the County's annual contribution. The contribution to the Hyconeechee Library was 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.

	2009-10 Actual Expenditures	2010-11 Actual Expenditures	2011-12 Original Budget	2011-12 12-Month Estimate	2012-13 Department Requested	2012-13 Commissioner Approved
Public Safety						
Boomerang	\$ 27,852	\$ 17,988	\$ 17,988	\$ 16,189	\$ 16,189	\$ 16,189
Boomerang (Gang Grant)	\$ 0	\$ 0	\$ 0	\$ 9,799	\$ 9,799	\$ 9,799
Dispute Settle	\$ 51,159	\$ 45,311	\$ 45,311	\$ 30,220	\$ 30,220	\$ 30,220
Drug Treatment Court	\$ 0	\$ 0	\$ 67,000	\$ 60,078	\$ 67,000	\$ 0
Governor'S Crime Commission	\$ 6,207	\$ 5,959	\$ 5,959	\$ 5,959	\$ 5,889	\$ 5,889
Hillcrest Youth Shelter	\$ 9,568	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Intensive Services Prog	\$ 11,039	\$ 10,597	\$ 10,597	\$ 9,537	\$ 9,537	\$ 9,537
Mental Health Association	\$ 36,214	\$ 37,291	\$ 37,291	\$ 33,562	\$ 33,562	\$ 33,562
OC JCPC Matching Funds	\$ 78,651	\$ 76,259	\$ 83,319	\$ 83,319	\$ 83,319	\$ 83,319
OJJ Administration	\$ 0	\$ 0	\$ 15,500	\$ 13,950	\$ 13,950	\$ 13,950
OPC Clinical Case Manage	\$ 14,750	\$ 14,160	\$ 14,160	\$ 12,744	\$ 12,744	\$ 12,744
Unallocated	\$ 0	\$ 0	\$ 0	\$ 27,808	\$ 27,808	\$ 27,808
Vol For Youth - Teen Court	\$ 32,454	\$ 38,386	\$ 38,386	\$ 34,547	\$ 34,547	\$ 34,547
Vol For Youth - Work Twd Fture	\$ 1,500	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Volunteers For Youth	\$ 86,827	\$ 83,354	\$ 83,354	\$ 75,019	\$ 75,019	\$ 75,019
Wrenn/Haven House	\$ 0	\$ 9,185	\$ 9,185	\$ 8,266	\$ 8,266	\$ 8,266
Young Warriors	\$ 0	\$ 0	\$ 0	\$ 10,000	\$ 10,000	\$ 10,000
Public Safety Total	\$ 356,221	\$ 338,490	\$ 428,050	\$ 430,997	\$ 437,849	\$ 370,849



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Public Safety Non-Departmentals

Office of Juvenile Justice Pass Through Funds:

Boomerang **\$16,189**

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.

Boomerang Gang Grant **\$9,799**

Boomerang, a program of the Chapel Hill-Carrboro YMCA was awarded Community Based Youth Gang Violence Prevention funding to support our alternative to suspension and afterschool components. Our alternative to suspensions serves approximately 150 youth per year and our afterschool programming serves approximately 40 youth per year who complete community service. Boomerang serves youth with a variety of risk factors for gang involvement including negative peer associations, disconnection from school (as evidenced through suspension), family discord, and involvement in the juvenile and adult justice system. Funds support program staff salaries, the creation of a yearly book of Boomerang student writings, computer equipment and necessary supplies to support programming.

Dispute Settlement Center: Victim (Resolve/Mediation) **\$30,220**

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 the following 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.

Drug Treatment Court **\$0**

County supported funds to offset FY2011-12 cuts in the State's Drug Treatment Court program. This year, these funds have been moved to the Department of Social Services for administration of the contract which totals \$67,000.

Governor's Crime Commission Grant **\$5,889**

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 **\$9,537**

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 America of the Triangle **\$33,562**

Mental Health America of the Triangle (formerly 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.

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 **\$13,950**

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 **\$12,744**

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 **\$27,808**

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 2012-13.

Volunteers for Youth – Teen Court **\$34,547**

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 **\$75,019**

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 help to build 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

\$8,266

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.

Young Warriors

\$10,000

This program takes referrals from juvenile justice on diversion plans, court supervision, gang involved, and at-risk youth. This program provides instruction in health, self-esteem and discipline while instilling karate training. Court referred youth are ordered to attend 20 classes in 10 weeks.



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2012-17 Capital Investment Plan



Commissioner Approved
Orange County, NC

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**APPROVED - Orange County Capital Investment Plan
Fiscal Years 2012-17**

	Current Fiscal Year 2011-12	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
Appropriations								
County Capital Projects	3,128,404	6,666,950	2,956,000	11,546,000	19,569,400	39,322,000	80,060,350	48,670,000
Special Revenue Fund (Article 46 Sales Tax)								
Economic Development	312,500	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	6,250,000	6,250,000
Chapel Hill Carrboro City Schools	190,625	760,000	760,000	760,000	760,000	760,000	3,800,000	3,800,000
Orange County Schools	121,875	490,000	490,000	490,000	490,000	490,000	2,450,000	2,450,000
Proprietary Capital Projects ⁽¹⁾								
Water & Sewer Utilities	5,114,101	4,274,750	1,600,000	4,350,000	1,000,000	168,000	11,392,750	
Solid Waste	1,814,662	4,836,283	4,014,332	2,149,791	1,256,788	2,039,522	14,296,716	9,036,234
Sportsplex	583,500	660,000	505,000	1,175,000	1,150,000	200,000	3,690,000	
Schools Capital Projects								
Chapel Hill Carrboro City Schools	3,110,440	24,605,782	3,140,144	3,175,021	3,210,421	3,246,353	37,377,721	46,651,682
Orange County Schools	6,815,086	1,940,417	1,961,928	12,158,762	15,865,923	2,028,416	33,955,446	16,352,910
Total	21,191,193	45,484,182	16,677,404	37,054,574	44,552,532	49,504,291	193,272,983	133,210,826
Revenues/Funding Source								
Available Project Balances	444,675	450,000					450,000	
Transfer from Capital Reserve	284,894	50,000					50,000	
Transfer from General Fund - County	448,349	500,000	975,000	1,116,000	1,295,000	850,000	4,736,000	4,500,000
Transfer from General Fund - W & S Utilities		419,300	600,000	50,000		168,000	1,237,300	
Transfer from General Fund - Schools	2,628,969	3,724,849	3,780,722	3,837,433	3,894,994	3,953,419	19,191,417	20,674,606
Transfer from other Capital Projects	587,026	623,000					623,000	
County Capital Fund Balance	137,500							
Visitors Bureau Fund Balance								
Solid Waste Fund Balance	439,662	3,706,202	591,883	1,126,283	455,091	1,921,325	7,800,784	5,392,937
Sportsplex Fund Balance	583,500	660,000	505,000	225,000	150,000	200,000	1,740,000	
Recycling - 3R Fee	125,000	567,238	871,872	526,744	595,845	118,197	2,679,896	3,643,297
Lottery Proceeds	1,363,921	1,321,350	1,321,350	1,321,350	1,321,350	1,321,350	6,606,750	6,606,750
QSCBs	5,269,440							
Register of Deeds Fees	150,000	75,000	75,000	80,000	80,000	80,000	390,000	400,000
9-1-1 Funds		100,000	100,000	100,000	260,000	100,000	660,000	
Grants & Contributions	1,629,061	311,500		100,000	3,637,500		4,049,000	2,300,000
Article 46 Sales Tax Proceeds	625,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000	12,500,000

	Current Fiscal Year 2011-12	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
<i>Financing:</i>								
<i>Debt Financing - County Capital</i>	1,216,000	4,557,450	1,806,000	10,150,000	14,296,900	38,292,000	69,102,350	41,470,000
<i>Debt Financing - W & S Utilities</i>	3,345,000	3,855,450	1,000,000	4,300,000	1,000,000		10,155,450	
<i>Debt Financing - Solid Waste</i>	1,250,000	562,843	2,550,577	496,764	205,852		3,816,036	
<i>Debt Financing - Sportsplex</i>				950,000	1,000,000		1,950,000	
<i>Debt Financing - Schools Capital</i>	663,196	21,500,000		10,175,000	13,860,000		45,535,000	35,723,236
Total	21,191,193	45,484,182	16,677,404	37,054,574	44,552,532	49,504,291	193,272,983	133,210,826

⁽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 2012-17**

Projects	Available Balances 1/31/2012	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
Appropriations								
<i>Emergency Services 510 Meadowlands</i>	14,027	37,500	120,000				157,500	
<i>Northern Human Services Center</i>	344,461	250,000		2,000,000			2,250,000	
<i>Seymour Senior Center</i>		70,000					70,000	
<i>Southern Human Services (Expansion)</i>					6,650,000		6,650,000	
<i>Southern Orange Campus (Future Planning)</i>		300,000		4,000,000			4,300,000	
<i>Southwest Branch Library</i>	152,424	50,000				7,525,000	7,575,000	
<i>Upfit of Link Gov Services Center</i>	(74,375)	25,000			1,040,000		1,065,000	
<i>HVAC Projects - Geothermal</i>		1,759,200			777,400		2,536,600	
<i>Roofing Projects</i>	189,460	165,000	55,000	316,000	340,000		876,000	
<i>Affordable Housing</i>	995,897	170,000					170,000	4,000,000
<i>Information Technology</i>	428,521	950,000	500,000	500,000	500,000	500,000	2,950,000	2,500,000
<i>Register of Deeds Automation</i>	354,433	75,000	75,000	80,000	80,000	80,000	390,000	400,000
<i>Animal Services Facility</i>	69,943					100,000	100,000	
<i>Proposed Jail</i>			250,000			30,000,000	30,250,000	
<i>Whitted Building</i>		295,000					295,000	
<i>Energy Bank</i>		50,000	50,000	50,000			150,000	
<i>Viper Radio System</i>		543,750	1,000,000	1,000,000	1,000,000		3,543,750	
<i>Communication System Improvements</i>		292,000	656,000	250,000	595,000	167,000	1,960,000	920,000
<i>Future EMS Stations</i>		50,000		500,000		500,000	1,050,000	1,000,000
<i>Blackwood Farm Park</i>		50,000				200,000	250,000	6,850,000
<i>Bingham District Park</i>							-	7,000,000
<i>Cedar Grove Park Phase II</i>	989						-	1,600,000
<i>Conservation Easements</i>	485,129		250,000	250,000	250,000	250,000	1,000,000	1,250,000
<i>Upper Eno Nature Preserve/ Mt-to-Sea</i>					812,000		812,000	550,000
<i>Eurosport Soccer Center Phase II</i>							-	600,000
<i>Lands Legacy</i>	1,548,923			2,400,000			2,400,000	2,000,000
<i>Millhouse Road Park</i>				100,000	6,400,000		6,500,000	3,000,000
<i>Mountains to Sea Trail</i>							-	1,000,000
<i>New Hope Preserve/Hollow Rock Access</i>				100,000	875,000		975,000	
<i>Northeast District Park</i>							-	8,000,000
<i>River Park Phase II</i>					250,000		250,000	
<i>Twin Creeks Park Campus Phase II</i>	1,053,620	600,000					600,000	8,000,000
<i>Joint Artificial Turf Soccer Fields - Town of CH</i>		934,500					934,500	
Total	5,563,452	6,666,950	2,956,000	11,546,000	19,569,400	39,322,000	80,060,350	48,670,000

Projects	Available Balances 1/31/2012	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
Revenues/Funding Source								
Available Project Balances		450,000					450,000	
Transfer from Capital Reserve	152,424	50,000					50,000	
Transfer from General Fund	2,477,137	500,000	975,000	1,116,000	1,295,000	850,000	4,736,000	4,500,000
Transfer from Other Projects	989	623,000					623,000	
Register of Deeds Fees	354,433	75,000	75,000	80,000	80,000	80,000	390,000	400,000
County Capital Fund Balance	200,000							
Visitors Bureau Fund Balance								
9-1-1 Funds		100,000	100,000	100,000	260,000	100,000	660,000	
Grant Funding from State Parks								800,000
Contributions from Other Infrastructure Partners		311,500		100,000	3,637,500		4,049,000	1,500,000
Debt Financing	2,378,469	4,557,450	1,806,000	10,150,000	14,296,900	38,292,000	69,102,350	41,470,000
Total	5,563,452	6,666,950	2,956,000	11,546,000	19,569,400	39,322,000	80,060,350	48,670,000

APPROVED - County Capital Operating Impact Summary
Fiscal Years 2012-17

Related Operating Costs	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
<i>Personnel Services</i>							
<i>Blackwood Farm Park</i>	12,000	12,000	12,000	12,000	12,000	60,000	285,000
<i>Bingham District Park</i>							60,000
<i>Upper Eno Nature Preserve</i>					80,000	80,000	400,000
<i>Millhouse Road Park</i>							240,000
<i>Twin Creeks Park</i>							160,000
<i>Operations</i>							
<i>Blackwood Farm Park</i>	5,000	5,000	5,000	5,000	5,000	25,000	225,000
<i>Bingham District Park</i>							150,000
<i>Upper Eno Nature Preserve</i>					10,000	10,000	70,000
<i>Millhouse Road Park</i>							300,000
<i>New Hope Preserve</i>				10,000	10,000	20,000	100,000
<i>Northeast District Park</i>				10,000		10,000	
<i>Twin Creeks Park</i>							200,000
<i>Debt Service</i>							
<i>County Technology & Construction</i>	108,480	518,892	518,892	518,892	518,892	2,184,048	410,412
<i>Northern Human Services Center</i>				192,000	192,000	384,000	960,000
<i>Southern Human Services Center Expansion</i>					638,400	638,400	3,192,000
<i>Southern Human Services Center Future Planning</i>		28,800	28,800	412,800	412,800	883,200	2,064,000
<i>Southwest Branch Library</i>							3,612,000
<i>Upfit of Link Gov Services Center</i>					99,840	99,840	499,200
<i>HVAC Projects - Geothermal</i>		168,883	168,883	168,883	241,114	747,763	1,205,570
<i>Roofing Projects</i>		15,840	15,840	15,840	15,840	63,360	79,200
<i>Whitted Building</i>		28,320	28,320	28,320	28,320	113,280	141,600
<i>Viper Radio System</i>		118,701	337,001	555,301	773,601	1,784,604	2,083,401
<i>Communication System Improvements</i>		35,801	151,063	177,696	205,420	569,980	1,113,304
<i>Future EMS Stations</i>				48,000	48,000	96,000	480,000
<i>Blackwood Farm Park</i>							96,000
<i>Upper Eno Nature Preserve</i>					79,000	79,000	316,000
<i>Lands Legacy</i>				232,000	232,000	464,000	1,160,000
<i>Millhouse Road Park</i>					307,200	307,200	1,536,000
<i>New Hope Preserve</i>					46,800	46,800	234,000

	Year 1	Year 2	Year 3	Year 4	Year 5	Five	Year 6
	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Year	to
Related Operating Costs	2012-13	2013-14	2014-15	2015-16	2016-17	Total	Year 10
River Park, Phase II					24,000	24,000	120,000
Twin Creeks Park		57,600	57,600	57,600	57,600	230,400	288,000
Central Efland/North Buckhorn Sewer	225,000	225,000	225,000	225,000	225,000	1,125,000	1,125,000
McGowan Creek Outfall		45,432	45,432	45,432	45,432	181,728	227,160
Buckhorn EDD Phase 2		240,000	240,000	240,000	240,000	960,000	1,200,000
Buckhorn EDD Phase 3 & 4				233,000	233,000	466,000	1,165,000
Efland Sewer Flow to Mebane				120,000	120,000	240,000	600,000
Hillsborough EDD					81,000	81,000	405,000
Eno EDD			90,000	90,000	90,000	270,000	450,000
Total	350,480	1,500,269	1,923,831	3,397,764	5,072,259	12,244,603	26,952,847
Revenues/Funding Source							
General Fund	346,480	1,496,269	1,919,831	3,393,764	5,068,259	12,224,603	26,932,847
User Fees	4,000	4,000	4,000	4,000	4,000	20,000	20,000
Total	350,480	1,500,269	1,923,831	3,397,764	5,072,259	12,244,603	26,952,847

APPROVED - Article 46 Sales Tax Fund Summary
Fiscal Years 2012-17

Project Name Functional Service Area Department	Article 46 Sales Tax Special Revenue Fund						Project Status Starting Date Completion Date	New 4/1/2012 Ongoing	
Project Budget	Prior Years Funding	Current Fiscal Year 2011-12	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
Appropriation									
Economic Development		312,500	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	6,250,000	6,250,000
Chapel Hill-Carrboro City Schools		190,625	760,000	760,000	760,000	760,000	760,000	3,800,000	3,800,000
Orange County Schools		121,875	490,000	490,000	490,000	490,000	490,000	2,450,000	2,450,000
Total Project Budget	-	625,000	2,500,000	2,500,000	2,500,000	490,000	2,500,000	12,500,000	12,500,000
General Fund Related Operating Costs									
Personnel Services									
Operations									
New Debt Service									
Total Operating Costs			-	-	-	-	-	-	-
Revenues/Funding Source									
Article 46 Sales Tax		625,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000	12,500,000
Total	-	625,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000	12,500,000

Project Description/Justification

The Article 46 (1/4 cent) Sales Tax was approved by the voters in the November 2011 election, and is effective April 1, 2012. The anticipated revenue generated is \$2,500,000 annually, with 50% of the proceeds for Economic Development initiatives, and 50% of the proceeds for Education (allocated by the ADM count of the two school districts). In FY 2011-12, proceeds are estimated at one-fourth of the annual amount, for a total of \$625,000.



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APPROVED - Solid Waste Capital Projects Summary
Fiscal Years 2012-17

Projects	Current Fiscal Year 2011-12	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
<i>Appropriations</i>								
<i>Environmental Support</i>				100,592			100,592	
<i>Sanitation</i>	1,443,729	625,088	1,582,517	794,540	423,143	230,334	3,655,622	1,618,077
<i>Recycling Operation</i>	125,000	783,888	2,037,022	743,394	595,845	118,197	4,278,346	3,643,297
<i>Landfill - MSW</i>	245,933	3,120,815					3,120,815	
<i>Landfill - C & D</i>		306,492	394,793	511,265	237,800	1,690,991	3,141,341	3,774,860
<i>Total</i>	1,814,662	4,836,283	4,014,332	2,149,791	1,256,788	2,039,522	14,296,716	9,036,234
<i>Revenues/Funding Source</i>								
<i>Sold Waste Fund Balance</i>	439,662	3,706,202	591,883	1,126,283	455,091	1,921,325	7,800,784	5,392,937
<i>3R Fee</i>	125,000	567,238	871,872	526,744	595,845	118,197	2,679,896	3,643,297
<i>Debt Financing</i>	1,250,000	562,843	2,550,577	496,764	205,852		3,816,036	
<i>Grant</i>								
<i>Total</i>	1,814,662	4,836,283	4,014,332	2,149,791	1,256,788	2,039,522	14,296,716	9,036,234

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.



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APPROVED - Sportsplex Capital Projects Summary
Fiscal Years 2012-17

Project Budget	Current Fiscal Year 2011-12	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
Appropriations								
Land/Building								
Design			30,000				30,000	
Construction/Repairs/Renovations	20,000							
Locker Room Improvements	165,000							
Parking Lot Repair/Repave	125,000				150,000		150,000	
Pool Roof repair		180,000					180,000	
Pool wall reglaze				125,000			125,000	
Mezzanine (Pool)				950,000			950,000	
Mezzanine (Ice), Phase 2; Children's Activity Center (Phase 3)					1,000,000		1,000,000	
Tilt up Panel (exterior wall system)				100,000			100,000	
Equipment/Furnishings								
Fitness Equipment Repl - Seniors	36,000		100,000				100,000	
New UV System for Pool		100,000					100,000	
Bleachers								
Pool Dectron	217,000							
Pool pump/boiler #2	20,500							
Cooling Tower Replacement		100,000					100,000	
Major upgrade of Servers, Telephones		75,000					75,000	
Lobby - Renovations		125,000					125,000	
Rink concrete ice floor repair			150,000				150,000	
Rink de-humidication /Ice Rink Munters			125,000				125,000	
Zamboni			100,000				100,000	
Major rebuild - compressors/chiller barrel						100,000	100,000	
Lobby - HVAC Replacement		80,000					80,000	
Climbing Wall (outside - fee based)						100,000	100,000	
Total	583,500	660,000	505,000	1,175,000	1,150,000	200,000	3,690,000	
Revenues/Funding Source								
Sportsplex Fund Balance	583,500	660,000	505,000	225,000	150,000	200,000	1,740,000	
Transfer from General Fund								
Debt Financing				950,000	1,000,000		1,950,000	
Total	583,500	660,000	505,000	1,175,000	1,150,000	200,000	3,690,000	

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. In FY 2014-15, the Mezzanine (Pool) will consist of dedicated fitness member change areas and lockers, and workout rooms for Zumba, high and low impact aerobics, and Yoga/Pilates. In FY 2015-16, the Mezzanine (Ice) - Phase 2 will provide additional fitness space to support the additional equipment required for member growth with particular focus on specialized units designed for seniors. Additionally, there will be a dedicated group cycling area for this high growth program and an advanced training center to handle group training programs. The appearance and function will be similar to the existing ice mezzanine. Also in FY 2015-16, the Children's Activity Center (Phase 3) will not only facilitate a 50% growth in After School and Summer Camp programs, but will facilitate programs focused on children's obesity through mini-gym based programs, children's martial arts, gymnastics, tumbling, and child appropriate dance classes.



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**APPROVED - Water & Sewer Utilities Capital Projects Summary
Fiscal Years 2012-17**

Projects	Current Fiscal Year 2011-12	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
Appropriations								
<i>Efland/North Buckhorn Sewer Expansion</i>	4,727,101						-	
<i>McGowan Creek Outfall</i>		755,450					755,450	
<i>Lake Orange Capital Maintenance</i>	112,000	69,300					69,300	
<i>Buckhorn-Mebane EDD Phase 2</i>	275,000	3,100,000					3,100,000	
<i>Buckhorn-Mebane EDD Phase 3 & 4</i>		50,000	300,000	2,900,000			3,250,000	
<i>Efland Sewer Flow to Mebane</i>		100,000	150,000	1,400,000			1,650,000	
<i>Richmond Hills Pump Station Rehab</i>						168,000	168,000	
<i>Hillsborough EDD</i>			100,000	50,000	1,000,000		1,150,000	
<i>Eno EDD</i>		200,000	1,050,000				1,250,000	
Total	5,114,101	4,274,750	1,600,000	4,350,000	1,000,000	168,000	11,392,750	-
General Fund Related Operating Costs								
<i>Personnel Services</i>								
<i>Operations</i>								
<i>New Debt Service</i>		225,000	270,432	360,432	713,432	794,432	2,363,728	3,117,160
<i>Total Operating Costs</i>		225,000	270,432	360,432	713,432	794,432	2,363,728	3,117,160
Revenues/Funding Source								
<i>Transfer from General Fund</i>	308,701	644,300	870,432	410,432	713,432	962,432	3,601,028	3,117,160
<i>Transfer from Other Projects</i>								
<i>County Capital Fund Balance</i>	112,000							
<i>EPA Special Appropriations Grant</i>	1,348,400							
<i>State Revolving Loan Funds</i>	3,345,000							
<i>Debt Financing</i>		3,855,450	1,000,000	4,300,000	1,000,000		10,155,450	
Total	5,114,101	4,499,750	1,870,432	4,710,432	1,713,432	962,432	13,756,478	3,117,160

The Water & Sewer Utilities Fund accounts for revenues and expenses related to the provision of sewer service.



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APPROVED - Schools Capital Projects Summary
Fiscal Years 2012-17

Projects by School System	Current Fiscal Year 2011-12	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
Chapel Hill Carrboro City Schools								
Long Range Capital								
Pay-As-You-Go Funds ⁽¹⁾	1,607,615	2,290,782	2,325,144	2,360,021	2,395,421	2,431,353	11,802,720	12,714,882
Lottery Proceeds ⁽²⁾	839,629	815,000	815,000	815,000	815,000	815,000	4,075,000	4,075,000
QSCBs								
Elementary # 11	663,196	21,500,000					21,500,000	
Total	3,110,440	24,605,782	3,140,144	3,175,021	3,210,421	3,246,353	37,377,720	16,789,882
Orange County Schools								
Long Range Capital								
Pay-As-You-Go Funds ⁽¹⁾	1,021,354	1,434,067	1,455,578	1,477,412	1,499,573	1,522,066	7,388,696	7,959,724
Lottery Proceeds ⁽²⁾	524,292	506,350	506,350	506,350	506,350	506,350	2,531,750	2,531,750
OSCBs	5,269,440							
Cedar Ridge HS Auxilliary Gym				10,175,000			10,175,000	
Cedar Ridge HS Classroom Wing					13,860,000		13,860,000	
Total	6,815,086	1,940,417	1,961,928	12,158,762	15,865,923	2,028,416	33,955,446	10,491,474
Total all Schools	9,925,526	26,546,199	5,102,072	15,333,783	19,076,344	5,274,769	71,333,166	27,281,356
Revenues/Funding Source								
General Fund (Pay-As-You-Go)	2,628,969	3,724,849	3,780,722	3,837,433	3,894,994	3,953,419	19,191,416	20,674,606
Lottery Proceeds	1,363,921	1,321,350	1,321,350	1,321,350	1,321,350	1,321,350	6,606,750	6,606,750
Debt Financing	663,196	21,500,000		10,175,000	13,860,000		45,535,000	
QSCBs	5,269,440							
	9,925,526	26,546,199	5,102,072	15,333,783	19,076,344	5,274,769	71,333,166	27,281,356

Note 1: The Article 46 one quarter cent sales tax proceeds for schools (\$1,250,000 annually) is included in the Special Revenue Projects section of the CIP.

Note 2: School Construction is guided by the Schools Adequate Public Facilities Ordinance (SAPFO) projections of capacity and need.

⁽¹⁾ Pay-As-You-Go funds are assumed at a 1.5% annual growth throughout the 5 year CIP period. NOTE: additional PAYG funding is recommended in FY 2012-13 to reflect savings in debt service in FY 2012-13.

⁽²⁾ Lottery Proceeds are assumed at the same amount from the State throughout the 5 year CIP period. The funds will be distributed on the basis of each school systems Average Daily Membership.



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**APPROVED - County Capital Projects Summary
Fiscal Years 2012-17**

Projects	Available Balances 1/31/2012	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
Appropriations								
<i>Emergency Services 510 Meadowlands</i>	14,027	37,500	120,000				157,500	
<i>Northern Human Services Center</i>	344,461	250,000		2,000,000			2,250,000	
<i>Seymour Senior Center</i>		70,000					70,000	
<i>Southern Human Services (Expansion)</i>					6,650,000		6,650,000	
<i>Southern Orange Campus (Future Planning)</i>		300,000		4,000,000			4,300,000	
<i>Southwest Branch Library</i>	152,424	50,000				7,525,000	7,575,000	
<i>Upfit of Link Gov Services Center</i>	(74,375)	25,000			1,040,000		1,065,000	
<i>HVAC Projects - Geothermal</i>		1,759,200			777,400		2,536,600	
<i>Roofing Projects</i>	189,460	165,000	55,000	316,000	340,000		876,000	
<i>Affordable Housing</i>	995,897	170,000					170,000	4,000,000
<i>Information Technology</i>	428,521	950,000	500,000	500,000	500,000	500,000	2,950,000	2,500,000
<i>Register of Deeds Automation</i>	354,433	75,000	75,000	80,000	80,000	80,000	390,000	400,000
<i>Animal Services Facility</i>	69,943					100,000	100,000	
<i>Proposed Jail</i>			250,000			30,000,000	30,250,000	
<i>Whitted Building</i>		295,000					295,000	
<i>Energy Bank</i>		50,000	50,000	50,000			150,000	
<i>Viper Radio System</i>		543,750	1,000,000	1,000,000	1,000,000		3,543,750	
<i>Communication System Improvements</i>		292,000	656,000	250,000	595,000	167,000	1,960,000	920,000
<i>Future EMS Stations</i>		50,000		500,000		500,000	1,050,000	1,000,000
<i>Blackwood Farm Park</i>		50,000				200,000	250,000	6,850,000
<i>Bingham District Park</i>							-	7,000,000
<i>Cedar Grove Park Phase II</i>	989						-	1,600,000
<i>Conservation Easements</i>	485,129		250,000	250,000	250,000	250,000	1,000,000	1,250,000
<i>Upper Eno Nature Preserve/ Mt-to-Sea</i>					812,000		812,000	550,000
<i>Eurosport Soccer Center Phase II</i>							-	600,000
<i>Lands Legacy</i>	1,548,923			2,400,000			2,400,000	2,000,000
<i>Millhouse Road Park</i>				100,000	6,400,000		6,500,000	3,000,000
<i>Mountains to Sea Trail</i>							-	1,000,000
<i>New Hope Preserve/Hollow Rock Access</i>				100,000	875,000		975,000	
<i>Northeast District Park</i>							-	8,000,000
<i>River Park Phase II</i>					250,000		250,000	
<i>Twin Creeks Park Campus Phase II</i>	1,053,620	600,000					600,000	8,000,000
<i>Joint Artificial Turf Soccer Fields - Town of CH</i>		934,500					934,500	
Total	5,563,452	6,666,950	2,956,000	11,546,000	19,569,400	39,322,000	80,060,350	48,670,000

		Year 1	Year 2	Year 3	Year 4	Year 5	Five	Year 6
Projects	Available Balances 1/31/2012	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Year Total	to Year 10
Revenues/Funding Source								
Available Project Balances		450,000					450,000	
Transfer from Capital Reserve	152,424	50,000					50,000	
Transfer from General Fund	2,477,137	500,000	975,000	1,116,000	1,295,000	850,000	4,736,000	4,500,000
Transfer from Other Projects	989	623,000					623,000	
Register of Deeds Fees	354,433	75,000	75,000	80,000	80,000	80,000	390,000	400,000
County Capital Fund Balance	200,000							
Visitors Bureau Fund Balance								
9-1-1 Funds		100,000	100,000	100,000	260,000	100,000	660,000	
Grant Funding from State Parks								800,000
Contributions from Other Infrastructure Partners		311,500		100,000	3,637,500		4,049,000	1,500,000
Debt Financing	2,378,469	4,557,450	1,806,000	10,150,000	14,296,900	38,292,000	69,102,350	41,470,000
Total	5,563,452	6,666,950	2,956,000	11,546,000	19,569,400	39,322,000	80,060,350	48,670,000

APPROVED - County Capital Operating Impact Summary
Fiscal Years 2012-17

Related Operating Costs	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
<i>Personnel Services</i>							
<i>Blackwood Farm Park</i>	12,000	12,000	12,000	12,000	12,000	60,000	285,000
<i>Bingham District Park</i>							60,000
<i>Upper Eno Nature Preserve</i>					80,000	80,000	400,000
<i>Millhouse Road Park</i>							240,000
<i>Twin Creeks Park</i>							160,000
<i>Operations</i>							
<i>Blackwood Farm Park</i>	5,000	5,000	5,000	5,000	5,000	25,000	225,000
<i>Bingham District Park</i>							150,000
<i>Upper Eno Nature Preserve</i>					10,000	10,000	70,000
<i>Millhouse Road Park</i>							300,000
<i>New Hope Preserve</i>				10,000	10,000	20,000	100,000
<i>Northeast District Park</i>				10,000		10,000	
<i>Twin Creeks Park</i>							200,000
<i>Debt Service</i>							
<i>County Technology & Construction</i>	108,480	518,892	518,892	518,892	518,892	2,184,048	410,412
<i>Northern Human Services Center</i>				192,000	192,000	384,000	960,000
<i>Southern Human Services Center Expansion</i>					638,400	638,400	3,192,000
<i>Southern Human Services Center Future Planning</i>		28,800	28,800	412,800	412,800	883,200	2,064,000
<i>Southwest Branch Library</i>							3,612,000
<i>Upfit of Link Gov Services Center</i>					99,840	99,840	499,200
<i>HVAC Projects - Geothermal</i>		168,883	168,883	168,883	241,114	747,763	1,205,570
<i>Roofing Projects</i>		15,840	15,840	15,840	15,840	63,360	79,200
<i>Whitted Building</i>		28,320	28,320	28,320	28,320	113,280	141,600
<i>Viper Radio System</i>		118,701	337,001	555,301	773,601	1,784,604	2,083,401
<i>Communication System Improvements</i>		35,801	151,063	177,696	205,420	569,980	1,113,304
<i>Future EMS Stations</i>				48,000	48,000	96,000	480,000
<i>Blackwood Farm Park</i>							96,000
<i>Upper Eno Nature Preserve</i>					79,000	79,000	316,000
<i>Lands Legacy</i>				232,000	232,000	464,000	1,160,000
<i>Millhouse Road Park</i>					307,200	307,200	1,536,000
<i>New Hope Preserve</i>					46,800	46,800	234,000

	Year 1	Year 2	Year 3	Year 4	Year 5	Five	Year 6
	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Year	to
Related Operating Costs	2012-13	2013-14	2014-15	2015-16	2016-17	Total	Year 10
River Park, Phase II					24,000	24,000	120,000
Twin Creeks Park		57,600	57,600	57,600	57,600	230,400	288,000
Central Efland/North Buckhorn Sewer	225,000	225,000	225,000	225,000	225,000	1,125,000	1,125,000
McGowan Creek Outfall		45,432	45,432	45,432	45,432	181,728	227,160
Buckhorn EDD Phase 2		240,000	240,000	240,000	240,000	960,000	1,200,000
Buckhorn EDD Phase 3 & 4				233,000	233,000	466,000	1,165,000
Efland Sewer Flow to Mebane				120,000	120,000	240,000	600,000
Hillsborough EDD					81,000	81,000	405,000
Eno EDD			90,000	90,000	90,000	270,000	450,000
Total	350,480	1,500,269	1,923,831	3,397,764	5,072,259	12,244,603	26,952,847
Revenues/Funding Source							
General Fund	346,480	1,496,269	1,919,831	3,393,764	5,068,259	12,224,603	26,932,847
User Fees	4,000	4,000	4,000	4,000	4,000	20,000	20,000
Total	350,480	1,500,269	1,923,831	3,397,764	5,072,259	12,244,603	26,952,847

County Capital Projects
Fiscal Years 2012-17

Project Name	Emergency Services Meadowlands						Project Status	Approved	
Functional Service Area	Governing and Management						Starting Date	7/1/2012	
Department	Asset Management Services						Completion Date	6/30/2014	
Project Budget	Prior Years Funding	Available Balances 1/31/2012	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
Appropriation									
Land/Building									
Construction/Repairs/Renovations	3,531,714	14,027		100,000				100,000	
Rear area impervious surface installation								-	
Additional site/dock work (create exterior dock @ pallet width)									
Equipment/Furnishings									
MIRV upfit				20,000				20,000	
Other building (sound insulation, awning, rollup door openers)			25,000					25,000	
Facility build out (ramp)			12,500					12,500	
Total Project Budget	3,531,714	14,027	37,500	120,000	-	-	-	157,500	-
General Fund Related Operating Costs									
Personnel Services									
Operations									
New Debt Service									
Total Operating Costs			-	-	-	-	-	-	-
Revenues/Funding Source									
Transfer from General Fund	1,362,991	14,027	37,500	120,000				157,500	
Transfer from Projects	283,723								
Debt Financing	1,885,000								
Total	3,531,714	14,027	37,500	120,000	-	-	-	157,500	-

Project Description/Justification

Funding for this project would allow approximately 11,000 square foot of area to the rear of the 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. Included for 2013: installation of sound deadening materials above the call center to reduce overhead noise; installation of a canopy at exterior access door to provide protection from elements; supply & installation of automatic openers for rool-up doors (safety issue), and improvements to multi-incident response vehicle (MIRV).

County Capital Projects
Fiscal Years 2012-17

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	
Project Budget	Prior Years Funding	Available Balances 1/31/2012	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
<i>Appropriation</i>									
Land/Building								-	
Construction/Repairs/Renovations	714,545	344,461	250,000		2,000,000			2,250,000	
Equipment/Furnishings								-	
Roof replacement								-	
Total Project Budget	714,545	344,461	250,000	-	2,000,000	-	-	2,250,000	-
<i>General Fund Related Operating Costs</i>									
Personnel Services									
Operations									
New Debt Service						192,000	192,000	384,000	960,000
Total Operating Costs			-	-	-	192,000	192,000	384,000	960,000
<i>Revenues/Funding Source</i>									
Transfer from General Fund	396,545	344,461				192,000	192,000	384,000	960,000
Available Project Balance			250,000					250,000	
Debt Financing	318,000				2,000,000			2,000,000	
								-	
Total	714,545	344,461	250,000	-	2,000,000	192,000	192,000	2,634,000	960,000

Project Description/Justification

These funds would support the removal of the Northern Human Services Center, or components thereof as determined by the County Commissioners. A deconstruction/demolition combination process is recommended, whereby a salvage operation would be conducted to remove items of value or with re-use potential, with 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. In 2011 The Board expressed interest in removing the building, or parts thereof, and replacing it with a functionally superior and environmentally sustainable facility. Cedar Grove Day Care and Head Start staff were notified last year that the facility would be closed by January 31, 2013. Staff has met with a small group of community representatives at the Manager's request, and discussed conceptual ideas for site development. The Board received information during their January 24, 2012 meeting which allowed for increased specificity in the project development description and consequently, the cost estimate for construction. Existing project funds are available for use in FY 2012-13 for the deconstruction/demolition of all, or part, of the building.

County Capital Projects
Fiscal Years 2012-17

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
		1/31/2012	2012-13	2013-14	2014-15	2015-16	2016-17	Total	Year 10
Project Budget									
Appropriation									
Land/Building									
Construction/Repairs/Renovations									
Generator			70,000					70,000	
Equipment/Furnishings									
Total Project Budget			70,000	-	-	-	-	70,000	-
General Fund Related Operating Costs									
Personnel Services									
Operations									
New Debt Service									
Total Operating Costs			-	-	-	-	-	-	-
Revenues/Funding Source									
Transfer from General Fund			70,000					70,000	
Debt Financing									
Total			70,000	-	-	-	-	70,000	-

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 has 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. Cost has been increased from prior estimates to account for inflation. Facility expansion needs identified by Dept on Aging staff will be identified as part of the Southern Orange Campus use planning process and will be incorporated in future CIP requests.

County Capital Projects
Fiscal Years 2012-17

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	
	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
		1/31/2012	2012-13	2013-14	2014-15	2015-16	2016-17	Total	Year 10
Project Budget									
<i>Appropriation</i>									
<i>Land/Building</i>									
<i>Construction/Repairs/Renovations</i>									
<i>Health Clinic & DSS Renovations</i>	180,000								
<i>Site Master Plan</i>									
<i>Building Expansion</i>						6,650,000		6,650,000	
<i>Equipment/Furnishings</i>									
<i>Total Project Budget</i>	180,000	-	-	-	-	6,650,000	-	6,650,000	-
<i>General Fund Related Operating Costs</i>									
<i>Personnel Services</i>									
<i>Operations</i>									
<i>New Debt Service</i>							638,400	638,400	3,192,000
<i>Total Operating Costs</i>			-	-	-	-	638,400	638,400	3,192,000
<i>Revenues/Funding Source</i>									
<i>Transfer from General Fund</i>							638,400	638,400	3,192,000
<i>Transfer from Other Projects</i>									
<i>Debt Financing</i>	180,000					6,650,000		6,650,000	
<i>Total</i>	180,000	-	-	-	-	6,650,000	638,400	7,288,400	3,192,000

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 FY 2011-12 of the CIP, Medicaid Maximization funds were proposed to expand the 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 for the logical and timely development of master plan recommendations. A separate CIP request reflects preparation and preliminary development activities associated with the Southern Orange Campus Master Plan. NOTE: Available Balance reflects \$0 because the debt has not yet been sold.

County Capital Projects
Fiscal Years 2012-17

Project Name	Southern Orange Campus future planning						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 1/31/2012	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
Appropriation									
Land/Building					4,000,000			4,000,000	
Construction/Repairs/Renovations								-	
Site Master Plan	100,000		300,000					300,000	
Equipment/Furnishings								-	
Total Project Budget	100,000	-	300,000	-	4,000,000	-	-	4,300,000	-
General Fund Related Operating Costs									
Personnel Services								-	
Operations								-	
New Debt Service				28,800	28,800	412,800	412,800	883,200	2,064,000
Total Operating Costs			-	28,800	28,800	412,800	412,800	883,200	2,064,000
Revenues/Funding Source									
Transfer from General Fund				28,800	28,800	412,800	412,800	883,200	2,064,000
Transfer from Other Projects								-	
Debt Financing	100,000		300,000		4,000,000	-		4,300,000	
Total	100,000	-	300,000	28,800	4,028,800	412,800	412,800	5,183,200	2,064,000

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. 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. This project would support master plan preparation costs as well as preliminary site development activities not associated with specific existing buildings on the campus. Expansion of existing buildings as reflected in the Master Plan will be presented as a separate CIP request specific to those facilities. NOTE: Available Balance reflects \$0 because the debt has not yet been sold.

County Capital Projects
Fiscal Years 2012-17

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 1/31/2012	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
<i>Appropriation</i>									
<i>Land/Building</i>	650,000	152,424	50,000					50,000	
<i>Professional Services</i>							270,000	270,000	
<i>Construction/Repairs/Renovations</i>							7,015,000	7,015,000	
<i>Equipment/Furnishings</i>							240,000	240,000	
<i>Total Project Budget</i>	650,000	152,424	50,000	-	-	-	7,525,000	7,575,000	-
<i>General Fund Related Operating Costs</i>									
<i>Personnel Services</i>									
<i>Operations</i>									
<i>New Debt Service</i>									3,612,000
<i>Total Operating Costs</i>			-	-	-	-	-	-	3,612,000
<i>Revenues/Funding Source</i>									
<i>Transfer from General Fund</i>									3,612,000
<i>Transfer from Capital Reserve</i>	214,000	152,424	50,000					50,000	
<i>Debt Financing</i>	436,000						7,525,000	7,525,000	
<i>Total</i>	650,000	152,424	50,000	-	-	-	7,525,000	7,575,000	3,612,000

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. Additional resources in FY 2012-13 are recommended to replenish funds spent during the unsuccessful property acquisition in 2011. Design and construction costs are projected within a timeframe commensurate with debt capacity; and the timeliness of design prior to construction commencement. NOTE: Available Balance does not reflect the debt financing of \$436,000 because the debt has not yet been sold.

County Capital Projects
Fiscal Years 2012-17

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	
	Prior Years	Available	Year 1	Year 2	Year 3	Year 4	Year 5	Five	Year 6
Project Budget	Funding	Balances	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Year	to
		1/31/2012	2012-13	2013-14	2014-15	2015-16	2016-17	Total	Year 10
Appropriation									
Land/Building									
Construction/Repairs/Renovations	1,727,662	(74,375)	25,000			1,040,000		1,065,000	
Equipment/Furnishings									
Total Project Budget	1,727,662	(74,375)	25,000	-	-	1,040,000	-	1,065,000	
General Fund Related Operating Costs									
Personnel Services									
Operations									
New Debt Service							99,840	99,840	499,200
Total Operating Costs			-	-	-	-	99,840	99,840	499,200
Revenues/Funding Source									
Transfer from General Fund	1,116,962	(74,375)	25,000				99,840	124,840	499,200
Debt Financing	425,000					1,040,000		1,040,000	
Federal EECBG funds	185,700								
Total	1,727,662	(74,375)	25,000	-	-	1,040,000	99,840	1,164,840	499,200

Project Description/Justification

Link Phase 2 is an ongoing project to develop a permanent public meeting room for County Commissioners. Results of preliminary on-going discussions regarding meeting room development at the Whitted Building will reduce the amount of funding required for this project. \$25,000 is required to complete needed ADA and building security work in the Link Center, so if the balance for the meeting room funding is moved to Whitted, \$25K should remain with this project to complete that work. NOTE: The Available Balance does not reflect debt financing of \$425,000, because the debt has not yet been sold.

County Capital Projects
Fiscal Years 2012-17

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
	Prior Years Funding	Available Balances 1/31/2012	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
Project Budget									
Appropriation									
Construction/Repairs/Renovations	617,223								
Community Geothermal			1,709,200					1,709,200	
Jail						752,400		752,400	
EAC campus (EAC and Emerg Services substation)									
-Link Phase2 Geothermal									
Efland CC HVAC Replacement						25,000		25,000	
Battle Courtroom geo-thermal HVAC			50,000					50,000	
Total Project Budget Geothermal	617,223	-	1,759,200	-	-	777,400	-	2,536,600	
General Fund Related Operating Costs									
Personnel Services									
Operations									
New Debt Service				168,883	168,883	168,883	241,114	747,763	1,205,570
Total Operating Costs		-	-	168,883	168,883	168,883	241,114	747,763	1,205,570
Revenues/Funding Source									
Transfer from General Fund	617,223			168,883	168,883	193,883	241,114	772,763	1,205,570
Transfer from Other Projects									
Available Funds Within the Project									
Grant Funding ECCBG									
Debt Financing			1,759,200			752,400		2,511,600	
Total	617,223	-	1,759,200	168,883	168,883	946,283	241,114	3,284,363	1,205,570

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 Link Government Services Center geothermal project includes the entire building and is currently nearing completion. This project is partially funded by ARRA grant funds. The system was 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 in 2012/13, 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. UPDATE: The timing of work for remaining east campus buildings has been revised as follows: 1) the well field required to serve the Historic Courthouse, Jail, Court Street Annex and DA Building will be constructed in its entirety; 2) interior work will be completed for all facilities excluding the Jail, for which interior work will be completed following occupancy of the proposed new Jail (2016/17). This will allow interior work at the Jail to be completed at lower occupancy levels; 3) Should the Board choose to deconstruct or otherwise decommission the GSC-A--this project can be reduced by \$262,000; 4) All pricing has been updated to reflect actual costs from Link Center construction.

County Capital Projects
Fiscal Years 2012-17

Project Name Functional Service Area Department	Roofing 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 1/31/2012	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
Appropriation									
Construction Repairs/Renovations	1,433,100	189,460							
Courthouse	55,000							-	
Jail (1997 Addition) Replacement			16,000			77,000		93,000	
Justice Facility (New Courthouse) - Two flat roofs			35,000					35,000	
AMS North Administrative Bldg			14,000					14,000	
503 W. Franklin (Skills Development Center)				55,000				55,000	
SHSC					216,000			216,000	
AMS North Operations Warehouse					100,000			100,000	
EMS Station-Revere Road									
AMS North Motorpool Facility						68,000		68,000	
EAC									
Central Recreation						195,000		195,000	
Northern Human Services									
Battle Courtroom			100,000					100,000	79,200
	1,488,100	189,460	165,000	55,000	316,000	340,000	-	876,000	79,200
General Fund Related Operating Costs									
Personnel Services									
Operations				15,840	15,840	15,840	15,840	63,360	79,200
New Debt Service			-	15,840	15,840	15,840	15,840	63,360	79,200
Revenues/Funding Source									
Total Operating Costs									
Transfer from General Fund	1,488,100	189,460	-	70,840	331,840	355,840	15,840	774,360	79,200
Debt Financing			165,000						
	1,488,100	189,460	165,000	70,840	331,840	355,840	15,840	939,360	79,200

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 updated in 2011-12 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. **01/2012 UPDATE: Based on discussions to date, it has been assumed that at least a portion of the NHSC will be removed and will not require reroofing. As such, \$100,000 has been reallocated for reroofing of the Battle Courtroom. NOTE: The Available Balance does not reflect \$100,100 in debt financing, because the debt has not yet been sold.**

County Capital Projects
Fiscal Years 2012-17

Project Name	Affordable Housing						Project Status	Approved	
Functional Service Area	Community and Environment						Starting Date	7/1/1997	
Department	Housing, Human Rights and Community Development						Completion Date	Ongoing	
Project Budget	Prior Years Funding	Available Balances 1/31/2012	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
<i>Appropriation</i>									
Professional Services									
Construction/Repairs/Renovations	6,285,000	995,897	170,000					170,000	4,000,000
Equipment/Furnishings									
Total Project Budget	6,285,000	995,897	170,000	-	-	-	-	170,000	4,000,000
<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	485,000		170,000					170,000	
Debt Financing	5,800,000	995,897							4,000,000
Total	6,285,000	995,897	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 12/13, \$170,000 is recommended to pay future impact fee reimbursements.

County Capital Projects
Fiscal Years 2012-17

Project Name	Information Technology						Project Status	Approved	
Functional Service Area	General Services						Starting Date	7/1/1990	
Department	Information Technologies						Completion Date	Ongoing	
Project Budget	Prior Years Funding	Available Balances 1/31/2012	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
Appropriation									
Professional Services	3,371,613	428,521	650,000	450,000	450,000	450,000	450,000	2,450,000	2,250,000
Equipment/Furnishings - Infrastructure			250,000					250,000	
Library Management Systems Software			50,000	50,000	50,000	50,000	50,000	250,000	250,000
BOCC Initiatives	3,371,613	428,521	950,000	500,000	500,000	500,000	500,000	2,950,000	2,500,000
General Fund Related Operating Costs									
Total Project Budget									
Personnel Services									
Operations			108,480	260,892	260,892	260,892	260,892	1,152,048	545,100
New Debt Service			108,480	260,892	260,892	260,892	260,892	1,152,048	545,100
Revenues/Funding Source									
Total Operating Costs	3,371,613	228,521	155,980	760,892	760,892	760,892	760,892	3,199,548	3,045,100
Transfer from General Fund		200,000							
Capital Projects Fund Balance			200,000					200,000	
Available Project Balance			702,500					702,500	
Debt Financing	3,371,613	428,521	1,058,480	760,892	760,892	760,892	760,892	4,102,048	3,045,100

Project Description/Justification

The Information Technology project incorporates a number of technology improvement efforts the County plans to accomplish in the next five years. The improvements include, but are not limited to: server replacements and upgrades, desktop and laptop replacements, PC software upgrades, GIS software and hardware upgrades. \$50,000 has been included each year for Board of Commissioners technology initiatives. FY 2012-13 includes an additional \$200,000 to bring all County computers into Win7/Office2010 compliance (paid with available funds within the project), and \$250,000 for Library Management Systems software. NOTE: The Available Balance does not reflect debt financing proceeds of \$500,000, because it has not yet been sold

County Capital Projects
Fiscal Years 2012-17

Project Name	Register of Deeds Automation						Project Status	Approved	
Functional Service Area	General Services						Starting Date	7/1/1990	
Department	Register of Deeds						Completion Date	Ongoing	
Project Budget	Prior Years Funding	Available Balances 1/31/2012	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
<i>Appropriation</i>									
<i>Professional Services</i>									
<i>Construction/Repairs/Renovations</i>									
<i>Equipment/Furnishings</i>	865,514	354,433	75,000	75,000	80,000	80,000	80,000	390,000	400,000
<i>Total Project Budget</i>	865,514	354,433	75,000	75,000	80,000	80,000	80,000	390,000	400,000
<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>									
<i>Register of Deeds Fees</i>	865,514	354,433	75,000	75,000	80,000	80,000	80,000	390,000	400,000
<i>Debt Financing</i>									
<i>Total</i>	865,514	354,433	75,000	75,000	80,000	80,000	80,000	390,000	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 2012-17

Project Name Functional Service Area Department	<i>Animal Services Facility Governing and Management Asset Management Services</i>		Project Status Starting Date Completion Date					New 7/1/2016 6/30/2017	
	Prior Years Funding	Available Balances 1/31/2012	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
Project Budget									
<i>Appropriation</i>									
Land/Building	180,364								
Construction/Repairs/Renovations	8,313,500	69,943							
Equipment/Furnishings	675,000								
Emergency power generator							100,000	100,000	
Total Project Budget:	9,168,864	69,943	-	-	-	-	100,000	100,000	-
<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	123,864	69,943					100,000	100,000	
Sales Tax Reimbursement	150,000								
Debt Financing	8,870,000								
Transfer from Other Projects/Funds	25,000								
Total	9,168,864	69,943	-	-	-	-	100,000	100,000	-

Project Description/Justification

An emergency power generator and automatic transfer switch would be installed. The facility is "generator ready", however, generators may be difficult to obtain in the event of a major disaster when this facility is needed for sheltering displaced pets, so a permanent solution is recommended.

County Capital Projects
Fiscal Years 2012-17

Project Name	<i>Proposed Jail</i>						Project Status		New
Functional Service Area	<i>Governing and Management</i>						Starting Date		7/1/2013
Department	<i>Asset Management Services</i>						Completion Date		6/30/2018
Project Budget	Prior Years Funding	Available Balances 1/31/2012	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
<i>Appropriation</i>									
Land/Building				250,000				250,000	
Construction/Repairs/Renovations							30,000,000	30,000,000	
Equipment/Furnishings									
Total Project Budget	-	-	-	250,000	-	-	30,000,000	30,250,000	-
<i>General Fund Related Operating Costs</i>									
Personnel Services									
Operations									
New Debt Service					24,000	24,000	24,000	72,000	14,400,000
Total Operating Costs			-	-	24,000	24,000	24,000	72,000	14,400,000
<i>Revenues/Funding Source</i>									
Transfer from General Fund					24,000	24,000	24,000	72,000	14,400,000
Transfer from Projects									
Debt Financing				250,000			30,000,000	30,250,000	
Total	-	-	-	250,000	24,000	24,000	30,024,000	30,322,000	14,400,000

Project Description/Justification

This is a new project for FY2013. The Manager is in the process of negotiating the purchase or lease of land adjacent to the State's prison facility on Highway 86 for a new Orange County Jail. A consultant has been retained to evaluate the site and determine the best configuration of the potential site, along with whatever constraints (environmental/regulatory for example) that might impact the development. Site related planning costs have been included at \$250,000 for FY 2013-14. Construction cost estimates from firms in the business of building detention facilities range from \$80,000 to \$120,000 per bed. The new jail is intended to house a minimum of 250 prisoners and contain support spaces needed for such a facility. While the estimate may be reduced at some point in the future as the project is more firmly developed, funding at the \$120K per bed level has been included in this request.

County Capital Projects
Fiscal Years 2012-17

Project Name	Whitted Building	Project Status							New
Functional Service Area	Governing and Management	Starting Date							7/1/2012
Department	Asset Management Services	Completion Date							6/30/2013
Project Budget	Prior Years Funding	Available Balances 1/31/2012	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
Appropriation									
Land/Building									
Construction/Repairs/Renovations			200,000					200,000	
Controlled Access Door Replacement			70,000					70,000	
Replacement of exterior doors/storefronts			25,000					25,000	
Additional controlled access doors			295,000	-	-	-	-	295,000	-
General Fund Related Operating Costs									
Total Project Budget									
Personnel Services				28,320	28,320	28,320	28,320	113,280	141,600
Operations			-	28,320	28,320	28,320	28,320	113,280	141,600
New Debt Service									
Revenues/Funding Source									
Total Operating Costs			-	28,320	28,320	28,320	28,320	113,280	141,600
Transfer from General Fund			295,000						
Debt Financing			295,000	28,320	28,320	28,320	28,320	408,280	141,600

Project Description/Justification

Funding for FY 2012-13 includes: 1) 600 kW emergency power generator w/ 1000A ATS would be supplied and installed to meet the electrical needs of this facility during power outages. A smaller emergency generator at the site currently powers only refrigeration equipment for drug storage and very limited other critical areas. Since the Health Department will occupy the facility for the foreseeable future, emergency power sufficient to keep the clinics in operation during times of disaster is recommended. 2) Exterior door/storefront replacement is required to meet security, safety and accessibility needs for seven individual entrances at the Whitted Complex. 3) Card controlled access door installations would provide additional safety and security for this complex.

County Capital Projects
Fiscal Years 2012-17

Project Name	Energy Bank						Project Status		New
Functional Service Area	Governing and Management						Starting Date		7/1/2012
Department	Asset Management Services						Completion Date		6/30/2015
Project Budget	Prior Years Funding	Available Balances 1/31/2012	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
Appropriation									
Land/Building									
Construction/Repairs/Renovations			50,000	50,000	50,000			150,000	
Total Project Budget:			50,000	50,000	50,000	-	-	150,000	-
General Fund Related Operating Costs									
Personnel Services									
Operations									
New Debt Service									
Total Operating Costs			-	-	-	-	-	-	-
Revenues/Funding Source									
Transfer from General Fund			50,000	50,000	50,000			150,000	
								-	
Total			50,000	50,000	50,000	-	-	150,000	-

Project Description/Justification

To provide initial funding for an energy/utility "bank" that will provide funding for projects that reduce energy/water demand at County facilities. "Borrowed" funds would be repaid through annual savings/avoided costs from reduced energy/water use. Savings/avoided costs from utility line items in the AMS Facilities operating budget would be used for these repayments. Great concept that forward-thinking governments interested in environmental sustainability are employing.

County Capital Projects
Fiscal Years 2012-17

Project Name	Viper Radio System						Project Status		New	
Functional Service Area	Public Safety						Starting Date		7/1/2012	
Department	Emergency Services						Completion Date		6/30/2016	
	Prior Years	Available	Year 1	Year 2	Year 3	Year 4	Year 5	Five	Year 6	
Project Budget	Funding	Balances	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Year	to	
		1/31/2012	2012-13	2013-14	2014-15	2015-16	2016-17	Total	Year 10	
Appropriation										
Additional Channels on Existing Towers			543,750					543,750		
Towers				1,000,000	1,000,000	1,000,000		3,000,000		
Total Project Budget			-	-	543,750	1,000,000	1,000,000	1,000,000	-	
General Fund Related Operating Costs										
Personnel Services										
Operations										
New Debt Service				118,701	337,001	555,301	773,601	1,784,604	2,083,401	
Total Operating Costs			-	118,701	337,001	555,301	773,601	1,784,604	2,083,401	
Revenues/Funding Source										
Transfer from General Fund				118,701	337,001	555,301	773,601	1,784,604	2,083,401	
Capital Projects Fund Balance										
Debt Financing			543,750	1,000,000	1,000,000	1,000,000		3,543,750		
Total			-	-	543,750	1,118,701	1,337,001	1,555,301	773,601	
								5,328,354	2,083,401	

Project Description/Justification

Additonal Channels: Equipment and hardware on the existing towers in Orange County as well as the surrounding areas will be upgraded to allow for increased system capacity which will reduce busy signals received by field units during times of high demand. If the upgrades are not funded, the system will not be able to alleviate the current service/coverage issues. Channels and additional equipment will be added to the following locations based on the most current information from the state. Chatham Site: 3 channels/1 combiner; Hillsborough Site: 2 channels/1 combiner/1 antenna package. The tower is currently full and may require additional work to allow channels to be added; Laws Site: 3 channels; UNC Site: 2 channels. Site is maintained by UNC and may require additional work to add channels; Altamahaw Site: 1 channel; Mebane Site: 2 channels.

Towers: The addition of three towers over the next four years will expand coverage which in turn will increase capacity allowing better access for field units increasing safety and more stable interoperability. Can not be funded by 9-1-1 funds.

Note: This Viper Radio System project is being reviewed as part of the charge to the Emergency Services Work Group.

County Capital Projects
Fiscal Years 2012-17

Project Name	Communication System Improvements					Project Status		New
Functional Service Area	Public Safety					Starting Date		7/1/2012
Department	Emergency Services					Completion Date		6/30/2017
Project Budget	Prior Years Funding	Available Balances 1/31/2012	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total
OSSI-CAD Replacement			128,000	128,000	128,000	128,000	128,000	640,000
800 Mhz Radios			164,000	128,000	122,000	127,000	39,000	580,000
NextGen Phone System				400,000				400,000
9-1-1 Call Taker and Dispatch Software:								
*Emergency Police Dispatch						80,000		80,000
*Emergency Fire Dispatch						80,000		80,000
*Smart9-1-1						30,000		30,000
Paging Hardware						150,000		150,000
	-	-	292,000	656,000	250,000	595,000	167,000	1,960,000
General Fund Related Operating Costs								
Total Project Budget								
Personnel Services								
Operations				35,801	151,063	177,696	205,420	569,980
New Debt Service			-	35,801	151,063	177,696	205,420	569,980
Revenues/Funding Source								
Total Operating Costs								
Transfer from General Fund			28,000	63,801	179,063	385,696	233,420	889,980
9-1-1 Funds			100,000	100,000	100,000	260,000	100,000	660,000
Capital Projects Fund Balance								
Debt Financing			164,000	528,000	122,000	127,000	39,000	980,000
	-	-	292,000	691,801	401,063	772,696	372,420	2,529,980

Project Description/Justification

Note: This Communications System Improvements project is being reviewed as part of the charge to the Emergency Services Work Group.

OSSI: Since 1992 Orange County has utilized a Computer Aided Dispatch system from the current vendor, Logysis. The system is outdated, unable to meet current demands and should be replaced in order to accommodate system needs. OSSI has a complete package that will provide a more robust and efficient system with needed modules already interfaced. This system supports data sharing between agencies and across jurisdictions; improves employee productivity by simplifying repetitive tasks; delivers real-time information across the entire Emergency Services spectrum including law enforcement, fire and EMS. OSSI is offering a five-year payment plan which includes equal payments over the five years with 0% interest. This proposal includes a turnkey hardware, software and services solution. **\$500,000 can be funded by 9-1-1 funds contingent upon the approval of the NC 9-1-1 Board.**

800 MHz Radios: Portable and mobile 800 MHz radios for all Public Safety Departments County-Wide have or will be reaching seven-years of age. Replacement is necessary to ensure reliability for emergency responders. Only the Emergency Services and Sheriff's departments are included in the CIP. It will be up to each individual municipal or rural department to fund their replacement radios. It is important to establish standard features and specifications for 800 MHz radios (portables and mobiles) to ensure system reliability, optimal integration with new platforms (P25) which will be placed in service by NCSHP/VIPER starting in 2013. Regardless of funding source or user, it is critical that units purchased be standardized to ensure integration, reliability and reduce potential for field failure. The replacement of radios for Emergency Services will be phased over the next five years. The County started purchasing new 800 MHz radios in 2004 and Year 1 (FY 2012-13) includes funding to replace these original radios plus sufficient radios for new staff and begin to replenish disaster radio cache. Years 6-10 includes funding of \$920,000 for replacement of Sheriff radios.

NextGen Phone System: Replacement of the main 9-1-1 switch, which is necessary to gain access to Internet (Next Generation) based services. The current switch will

have reached the end of its useful life and will no longer be supported by the vendor. If the switch is not replaced, the cost of repairs /maintenance/parts will become very expensive. There is a risk that parts for this equipment will not be available in the coming years. Based on the most current vendor consultation, the request is being made in year 2-FY 2013-2014.

9-1-1 Call Taker and Dispatch Software:

EPD: ProQA Dispatch Software integrates the National Academy Protocols with today's critical computer technologies and assists telecommunicators in quickly determining the appropriate response **specifically configured by local agency authorities**. ProQA guides dispatchers in providing relevant Post-Dispatch and Pre-Arrival instructions prior to units arriving on scene.

EFD: Fire Priority Dispatch system will allow all the benefits and safety features of a unified fire protocol system **based on fire department approved parameters** to combine with the latest in caller integration and response prioritization.

Smart 9-1-1: Allows citizens to enter information through a secure website that would be available in the event they need to call 9-1-1. When the citizen calls 9-1-1 the



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County Capital Projects
Fiscal Years 2012-17

Project Name	Future EMS Stations						Project Status		New	
Functional Service Area	Governing and Management						Starting Date		7/1/2012	
Department	Asset Management Services						Completion Date		6/30/2015	
	Prior Years	Available	Year 1	Year 2	Year 3	Year 4	Year 5	Five	Year 6	
Project Budget	Funding	Balances	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Year	to	
		1/31/2012	2012-13	2013-14	2014-15	2015-16	2016-17	Total	Year 10	
Appropriation										
Land/Building										
Construction/Repairs/Renovations			50,000		500,000		500,000	1,050,000	1,000,000	
Total Project Budget:			50,000	-	500,000	-	500,000	1,050,000	1,000,000	
General Fund Related Operating Costs										
Personnel Services										
Operations										
New Debt Service						48,000	48,000	96,000	480,000	
Total Operating Costs			-	-	-	48,000	48,000	96,000	480,000	
Revenues/Funding Source										
Transfer from General Fund			50,000			48,000	48,000	146,000	480,000	
Debt Financing					500,000		500,000	1,000,000	1,000,000	
Total			50,000	-	500,000	48,000	548,000	1,146,000	1,480,000	

Project Description/Justification

Emergency Services currently operates from five stations. Station 1 is the only EMS station owned by the County and is located in the former Animal Services building on Revere Road in Hillsborough. Other sites are either owned by other organizations or in need of significant retrofitting to support 24-hour operations. Future stations should have standardized layouts and features for crewmembers and vehicles, such as OSHA and ADA required systems, emergency generators, drive-through bays, and solar panel/green systems. Funds in Year 1 provide for planning/assessment of future EMS substations, and funds in Years 3 and 5 provide for land/construction of substations, with two additional substations in Years 6-10. Note: The strategic locations have not yet been determined and will be reviewed by the Emergency Services Work Group.

County Capital Projects
Fiscal Years 2012-17

Project Name	<i>Blackwood Farm Park</i>						Project Status	<i>Approved</i>	
Functional Service Area	<i>Community and Environment</i>						Starting Date	<i>7/1/2012</i>	
Department	<i>DEAPR</i>						Completion Date	<i>7/1/2019</i>	
Project Budget	Prior Years Funding	Available Balances 1/31/2012	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
<i>Appropriation</i>									
<i>Land/Building</i>									
<i>Construction/Repairs/Renovations</i>			50,000				200,000	250,000	6,800,000
<i>Equipment/Furnishings</i>									50,000
<i>Total Project Budget</i>	-	-	50,000	-	-	-	200,000	250,000	6,850,000
<i>General Fund Related Operating Costs</i>									
<i>Personnel Services</i>			12,000	12,000	12,000	12,000	12,000	60,000	285,000
<i>Operations</i>			5,000	5,000	5,000	5,000	5,000	25,000	225,000
<i>New Debt Service</i>									96,000
<i>Total Operating Costs</i>			17,000	17,000	17,000	17,000	17,000	85,000	606,000
<i>Revenues/Funding Source</i>									
<i>Transfer from General Fund</i>			63,000	13,000	13,000	13,000	13,000	115,000	606,000
<i>Grants (PARTF), User Fees</i>			4,000	4,000	4,000	4,000	4,000	20,000	50,000
<i>Future Debt Issuance</i>							200,000	200,000	6,800,000
<i>Total</i>	-	-	67,000	17,000	17,000	17,000	217,000	335,000	7,456,000

Project Description/Justification

The Blackwood Farm Park 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 1 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 6 and 7, design in year 5.

County Capital Projects
Fiscal Years 2012-17

Project Name	<i>Bingham District Park</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 1/31/2012	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
<i>Appropriation</i>									
<i>Land/Building</i>									
<i>Construction/Repairs/Renovations</i>									7,000,000
<i>Equipment/Furnishings</i>									
<i>Total Project Budget</i>	-	-	-	-	-	-	-	-	7,000,000
<i>General Fund Related Operating Costs</i>									
<i>Personnel Services</i>									60,000
<i>Operations</i>									150,000
<i>New Debt Service</i>									
<i>Total Operating Costs</i>	-	-	-	-	-	-	-	-	210,000
<i>Revenues/Funding Source</i>									
<i>Transfer from General Fund</i>									210,000
<i>Future Debt Issuance</i>									7,000,000
<i>Total</i>	-	-	-	-	-	-	-	-	7,210,000

Project Description/Justification

Bingham District Park, to be acquired in 2012, would be a park with both active and low-impact recreation facilities in Bingham Township, as per the Parks Plan. Funds for land acquisition in Year 1 are included in the Lands Legacy project.

County Capital Projects
Fiscal Years 2012-17

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 1/31/2012	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
<i>Appropriation</i>									
Land/Building									-
Construction/Repairs/Renovations	1,848,000	989							1,600,000
Equipment/Furnishings									
Total Project Budget	1,848,000	989	-	-	-	-	-	-	1,600,000
<i>General Fund Related Operating Costs</i>									
Personnel Services									
Operations									
New Debt Service									
Total Operating Costs			-	-	-	-	-	-	-
<i>Revenues/Funding Source</i>									
Transfer from Other Funds	148,000	989							
Grant Funding	500,000								
Debt Financing	1,200,000								1,600,000
Total	1,848,000	989	-	-	-	-	-	-	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 2012-17

Project Name Functional Service Area Department	Conservation Easements (part of Lands Legacy) Community and Environment DEAPR						Project Status Starting Date Completion Date	Approved 7/1/2002 Ongoing	
Project Budget	Prior Years Funding	Available Balances 1/31/2012	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
Appropriation									
Land/Building	5,878,181	485,129		250,000	250,000	250,000	250,000	1,000,000	1,250,000
Construction/Repairs/Renovations									
Equipment/Furnishings									
Total Project Budget	5,878,181	485,129	-	250,000	250,000	250,000	250,000	1,000,000	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	250,000	250,000	1,000,000	
Transfer from Other Projects	143,000								
Grant Funding	2,385,181								
Debt Financing	3,000,000	485,129							1,250,000
Total	5,878,181	485,129	-	250,000	250,000	250,000	250,000	1,000,000	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 1,700 acres of conservation easement lands have been conserved to date, with over \$3.5 million in state/federal grants. However, funding for the program is committed and remaining funds will be exhausted during 2012. The County will continue to aggressively seek to leverage future funds through grants and partnership funding.

County Capital Projects
Fiscal Years 2012-17

Project Name	Upper Eno Nature Preserve / Mountains-to-Sea Trail Segment						Project Status	Approved	
Functional Service Area	Community and Environment						Starting Date	7/1/2015	
Department	DEAPR						Completion Date	7/1/2019	
Project Budget	Prior Years Funding	Available Balances 1/31/2012	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	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	400,000
<i>Operations</i>							10,000	10,000	70,000
<i>New Debt Service</i>							79,000	79,000	316,000
<i>Total Operating Costs</i>			-	-	-	-	169,000	169,000	786,000
<i>Revenues/Funding Source</i>									
<i>Transfer from General Fund</i>							169,000	169,000	786,000
<i>Future Debt Issuance</i>						812,000		812,000	550,000
<i>Total</i>	-	-	-	-	-	812,000	169,000	981,000	1,336,000

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 Year 4 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. Note: If we apply and receive grant funding earlier, then this project could move forward.

County Capital Projects
Fiscal Years 2012-17

Project Name	Eurosport Soccer Center, 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 1/31/2012	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	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>									
<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>									
<i>Future Debt Issuance</i>									600,000
<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 2012-17

Project Name Functional Service Area Department	<i>Lands Legacy Program</i> <i>Community and Environment</i> <i>DEAPR</i>		Project Status Starting Date Completion Date						<i>Approved</i> <i>4/1/2000</i> <i>Ongoing</i>
Project Budget	Prior Years Funding	Available Balances 1/31/2012	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
<i>Appropriation</i>									
Land/Building	6,010,452	1,548,923			2,400,000			2,400,000	2,000,000
Construction/Repairs/Renovations									
Equipment/Furnishings									
Total Project Budget	6,010,452	1,548,923	-	-	2,400,000		-	2,400,000	2,000,000
<i>General Fund Related Operating Costs</i>									
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
<i>Revenues/Funding Source</i>									
Transfer from General fund	1,110,452	805,100				232,000	232,000	464,000	1,160,000
Debt Financing	4,900,000	743,823			2,400,000			2,400,000	-
Pay-as-you-go funding beginning Year 7									2,000,000
Total	6,010,452	1,548,923	-	-	2,400,000	232,000	232,000	2,864,000	3,160,000

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 Park site and the continued acquisition of property for the Seven Mile Creek Preserve/Mountains-to-Sea Trail (Upper Eno Preserve) are the top two priorities for available funds. Currently, \$1,548,923 is available in this project. The County has and will continue to aggressively seek to leverage these funds through grants (\$5 million to date) and partnership funding. Prior Bond Authorization lapsed, so new financing is needed and recommended in FY 2014-15 (Year 3).

County Capital Projects
Fiscal Years 2012-17

Project Name	<i>Millhouse Road Park</i>						Project Status	<i>Approved</i>	
Functional Service Area	<i>Community and Environment</i>						Starting Date	<i>7/12/2014</i>	
Department	<i>DEAPR</i>						Completion Date	<i>7/1/2019</i>	
Project Budget	Prior Years Funding	Available Balances 1/31/2012	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	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									240,000
Operations									300,000
New Debt Service							307,200	307,200	1,536,000
Total Operating Costs			-	-	-	-	307,200	307,200	2,076,000
<i>Revenues/Funding Source</i>									
Transfer from General Fund	76,090						307,200	307,200	1,536,000
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?									540,000
Total	264,802	-	-	-	100,000	6,400,000	307,200	6,807,200	5,076,000

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 BOCC 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. Note: The above listed dates are tentative, pending a formal agreement with the Town of Chapel Hill with an anticipated 50-50 funding arrangement.

County Capital Projects
Fiscal Years 2012-17

Project Name	Mountains to Sea Trail						Project Status		Approved
Functional Service Area	Community and Environment						Starting Date		7/1/2013
Department	DEAPR						Completion Date		ongoing
	Prior Years	Available	Year 1	Year 2	Year 3	Year 4	Year 5	Five	Year 6
Project Budget	Funding	Balances	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Year	to
		1/31/2012	2012-13	2013-14	2014-15	2015-16	2016-17	Total	Year 10
Appropriation									
Land/Building									
Construction/Repairs/Renovations									1,000,000
Equipment/Furnishings									
Total Project Budget	-	-	-	-	-	-	-	-	1,000,000
General Fund Related Operating Costs									
Personnel Services									
Operations									
New Debt Service									
Total Operating Costs			-	-	-	-	-	-	-
Revenues/Funding Source									
Transfer from General Fund									750,000
Grant Funding from State Parks									250,000
Future Debt Issuance									
Total	-	-	-	-	-	-	-	-	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 2012-17

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 1/31/2012	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
<i>Appropriation</i>									
Land/Building									
Construction/Repairs/Renovations	25,000				100,000	850,000		950,000	
Equipment/Furnishings						25,000		25,000	
Total Project Budget	25,000	-	-	-	100,000	875,000	-	975,000	-
<i>General Fund Related Operating Costs</i>									
Personnel Services									
Operations						10,000	20,000	30,000	100,000
New Debt Service							46,800	46,800	234,000
Total Operating Costs			-	-	-	10,000	66,800	76,800	334,000
<i>Revenues/Funding Source</i>									
Transfer from General Fund	12,500				-	5,000	56,800	61,800	284,000
Funding from Durham County & CH	12,500				50,000	442,500	10,000	502,500	50,000
Future Debt Issuance					50,000	437,500		487,500	-
Total	25,000	-	-	-	100,000	885,000	66,800	1,051,800	334,000

Project Description/Justification

The New Hope Preserve, including 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 facilities (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 (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 underway, with facilities to be designed in Year 3 and constructed in Year 4. Available Balance reflects \$0, because funds have not yet been received from Durham County or Chapel Hill. Note: Once a formal agreement is reached with both Durham County and Chapel Hill, this project will proceed as scheduled.

County Capital Projects
Fiscal Years 2012-17

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 1/31/2012	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
<i>Appropriation</i>									
Land/Building									
Construction/Repairs/Renovations									8,000,000
Equipment/Furnishings									
Total Project Budget			-	-	-	-	-	-	8,000,000
<i>General Fund Related Operating Costs</i>									
Personnel Services									
Operations						10,000		10,000	
New Debt Service									
Total Operating Costs			-	-	-	10,000	-	10,000	-
<i>Revenues/Funding Source</i>									
Transfer from General Fund						10,000		10,000	
Future Debt Issuance									8,000,000
Funding from other infrastructure partner									
Total			-	-	-	10,000	-	10,000	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. Some small-scale site management duties are projected for Year 4.

County Capital Projects
Fiscal Years 2012-17

Project Name	<i>RiverPark, Phase II</i>						Project Status	<i>Approved</i>	
Functional Service Area	<i>Community and Environment</i>						Starting Date	<i>7/1/2015</i>	
Department	<i>DEAPR</i>						Completion Date	<i>7/1/2016</i>	
Project Budget	Prior Years Funding	Available Balances 1/31/2012	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
<i>Appropriation</i>									
Land/Building									
Construction/Repairs/Renovations	50,000					250,000		250,000	
Equipment/Furnishings									
Total Project Budget	50,000	-	-	-	-	250,000	-	250,000	-
<i>General Fund Related Operating Costs</i>									
Personnel Services									
Operations									
New Debt Service							24,000	24,000	120,000
Total Operating Costs	-	-	-	-	-	-	24,000	24,000	120,000
<i>Revenues/Funding Source</i>									
Transfer from General Fund	50,000						24,000	24,000	120,000
Future Debt Issuance						250,000		250,000	
Total	50,000	-	-	-	-	250,000	24,000	274,000	120,000

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 2012-17

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	beyond 2021	
Project Budget	Prior Years Funding	Available Balances 1/31/2012	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
<i>Appropriation</i>									
Land/Building	50,814								
Construction/Repairs/Renovations	1,928,643	1,053,620	600,000					600,000	8,000,000
Equipment/Furnishings									
Total Project Budget	1,979,457	1,053,620	600,000	-	-	-	-	600,000	8,000,000
<i>General Fund Related Operating Costs</i>									
Personnel Services									160,000
Operations									200,000
New Debt Service				57,600	57,600	57,600	57,600	230,400	288,000
Total Operating Costs	-	-	-	57,600	57,600	57,600	57,600	230,400	648,000
<i>Revenues/Funding Source</i>									
Transfer from General Fund	900,000	900,000		57,600	57,600	57,600	57,600	230,400	648,000
Future Debt Issuance	650,000	153,620	600,000					600,000	8,000,000
Funding from other infrastructure partner									
Grant Funding NCDOT	429,457								
Total	1,979,457	1,053,620	600,000	57,600	57,600	57,600	57,600	830,400	8,648,000

Project Description/Justification

Twin Creeks (Moniese Nomp) Park is located along Old NC 86 north of Carrboro. Phase I of the park (Jones Creek Greenway) was completed in 2011. 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 (Ballentine subdivision). Potential participation in 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. Note: Of the \$1,053,620 currently available in this project, \$623,000 is committed and will be transferred for use in the Artificial Turf Soccer Fields project.

County Capital Projects
Fiscal Years 2012-17

Project Name	Joint Artificial Turf Soccer Fields - Town of Chapel Hill						Project Status	Approved	
Functional Service Area	Community and Environment						Starting Date	7/1/2012	
Department	DEAPR						Completion Date	7/1/2014	
Project Budget	Prior Years Funding	Available Balances 1/31/2012	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
Appropriation									
Land/Building								-	
Construction/Repairs/Renovations			934,500					934,500	
Equipment/Furnishings								-	
Total Project Budget	-		934,500	-	-	-	-	934,500	-
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			623,000					623,000	
Future Debt Issuance								-	
Funding from other infrastructure partner			311,500					311,500	
Total	-	-	934,500	-	-	-	-	934,500	-

Project Description/Justification

In December 2010, the County approved a joint project to construct artificial turf soccer fields in partnership with the Town of Chapel Hill at the Town's Cedar Falls Park. Funds of \$623,000 are currently available in the Twin Creeks Park project for use in this project.



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**APPROVED - Article 46 Sales Tax Fund Summary
Fiscal Years 2012-17**

Project Name Functional Service Area Department	Article 46 Sales Tax Special Revenue Fund						Project Status Starting Date Completion Date	New 4/1/2012 Ongoing	
Project Budget	Prior Years Funding	Current Fiscal Year 2011-12	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
Appropriation		312,500	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	6,250,000	6,250,000
Economic Development		190,625	760,000	760,000	760,000	760,000	760,000	3,800,000	3,800,000
Chapel Hill-Carrboro City Schools		121,875	490,000	490,000	490,000	490,000	490,000	2,450,000	2,450,000
Orange County Schools	-	625,000	2,500,000			490,000	2,500,000	12,500,000	12,500,000
General Fund Related Operating Costs									
Total Project Budget									
Personnel Services									
Operations			2,500,000	2,500,000					
New Debt Service			-	-	-	-	-	-	-
Revenues/Funding Source									
Total Operating Costs		625,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000	12,500,000
Article 46 Sales Tax									
	-	625,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000	12,500,000

Project Description/Justification

The Article 46 (1/4 cent) Sales Tax was approved by the voters in the November 2011 election, and is effective April 1, 2012. The anticipated revenue generated is \$2,500,000 annually, with 50% of the proceeds for Economic Development initiatives, and 50% of the proceeds for Education (allocated by the ADM count of the two school districts). In FY 2011-12, proceeds are estimated at one-fourth of the annual amount, for a total of \$625,000.

Total



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APPROVED - Article 46 Sales Tax Fund Summary - Detail
Fiscal Years 2012-17

Project Name Functional Service Area Department	Article 46 Sales Tax Special Revenue Fund		Project Status Starting Date Completion Date					New 4/1/2012 Ongoing	
Project Budget	Prior Years Funding	Current Fiscal Year 2011-12	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
<i>Appropriation</i>									
<i>Economic Development:</i>									
<i>Debt Service on Infrastructure</i>			750,000	750,000	750,000	750,000	750,000	3,750,000	3,750,000
<i>Collaborative Outreach</i>			20,000	20,000	20,000	20,000	20,000	100,000	100,000
<i>Small Business Loan Pool</i>			200,000	200,000	200,000	200,000	200,000	1,000,000	1,000,000
<i>Collateral Materials</i>			20,000	20,000	20,000	20,000	20,000	100,000	100,000
<i>Innovation Center</i>			100,000	100,000	100,000	100,000	100,000	500,000	500,000
<i>Agricultural Economic Development</i>			60,000	60,000	60,000	60,000	60,000	300,000	300,000
<i>Business Investment Grants</i>			100,000	100,000	100,000	100,000	100,000	500,000	500,000
<i>Total Economic Development</i>		312,500	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	6,250,000	6,250,000
<i>Chapel Hill-Carrboro City Schools:</i>									
<i>Sidewalk Replacements (3 Schools)</i>		95,000							
<i>Technology - Student Access Computing Devices</i>		95,625	380,000	380,000	380,000	380,000	380,000	1,900,000	1,900,000
<i>Replace Kitchen Equipment (5 Schools)</i>			380,000					380,000	
<i>Lighting Improvements (5 Schools)</i>				380,000				380,000	
<i>Replace Electric/Heating Systems (CHHS)</i>					380,000			380,000	
<i>Replace HVAC Systems - Lincoln Center</i>						380,000	380,000	760,000	
<i>Facility Improvements at Older Schools</i>									1,900,000
<i>Total Chapel Hill-Carrboro City Schools</i>		190,625	760,000	760,000	760,000	760,000	760,000	3,800,000	3,800,000
<i>Orange County Schools:</i>									
<i>Technology - 1:1 Initiative (District-wide)</i>		121,875	490,000	490,000	490,000	490,000	490,000	2,450,000	2,450,000
<i>Total Orange County Schools</i>		121,875	490,000	490,000	490,000	490,000	490,000	2,450,000	2,450,000
<i>Total Project Budget</i>	-	625,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000	12,500,000
<i>General Fund Related Operating Costs</i>									
<i>Personnel Services</i>									
<i>Operations</i>									
<i>New Debt Service</i>									
<i>Total Operating Costs</i>			-	-	-	-	-	-	-

Project Name	Article 46 Sales Tax						Project Status	New	
Functional Service Area	Special Revenue Fund						Starting Date	4/1/2012	
Department							Completion Date	Ongoing	
Project Budget	Prior Years Funding	Current Fiscal Year 2011-12	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
<i>Revenues/Funding Source</i>									
Article 46 Sales Tax - Economic Development		312,500	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	6,250,000	6,250,000
Article 46 Sales Tax - CHCCS		190,625	760,000	760,000	760,000	760,000	760,000	3,800,000	3,800,000
Article 46 Sales Tax - OCS		121,875	490,000	490,000	490,000	490,000	490,000	2,450,000	2,450,000
Total	-	625,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000	12,500,000

Project Description/Justification

The Article 46 (1/4 cent) Sales Tax was approved by the voters in the November 2011 election, and is effective April 1, 2012. The anticipated revenue generated is \$2,500,000 annually, with 50% of the proceeds for Economic Development initiatives, and 50% of the proceeds for Education (allocated by the ADM count of the two school districts). In FY 2011-12, proceeds are estimated at one-fourth of the annual amount, for a total of \$625,000.

APPROVED - Solid Waste Capital Projects Summary
Fiscal Years 2012-17

Projects	Current Fiscal Year 2011-12	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
Appropriations								
<i>Environmental Support</i>				100,592			100,592	
<i>Sanitation</i>	1,443,729	625,088	1,582,517	794,540	423,143	230,334	3,655,622	1,618,077
<i>Recycling Operation</i>	125,000	783,888	2,037,022	743,394	595,845	118,197	4,278,346	3,643,297
<i>Landfill - MSW</i>	245,933	3,120,815					3,120,815	
<i>Landfill - C & D</i>		306,492	394,793	511,265	237,800	1,690,991	3,141,341	3,774,860
Total	1,814,662	4,836,283	4,014,332	2,149,791	1,256,788	2,039,522	14,296,716	9,036,234
Revenues/Funding Source								
<i>Sold Waste Fund Balance</i>	439,662	3,706,202	591,883	1,126,283	455,091	1,921,325	7,800,784	5,392,937
<i>3R Fee</i>	125,000	567,238	871,872	526,744	595,845	118,197	2,679,896	3,643,297
<i>Debt Financing Grant</i>	1,250,000	562,843	2,550,577	496,764	205,852		3,816,036	
Total	1,814,662	4,836,283	4,014,332	2,149,791	1,256,788	2,039,522	14,296,716	9,036,234

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.



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Solid Waste - Environmental Support
Fiscal Years 2012-17

Project Name	Environmental Support - Equipment Replacement						Project Status	Active	
Functional Service Area	Environmental Support						Starting Date	7/1/2014	
Department	Solid Waste Management						Completion Date	6/30/2015	
	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		2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	Total	Year 10
<i>Appropriation</i>									
<i>Land/Building</i>									
<i>Construction/Repairs/Renovations</i>									
<i>Equipment/Furnishings</i>					100,592			100,592	
<i>Total Project Budget</i>		-	-	-	100,592	-	-	100,592	-
<i>Revenues/Funding Source</i>									
<i>Solid Waste Fund Balance</i>					100,592			100,592	
<i>Debt Financing</i>									
<i>Total</i>		-	-	-	100,592	-	-	100,592	-

Project Description/Justification

Year 3

FY 2014-15 Replacement of large service vehicle with crane \$100,592

Solid Waste - Sanitation Projects
Fiscal Years 2012-17

Project Name	Vehicle/Equipment Replacement						Project Status		Active
Functional Service Area	Sanitation						Starting Date		7/1/2012
Department	Solid Waste Management						Completion Date		Ongoing
Project Budget	Prior Years Funding	Current Fiscal Year 2011-12	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
Appropriation									
Land/Building									
Construction/Repairs/Renovations		1,250,000	346,193	1,385,427	280,114	205,852		2,217,586	
Equipment/Furnishings		193,729	278,895	197,090	514,426	217,291	230,334	1,438,036	1,618,077
Total Project Budget		1,443,729	625,088	1,582,517	794,540	423,143	230,334	3,655,622	1,618,077
Revenues/Funding Source									
General Fund/ Solid Waste Enterprise Fund		193,729	278,895	197,090	514,426	217,291	230,334	1,438,036	1,618,077
Debt Financing		1,250,000	346,193	1,385,427	280,114	205,852		2,217,586	
Total		1,443,729	625,088	1,582,517	794,540	423,143	230,334	3,655,622	1,618,077

Project Description/Justification

Current Fiscal Year 2011-12

FY 2011-12 SWCC Improvements (Walnut Grove) 1,250,000
FY 2011-12 Replacement of Front End Loader # 466 (1999 Volvo) with a Hook Lift Truck 193,729

Year 1

FY 2012-13 SWCC Improvements (High Rock Road) 346,193
FY 2012-13 Replacement of Front End Loader # 678 278,895

Year 2

FY 2013-14 SWCC Improvements (Eubanks Road) 1,385,427
FY 2013-14 Replacement of Hook Lift Truck # 680 (2009 Freightliner) 197,090

Year 3

FY 2014-15 SWCC Improvements (Ferguson Road) 280,114
FY 2014-15 Replacement of Front End Loader # 775 (2009 Peterbilt) 307,482
FY 2014-15 Replacement of Hook Lift Truck # 768 (2009 Freightliner) 206,944

Year 4

FY 2015-16 SWCC Improvements (Bradshaw Quarry Road) 205,852
FY 2015-16 Replacement of Front End Loader # 780 (2009 Peterbilt) with a Hook Lift Truck 217,291

Year 5

FY 2016-17 Replacement of Tandem Dump Truck # 679 (2005 Sterling) 148,074
FY 2016-17 Replacement of Dump Truck # 232 (International) 82,260

Years 6-10

FY 2018-19 Replacement of Hook Lift Truck 251,542
FY 2019-20 Replacement of Hook Lift Truck 264,119
FY 2019-20 Replacement of Front End Loader 392,433
FY 2020-21 Replacement of Hook Lift Truck 277,325
FY 2021-22 Replacement of Front End Loader 432,658

Solid Waste - Recycling Projects
Fiscal Years 2012-17

Project Name	Vehicle and Equipment Replacement/ Cart purchase/ Pad improvements						Project Status		Active
Functional Service Area	Recycling Operations						Starting Date		7/1/2012
Department	Solid Waste Management						Completion Date		Ongoing
Project Budget	Prior Years Funding	Current Fiscal Year 2011-12	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
Appropriation									
Land/Building									
Construction/Repairs/Renovations									982,813
Equipment/Furnishings		125,000	783,888	2,037,022	743,394	595,845	118,197	4,278,346	2,660,484
Total Project Budget		125,000	783,888	2,037,022	743,394	595,845	118,197	4,278,346	3,643,297
Revenues/Funding Source									
3R Fee/ Solid Waste Fund		125,000	567,238	871,872	526,744	595,845	118,197	2,679,896	3,643,297
Debt Financing			216,650	1,165,150	216,650			1,598,450	
Grant									
Total		125,000	783,888	2,037,022	743,394	595,845	118,197	4,278,346	3,643,297

Project Description/Justification

Current Fiscal Year 2011-12

\$125,000.00 Replace Leased Road Tractor (lease ends Nov. 20, 2011)

Year 3

\$214,055.00 Replace Roll off Truck (1779)
\$312,689.00 Replace Multi Family Route Truck (1777)
\$216,650.00 4,333 Rural Curbside carts @ \$50 per cart.

Year 1

\$283,619.00 Replace Rural Curbside Truck (1638) replacement delayed with transition to single stream collection
\$283,619.00 Replace Rural Curbside Truck (1640) replacement delayed with transition to single stream collection
\$216,650.00 4,333 Rural Curbside carts @ \$50 per cart. Have carts in place for collection July 1, 2013

Year 4

\$309,392.00 Replace Peterbilt FEL (1781)
\$286,453.00 Replace Peterbilt FEL (1776)

Year 2

\$208,313.00 Replace Roll-off Truck (1681)
\$245,586.00 Replace Commercial Route Truck (1574)
\$297,800.00 Replace Rural Curbside Truck (1639) replacement delayed with transition to single stream collection
\$120,173.00 Replace Sterling Road Tractor
\$216,650.00 4,333 Rural Curbside carts @ \$50 per cart. Have carts in place for collection July 1, 2014
\$948,500.00 18,970 Urban curbside carts @ \$50 per cart. Have carts in place for collection July 1, 2014

Year 5

\$118,197.00 Replace Cat 906H Rubber tire loader

Solid Waste - Landfill/Municipal Solid Waste
Fiscal Years 2012-17

Project Name	Closure/Equipment Replacement						Project Status	Active	
Functional Service Area	Landfill/Municipal Solid Waste						Starting Date	7/1/2012	
Department	Solid Waste Management						Completion Date	6/30/2013	
	Prior Years	Current	Year 1	Year 2	Year 3	Year 4	Year 5	Five	Year 6
Project Budget	Funding	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Year	to
		2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	Total	Year 10
<i>Appropriation</i>									
<i>Land/Building</i>									
<i>Construction/Repairs/Renovations</i>		105,089	3,120,815					3,120,815	
<i>Equipment/Furnishings</i>		140,844						-	
<i>Total Project Budget</i>		245,933	3,120,815	-	-	-	-	3,120,815	
<i>Revenues/Funding Source</i>									
<i>Solid Waste Fund Balance</i>		245,933	3,120,815	-	-	-	-	3,120,815	-
<i>Debt Financing</i>									
<i>Total</i>		245,933	3,120,815	-	-	-	-	3,120,815	-

Project Description/Justification

Current Fiscal Year 2011-12

FY 2011-12 Replacement of Wheel Loader \$140,844, Repair of asphalt surfaces plus additional road surface around metal/white goods recycling pad area \$105,089

Year 1

FY 2012-13 Close Municipal Solid Waste Landfill \$3,120,815 (includes 10% Contingency)

Solid Waste - Landfill/Construction and Demolition
Fiscal Years 2012-17

Project Name	<i>Equipment Replacement</i>		<i>Landfill/Construction and Demolition</i>				<i>Landfill/Ancillary Facilities</i>		Project Status	Active
Functional Service Area	<i>Landfill/Construction and Demolition</i>		<i>Landfill/Ancillary Facilities</i>				<i>Landfill/Ancillary Facilities</i>		Starting Date	7/1/2012
Department	<i>Solid Waste Management</i>		<i>Landfill Division</i>				<i>Landfill Division</i>		Completion Date	Ongoing
Project Budget	Prior Years Funding	Current Fiscal Year 2011-12	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10	
Appropriation										
Land/Building										
Construction/Repairs/Renovations										
Equipment/Furnishings			306,492	394,793	511,265	237,800	1,690,991	3,141,341		3,774,860
Total Project Budget		-	306,492	394,793	511,265	237,800	1,690,991	3,141,341		3,774,860
Revenues/Funding Source										
Solid Waste Fund Balance			306,492	394,793	511,265	237,800	1,690,991	3,141,341		3,774,860
Debt Financing										
Total		-	306,492	394,793	511,265	237,800	1,690,991	3,141,341		3,774,860

Project Description/Justification

Year 1

FY 2012-13 Replace Track Loader \$306,492

Year 2

FY 2013-14 Replace 325 Hydraulic Excavator \$394,793

Year 3

FY 2014-15 Replace Articulating Truck \$511,265

Year 4

FY 2015-16 Replace 315 Hydraulic Excavator \$237,800

Year 5

FY 2016-17 Replace Construction and Demolition CMI 3-75 Trash Compactor \$708,183

FY 2016-17 Replace Horizontal Grinder \$982,808



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APPROVED - Sportsplex Capital Projects Summary
Fiscal Years 2012-17

Project Budget	Current Fiscal Year 2011-12	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
Appropriations								
Land/Building								
Design			30,000				30,000	
Construction/Repairs/Renovations	20,000							
Locker Room Improvements	165,000							
Parking Lot Repair/Repave	125,000				150,000		150,000	
Pool Roof repair		180,000					180,000	
Pool wall reglaze				125,000			125,000	
Mezzanine (Pool)				950,000			950,000	
Mezzanine (Ice), Phase 2; Children's Activity Center (Phase 3)					1,000,000		1,000,000	
Tilt up Panel (exterior wall system)				100,000			100,000	
Equipment/Furnishings								
Fitness Equipment Repl - Seniors	36,000		100,000				100,000	
New UV System for Pool		100,000					100,000	
Bleachers								
Pool Dectron	217,000							
Pool pump/boiler #2	20,500							
Cooling Tower Replacement		100,000					100,000	
Major upgrade of Servers, Telephones		75,000					75,000	
Lobby - Renovations		125,000					125,000	
Rink concrete ice floor repair			150,000				150,000	
Rink de-humidication /Ice Rink Munters			125,000				125,000	
Zamboni			100,000				100,000	
Major rebuild - compressors/chiller barrel						100,000	100,000	
Lobby - HVAC Replacement		80,000					80,000	
Climbing Wall (outside - fee based)						100,000	100,000	
Total	583,500	660,000	505,000	1,175,000	1,150,000	200,000	3,690,000	
Revenues/Funding Source								
Sportsplex Fund Balance	583,500	660,000	505,000	225,000	150,000	200,000	1,740,000	
Transfer from General Fund								
Debt Financing				950,000	1,000,000		1,950,000	
Total	583,500	660,000	505,000	1,175,000	1,150,000	200,000	3,690,000	

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. In FY 2014-15, the Mezzanine (Pool) will consist of dedicated fitness member change areas and lockers, and workout rooms for Zumba, high and low impact aerobics, and Yoga/Pilates. In FY 2015-16, the Mezzanine (Ice) - Phase 2 will provide additional fitness space to support the additional equipment required for member growth with particular focus on specialized units designed for seniors. Additionally, there will be a dedicated group cycling area for this high growth program and an advanced training center to handle group training programs. The appearance and function will be similar to the existing ice mezzanine. Also in FY 2015-16, the Children's Activity Center (Phase 3) will not only facilitate a 50% growth in After School and Summer Camp programs, but will facilitate programs focused on children's obesity through mini-gym based programs, children's martial arts, gymnastics, tumbling, and child appropriate dance classes.



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**APPROVED - Water & Sewer Utilities Capital Projects Summary
Fiscal Years 2012-17**

Projects	Current Fiscal Year 2011-12	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
Appropriations								
Efland/North Buckhorn Sewer Expansion	4,727,101						-	
McGowan Creek Outfall		755,450					755,450	
Lake Orange Capital Maintenance	112,000	69,300					69,300	
Buckhorn-Mebane EDD Phase 2	275,000	3,100,000					3,100,000	
Buckhorn-Mebane EDD Phase 3 & 4		50,000	300,000	2,900,000			3,250,000	
Efland Sewer Flow to Mebane		100,000	150,000	1,400,000			1,650,000	
Richmond Hills Pump Station Rehab						168,000	168,000	
Hillsborough EDD			100,000	50,000	1,000,000		1,150,000	
Eno EDD		200,000	1,050,000				1,250,000	
I	5,114,101	4,274,750	1,600,000	4,350,000	1,000,000	168,000	11,392,750	-
General Fund Related Operating Costs								
Personnel Services								
Operations		225,000	270,432	360,432	713,432	794,432	2,363,728	3,117,160
New Debt Service		225,000	270,432	360,432	713,432	794,432	2,363,728	3,117,160
Total Revenues/Funding Source								
Total Operating Costs								
Transfer from General Fund	308,701	644,300	870,432	410,432	713,432	962,432	3,601,028	3,117,160
Transfer from Other Projects								
County Capital Fund Balance	112,000							
EPA Special Appropriations Grant	1,348,400							
State Revolving Loan Funds	3,345,000							
Debt Financing		3,855,450	1,000,000	4,300,000	1,000,000		10,155,450	
I	5,114,101	4,499,750	1,870,432	4,710,432	1,713,432	962,432	13,756,478	3,117,160

The Water & Sewer Utilities Fund accounts for revenues and expenses related to the provision of sewer service.

Total



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Water & Sewer Utilities Capital Projects
Fiscal Years 2012-17

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	
	Prior Years Funding	Current Fiscal Year 2011-12	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
Project Budget									
<i>Appropriation</i>									
Professional Services		34,000						-	
Land/Building	59,900							-	
Construction/Repairs/Renovations		4,693,101						-	
Equipment/Furnishings									
Total Project Budget		4,727,101	-	-	-	-	-	-	-
<i>General Fund Related Operating Costs</i>									
Personnel Services									
Operations									
New Debt Service			225,000	225,000	225,000	225,000	225,000	1,125,000	1,125,000
Total Operating Costs			225,000	225,000	225,000	225,000	225,000	1,125,000	1,125,000
<i>Revenues/Funding Source</i>									
Transfers from General Fund	59,900	33,701	225,000	225,000	225,000	225,000	225,000	1,125,000	1,125,000
EPA Special Appropriations Grant		1,348,400						-	
State Revolving Loan Funds		3,345,000						-	
Debt Financing								-	
Total		4,727,101	225,000	225,000	225,000	225,000	225,000	1,125,000	1,125,000

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 DENR State Revolving Loan Fund. An estimate of the debt service is shown above, based on the full loan amount of \$3,500,000, an interest rate of 2.445% and the maximum term of 20 years. The full loan amount of \$3,500,000 is a maximum line of credit. The debt service payments would be based on the actual amount used. Orange County will not be using the full \$3,500,000 line of credit since contracts were bid lower. When Orange County closes the project, the remaining monies will return to DENR and be 'reallocated' to an associated project known as McGowan Creek Outfall shown in a separate CIP project. Therefore, there will likely not be new debt above the original project noted herein.

Water & Sewer Utilities Capital Projects
Fiscal Years 2012-17

Project Name	McGowan Creek Outfall						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
Project Budget	Funding	Fiscal Year 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Year Total	to Year 10
<i>Appropriation</i>									
Professional Design Services			75,000					75,000	
Land/Building			50,000					50,000	
Construction/Repairs/Renovations			630,450					630,450	
Equipment/Furnishings									
Total Project Budget	-	-	755,450	-	-	-	-	755,450	
<i>General Fund Related Operating Costs</i>									
Personnel Services								-	
Operations								-	
New Debt Service				45,432	45,432	45,432	45,432	181,728	227,160
Total Operating Costs			-	45,432	45,432	45,432	45,432	181,728	227,160
<i>Revenues/Funding Source</i>									
Transfer from General Fund				45,432	45,432	45,432	45,432	181,728	227,160
Debt Financing			755,450					755,450	
Total	-	-	755,450	45,432	45,432	45,432	45,432	937,178	227,160

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 DENR State Revolving Loan Fund. An estimate of the debt service is shown above, based on the full loan amount of \$3,500,000, an interest rate of 2.445% and the maximum term of 20 years. The full loan amount of \$3,500,000 is a maximum line of credit. The debt service payments would be based on the actual amount used. Orange County will not be using the full \$3,500,000 line of credit since contracts were bid lower. When Orange County closes the project, the remaining monies will return to DENR and be 'reallocated' to an

Water & Sewer Utilities Capital Projects
Fiscal Years 2012-17

Project Name Functional Service Area Department	Lake Orange Capital Maintenance Community and Environment Planning						Project Status Starting Date Completion Date	Approved 7/1/2009 9/30/2013	
Project Budget	Prior Years Funding	Current Fiscal Year 2011-12	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
Appropriation	35,310	35,000							
Professional Design Services									
Land/Building Construction/Repairs/Renovations	129,690	77,000	69,300					69,300	
Equipment/Furnishings	165,000	112,000	69,300	-	-	-	-	69,300	-
General Fund Related Operating Costs									
Total Project Budget									
Personnel Services									
Operations									
New Debt Service			-	-	-	-	-	-	-
Revenues/Funding Source									
Total Operating Costs	165,000	112,000	69,300					69,300	
Transfers from General Fund									
County Capital Fund Balance	165,000	112,000	69,300	-	-	-	-	69,300	-

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. 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 2012-17

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	12/31/2013	
Project Budget	Prior Years Funding	Current Fiscal Year 2011-12	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
Appropriation	200,000	100,000							
Professional Services		175,000							
Land/Building Construction/Repairs/Renovations			3,100,000					3,100,000	
Equipment/Furnishings			3,100,000	-	-	-	-	3,100,000	-
General Fund Related Operating Costs									
Personnel Services									
Operations	275,000				240,000	240,000	240,000	960,000	1,200,000
New Debt Service			-	240,000	240,000	240,000	240,000	960,000	1,200,000
Revenues/Funding Source									
Total Operating Costs	200,000	275,000		240,000	240,000	240,000	240,000	960,000	1,200,000
Transfer from General Fund								3,100,000	
Debt Financing - Article 46 Sales Tax			240,000						
		275,000	3,100,000	240,000	240,000	240,000	240,000	4,060,000	1,200,000

Project Description/Justification

3,100,000

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 complete and under review by Mebane and Orange County staff. It is anticipated that the permits for the project will be obtained and the project will be ready to let for bids in Summer of 2012. 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 7,500 linear feet of 10" sewer force main, 3,000 lf of 8" gravity sewer line, 5,000 lf of 12" gravity sewer line, 11,500 lf of 18" 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. Though the project is shown here and has been designed as a whole, it may be broken into phases, depending on funding availability.

Water & Sewer Utilities Capital Projects
Fiscal Years 2012-17

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 2011-12	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
<i>Appropriation</i>									
<i>Professional Design Services</i>			50,000	200,000				200,000	
<i>Land/Building</i>				100,000				150,000	
<i>Construction/Repairs/Renovations</i>					2,900,000			2,900,000	
<i>Equipment/Furnishings</i>			50,000	300,000	2,900,000	-	-	3,250,000	
<i>General Fund Related Operating Costs</i>									
<i>Personnel Services</i>									
<i>Operations</i>						233,000	233,000	466,000	1,165,000
<i>New Debt Service</i>			-	-	-	233,000	233,000	466,000	1,165,000
<i>Revenues/Funding Source</i>									
<i>Total Operating Costs</i>				300,000		233,000	233,000	816,000	1,165,000
<i>Transfer from General Fund</i>					2,900,000			2,900,000	
<i>Debt Financing - Article 46 Sales Tax</i>			50,000	300,000	2,900,000	233,000	233,000	3,716,000	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. In Year 1, \$50,000 has been added to this CIP for future utility and access right-of-way in these portions of the Buckhorn EDD.

Water & Sewer Utilities Capital Projects
Fiscal Years 2012-17

Project Name	<i>Efland Sewer Flow to City of Mebane</i>						Project Status	<i>Approved</i>	
Functional Service Area	<i>Community and Environment</i>						Starting Date	<i>7/1/2012</i>	
Department	<i>Planning</i>						Completion Date	<i>12/31/2016</i>	
	Prior Years Funding	Current Fiscal Year 2011-12	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
Project Budget									
<i>Appropriation</i>									
Professional Design Services				110,000				210,000	
Land/Building				40,000				40,000	
Construction/Repairs/Renovations					1,400,000			1,400,000	
Equipment/Furnishings			100,000	150,000	1,400,000	-	-	1,650,000	-
<i>General Fund Related Operating Costs</i>									
<i>Total Project Budget</i>									
Personnel Services									
Operations						120,000	120,000	240,000	600,000
New Debt Service	100,000		-	-	-	120,000	120,000	240,000	600,000
<i>Revenues/Funding Source</i>									
<i>Total Operating Costs</i>				150,000		120,000	120,000	490,000	600,000
Transfer from General Fund					1,400,000			1,400,000	
Debt Financing									
		-	100,000	150,000	1,400,000	120,000	120,000	1,890,000	600,000

Project Description/Justification

Currently, the wastewater collected by the Efland sewer system is pumped 3 1/2 miles east to the Town of Hillsborough via a 10" force main. This project would construct the infrastructure necessary to send the wastewater collected by the existing system (circa 1988+), the proposed system extension and any future system extensions the opposite direction to the City of Mebane along West Ten Road. 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 2012-17

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	
	Prior Years Funding	Current Fiscal Year 2011-12	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
Project Budget									
<i>Appropriation</i>							28,000	28,000	
Professional Design Services									
Land/Building Construction/Repairs/Renovations							140,000	140,000	
Equipment/Furnishings	-	-	-	-	-	-	168,000	168,000	-
<i>General Fund Related Operating Costs</i>									
Total Project Budget									
Personnel Services									
Operations									
New Debt Service	-	-	-	-	-	-	-	-	-
<i>Revenues/Funding Source</i>									
Total Operating Costs							168,000	168,000	
Transfer from General Fund									
	-	-	-	-	-	-	168,000	168,000	-

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. Note: this project could go away if, and when, an interlocal agreement is reached with the City of Mebane.

Water & Sewer Utilities Capital Projects
Fiscal Years 2012-17

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 Funding	Current Fiscal Year 2011-12	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
Project Budget									
<i>Appropriation</i>				100,000				100,000	
<i>Professional Design Services</i>					50,000			50,000	
<i>Land/Building</i>						1,000,000		1,000,000	
<i>Construction/Repairs/Renovations</i>									
<i>Equipment/Furnishings</i>				100,000	50,000	1,000,000		1,150,000	-
<i>General Fund Related Operating Costs</i>									
<i>Personnel Services</i>									
<i>Operations</i>							81,000	81,000	405,000
<i>New Debt Service</i>			-	-	-	-	81,000	81,000	405,000
<i>Revenues/Funding Source</i>						-			
<i>Total Operating Costs</i>				100,000	50,000		81,000	231,000	405,000
<i>Transfer from General Fund</i>						1,000,000		1,000,000	
<i>Debt Financing - Article 46 Sales Tax</i>									
<i>I</i>			-	100,000	50,000	1,000,000	81,000	1,231,000	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 2012-17

Project Name	Eno EDD							Project Status	Approved
Functional Service Area	Engineering							Starting Date	12/1/2012
Department	Planning							Completion Date	6/30/2017
Project Budget	Prior Years Funding	Current Fiscal Year 2011-12	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
Appropriation								200,000	
Professional Design Services				50,000				50,000	
Land/Building				1,000,000				1,000,000	
Construction/Repairs/Renovations									
Equipment/Furnishings				1,050,000		-	-	1,250,000	-
General Fund Related Operating Costs									
Total Project Budget									
Personnel Services									
Operations					90,000	90,000	90,000	270,000	450,000
New Debt Service			-	-	90,000	90,000	90,000	270,000	450,000
		200,000							
Revenues/Funding Source									
Total Operating Costs				-	50,000	90,000	90,000	520,000	450,000
Transfer from General Fund				1,000,000				1,000,000	
Debt Financing - Article 46 Sales Tax		200,000							
			200,000	1,050,000		90,000	90,000	1,520,000	450,000

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. 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. Orange County has recently entered into an agreement with the City of Durham wherein Durham will provide water and sewer service to this area and supervise the design and construction of the utility infrastructure necessary to provide service. Orange County will provide the financing for the construction and will have input into selection of the design engineer and contractor as well as the extent of the design.



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**APPROVED - Schools Capital Projects Summary
Fiscal Years 2012-17**

Projects by School System	Current Fiscal Year 2011-12	Year 1 Fiscal Year 2012-13	Year 2 Fiscal Year 2013-14	Year 3 Fiscal Year 2014-15	Year 4 Fiscal Year 2015-16	Year 5 Fiscal Year 2016-17	Five Year Total	Year 6 to Year 10
Chapel Hill Carrboro City Schools								
Long Range Capital								
Pay-As-You-Go Funds ⁽¹⁾	1,607,615	2,290,782	2,325,144	2,360,021	2,395,421	2,431,353	11,802,720	12,714,882
Lottery Proceeds ⁽²⁾	839,629	815,000	815,000	815,000	815,000	815,000	4,075,000	4,075,000
QSCBs								
Elementary # 11	663,196	21,500,000					21,500,000	
Total	3,110,440	24,605,782	3,140,144	3,175,021	3,210,421	3,246,353	37,377,720	16,789,882
Orange County Schools								
Long Range Capital								
Pay-As-You-Go Funds ⁽¹⁾	1,021,354	1,434,067	1,455,578	1,477,412	1,499,573	1,522,066	7,388,696	7,959,724
Lottery Proceeds ⁽²⁾	524,292	506,350	506,350	506,350	506,350	506,350	2,531,750	2,531,750
OSCBs	5,269,440							
Cedar Ridge HS Auxilliary Gym				10,175,000			10,175,000	
Cedar Ridge HS Classroom Wing					13,860,000		13,860,000	
Total	6,815,086	1,940,417	1,961,928	12,158,762	15,865,923	2,028,416	33,955,446	10,491,474
Total all Schools	9,925,526	26,546,199	5,102,072	15,333,783	19,076,344	5,274,769	71,333,166	27,281,356
Revenues/Funding Source								
General Fund (Pay-As-You-Go)	2,628,969	3,724,849	3,780,722	3,837,433	3,894,994	3,953,419	19,191,416	20,674,606
Lottery Proceeds	1,363,921	1,321,350	1,321,350	1,321,350	1,321,350	1,321,350	6,606,750	6,606,750
Debt Financing	663,196	21,500,000		10,175,000	13,860,000		45,535,000	
QSCBs	5,269,440							
	9,925,526	26,546,199	5,102,072	15,333,783	19,076,344	5,274,769	71,333,166	27,281,356

Note 1: The Article 46 one quarter cent sales tax proceeds for schools (\$1,250,000 annually) is included in the Special Revenue Projects section of the CIP.

Note 2: School Construction is guided by the Schools Adequate Public Facilities Ordinance (SAPFO) projections of capacity and need.

⁽¹⁾ Pay-As-You-Go funds are assumed at a 1.5% annual growth throughout the 5 year CIP period. NOTE: additional PAYG funding is recommended in FY 2012-13 to reflect savings in debt service in FY 2012-13.

⁽²⁾ Lottery Proceeds are assumed at the same amount from the State throughout the 5 year CIP period. The funds will be distributed on the basis of each school systems Average Daily Membership.



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CHAPEL HILL - CARRBORO CITY SCHOOLS
CAPITAL INVESTMENTS PLAN 2012 - 2022

CIP FUNDED PROJECTS pg 1 of 3

PROJECT TITLE	Current FY 2011-12 Budgeted Lottery Funds	Year 1 2012-13	Year 2 2013-14	Year 3 2014-15	Year 4 2015-16	Year 5 2016-17	Five Year Total	Years 6 to 10 2017-22
ADA Requirements	25,000	35,000	35,000	35,000	35,000	35,000	175,000	280,000
Abatement Projects								376,315
District Abatement Project	25,000	35,000	35,000	35,000	35,000	35,000	175,000	
CHHS: Remove asbestos Floor Tile						140,000	140,000	
Estes Hills: floor tile removal	35,000							
FP Graham: removal of canopy material	15,000							
Athletic Facilities								-
Culbreth: Gym Bleachers			115,000				115,000	
Phillips: Gym Bleachers			120,000				120,000	
CHHS: Stadium/Soccer Field Lighting	295,000							
ECHHS: Athletic Fields/Track			175,000				175,000	
Classroom/Building Improvements								385,530
Carrboro Elementary: Casework			145,000				145,000	
Estes Hills: Casework				175,000	85,000		260,000	
Estes Hills: Media Center improvements					64,408		64,408	
Ephesus: Classroom Casework					175,000		175,000	
FGG: Bathrooms/Intermediate Bld Casework	75,000		117,970				117,970	
Glenwood: Bathroom Improvements		40,000					40,000	
Seawell: PODs Bathrooms/Casework		47,297					47,297	
Culbreth: Locker Room Bathrooms		35,000					35,000	
McDougle: Stage Curtins					40,000		40,000	
Phillips: Auditorium Seating and Improvements		75,000					75,000	
ECHHS: auditorium stage curtains	35,000							
Doors/Hardware/Canopies								225,000
District Hardware and Door Replacements	25,000	75,000	50,000				125,000	
McDElm: Canopy at Kiss and Go						115,000	115,000	
Seawell: Expand canopies						115,000	115,000	
Estes Hills: replace exterior wood doors	8,000							
Electrical Systems								
All Schools: Increase Electrical Distribution		150,000	150,000	165,000	165,000	165,000	795,000	930,000
Energy Efficiency/Lighting Improvemnets								551,609
CHHS: A Bld Lighting Upgrades/Ceiling	225,000							
Phillips: auditorium lighting		35,000					35,000	
Estes Hills: multi purpose room lighting		25,000					25,000	
Glenwood: multi purpose room lighting		25,000					25,000	
Phillips: gymnasium lighting		40,000					40,000	

CIP FUNDED PROJECTS pg 2 of 3

PROJECT TITLE	Current FY 2011-12 Budgeted Lottery Funds	Year 1 2012-13	Year 2 2013-14	Year 3 2014-15	Year 4 2015-16	Year 5 2016-17	Five Year Total		Years 6 to 10
Fire/Safety/Security Systems									2017-22
All Schools: expansion/upgrade of systems	10,000	50,000	75,000		100,000		225,000		
Lincoln Center: Fire Alarm System	20,000								
Estes Hills: expand access controls	20,000								
FPG: Intercom	15,000								
Indoor Air Quality Improvements									-
District IAQ Projects		25,000	25,000	50,000			100,000		
Ephesus: carpet removal				60,000			60,000		
ECHHS: carpet removal	25,000								
Mechanical Systems									772,991
Ephesus: 1991 Addition HVAC Improvements		115,000					115,000		
Estes Hills: Multi Purpose Building chiller	25,000								
Estes Hills: Lower Level Classroom humidity	100,000								
Glenwood: Replace 4 Basement Heat Pumps	40,000								
Glenwood: Multi Purpose building's 2 AHUs						75,000	75,000		
FPG: Upgrade Handicap Lifts					150,000		150,000		
McDougle: replace chiller controls		75,000					75,000		
Scroggs: Back-up Chiller	310,000								
Culbreth: Digital HVAC Controls				150,000			150,000		
CHHS: Replace 4 Fan Coil Units Gymnasium	100,000								
ECHHS: 1996 Cooling Tower				75,000			75,000		
Lincoln Center: chiller and cooling tower	65,000	40,000					40,000		
Mobile Classrooms/Rental Space	9,629	145,000	132,600	134,500	136,500	138,000	686,600		728,500
Paving: Parking Lots/Driveways/Walkways									253,185
CHHS: North Parking Lot Driveway and Lots	160,000			127,318			127,318		
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								
Roofing/Building Envelope Projects							-		-
McDougle Mdl: Replacement		1,425,000					1,425,000		
Glenwood: Primary and Multi Purpose Buildings		400,000					400,000		
Phillips: 1990 Media Center Wing/Auditorium		375,000					375,000		
Window Replacements									500,000
Culbreth: Replace Classroom/Bld Windows					100,000	100,000	200,000		
Phillips: Replace Classroom/Bld Windows					100,000	100,000	200,000		
CHHS: Window Replacements				100,000		171,848	271,848		
Planning for Future Projects	150,000	100,000					100,000		1,000,000

CIP FUNDED PROJECTS pg 3 of 3

PROJECT TITLE	Current FY 2011-12 Budgeted Lottery Funds	Year 1 2012-13	Year 2 2013-14	Year 3 2014-15	Year 4 2015-16	Year 5 2016-17	Five Year Total		Years 6 to 10
Technology: Total of Listed Categories			1,295,635	1,314,230	1,335,356	1,357,010	6,581,661	2017-22	
Network Infrastructure		656,646	664,963	674,506	685,349	696,463			
Enterprise Software		181,701	184,002	186,643	189,643	192,718			
Instructional Computers & Technology		360,832	365,402	370,647	376,605	382,712		7,128,712	
Administrative Computers		55,520	56,223	57,030	57,946	58,886			
Network Printers		20,694	20,956	21,257	21,598	21,948			
Community Access Technology		4,038	4,089	4,148	4,214	4,283			
	1,279,430								
TOTAL EXPENDITURES	1,992,992	4,646,727	2,471,205	2,496,048	2,521,264	2,546,858	14,682,102		13,131,842
Elementary School #11	5,290,000	13,925,000	2,400,000				16,325,000		

**CHAPEL HILL - CARRBORO CITY SCHOOLS
CAPITAL INVESTMENTS PLAN 2011 - 2021**

2011-21 CIP FUNDING	Current FY 2011-12 Budgeted Lottery Funds	Year 1 2012-13	Year 2 2013-14	Year 3 2014-15	Year 4 2015-16	Year 5 2016-17	Five Year Total		Years 6 to 10 2017-22
CIP FUNDING SOURCES:									
Long Range Pay-As-You-Go Funds		1,631,727	1,656,205	1,681,048	1,706,264	1,731,858	8,407,102		9,056,842
Lottery Funds - Budgeted in FY 2011-12	938,363								
Lottery Funds - Projected		815,000	815,000	815,000	815,000	815,000	4,075,000		4,075,000
Lottery Proceeds-Collected: Projects in Process	1,054,629								
QSCBs		2,200,000					2,200,000		-
TOTAL CIP FUNDING	1,992,992	4,646,727	2,471,205	2,496,048	2,521,264	2,546,858	14,682,102		13,131,842
Elementary School #11	5,290,000	13,925,000	2,400,000				16,325,000		
		-	(0)	0	(0)	(0)			-

CARRBORO CITY SCHOOLS
CAPITAL INVESTMENTS PLAN 2012 - 2022
UNFUNDED - Major Projects

UNFUNDED MAJOR PROJECTS pg 1 of 2

PROJECTS:	10 YEAR UNFUNDED CAPITAL PROJECTS										TEN YEAR TOTAL
	Year 1 2012-13	Year 2 2013-14	Year 3 2014-15	Year 4 2015-16	Year 5 2016-17	Year 6 2017-18	Year 7 2018-19	Year 8 2019-20	Year 9 2020-21	Year 10 2021-22	
Abatement Projects											
Phillips: Remove Asbestos Floor Tile	265,000										265,000
Athletic Facilities:											
CarrboroHS: Stadium Visitor Seating											
CHHS: Stadium Synthetic Field					450,000						450,000
CHHS: Soccer Field Improvements		250,000						850,000			850,000
CHHS: Athletic Fields			150,000								250,000
CHHS: Baseball Field Bathroom/Concession Bld											150,000
ECHHS: Stadium Synthetic Field							500,000				500,000
CHHS/ECHHS: Major Athletic Field Repairs				250,000				850,000			850,000
ECHHS: Stadium Visitor Bleachers											250,000
Carrboro Elementary: Multi purpose field			125,000		150,000						150,000
Scroggs: Athletic Field				150,000							125,000
McDougle Mdl: Tennis Courts											150,000
Playfields(10): Provide Potable Water	120,000					300,000					300,000
											120,000
Cafeterias: Kitchen Equipment Replacements								150,000	150,000	150,000	450,000
Classroom/Building Improvements:											
Carrboro Elm: Auditorium lighting/acoustics		100,000									
Estes Hills: Lobby/Entrance Improvements	25,000										100,000
Estes Hills: Media Center Renovation			100,000								25,000
Seawell: Admin Building Improvements		50,000									100,000
McDougle: Gymnasium Audio System				50,000							50,000
McDougle: Library carpet		30,000									50,000
Phillips: Science Classrooms Casework			75,000								30,000
Smith: Cafeteria Sound Panels	50,000										75,000
											50,000
Doors/Hardware/Canopies											
Scroggs: Canopies-Mobile Units, other areas	175,000						100,000	100,000	100,000	100,000	400,000
Estes Hills: Expand Canopy			45,000								175,000
Ephesus: Canopy at Kiss and Go											45,000
Glenwood: Canopy at Kiss and Go						125,000					125,000
Scroggs: Canopy at Mobiles and Bus Drop Off				100,000							100,000
					150,000						150,000
Mechanical Systems:											
Carrboro Elm: HVAC Digital Controls			25,000								
Ephesus: HVAC Digital Controls			45,000								25,000
Estes Hills: HVAC Digital Controls			25,000								45,000
Glenwood: HVAC Digital Controls			45,000								25,000
FP Graham: Replace Gym Heat Pumps											45,000
FP Graham: HVAC Digital Controls						75,000					75,000
Seawell: Replace 9 Heat Pumps in PODs			25,000								25,000
Seawell: HVAC Digital Controls			45,000						135,000		135,000
Culbreth: Replace 1997 Roof Top Units											45,000
Culbreth: Duct Replacement								300,000			300,000
Phillips: Replace Heat Pumps in 1990 Addition							250,000				250,000
ECH: 1996 Chiller Replacement					150,000						150,000
						250,000					250,000

UNFUNDED MAJOR PROJECTS pg 2 of 2

PROJECTS:	10 YEAR UNFUNDED CAPITAL PROJECTS										TEN YEAR TOTAL
	Year 1 2012-13	Year 2 2013-14	Year 3 2014-15	Year 4 2015-16	Year 5 2016-17	Year 6 2017-18	Year 7 2018-19	Year 8 2019-20	Year 9 2020-21	Year 10 2021-22	
Energy Efficiency/Lighting Improvements											
ECHHS: Theater Lighting and Sound upgrade				375,000							375,000
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
Roofing											
Smith: repairs and seals											
ECHHS: repairs and seals (20 years)					750,000					2,000,000	2,000,000
											750,000
TOTAL UNFUNDED MAINTENANCE PROJECTS	795,000	565,000	705,000	1,250,000	1,650,000	750,000	850,000	2,250,000	385,000	2,250,000	9,200,000

PROJECTS:	OPENS:	10 YEAR UNFUNDED NEW SCHOOLS and FACILITIES										TEN YEAR TOTAL
		Year 1 2012-13	Year 2 2013-14	Year 3 2014-15	Year 4 2015-16	Year 5 2016-17	Year 6 2017-18	Year 7 2018-19	Year 8 2019-20	Year 9 2020-21	Year 10 2021-22	
Culbreth Middle School: Science Labs	Aug. 2016			634,375	1,667,269							
McDougle Middle School: Auditorium	Aug. 2016			926,000	2,199,938							2,301,644
Elementary School #12	2017-18											3,125,938
					4,510,416	16,780,490	3,174,386					24,465,292
Middle School #5	2017-18			945,165	5,408,446	22,094,557	4,085,177					32,533,345
												-
Carrboro High School Additions	2020-21											
								2,660,737	11,115,740	2,340,760		16,117,237
TOTAL UNFUNDED PROJECTS		-	-	2,505,540	13,786,069	38,875,047	7,259,563	2,660,737	11,115,740	2,340,760	-	78,543,456

Notes:

Elementary School #12, Middle School #5, and the Carrboro HS Addition opening dates are based on preliminary CHCCS District enrollment projections. Nov. 15, 2011 SAPFO projections have not been certified.

CHAPEL HILL - CARRBORO CITY SCHOOLS
 CAPITAL INVESTMENTS PLAN 2012 - 2022
 Article 46 Sales Tax - 1/4 Cent

PROJECT TITLE	Current FY 2011-12 Budgeted Accrued Funds	Year 1 2012-13	Year 2 2013-14	Year 3 2014-15	Year 4 2015-16	Year 5 2016-17	Five Year Total	Years 6 to 10 2017-22
Technology:								
-Student Access Computing Devices	95,000	380,000	380,000	380,000	380,000	380,000	1,900,000	1,900,000
Facilities Improvements at Older Schools:								
-Sidewalk Replacements at CHHS, Glenwood, and FP Graham	95,000							1,900,000
-Replace Kitchen Equipment at Carrboro Elm., Estes Hills, Glenwood, Culbreth, Phillips		380,000					380,000	
-Lighting Improvements at CHHS, Culbreth, Phillips, FPG, and Seawell			380,000				380,000	
-CHHS Replace Electric Heating Systems in C and D Buildings				380,000			380,000	
-Lincoln Center Replace HVAC Systems					380,000	380,000	760,000	
TOTAL EXPENDITURES	190,000	760,000	760,000	760,000	760,000	760,000	3,800,000	3,800,000

CHAPEL HILL - CARRBORO CITY SCHOOLS
 CAPITAL INVESTMENTS PLAN 2012 - 2022
 Article 46 Sales Tax - 1/4 Cent

FUNDING	Current FY 2011-12 Budgeted Accrued Funds	Year 1 2012-13	Year 2 2013-14	Year 3 2014-15	Year 4 2015-16	Year 5 2016-17	Five Year Total	Years 6 to 10 2017-22
Budgeted Funding from 1/4 Cent Sales Tax	190,000	760,000	760,000	760,000	760,000	760,000	3,800,000	3,800,000

ORANGE COUNTY SCHOOLS

CAPITAL INVESTMENT PLAN

2012-2022

Revised 2/28/2012

Project Title	Current Fiscal Year 2011-2012 Budgeted	Year 1 2012-13	Year 2 2013-14	Year 3 2014-15	Year 4 2015-16	Year 5 2016-17	Five Year Total
ADA							
DISTRICT: ADA requirements			\$100,000	\$30,000		\$100,000	\$230,000
Athletic Facilities							
ALS: Gym bleachers motorization			\$25,000				\$25,000
ALS: Football field irrigation system						\$30,000	\$30,000
OHS, CRHS, CWS, ALS: Gym floor reconditioning			\$5,000	\$5,000			\$10,000
GH: Flag poles (athletic fields)			\$3,000				\$3,000
GH: Concession stand				\$15,000			\$15,000
GH: Ticket booth				\$500			\$500
CRHS: Locker room painting		\$3,000					\$3,000
CRHS: Soccer and lacrosse field				\$100,000	\$100,000		\$200,000
CRHS: Tennis courts refurbishment	\$30,000		\$10,000				\$40,000
CRHS: Auxiliary Gymnasium				\$10,175,000			\$10,175,000
OHS: Soccer field press box						\$20,000	\$20,000
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: Renovate athletic office spaces		\$20,000					\$20,000
OHS: Replace PA system (Main gym)			\$20,000				\$20,000

Project Title	Current Fiscal Year 2011-2012 Budgeted	Year 1 2012-13	Year 2 2013-14	Year 3 2014-15	Year 4 2015-16	Year 5 2016-17	Five Year Total
Classroom/Building Improvements							
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
EC: Casework Replacement (K-1 Classrooms)	\$100,000						\$100,000
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
GAB: Playground Renovations (2 EA)	\$50,000						\$50,000
NH: Ceiling renovation		\$20,000					\$20,000
PE: Perimeter fencing		\$30,000					\$30,000
ALS: Classroom renovations (6th grade wing)		\$90,000		\$90,000			\$180,000
CWS: Auditorium construction	\$3,003,440						\$3,003,440
CRHS: Classroom wing addition (includes planning)		\$300,000		\$10,860,000	\$2,000,000	\$1,000,000	\$14,160,000
OHS: Streetscap enhancements		\$135,000					\$135,000
OHS: Replace damaged ceiling tiles		\$25,000					\$25,000
PA: School marquee		\$5,000					\$5,000
DISTRICT: Custodial equipment		\$25,000			\$25,000		\$50,000
DISTRICT: Vehicle Replacement				\$30,000			\$30,000
DISTRICT: Vehicle Replacement		\$25,000					\$25,000

Project Title	Current Fiscal Year 2011-2012 Budgeted	Year 1 2012-13	Year 2 2013-14	Year 3 2014-15	Year 4 2015-16	Year 5 2016-17	Five Year Total
Doors/Hardware/Canopies							
OHS: Replace cafeteria doors			\$12,000				\$12,000
DISTRICT: Re-key Central Office building				\$7,500			\$7,500
Electrical Systems							
CE: Replace gym sound system		\$6,000					\$6,000
DISTRICT: 25kw generators (4 each)		\$27,000	\$27,000				\$54,000
Energy Efficiency/Lighting Improvements							
NH: Lighting upgrades			\$20,000				\$20,000
GAB: Upgrade lighting	\$27,785						\$27,785
Fire/Safety/Security Systems							
HE, GAB, EC, CE, CP: Electronic security door locks			\$35,000				\$35,000
DISTRICT: Hydraulic lift		\$12,000					\$12,000
DISTRICT: Fire extinguishers			\$8,000				\$8,000
DISTRICT: Walkie Talkies		\$3,000					\$3,000
DISTRICT: Indoor Camera Installations	\$68,569						\$68,569
Indoor Air Quality Improvement							
CRHS: Dust removal system (Wood Shop)		\$15,000					\$15,000

Project Title	Current Fiscal Year 2011-2012 Budgeted	Year 1 2012-13	Year 2 2013-14	Year 3 2014-15	Year 4 2015-16	Year 5 2016-17	Five Year Total
Mechanical Systems							
CP: Circulating pump replacement (6 EA.)						\$25,000	\$25,000
CP: Boiler replacement						\$40,000	\$40,000
CE: Boiler replacement						\$25,000	\$25,000
DISTRICT: Tools/Equipment		\$15,000		\$15,000			\$30,000
DISTRICT: HVAC computers			\$10,000				\$10,000
ALS: (2) 185 Ton chillers	\$ 303,171.00						
OHS: (1)170 Ton chiller	\$ 147,727.00						
OHS: (1) 20 Ton chiller	\$ 32,770.00						
Paving: Parking Lots/Driveways/Walkways							
CP: Asphalt resurfacing (bus parking lot)		\$40,000					\$40,000
CE: Drainage improvements				\$10,000			\$10,000
NH: Concrete repairs				\$30,000			\$30,000
CWS: Parking lot and driveway resurfacing		\$40,000					\$40,000
Roofing Projects							
CE: Roof replacement	\$100,000						\$100,000
CWS: Roof replacement	\$1,256,624						\$1,256,624
OHS: Roof replacement (Sections H & J)	\$500,000						\$500,000
Window Replacements							
CE: Media Center window replacement	\$45,000						\$45,000
GAB: Window replacement	\$200,000				\$90,000	\$110,000	\$400,000
HE: Window replacement (gym)			\$70,000				\$70,000

Project Title	Current Fiscal Year 2011-2012 Budgeted	Year 1 2012-13	Year 2 2013-14	Year 3 2014-15	Year 4 2015-16	Year 5 2016-17	Five Year Total
Technology: Total of Listed Categories							
DISTRICT: Technology upgrades	\$500,000	\$990,000	\$1,190,000	\$1,190,000	\$1,190,000	\$1,240,000	\$6,300,000
ELEMENTARY SCHOOL #8		\$300,000	\$9,250,000	\$9,250,000			
TOTAL EXPENDITURES	\$6,815,086	\$2,126,000	\$10,793,000	\$31,843,000	\$3,578,000	\$2,625,000	\$57,780,086
Pay-As-You-Go Funds	\$1,021,354	\$1,036,000	\$1,053,000	\$1,068,000	\$1,088,000	\$1,135,000	\$6,401,354
Lottery Proceeds	\$524,292	\$570,281	\$570,281	\$570,281	\$570,281	\$570,281	\$3,375,697
Article 46 Sales Tax		\$490,000	\$490,000	\$490,000	\$490,000	\$490,000	\$2,450,000
QSCB	\$5,269,440						
TOTAL CIP FUNDING	\$6,815,086	\$2,096,281	\$2,113,281	\$2,128,281	\$2,148,281	\$2,195,281	\$12,227,051
TOTAL UNFUNDED PROJECTS	\$0	(\$29,719)	(\$8,679,719)	(\$29,714,719)	(\$1,429,719)	(\$429,719)	(\$40,283,595)

UNFUNDED MAJOR PROJECTS

Project Title	Year 6 2017-18	Year 7 2018-19	Year 8 2019-20	Year 9 2020-21	Year 10 2021-22	Five Year Total
ADA						
DISTRICT: ADA requirements		\$100,000				\$100,000
Abatement Projects						
HE: Asbestos removal (gym hot water pipes)			\$200,000			\$200,000
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: Track resurfacing	\$45,000					\$45,000
OHS, CRHS, CWS, ALS: Gym floor reconditioning			\$10,000			\$10,000
CWS: 440M Regulation track		\$400,000				\$400,000
GH: Locker room benches		\$1,500	\$1,500			\$3,000
CRHS: Field house			\$2,200,000			\$2,200,000
OHS: Replace lockers in Gym	\$10,000					\$10,000
OHS: Expand practice field (band)		\$50,000				\$50,000
DISTRICT: Turf maintenance equipment		\$25,000				\$25,000

UNFUNDED MAJOR PROJECTS

Project Title	Year 6 2017-18	Year 7 2018-19	Year 8 2019-20	Year 9 2020-21	Year 10 2021-22	Five Year Total
Classroom/Building Improvements						
CP: Streetscape renovation		\$185,000				\$185,000
CE: Casework replacement (K-1 classrooms)				\$100,000		\$100,000
CE: Replace tile in classroom bathrooms	\$25,000					\$25,000
CE: Replace all mini-blinds			\$25,000			\$25,000
GAB, EC, CE: Bathroom renovations				\$390,000		\$390,000
HE: Gym bathroom renovations		\$95,000				\$95,000
CWS, ALS: Science lab renovations			\$500,000			\$500,000
ALS: Cafeteria renovation					\$200,000	\$200,000
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	\$30,000.00					\$30,000
DISTRICT: Vehicle Safety Partitions (10 each)		\$5,000				\$5,000
DISTRICT: Vehicle Replacement	\$25,000					\$25,000
DISTRICT: Annual grade-level furniture replacement (district-wide)	\$150,000	\$150,000	\$150,000			\$450,000
DISTRICT: Science infrastructure upgrades				\$250,000		\$250,000
DISTRICT: Green Building Enhancements	\$400,000	\$300,000	\$750,000			\$1,450,000
ALS: Auditorium Sound Improvement			\$25,000			\$25,000

2017-2

Project Title	Year 6 2017-18	Year 7 2018-19	Year 8 2019-20	Year 9 2020-21	Year 10 2021-22	Five Year Total
Doors/Hardware/Canopies						
DISTRICT: Door locks			\$23,700			\$23,700
Electrical Systems						
DISTRICT: 25kw generators (4 each)	\$27,000	\$27,000				\$54,000
Energy Efficiency/Lighting Improvements						
OHS: Security lighting (Campus-wide)				\$30,000		\$30,000
Fire/Safety/Security Systems						
DISTRICT: Hydraulic lift	\$12,000					\$12,000
GH: Additional security cameras	\$16,000					\$16,000
CRHS: Install hallway security gates				\$50,000		\$50,000
TRANSP: Bus security cameras	\$15,000	\$15,000				\$30,000
TRANSP: Replace perimeter fencing	\$20,000					\$20,000
TRANSP: New activity buses (4 each)	\$80,000	\$80,000	\$80,000	\$80,000		\$320,000
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: Emergency electrical hookup for Central Office			\$3,000			\$3,000
Indoor Air Quality Improvement						
DISTRICT: HVAC duct cleaning				\$133,000		\$133,000
EC: HVAC for kitchen	\$30,000					\$30,000
HE: Environmental controls		\$150,000				\$150,000
DISTRICT: IAQ monitor				\$4,000		\$4,000
DISTRICT: Mold monitor	\$6,000					\$6,000

UNFUNDED MAJOR PROJECTS

Project Title	Year 6 2017-18	Year 7 2018-19	Year 8 2019-20	Year 9 2020-21	Year 10 2021-22	Five Year Total
Mechanical Systems						
CWS, CE: Air handler replacement	\$600,000	\$600,000				\$1,200,000
CRHS: Additional chiller (2 each)			\$400,000			\$400,000
Mobile Classrooms/Rental Space						
DISTRICT: Emergency mobile storage unit			\$10,000			\$10,000
Paving: Parking Lots/Driveways/Walkways						
CP: Asphalt resurfacing (lower play area and front parking lot)					\$100,000	\$100,000
CE: Asphalt resurfacing (track and front parking lot expansion)	\$150,000					\$150,000
GAB and OHS: Concrete repairs and sidewalk extensions	\$100,000					\$100,000
OHS: Resurface all parking areas and roads				\$300,000		\$300,000
OHS: Patio renovation					\$100,000	\$100,000
TRANSP: Regrade/level bus parking lot	\$30,000					\$30,000
Roofing Projects						
CP: Roof replacement (lower level)	\$250,000					\$250,000
*CE: Roof replacement	\$200,000					\$200,000
*OHS: Roof replacement	\$200,000					\$200,000
Window Replacements						
CE: window replacements	\$66,000					\$66,000

UNFUNDED MAJOR PROJECTS

Project Title	Year 6 2017-18	Year 7 2018-19	Year 8 2019-20	Year 9 2020-21	Year 10 2021-22	Five Year Total
Technology: Total of Listed Categories						
DISTRICT: Technology upgrades	\$800,000	\$800,000	\$800,000			\$2,400,000
TOTAL EXPENDITURES	\$3,832,000	\$3,339,000	\$5,228,200	\$1,338,000	\$410,000	\$14,147,200
Pay-As-You-Go Funds	\$2,232,225	\$2,200,704	\$2,250,051	\$2,154,563	\$2,174,484	\$11,012,027
Lottery Proceeds	\$570,281	\$570,281	\$570,281	\$570,281	\$570,281	\$2,851,405
TOTAL CIP FUNDING	\$2,802,506	\$2,770,985	\$2,820,332	\$2,724,844	\$2,744,765	\$13,863,432
TOTAL UNFUNDED PROJECTS	(\$1,029,494)	(\$568,015)	(\$2,407,868)	\$1,386,844	\$2,334,765	(\$283,768)

County Debt Service and Debt Capacity - APPROVED
Fiscal Years 2012-17

Debt Service	Current Fiscal Year 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17
<i>Total Annual Debt Service</i>	28,018,850	24,887,879	23,297,311	22,521,210	21,295,177	20,260,714
General Fund Budget	178,177,522					
Annual Growth Projections		1.00%	1.00%	1.50%	1.50%	2.00%
Projected General Fund Budget		178,478,100	180,262,881	182,966,824	185,711,327	189,425,553
Annual Debt Service as a % of General Fund	15.73%	13.94%	12.92%	12.31%	11.47%	10.70%
<i>Debt Service Policy</i>	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%
Future Debt Service Capacity	-0.73%	1.06%	2.08%	2.69%	3.53%	4.30%
Projected Debt Financing						
2012-2013 - \$29,912,900						
Water & Sewer Utilities \$3,855,450			308,436	308,436	308,436	308,436
County Capital \$4,557,450			437,515	437,515	437,515	437,515
Elementary # 11 (CHCCS) \$21,500,000			2,064,000	2,064,000	2,064,000	2,064,000
2013-2014 - \$2,806,000						
Water & Sewer Utilities \$1,000,000				80,000	80,000	80,000
County Capital \$1,806,000				173,376	173,376	173,376
2014-2015 - \$24,625,000						
County Capital \$10,150,000					974,400	974,400
Water & Sewer Utilities \$4,300,000					344,000	344,000
CRHS (OCS) Auxilliary Gym \$10,175,000					976,800	976,800
2015-2016 - \$29,156,900						
Water & Sewer Utilities \$1,000,000						80,000
County Capital \$14,296,900						1,372,502
CRHS (OCS) Classroom Wing \$13,860,000						1,330,560

Debt Service	Current Fiscal Year 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17
2016-2017 - \$38,292,000						
County Capital \$38,292,000						
 New Debt Service		-	2,809,951	3,063,327	5,358,527	8,141,590
<i>Projected Annual Debt Service</i>	28,018,850	24,887,879	26,107,262	25,584,537	26,653,704	28,402,304
<i>Projected Annual Debt Service As a Percent of the General Fund Budget</i>	15.73%	13.94%	14.48%	13.98%	14.35%	14.99%
Available Annual Debt Service Capacity Based on the 15% Debt Service Policy	(1,292,222)	1,883,836	932,170	1,860,486	1,202,995	11,529

Assumptions:

\$ 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
1/31/2012**

Project	Start Date	Original Budget	Amended Budget	Revenues 1/31/2012	Revenue Shortage	Expenditures 1/31/2012	Available Balance	Percent Complete	Estimated Completion Date
10001 129 E. King Street ¹	7/1/2011	145,000	145,000	132,000	(13,000)	52,612	79,388	36.28%	6/30/2012
10012 Jail Expansion ²	11/15/2005	1,200,000	1,375,000	978,935	(396,065)	148,468	830,467	10.80%	Not Started
10013 Justice Facility	7/1/2002	330,000	12,277,329	12,277,329	-	12,326,996	(49,667)	100%	6/30/2010
10015 New Courthouse ³	7/1/2004	308,000	270,521	220,560	(49,961)	218,797	1,763	100%	6/30/2010
10016 Northern Human Services Center	7/1/1998	200,000	714,545	714,546	1	370,085	344,461	51.79%	Unknown
10023 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
10027 Southern Human Services Center ⁴	7/1/2011	280,000	280,000	-	(280,000)	-	-	0.00%	Unknown
10035 Animal Services Facility	7/1/2005	870,000	9,168,864	9,168,864	-	9,098,921	69,943	99.24%	6/30/2010
10037 EMS Relocation	11/9/2006	1,685,000	3,531,714	3,531,715	1	3,517,688	14,027	99.60%	6/30/2011
10038 County Campus	7/1/2008	700,000	25,874,000	25,874,000	-	25,867,249	6,751	99.97%	6/30/2010
10040 Hillsborough Commons ⁵	7/1/2008	500,000	3,790,000	2,648,204	(1,141,796)	3,780,804	(1,132,600)	99.76%	6/30/2010
10042 Board of Elections Office	6/2/2009	97,000	97,000	97,000	-	34,750	62,250	35.82%	6/30/2011
10043 Piedmont Food Processing Center ⁶	6/16/2009	132,000	1,343,225	739,937	(603,288)	1,390,592	(650,655)	103.53%	6/30/2011
10045 Emergency Services Reserve	7/1/2009	1,200,000	1,200,000	1,200,000	-	1,200,000	-	100.00%	6/30/2011
10046 Lake Orange Maintenance ¹	7/1/2009	165,000	277,000	165,000	(112,000)	196,972	(31,972)	71.11%	6/30/2012
10047 Observation Well	7/1/2009	10,130	11,330	11,330	-	11,297	33	99.71%	6/30/2011
10048 Reserve for Sportsplex Repairs	7/1/2009	100,000	100,000	100,000	-	-	100,000	0.00%	Reserve
10050 Southwest Branch Library ⁴	7/1/2011	650,000	650,000	214,000	(436,000)	61,576	152,424	9.47%	Continuing
20000 Blackwood Farm ¹	6/23/2004	75,000	2,437,435	2,037,435	(400,000)	2,279,170	(241,735)	93.51%	Unknown
20002 Cedar Grove Park	5/1/1998	110,000	1,848,000	1,848,000	-	1,847,011	989	99.95%	6/30/2011
20003 Twin Creeks Park	7/1/2001	200,000	1,979,457	1,979,457	-	925,837	1,053,620	46.77%	6/30/2011
20005 Fairview Park	10/1/1987	75,000	1,615,023	1,615,023	-	1,596,437	18,586	98.85%	6/30/2011
20006 Conservation Easements ^{3,6}	7/1/2000	1,000,000	1,697,208	1,051,242	(645,966)	566,113	485,129	33.36%	Continuing
20011 Lands Legacy ¹	7/1/2000	100,000	1,665,909	1,660,123	(5,786)	111,199	1,548,923	6.67%	Continuing
20017 Parkland & Recreation Facilities	7/1/1998	105,000	178,530	178,530	-	175,011	3,519	98.03%	6/30/2011
20019 Seven Mile Creek	7/1/1997	359,826	151,000	151,000	-	145,689	5,312	96.48%	6/30/2011
20027 New Hope Creek Preserve ^{1,7}	7/1/2011	25,000	25,000	-	(25,000)	-	-	0.00%	Continuing
20026 West Ten Soccer	10/19/2004	974,530	4,054,128	4,054,127	-	4,054,616	(489)	100.01%	6/30/2011
20030 Central Recreation Repairs	11/15/2005	635,000	416,980	416,980	-	412,323	4,657	98.88%	6/30/2011
20034 Millhouse Road Park	9/12/2006	50,000	264,802	264,802	-	264,802	-	100.00%	6/30/2011
30002 Roofing Projects ¹	7/1/1998	473,000	1,433,100	1,333,000	(100,100)	1,143,541	189,460	79.79%	Continuing

Project	Start Date	Original Budget	Amended Budget	Revenues 1/31/2012	Revenue Shortage	Expenditures 1/31/2012	Available Balance	Percent Complete	Estimated Completion Date
30003 Affordable Housing ⁶	7/1/1999	900,000	2,638,804	2,626,304	(12,500)	1,630,407	995,897	61.79%	Continuing
30007 Technology ^{1,4}	7/1/1991	480,000	4,067,757	3,317,758	(749,999)	2,889,236	428,521	71.03%	Continuing
30009 Register of Deeds ⁸	7/1/2003	184,317	425,450	397,105	(28,345)	42,671	354,433	10.03%	Continuing
30012 Medicaid Max	6/12/2003	515,126	2,884,809	2,884,809	-	1,883,050	1,001,759	65.27%	Continuing
30016 Loan Pool Reserve ⁹	7/1/1998	150,000	275,000	184,640	(90,360)	200,000	(15,360)	72.73%	Continuing
30017 Efland Sewer Extension ^{4,6}	7/1/1998	100,000	1,798,240	793,930	(1,004,310)	331,428	462,502	18.43%	Unknown
30018 HVAC Projects	7/1/2003	150,000	617,223	617,223	-	617,222	1	100.00%	Unknown
30019 ADA Compliance	7/1/1992	50,000	16,058	16,058	-	16,058	-	100.00%	Unknown
30031 Utilities Demand Reduction ³	7/1/2005	60,000	130,000	115,374	(14,626)	114,125	1,249	87.79%	6/30/2011
30035 Upfit Link Center ^{4,6}	11/1/2007	100,000	1,727,662	1,170,556	(557,107)	1,244,931	(74,375)	72.06%	Unknown
30037 Telephone System	7/1/2009	575,000	575,000	596,703	21,703	565,299	31,403	98.31%	6/30/2011
30038 800 MHz Radios for Sheriff ⁴	7/1/2010	700,000	700,000	473,437	(226,564)	473,436	-	67.63%	6/30/2011
30039 Dental Equipment ¹	7/1/2010	100,000	100,000	-	(100,000)	64,645	(64,645)	64.64%	6/30/2012
30040 Buckhorn Econ Dev Dist Phase 2 ¹	7/1/2010	200,000	200,000	-	(200,000)	192,000	(192,000)	96.00%	Continuing
30041 Payroll Software	12/6/2010	329,861	329,861	329,861	-	308,654	21,207	93.57%	12/31/2011
30042 Central Efland/Buckhorn Sewer ^{6,10}	7/1/2011	4,848,400	4,848,400	-	(4,848,400)	3,100,513	(3,100,513)	63.95%	3/31/2013
Total County Capital Projects		22,297,190	106,666,897	94,647,428	(12,019,468)	91,649,575	2,997,853		

Denotes Source of Revenue Shortage:

¹ Appropriated County Capital Fund Balance

² Two-thirds Net Debt Proceeds

³ From General Fund

⁴ Private Placement Financing

⁵ State Reimbursements

⁶ Grant Funds

⁷ Contribution from Durham & Chapel Hill

⁸ Register of Deeds Fees

⁹ From Visitors Bureau Fund

¹⁰ State Revolving Loan Proceeds

**Capital Reserve Funds Balances
30-Jun-11**

County Capital Reserve Fund	Library Facilities	Older School Facilities	Undesignated	Total
<i>Revenues</i>				
<i>Board Designated</i>				
<i>Investment Earnings</i>			473	473
<i>Miscellaneous</i>			2,096	2,096
<i>Sale of Fixed Assets</i>				
<i>Library Facilities 60%</i>				
<i>Transfer from County Capital Projects</i>				
<i>Library Facilities</i>				
<i>Undesignated</i>				
<i>Total Revenues</i>	-		2,569	2,569
<i>County Capital Reserve</i>				
<i>Fund Balance July 1, 2010</i>	214,670		150,000	364,670
<i>Fund Balance June 30, 2011</i>	214,670		152,569	367,239
School Capital Reserve Fund				
<i>Revenues</i>				
<i>Undesignated</i>				
<i>Investment Earnings</i>			145	145
<i>Miscellaneous</i>			1,396	1,396
<i>Board Designated</i>				
<i>Sale of Fixed Assets</i>				
<i>Older School Facilities 40%</i>				1,541
<i>Total Revenues</i>		-	1,541	1,541
<i>School Capital Reserve</i>				
<i>Fund Balance July 1, 2010</i>		0	111,681	111,681
<i>Fund Balance June 30, 2011</i>		-	113,222	113,222



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County Capital Approved Projects Capital Investment Plan FY 2012-13

The following County Capital projects are Approved for fiscal year 2012-13. The Board will consider approval of the Five-Year 2012-17 Capital Investment Plan separately.

Funding Source	Approved Funding FY 2012-13
Transfer from General Fund	\$ 500,000
Transfer from County Capital Reserve	\$ 50,000
Transfer from County Capital Projects	\$ 623,000
Available Project Balance	\$ 450,000
Register of Deeds Fees	\$ 75,000
9-1-1 Funds	\$ 100,000
Contributions from Other Infrastructure Partners	\$ 311,500
Debt Financing County Capital	\$ 4,557,450
Total Funding Sources	\$ 6,666,950

Projects	Approved Funding FY 2012-13
Emergency Services 510 Meadowlands	\$ 37,500
Northern Human Services Center	\$ 250,000
Seymour Senior Center	\$ 70,000
Southern Orange Campus (Future Planning)	\$ 300,000
Southwest Branch Library	\$ 50,000
Upfit of Link Government Services Center	\$ 25,000
HVAC Projects - Geothermal	\$ 1,759,200
Roofing Projects	\$ 165,000
Affordable Housing	\$ 170,000
Information Technology	\$ 950,000
Register of Deeds Automation	\$ 75,000
Whitted Building	\$ 295,000
Energy Bank	\$ 50,000
Viper Radio System	\$ 543,750
Communications System Improvements	\$ 292,000
Future EMS Stations	\$ 50,000
Blackwood Farm Park	\$ 50,000
Twin Creeks Park Campus Phase II	\$ 600,000
Joint Artificial Turf Soccer Fields - Town of Chapel Hill	\$ 934,500
Total Projects	\$ 6,666,950



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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.

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

April 5, 2011

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



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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



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Employee Pay and Benefits

Employee Pay and Benefits

Background

For the last five years, 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 health insurance costs, particularly the liability for retiree health, and the desire to provide added compensation for current employees drive the Manager's recommendations for funding employee pay and benefits in FY 2012-13.

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 15.0% 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, no Employee cost of living or in-range salary increases were funded and the employer contribution to the 401(k) for general (non-law enforcement) County employees was suspended. A Voluntary Furlough Program was adopted and vacant positions were reviewed for elimination. Departments worked more closely with Human Resources to reorganize their operations to continue meeting service demands with reduced staffing levels.

Again in FY 2010-11, no salary increases were budgeted, and the living wage stayed at \$10.12 per hour. 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' supplemental retirement accounts.

While these efforts were successful in maintaining the County workforce and preventing the lay off of existing permanent employees, the FY 2011-12 Budget again required employees to forgo an increase in salary. It maintained the County contribution to non-law enforcement employees' supplemental retirement accounts at \$27.50 per pay period and increased the living wage to \$10.81 per hour. The budget included funding to implement recommendations of the County's FY 2010-11 internal Classification and Pay Study and funding to address an employee health insurance increase up to 15.0%, effective January 1, 2012, as well as another increase in the County's contribution to the Local Governmental Employees' Retirement System for all permanent employees. Both the voluntary furlough program and the six-month hiring freeze were extended as cost saving measures.

Employee Pay and Benefits - Continued

Throughout the difficult economic times, 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. With this in mind, the desire to maintain strong health insurance benefits in the face of ever-increasing health insurance costs and to provide added compensation for current employees drive the Manager's recommendations for funding employee pay and benefits in FY 2012-13.

Summary of FY 2011-12 Pay and Benefits Plan

- No cost of living increase or in-range salary increase.
- Funded an employee health insurance increase up to 15.0%, effective January 1, 2012.
- Increased the Living Wage to \$10.81 an hour.
- Implemented recommendations of the County's FY 2010-11 internal Classification and Pay Study.
- Extended the six-month hiring freeze.
- Extended the voluntary furlough program.

Recommended FY 2012-13 Employee Pay and Benefits Plan (detail provided below)

- A Cost of Living Adjustment (COLA) of 2% for all permanent employees hired on or before July 1, 2012;
- An Employee Performance Award in the amount of \$500 (proficient performance) or \$1,000 (exceptional performance), effective with WPPR Review Dates from July 1, 2012 to June 30, 2013;
- Funding for an increase in health insurance costs of up to 23.0% over current premiums, effective January 1, 2013;
- Increase the living wage to \$10.97 per hour;
- Implement recommendations of the County's FY 2011-12 internal Classification and Pay Study.
- Extend the six-month hiring freeze;
- Extend the voluntary furlough program.
- Continue the \$27.50 per pay period County contribution to non-law enforcement employees' 401(k) accounts and the mandated Law Enforcement Officer contribution and decrease the County's contribution to the Local Governmental Employees' Retirement System (LGERS) for all permanent employees; and
- Address Increased Costs for Retiree Health Benefits.

1. Cost of Living Increase and Employee Performance Award

The Manager recommends a Cost of Living Increase of 2.0%, effective July 1, 2012 and an employee performance award of between \$500 and \$1,000, effective with

Employee Pay and Benefits - Continued

WPPR Review Dates from July 1, 2012 to June 30, 2013. Employees have had no salary increases since FY 2008-09. With increased revenues, this is the first year in which additional funds have been identified for employee salaries.

2. In-range Salary Increase

The Manager does not recommend an In-Range Increase for FY 2012-13.

3. Employee Health Insurance

The County has been informed by its benefits consultant, Mark III, of a potential 23.0% health insurance premium increase effective January 1, 2013. The Manager's Recommended Budget includes funds to address up to a 23.0% increase for the last six months of the 2012-13 Fiscal Year. 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 2012 through the annual renewal process.

4. Orange County Living Wage

The Manager recommends increasing the Living Wage from \$10.81 per hour to \$10.97 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.

5. Annual Classification and Pay Study

The Manager recommends funding of \$60,000 for position reclassifications studied through the County's FY 2011-12 internal Classification and Pay study. Should positions be identified as working outside their present classification, the classifications for these positions will 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.

6. 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 rates have varied over the past three years, with a decrease effective July 2012. 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 plan contribution for each permanent employee

Employee Pay and Benefits - Continued

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.

7. Six-Month Hiring Freeze

As a cost savings measure, the Manager recommends extending the six-month hiring freeze, first implemented in FY 2010-11. Total savings from the hiring freeze in the next fiscal year is projected to be more than \$1.5 million.

8. Voluntary Furlough

Employees taking a voluntary unpaid leave of absence will yield approximately \$32,000 in payroll savings for FY 2011-12. Staff anticipates that cost savings attributed to extending the option to allow employees to reduce their workweek and take a voluntary furlough throughout all or a portion of FY 2012-13 will result in similar savings. Requests for a voluntary furlough will be pre-approved by an employee's Department Director.

9. Address Increased Costs for Retiree Health Benefits

The County Manager recommends

1. Setting aside \$3.5 million of FY 2011-12 fund balance for the long-term liabilities associated with funding retiree health benefits;
2. Revising the Personnel Ordinance to increase the service eligibility requirements for both the 100% retiree health care benefit and the 50% retiree health care benefit, effective for employees hired after July 1, 2012;
3. Requiring retirees eligible for Medicare due to disability to enroll in Medicare and provide the same benefit available to retirees eligible for the County's post-65 Medicare benefit; and
4. Capping the amount the County pays for Medicare supplements and Part D at 50% of the cost of the individual group health premium.

As retiree health care costs increase due to the increase in retirees and the increase in health care costs, the County must plan for its future liability.

Board of County Commissioners' Action as to the Pay and Benefits Elements of the Manager's Recommended Budget

With Budget Adoption for FY 2012-13, the Board approved:

1. *A Cost of Living Adjustment (COLA) of 2% for all permanent employees hired on or before July 1, 2012;*

Employee Pay and Benefits - Continued

2. *An Employee Performance Award in the amount of \$500 (proficient performance) or \$1,000 (exceptional performance), effective with WPPR Review Dates from July 1, 2012 to June 30, 2013;*
3. *Funding for an increase in health insurance costs of up to 23.0% over current premiums, effective January 1, 2013;*
4. *Increasing the living wage to \$10.97 per hour;*
5. *Implementing recommendations of the County's FY 2011-12 internal Classification and Pay Study;*
6. *Extending the six-month hiring delay;*
7. *Extending the voluntary furlough program;*
8. *Continuing the \$27.50 per pay period County contribution to non-law enforcement employees' 401(k) accounts and the mandated Law Enforcement Officer contribution and decrease the County's contribution to the Local Governmental Employees' Retirement System (LGERS) for all permanent employees; and*
9. *Addressing Increased Costs for Retiree Health Benefits.*



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Cost of Living Increase and Employee Performance Award

Background

The Board has adopted a pay approach in which the Board determines each year the total amount of Cost of Living Increase and In-Range Salary Increase to be awarded based on cost of living and market factors. Due to the economic challenges faced at the national as well as the local level over the past several years, the most recent Cost of Living Increase (2.25%) was approved by the Board, effective July 1, 2008.

The Cost of Living Increase is applicable to all permanent employees. Historically, the County has applied the Cost of Living Increase as an adjustment to the County's salary schedule.

The purpose of the In-Range Salary Increase is to provide for the employee's advancement in the salary range in relation to new hires and in relation to the labor market as the employee gains additional experience and proficiency. The Manager's Recommended Budget does not include funding to grant an In-Range Salary Increase. Funds for In-Range Salary Increases have not been provided in the approved budget since FY 2008-09.

To recognize employees whose work performance is "Proficient" or higher during FY 2011-12, the Manager is recommending a one-time performance award effective with the employee's performance review date.

Changes in the Cost of Living

Staff has assessed changes in the cost of living based on the consumer price index data compiled by the United States Department of Labor Bureau of Labor Statistics. For 2011, the consumer price index increased 3.0%, led by increases in costs for fuel (18.0%) and gasoline (9.9%).

Past Employee Salary Increases as Compared to Changes in the Consumer Price Index

The following chart shows the Cost of Living Increases and In-Range Increases awarded to Orange County employees and increases in the cost of living, as reflected in the consumer price index, for the past five years.

Fiscal Year	Orange County Cost of Living Increase	In-Range Increase (Proficient Performance)	In-Range Increase (Exceptional Performance)	Employee Performance Award	Change in Consumer Price Index*	Year
2012-13	2% (recommended)	0% (recommended)	0% (recommended)	\$500 to \$1,000 (recommended)	3.00%	2011
2011-12	0%	0%	0%	Up to \$500	1.50%	2010
2010-11	0%	0%	0%	\$0	2.70%	2009
2009-10	0%	0%	0%	\$0	0.10%	2008
2008-09	2.25%	1.00%	2.00%	\$0	4.10%	2007
2007-08	3.00%	1.00%	2.00%	\$0	2.50%	2006

**From the US Department of Labor Bureau of Labor Statistics*

Cost of Living Increase and Employee Performance Award – Continued

Salary ranges

The County maintains a Salary Schedule, defined as a schedule of salary ranges systematized into sequential rates including Minimum and Maximum salaries for each class assigned to any given salary range. In each of the past three years, Human Resources staff has completed an annual Classification and Pay Study, including one-third of the County job classifications each year. Every County position has been studied at least once during this timeframe, and the findings indicate that the salary ranges remain competitive with the labor market.

As the cost of living has risen in recent years, employee salaries have not increased. Departments have found it difficult to offer competitive salaries to new employees when current employee salaries are compressed in the lower half of the salary ranges. Currently, compression is a major issue affecting employee morale and recruitment. The majority of County employee salaries (86%) are at or below the midpoint for their respective salary range, as reflected in the chart below.

Permanent Employees by Place in Salary Range								
<u>Grade</u>	<u># of Employees</u>	<u>Minimum</u>	<u>10% or less</u>	<u>25%</u>	<u>Midpoint</u>	<u>75%</u>	<u>over 75%</u>	<u>Maximum</u>
08	38	9	16	8	5	0	0	0
09	18	1	4	7	3	2	1	0
10	60	6	8	30	10	3	2	1
11	63	24	16	13	7	0	3	0
12	89	17	20	29	12	7	3	1
13	26	6	9	6	2	2	1	0
14	136	34	34	37	18	8	3	2
15	38	6	6	12	14	0	0	0
16	79	4	16	36	12	8	1	2
17	35	2	6	6	11	8	2	0
18	40	4	1	13	14	6	2	0
19	76	15	13	12	21	9	5	1
20	28	1	3	10	10	0	4	0
21	2	0	0	0	0	2	0	0
22	34	2	7	5	13	7	0	0
24	18	1	3	3	9	2	0	0
25	3	1	0	1	1	0	0	0
26	7	0	0	1	6	0	0	0
27	10	1	0	0	8	1	0	0
29	8	2	0	1	3	1	1	0
31	11	0	0	0	3	6	2	0
33	2	0	0	0	0	2	0	0
34	1	0	0	0	0	0	1	0
37	2	0	1	0	0	0	1	0
Total	824	136	163	230	182	74	32	7
% of total employees		16.50%	19.78%	27.91%	22.09%	8.98%	3.88%	0.85%

Cost of Living Increase and Employee Performance Award – Continued

Cost of Living Increase and Employee Performance Award Recommendation

As noted above, County salary ranges remain competitive with the labor market, but individual salaries have not kept up with recent cost of living increases calculated by the Bureau of Labor Statistics. For FY 2012-13, the Manager recommends a Cost of Living Increase of 2.0%.

The Manager also recommends a one-time performance award, effective with the employee's performance review date, of \$500 for employees whose work performance is "Proficient" and \$1,000 for employees whose work performance is "Exceptional".

The total estimated annual cost of the two pay actions is approximately \$1,076,000.

Board of County Commissioners' Action as to as to the Cost of Living Increase and Employee Performance Award

The Board approved a Cost of Living Increase of 2.0%, effective July 1, 2012 and an employee performance award of between \$500 and \$1,000, effective with WPPR Review Dates from July 1, 2012 to June 30, 2013.

Orange County Approved Employee Pay and Benefits Actions (FY 2002-03 - FY 2011-12)

	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
CPI (Consumer Price Index)*	2.40%	1.90%	3.30%	3.40%	2.50%	4.10%	0.10%	2.70%	1.50%	3.00%
Average Wage Index (AWI)**	1.00%	2.44%	4.65%	3.66%	4.60%	4.54%	2.30%	-1.51%	2.36%	unavailable
Employment Cost Index***	3.20%	2.00%	2.10%	3.10%	3.50%	3.50%	3.10%	1.90%	1.20%	1.00%
Cost of Living Increase	0.00%	0.00%	2.00%	0.00%	4.00%	3.00%	2.25%	0.00%	0.00%	0.00%
In-Range Increase	0.00%	0.00%	0.00%	4.00%	0.00%	1.00% (Proficient) 2.00% (Exceptional)	1.00% (Proficient) 2.00% (Exceptional)	0.00%	0.00%	0.00%
Employee Performance Award									\$500 (prorated for part-time or partial year employment)	
Classification and Pay Study	Implemented new Classification Plan and Salary Schedule Phase 1: Moved salaries below new minimum to new minimum & 2.5% (Effective 4/14/03)	Phase 2: 2.5% if 4 or more years of service. (Effective 12/8/03) Phase 3: 2.5% if 7 or more years service. (Effective 4/26/04)						Implemented first phase of the Archer Classification and Pay Study for employees' salaries most out-of-line with the market.	Implemented recommendations from first annual classification and pay study.	Implemented recommendations from second annual classification and pay study.
Total Budget for Pay Actions	\$552,733	\$1,576,901	\$947,041	\$613,847	\$1,566,448	\$1,398,674	\$1,095,239	\$60,000	\$550,000	\$60,000
General Fund Position FTE	678.222	704.561	741.986	750.436	773.836	793.200	830.650	838.150	773.600	783.925
Major Personnel Transitions		EMS Transport Transition - Added 18 FTE's	Animal Shelter Transition - Added 16 FTE's							
Employee-Only Health Insurance Premium	\$3,749	\$4,267	\$4,113	\$4,779	\$4,868	\$5,341	\$5,831	\$5,988	\$6,377	\$6,943
Health Insurance Premium Increase	25.01%	13.82%	-3.61%	16.19%	1.86%	9.72%	9.17%	2.69%	6.50%	8.88%

24 *Consumer Price Index data from the U.S. Bureau of Labor Statistics
 25 **National Average Wage Index is determined by the U.S. Social Security Administration and shows the percentage increase in average wages as measured by annual wage data tabulated by the Social Security Administration.

***Employment Cost Index data from the U.S. Bureau of Labor Statistics. Measures average increase in wages in variety of sectors of the economy. The data shown here is for wages and salaries for state and local government.

Employee Health Care

Background

Permanent employees are currently eligible for health insurance with UnitedHealthcare. Two plans are available: a traditional Point of Service (POS) plan with co-pays and co-insurance and a High Deductible Health Plan (HDHP) paired with a Health Savings Account which has no co-pays. Both plans allow out of network services.

The County pays for employee coverage and pays 52% of the cost of dependent coverage based on the lower cost plan (currently the HDHP). To offset the difference in the higher priced POS and the HDHP, the County contributes the difference of \$1,237.20 to a Health Savings Account for each employee enrolled in the HDHP.

Health Plan	County Cost per Employee	Employee Deductible/Maximum Co-Insurance	Co-Pays
HDHP	\$475.49/month + \$1,237.20/member, which equals \$578.59 county cost/month	\$1,500/\$2,000 (offset by \$1,237.20= \$262.80/\$2,000)	None, all services are subject to deductible, then covered at 80% until maximum co-insurance is reached
POS	\$578.59/month	\$500/\$1,000 (co-pays do not apply to the deductible or maximum co-insurance limit)	\$20/\$40 for Primary/Specialist Office Visits; \$8/\$25/\$45 prescriptions; \$50 Urgent Care and \$150 Emergency Room

2012 was the first year that the County contributed the same amount for health insurance regardless of plan selected, and employees appreciated this concept. In the past, the value of the health benefit varied depending on the plan the employee selected.

Since September 2010, the County has retained the services of benefits consultants Mark III to assist with our entire benefits package, including health insurance. The cost to the County for Mark III's services is \$1.00 per employee per month until December 31, 2012, and will increase to \$2.00 per employee per month, effective January 1, 2013.

Based on early claims data, Mark III has projected a 23% increase in premiums for a renewal of the same benefits beginning January 1, 2013. Because the FY 2011-12 health care budget was based on last year's projection, the projected budgetary increase for FY 2012-13 is \$65,000 (January through June). It is still early in the year to determine how actual claims compare to premiums paid and predict an increase. More information will be available over the next few months. The actual amount of the County's health insurance will be determined in August 2012 through the annual renewal process.

Employee Health Care – Continued

While the anticipated increase enables the County to assume the full cost of any increase in premiums for individual coverage, the actual increase may exceed the budgeted amount. Staff has identified a number of options for reducing the projected increase in the County's health insurance cost in the 2013 calendar year.

- 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. Require employees/retirees to contribute the difference between the budgeted amount and the actual cost. Employees/Retirees would pay a different amount depending on which plan and coverage level they chose. With a 23.0% overall increase in premiums, employees' paying 50.0% of the increase would result in an employee contribution up to \$64 per month for employee only coverage and more for employees with dependent coverage.
- Create a Basic Plan and a Buy-Up Plan. A Basic Plan would provide a lower level of benefits at no cost to employees. Employees/Retirees 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. The drawback to a Buy-Up Plan is that only the individuals requiring a higher level of coverage will select this plan, resulting in high claims utilization. This creates a cycle where the premiums increase to cover those claims to the point where the cost of the Buy-Up Plan is prohibitive.

Employee Health Care Recommendation

The Manager's Recommended Budget includes funds for up to a 23.0% premium increase effective January 1, 2013. Additional information will be presented to the Board at the time of the annual renewal process.

Board of County Commissioners' Action as to the Employee Health Care

The Board approved funding for an increase in employee health insurance premiums of up to 23.0% (\$65,000), effective with the January 1, 2013 renewal.

County Health Plan History 2003 – 2012

Participants in Health Plans as of May 2012

Health Plan	Active Employees		Retirees	
	# Enrolled	% Enrolled	# Enrolled	% Enrolled
Traditional Point of Service (POS)	617	77.2%	123	96.7%
High Deductible Health Plan (HDHP)	182	22.8%	4	3.1%
Total	799		127	

Health Insurance Rates and Benefit Changes

Calendar Year	Total Cost Percentage Increase	Cost to County of Employee Only Coverage (monthly premium)	Difference (per month per employee)	Changes to the Plan Design
2013	Projected 23.0%			
2012	8.64%	\$578.59	\$47.15 compared to HMO \$69.57 compared to PPO	Contracted coverage with UnitedHealthcare: 1) HDHP with \$1,500 deductible/\$2,000 additional co-insurance limit and Health Savings Account with County contribution of \$1,237.20, and 2) POS with increased co-pays for office visits, prescriptions and urgent care, higher deductible of \$500 and \$1,000 additional co-insurance limit.
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

FY 2011-12 Original Budget	FY 2012-13 Recommended Budget	Description
Health Care (budgeted in individual departments)		
\$7,177,848	\$7,151,951	Employee health benefits are currently provided by UnitedHealthcare. A renewal of current benefits is projected to cost an additional 23% above FY 2011-12 rates. The actual renewal rate will be determined in September 2012 effective January 1, 2013. The Manager recommends funding for up to a 23% increase. This amount includes the county's contribution to a Health Savings Account for employees who select the High Deductible Health Plan
Health Insurance Waiver		
\$7,300	\$18,000	Employees with other health insurance may waive county group insurance and receive payment of \$100 per month.
Dental Care (budgeted in individual departments)		
\$254,775	\$259,408	The County dental fund is decreasing but is still adequate for the remainder of FY 2011-12. The cost of claims is increasing because the County increased the rate of reimbursement for many services in January 2012.
Local Governmental Employees' Retirement System (budgeted in individual departments)		
\$2,785,199	\$2,749,324	Mandatory retirement program with the NC Retirement System. Effective July 1, 2012, 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)		
\$558,459	\$557,921	For non-law enforcement employees, the County contributes \$27.50 per pay period 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)		
\$201,970	\$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)		
\$1,723,280	\$1,632,490	Retiree health plan provided by UnitedHealthcare. 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)		
\$97,423	\$98,817	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)		
\$15,000	\$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)		
\$0	\$0	Benefit allows employees to pay for health and dependent care expenses on a pre-tax basis. The cost of 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)		
\$421,832	\$441,935	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

FY 2011-12 Original Budget	FY 2012-13 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 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)		
\$1,389,080	\$1,558,579	County provides 11 paid County holidays per year.
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)		County provides short term leave with pay to reservists and guardsmen and women.



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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
July 2011	\$10.81 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	441	54%	166	78%	607	59%
Durham	127	15%	16	8%	143	14%
Alamance	129	16%	13	6%	142	14%
Wake	49	6%	4	2%	53	5%
Other	72	9%	13	6%	85	8%
	818		212		1,030	

Living Wage – Continued

Based on the demographics of the County workforce, the living wage calculation was updated in FY 2011-12 to determine 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	2008	2009	2010	2011	2012
1	\$5.00	\$5.21	\$5.21	\$5.24	\$5.37
2	\$6.73	\$7.00	\$7.00	\$7.07	\$7.27
3	\$8.46	\$8.80	\$8.80	\$8.91	\$9.18
4	\$10.19	\$10.60	\$10.60	\$10.75	\$11.08
5	\$11.92	\$12.40	\$12.40	\$12.58	\$12.99

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 and 2011. For 2011, data was obtained from the cost of living indexes for each city: Chapel Hill (114.0), Durham (92.7), Burlington (95.5) and Raleigh (93.8). The index shown below for 2010 and 2011 is the average of the four cities. Cost of living data is not yet available for 2012.

Calendar Year	Cost of Living Index
2008	99.1%
2009	102.1%
2010	100.6%
2011	99.0%
2012	unavailable

Chart 3 below shows the Federal poverty levels, adjusted for the Raleigh-Durham Region cost of living for 2008 through 2009 and the Orange County Region cost of living for 2010 through 2012. The 2011 wage per hour has been updated based on the 2011 Orange County Region cost of living index, which was unavailable when it was originally calculated in early 2011. The 2012 wage per hour relies upon the 2011 cost of living index in the absence of available data for 2012.

Living Wage – Continued

Chart 3 - Health and Human Services Poverty Guidelines Adjusted for Raleigh-Durham Region Cost of Living (2008 through 2009) and Orange County Region Cost of Living* (2010 through 2012) (Wage per Hour)

Number in Family	2008	2009	2010*	2011*	2012*
1	\$4.96	\$5.32	\$5.24	\$5.18	\$5.32
2	\$6.67	\$7.15	\$7.05	\$7.07	\$7.27
3	\$8.39	\$8.99	\$8.86	\$8.82	\$9.09
4	\$10.10	\$10.82	\$10.66	\$10.64	\$10.97
5	\$11.82	\$12.66	\$12.47	\$12.46	\$12.86

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 Orange County Region based on the American Chamber of Commerce Research Association's cost of living index. Based on the formula, updated to 2012, the Living Wage would increase from \$10.81 per hour to \$10.97 per hour.

For FY 2012-13, the Manager recommends increasing the Living Wage to \$10.97 per hour. Increasing the Living Wage to \$10.97 an hour would affect approximately 100 temporary employees who work in nine departments. The estimated annual cost is \$7,000. The change would not impact Permanent employees since the lowest hourly rate for a permanent employee currently is \$12.51 an hour.

Board of County Commissioners' Action as to the Living Wage

The Board approved increasing the Living Wage to \$10.97 an hour in FY 2012-13.



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Annual Classification and Pay Study

Background

In May 2009, the Human Resources Department recommended reviewing one third of the County's classifications annually. The third year of review was completed in FY 2011-12. These annual reviews have allowed the County to ensure its classifications accurately reflect the work being performed by County employees. Additional benefits from these studies included:

- a. Increased employee morale, as employees know there is a process in place to review their job on a regular basis,
- b. Decreased cost, as the County does not 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, and
- c. Reduction in the number of needed changes for any given year because smaller groups of changes are made each year.

The County reviewed all of its classifications by using the occupational groupings shown below. The occupational groupings sort classifications based on position responsibilities and field of work and typically include career ladders for advancement. The three groups and the fiscal year studied 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 Studied FY 11-12	- Social Services, Aging, Child Support and Related - Public Health and Related

FY 2011-12 Study Composition

The Human Resources Department reviewed 97 classifications: 47 classifications with one incumbent, 40 classifications with multiple incumbents, and 10 classifications with no incumbent. Two hundred and sixty-six (266) employees, 33% 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	20
Asset Management	0
Board of Elections	0
Child Support	10
County Attorney's Office	0
County Commissioners	0
County Manager's Office	0

Annual Classification and Pay Study – continued

Department on Aging	12
Department of Environment Agriculture, Parks and Recreation	0
Economic Development (including Visitor's Bureau)	0
Emergency Services	0
Financial Services	0
Health	74
Housing and Community Development	11
Human Resources	0
Information Technologies	0
Library Services	0
Planning and Inspections (including OPT)	8
Register of Deeds	0
Sheriff	2
Social Services	129
Solid Waste Management	0
Tax Administration	0
Total	266

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 including budget size or population. Each jurisdiction was provided a list of the classification titles, summary of duties, and FLSA exemption status for the 97 classifications in this review. The jurisdictions 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.

Annual Classification and Pay Study – continued

Of the 18 jurisdictions solicited, 15 returned the survey. Those that did not respond are: Chatham County, Person County, and City of Raleigh.

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.

Average Salary

The average salary represents the actual amount employees in particular classifications are paid. 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.

The average salary information does not provide descriptive factors of the incumbents, such as length of service with the jurisdiction, longevity in the classification, level of education and experience, or quality of work. The missing descriptive information can 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. This is true for both external and Orange County average salaries.

Average Salary Ranges

The average salary range represents the potential earning capacity of employees in the same or similar classifications. The average salary range represents the lowest possible salary an employee will be paid to the highest possible salary in a particular classification.

The average salary range is beneficial to Orange County in understanding how competitive our salary ranges compare to other jurisdictions recruiting for the same classification. The salary range offered for a classification is a competitive factor that determines the quality of applicants Orange County can attract.

Findings

Of the 97 classifications studied this year, 10 classifications did not have a County incumbent. 14 classifications were unique to Orange County with no

Annual Classification and Pay Study – continued

external jurisdictions providing comparable classifications and corresponding salary information.

The classifications with limited public sector comparable information were classifications in the Department of Aging and Human Rights classifications within the department of Housing, Human Rights, and Community Development.

The chart below compares Orange County classifications when external market data was available for comparable 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 <u>Below</u> Survey Market	Number of OC Classifications with Average Salary <u>at or Above</u> Survey Market	Number of OC Classifications with Minimum Starting Salaries <u>Below</u> Average Survey Market	Number of OC Classifications with Maximum Salaries <u>Below</u> Average Survey Market
15 (20%)	59 (80%)	13 (16%)	17 (21%)

Of the 74 classifications with both a County incumbent and market salary data to compare:

- 80% of the Orange County classifications are being paid at or above the average survey market.
- 20% of classifications are being paid less than the average survey market; 8 of the 15 classifications being paid below the average survey market are less than 10% below market.

Of the 82 classifications with public sector market data to compare salary range information:

- 84% of classifications have a minimum starting salary at or above the average survey market.
- 16% of classifications had a minimum starting salary below the average survey market; 7 of the 13 classifications are less than 10% below market.
- 79% of classifications have a maximum salary potential at or above the average survey market.
- 21% percent of classifications have a maximum salary potential below the average survey market; 7 of the 17 classifications are less than 10% below market.

Annual Classification and Pay Study – continued

Single versus Multiple Incumbents

Many of Orange County's classifications consist of one incumbent. When this occurs, 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. For classifications with one incumbent, the average salary is the salary being paid to that incumbent.

Below is the breakdown of Orange County's study by classifications with single versus multiple incumbents.

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 <u>Below</u> Survey Market	Number of OC Classifications with Average Salary <u>at or Above</u> Survey Market	Number of OC Classifications with Minimum Starting Salaries <u>Below</u> Average Survey Market	Number of OC Classifications with Maximum Salaries <u>Below</u> Average Survey Market
Single Incumbents	8	29	7	7
Multiple Incumbents	7	30	3	6
Total	15	59	10	13

Percentage of classifications with single versus multiple incumbents					
	Total Classifications in Study (97)	OC Classifications with Average Salary <u>Below</u> Survey Market (15)	OC Classifications with Average Salary <u>at or Above</u> Survey Market (59)	OC Classifications with Minimum Starting Salaries <u>Below</u> Average Survey Market (13)	OC Classifications with Maximum Salaries <u>Below</u> Average Survey Market (17)
Single Incumbents	48%	53%	49%	54%	41%
Multiple Incumbents	41%	47%	51%	23%	35%

Annual Classification and Pay Study – continued

Overview of the Annual Studies

	<u>FY 09-10 Study</u>	<u>FY 10-11 Study</u>	<u>FY 11-12 Study</u>	<u>Total</u>
Total Classifications Reviewed	96	102	97	295
Total Single Incumbent Classifications	54	56	47	157
Total Multiple Incumbent Classifications	32	35	40	107
Total Classifications with no Incumbents	10	11	10	31
Total Employees Affected	236	309	266	811
Employee Participation Rate	70%	96%	90%	
Total External Survey's Returned	15	11	14	
Total OC Class. Actual Salaries Below Market	30	42	15	87
Percentage of OC Class. Actual Salaries Below Market	35%	48%	20%	29%
Total OC Class. Actual Salaries Above Market	56	45	59	160
Percentage of OC Class. Actual Salaries Above Market	65%	52%	80%	54%
Total OC Class. with Min. Salaries Below Market	19	29	13	61
Percentage of OC Class. with Min. Salaries Below Market	20%	28%	16%	21%
Total OC Class. with Max. Salaries Below Market	19	37	17	73
Percentage of OC Class. with Max. Salaries Below Market	20%	36%	21%	25%

There are noteworthy differences between each of the studies.

First, the survey pool is slightly different each year. While Orange County sends survey requests to the same sampling pool, the same jurisdictions do not complete the survey each year. There are numerous reasons a jurisdiction may be unable to participate from year to year; such as department staff shortages or competing priorities. The survey pool includes enough jurisdictions with similar features to minimize the effect of this difference on the survey information.

Second, each study selected different benchmark classifications. The FY 09-10 study included administrative, labor trades, and leisure services classifications. The FY 10-11 study included financial, technical, and public safety classifications. The FY 11-12 study concentrated on social services, public health, and related classifications, which typically are only offered by county jurisdictions, not townships.

The labor market for each of these groupings is different and Orange County's ability to compete is also different.

Annual Classification and Pay Study – continued

It was noted in last year's study that Orange County appears to compete well in the market for classifications in the lower salary ranges, defined here as grade 16 and below. This trend continued to be noted in this study.

The breakdown of classifications by salary grade included in each study is:

	Salary Grades 16 and below	Salary Grades 17 and higher
FY 2009-10	53%	47%
FY 2010-11	36%	64%
FY 2011-12	45%	55%

Below outlines the competitive differences between the classification grades.

	FY 2009-10		FY 2010-11		FY 2011-12	
	Salary Grades 16 and below	Salary Grades 17 and higher	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	4	11
Percentage of OC Class. Actual Salaries Below Market	43%	57%	38%	62%	27%	73%
Total OC Class. Actual Salaries Above Market	32	24	18	27	31	28
Percentage of OC Class. Actual Salaries Above Market	57%	43%	40%	60%	53%	47%
Total OC Class. with Min. Salaries Below Market	9	10	10	19	2	11
Percentage of OC Class. with Min. Salaries Below Market	47%	53%	34%	66%	15%	85%
Total OC Class. with Min. Salaries Above Market	10	19	17	28	35	34
Percentage of OC Class. with Min. Salaries Above Market	53%	47%	38%	62%	51%	49%

- The majority of classifications being paid below the average survey market are located in classifications graded 17 or higher. This difference is much greater for classifications studied in year two and three.

Annual Classification and Pay Study – continued

- There is a more even distribution between grades of classifications being paid at or above the average survey market; with the exception of year two.
- The majority of classifications with minimum starting salary below the average survey market are located in classifications graded 17 or higher. This difference is much greater for classifications studied in year two and three.
- There is a more even distribution between grades of classifications with minimum starting salary at or above the average survey market; with the exception of year two.

Internal Review

Many positions reviewed were determined to be appropriately classified. Human Resources staff continues to meet with departments to finalize recommendations for changes to classifications. The cost of reclassifications is included in the Manager's Recommended FY 12-13 Budget and additional details will be provided to the Board in a Manager's Memo.

Conclusion

Overall, Orange County's salaries and salary ranges are competitive with the survey market. Additionally, 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.

Going Forward

Orange County will continue to take a proactive approach to reviewing classifications. Staff will review options for ensuring adequate review of all classifications while minimizing the time imposition to all employees.

Board of County Commissioners' Action as to the Annual Classification and Pay Study

The Board approved funding of \$60,000 for position reclassifications studied through the County's FY 2011-12 internal Classification and Pay study. Should positions be identified as working outside their present classification, the classifications for these positions will be revised to accurately reflect the positions' current duties and responsibilities. The Board approved funding to provide salary adjustments for the employees affected by these changes. The Board also approved the updated Orange County Classification and Pay Plan.

**Proposed FY 2012-13 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	Library 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
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	Library 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
1014	Health Care Technician	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

**Proposed FY 2012-13 Classification and Pay Plan
Classes by Salary Grades**

Class Code	Class Title	Salary Grade	FLSA Status
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	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	Recreation Coordinator	14	Non-Exempt
1404	Automotive Mechanic	14	Non-Exempt
1405	Buyer	14	Non-Exempt
1408	Deputy Sheriff I	14	Non-Exempt

**Proposed FY 2012-13 Classification and Pay Plan
Classes by Salary Grades**

Class Code	Class Title	Salary Grade	FLSA Status
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
1419	Information Technology Support Specialist	14	Non-Exempt
1420	Intake Specialist	14	Non-Exempt
1422	Paramedic	14	Non-Exempt
1423	Sales Coordinator	14	Non-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
1437	Asset Management Coordinator	14	Non-Exempt
1438	Business Appraisal Technician	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	15	Exempt
1506	Executive Assistant	15	Non-Exempt
1507	Transportation Assistant Administrator	15	Exempt
1508	Communication Specialist	15	Non-Exempt
1509	Solid Waste Field Services Supervisor	15	Exempt
1601	Accountant I	16	Exempt
1602	Appraiser I	16	Non-Exempt
1603	Arts Commission Coordinator	16	Exempt

**Proposed FY 2012-13 Classification and Pay Plan
Classes by Salary Grades**

Class Code	Class Title	Salary Grade	FLSA Status
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
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 I	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	Assistant Shelter 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
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

**Proposed FY 2012-13 Classification and Pay Plan
Classes by Salary Grades**

Class Code	Class Title	Salary Grade	FLSA Status
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
1721	Erosion Control Officer I	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	Environmental Enforcement Supervisor	18	Exempt
1811	Recreation Program Supervisor	18	Exempt
1812	Parks Conservation Specialist	18	Exempt
1813	Deputy Sheriff/Investigator I	18	Non-Exempt
1814	Administrative Officer	18	Exempt
1815	Information Technology Support Analyst II	18	Non-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	Non-Exempt
1911	Librarian II	19	Exempt
1912	Civil Rights Specialist	19	Exempt
1913	Classification and Pay Manager	19	Exempt
1915	Emergency Management Specialist	19	Exempt
1916	Employment Manager	19	Exempt

**Proposed FY 2012-13 Classification and Pay Plan
Classes by Salary Grades**

Class Code	Class Title	Salary Grade	FLSA Status
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 Supervisor	19	Exempt
1939	Public Information Officer	19	Exempt
1940	Risk Manager	19	Exempt
1941	Cultural Resources Coordinator	19	Exempt
1943	Heavy Equipment Mechanic Supervisor	19	Exempt
1945	Grants Compliance Specialist	19	Exempt
1946	Deputy Sheriff/Investigator II	19	Non-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	Applications Development Specialist	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

**Proposed FY 2012-13 Classification and Pay Plan
Classes by Salary Grades**

Class Code	Class Title	Salary Grade	FLSA Status
2011	Homeless Programs Coordinator	20	Exempt
2012	Solid Waste Collection Service Manager	20	Exempt
2013	Business Operations Coordinator	20	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
2403	Chief Appraiser/Deputy Tax Assessor	24	Exempt
2404	Chief Inspector and Plans Examiner	24	Exempt
2405	Deputy Emergency Services Director	24	Exempt

**Proposed FY 2012-13 Classification and Pay Plan
Classes by Salary Grades**

Class Code	Class Title	Salary Grade	FLSA Status
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
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
2501	Business Officer II	25	Exempt
2502	Community Services Manager	25	Exempt
2503	Human Services Manager	25	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
2608	Value Engineer	26	Exempt
2609	Finance & Administrative Operations Director	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	27	Exempt
2713	Deputy Financial Services Director	27	Exempt
2714	Building Inspector Administrator	27	Exempt
2901	Aging Director	29	Exempt

**Proposed FY 2012-13 Classification and Pay Plan
Classes by Salary Grades**

Class Code	Class Title	Salary Grade	FLSA Status
2902	Child Support Director	29	Exempt
2904	Environment, Agriculture, Parks and Recreation Director	29	Exempt
2905	Housing, Human Rights, and Community Development Director	29	Exempt
2908	Library Director	29	Exempt
2911	Register of Deeds	29	Exempt
2914	Animal Services Director	29	Exempt
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
3113	Economic Development Director	31	Exempt
3301	Assistant County Manager	33	Exempt
3401	Dentist	34	Exempt
3701	County Manager	37	Exempt
3702	County Attorney	37	Exempt
<u>Unclassified</u>			
0001	County Commissioner		Exempt

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.)



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Six-Month Hiring Delay

Background

Beginning 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 review process to allow critical positions to be filled with the approval of the County Manager. Through this process, positions continued to be eliminated and decreased personnel services costs 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 achieved a cost savings of more than \$1.6 million in the general fund for FY 2010-11.

For FY 2011-12, the Board approved the continuation of the hiring freeze; and as of March 31, 2012 the six-month hiring freeze has yielded net savings of \$1,716,659 for all funds.

For FY 2012-13, the Manager recommends the Board approve continuation of a six-month hiring delay for any positions already vacant and for positions that become vacant during FY 2012-13. The process of reviewing positions as vacancies occur has been an effective means to ensure potential cost savings for the County.

Six-Month Hiring Delay Elements

Listed below are elements that would be included in extending the hiring delay.

- A six-month hiring delay would be in effect from July 1, 2012 through June 30, 2013. It would apply to positions already vacant as of July 1, 2012 and positions that become vacant at any time during FY 2012-13.
- The hiring delay 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.

Board of County Commissioners' Action as to the Hiring Delay

The Board approved an extension of the six-month hiring delay.

Orange County Vacancies as of May 1, 2012

Department	Position	Pos #	FTE	Last Date Employed	Date Eligible to Fill
AMS/PUBLIC WORKS	AUTOMOTIVE MECHANIC HELPER	540	1.00	2/13/2012	8/1/12
AMS/PUBLIC WORKS	CUSTODIAN	524	1.00	9/30/11	3/1/12
AMS/PUBLIC WORKS	FACILITIES MAINT TECH II	517	1.00	2/6/12	8/1/12
AMS/PUBLIC WORKS	FACILITIES MAINT TECH II	534	1.00	11/11/11	4/1/12
AMS/PUBLIC WORKS	FACILITIES MAINT TECH III	762	1.00	5/20/11	12/1/11
ANIMAL SERVICES	HEALTH CARE TECHNICIAN	953	1.00	3/29/12	9/1/12
DEPARTMENT ON AGING	SENIOR PUBLIC HEALTH EDUCATOR	717	1.00	3/26/12	10/1/12
EMERGENCY SERVICES	EMERGENCY MEDICAL TECH BASIC	1092	1.00	n/a	1/1/12
EMERGENCY SERVICES	EMERGENCY MEDICAL TECH BASIC	1093	1.00	n/a	3/12/12
EMERGENCY SERVICES	EMERGENCY MEDICAL TECH BASIC	1094	1.00	n/a	5/1/12
EMERGENCY SERVICES	STAFF OFFICER	500	1.00	3/30/12	9/1/12
EMERGENCY SERVICES	TELECOMMUNICATIONS ASST SUPV	504	1.00	12/27/10	12/28/10
EMERGENCY SERVICES	TELECOMMUNICATIONS ASST SUPV	689	1.00	6/24/10	7/1/10
EMERGENCY SERVICES	TELECOMMUNICATOR	502	1.00	4/24/12	10/1/12
EMERGENCY SERVICES	TELECOMMUNICATOR	503	1.00	4/14/12	10/1/12
EMERGENCY SERVICES	TELECOMMUNICATOR	577	1.00	10/21/11	10/21/11
ENVIRONMENT, AG, PARKS & REC	CULTURAL RESOURCE COORD	1011	1.00	2/15/12	8/1/12
FINANCIAL SERVICES	SENIOR BUDGET ANALYST	126	1.00	3/5/12	9/1/12
HEALTH	ADMINISTRATIVE OFFICER	313	1.00	6/7/11	1/1/12
HEALTH	FINANCE & ADMIN OP DIRECTOR	314	1.00	2/24/12	2/24/12
HEALTH	MEDICAL LAB TECHNICIAN I	610	1.00	4/13/12	10/1/12
HEALTH	NUTRITIONIST	876	1.00	2/24/12	8/24/12
HEALTH	PUBLIC HEALTH NURSE 1	351	1.00	4/12/12	10/1/12
HUMAN RESOURCES	HUMAN RESOURCES DIRECTOR	128	1.00	4/30/11	10/1/11
INFORMATION TECHNOLOGIES	INFO TECH SUPPORT ANALY II	148	1.00	9/30/11	3/1/11
PLANNING & INSPECTIONS	CODE COMPLIANCE OFFICER III	875	1.00	8/29/11	1/1/12
PLANNING & INSPECTIONS	PLANNER II	196	1.00	9/2/11	10/1/11
PLANNING/OPT	PUBLIC TRANSPORTATION DRIVER	656	1.00	9/21/11	9/21/11
SHERIFF	DEPUTY SHERIFF I	1056	1.00	1/14/12	1/14/12
SOCIAL SERVICES	COMMUNITY SOCIAL SERVICES ASST	253	1.00	11/14/11	5/1/12
SOCIAL SERVICES	CPS SOCIAL WORKER	783	1.00	3/23/12	3/23/12
SOCIAL SERVICES	CPS SOCIAL WORKER	784	1.00	8/31/11	9/1/11
SOCIAL SERVICES	INCOME MAINT CASEWORKER III	287	1.00	3/2/12	9/1/12
SOCIAL SERVICES	INCOME MAINT CASEWORKER III	295	1.00	3/31/12	9/1/12
SOCIAL SERVICES	OFFICE ASSISTANT II	620	1.00	4/16/12	10/1/12
SOCIAL SERVICES	SOCIAL WORKER II	245	1.00	2/22/11	7/1/11
SOCIAL SERVICES	SOCIAL WORKER II	258	1.00	1/6/12	7/1/12
SOCIAL SERVICES	SOCIAL WORKER II	617	1.00	12/28/11	6/28/11
SOCIAL SERVICES	SOCIAL WORKER II	973	1.00	2/15/12	8/1/12
SOCIAL SERVICES	SOCIAL WORKER III	304	1.00	4/30/12	10/1/12
SOCIAL SERVICES	SOCIAL WORKER III	609	1.00	12/30/11	6/1/12
SOLID WASTE/LANDFILL	ADMINISTRATIVE ASSISTANT II	832	0.68	3/26/12	9/1/12
SOLID WASTE/LANDFILL	CONVENIENCE CENTER OPERATOR	1097	0.50	new	9/19/11
SOLID WASTE/LANDFILL	LANDFILL INSPECTOR	892	1.00	4/1/10	10/1/10
SOLID WASTE/LANDFILL	SOLID WASTE ENGINEER	833	1.00	4/20/12	4/21/12
SOLID WASTE/LANDFILL	SOLID WASTE FIELD SERVICE SUP	980	1.00	2/1/12	8/1/12
TAX ADMINISTRATION	APPRAISER II	187	1.00	2/6/12	8/1/12
TAX ADMINISTRATION	BUS PERS PROPERTY APPRAISER	184	1.00	8/23/11	8/23/11
TAX ADMINISTRATION	BUSINESS APPRAISAL TECHNICIAN	830	1.00	6/3/11	12/1/11
TAX ADMINISTRATION	CHIEF APPRAISER/DEP TAX ASSESS	179	1.00	7/6/11	1/1/12

Hiring Delay Cost Savings Report (through March 31, 2012)

Department	Position	Pos #	FTE	Budgeted Salary, Benefits & Longevity in FY 2011-12	Salary and Benefits Costs per Pay Period	Pay Periods Position Vacant in FY 2011-12	Savings from Delay in FY 2011-12 (less any Employee Payout)	New Hire's Salary and Benefits Costs per Pay Period	YTD Position Savings/ (Loss)	Cumulative Savings/ (Loss)	Loss of Offsetting Revenues	Net Cumulative Savings/(Loss)
General Fund Only												
Aging	Eldercare Serv Admin	406	1.00	61,438	2,354	13.1	30,837	2,725	28,313	28,313	0	28,313
Aging	Eldercare Manager	653	1.00	60,067	2,275	9.6	22,522	1,706	28,219	56,532	0	56,532
Aging	Senior Center Administrator	402	1.00	61,435	2,354	17.0	40,015	2,716	39,834	96,366	0	96,366
Animal Services	Animal Control Officer	374	1.00	43,802	1,678	4.7	7,888	1,759	7,361	103,728	0	103,728
Animal Services	Animal Control Officer	374	1.00	45,916	1,759	5.3	8,848	1,710	8,897	112,624	0	112,624
Animal Services	Animal Control Officer	375	1.00	43,796	1,678	15.7	24,746	0	24,746	137,370	0	137,370
Animal Services	Office Assistant II	954	1.00	40,371	1,547	3.6	5,568	1,671	3,574	140,944	0	140,944
Animal Services	Office Assistant II	1009	1.00	41,018	1,572	4.1	4,591	1,645	4,518	145,463	0	145,463
Animal Services	Animal Care Technician	1007	1.00	37,270	1,428	2.6	3,713	1,476	2,903	148,366	0	148,366
Animal Services	Health Care Technician	953	1.00	41,164	1,577	0.1	158			148,366	0	148,366
Animal Services	Office Assistant II	377	1.00	40,371	1,547	3.6	5,260		5,260	153,626	0	153,626
Asset Management & Purc	Custodian	519	1.00	38,642	1,481	9.6	14,213	1,430	14,715	168,341	0	168,341
Asset Management & Purc	Custodian	524	1.00	40,684	1,542	13	17,033	0	17,033	185,374	0	185,374
Asset Management & Purc	Facilities Maintenance Tech III	762	1.00	63,444	2,431	19.6	47,644	0	47,644	233,018	0	233,018
Asset Management & Purc	Automotive Mech Helper	540	1.00	60,983	2,337	3.4	7,944	0	7,944	240,962	0	240,962
Asset Management & Purc	Facilities Maintenance II	517	1.00	47,573	1,803	3.9	7,031	0	7,031	247,993	0	247,993
Asset Management & Purc	Facilities Maintenance Tech II	534	1.00	52,078	1,995	10	19,953	0	19,953	267,946	0	267,946
Asset Management & Purc	Facilities Maintenance III-HVAC	535	1.00	47,576	1,823	0.6	1,094	1,957	(1,453)	266,494	0	266,494

Hiring Delay Cost Savings Report (through March 31, 2012)

Department	Position	Pos #	FTE	Budgeted Salary, Benefits & Longevity in FY 2011-12	Salary and Benefits Costs per Pay Period	Pay Periods Position Vacant in FY 2011-12	Savings from Delay in FY 2011-12 (less any Employee Payout)	New Hire's Salary and Benefits Costs per Pay Period	YTD Position Savings/ (Loss)	Cumulative Savings/ (Loss)	Loss of Offsetting Revenues	Net Cumulative Savings/(Loss)
County Manager	Assistant County Manager	120	1.00	158,607	6,077	3.6	9,834	5,796	12,474	278,968	0	278,968
Economic Development	Economic Development Director	218	1.00	126,716	4,855	5.6	27,188	4,350	34,258	313,226	0	313,226
Emergency Services	Paramedic	906	1.00	46,286	1,773	5.1	9,044	1,824	8,305	321,530	0	321,530
Emergency Services	Paramedic	508	1.00	47,576	1,823	2.3	1,550	1,825	1,516	323,047	0	323,047
Emergency Services	Telecommunicator Asst Sup	689	1.00	50,192	1,923	19.6	37,692	0	37,692	360,739	0	360,739
Emergency Services	EMT-Basic	1089	1.00	42,041	1,611	8.7	14,014	1,611	14,014	374,752	0	374,752
Emergency Services	EMT-Basic	1090	1.00	42,041	1,611	7.2	11,598	1,611	11,598	386,350	0	386,350
Emergency Services	EMT-Basic	1091	1.00	42,041	1,611	2.9	4,671	1,611	4,671	391,021	0	391,021
Emergency Services	EMT-Basic	1092	1.00	42,041	1,611	6.5	10,470	0	10,470	401,491	0	401,491
Emergency Services	EMT-Basic	1093	1.00	42,041	1,611	2.2	3,544	0	3,544	405,035	0	405,035
Emergency Services	EMT-Basic	1094	1.00	0	0	0	0	0	0	405,035	0	405,035
Emergency Services	Telecommunicator	1085	1.00	45,370	1,738	6.1	10,604	1,750	10,441	415,476	0	415,476
Emergency Services	Telecommunicator	1086	1.00	45,370	1,738	6.6	11,473	1,602	12,765	428,241	0	428,241
Emergency Services	Telecommunicator	1086	1.00	41,821	1,602	3.5	5,608	0	5,608	433,849	0	433,849
Emergency Services	Telecommunicator	1087	1.00	45,370	1,738	6.5	11,299	0	11,299	445,148	0	445,148
Emergency Services	Telecommunicator	1088	1.00	45,370	1,738	6.5	11,299	0	11,299	456,447	0	456,447
Emergency Services	Paramedic	985	1.00	47,617	1,824	1.5	953	0	953	457,400	0	457,400
Emergency Services	Paramedic	985	1.00	47,710	1,828	5.1	7,539	1,824	7,585	464,985	0	464,985
Emergency Services	Emerg Management Spec	882	1.00	58,832	2,254	14.6	32,910	2,374	32,312	497,296	0	497,296

Hiring Delay Cost Savings Report (through March 31, 2012)

Department	Position	Pos #	FTE	Budgeted Salary, Benefits & Longevity in FY 2011-12	Salary and Benefits Costs per Pay Period	Pay Periods Position Vacant in FY 2011-12	Savings from Delay in FY 2011-12 (less any Employee Payout)	New Hire's Salary and Benefits Costs per Pay Period	YTD Position Savings/ (Loss)	Cumulative Savings/ (Loss)	Loss of Offsetting Revenues	Net Cumulative Savings/(Loss)
Emergency Services	Telecommunicator	503	1.00	48,324	1,851	0.6	1,111	1,825	1,612	498,908	0	498,908
Emergency Services	Telecom Asst Supv	504	1.00	47,576	1,823	19.6	35,728	0	35,728	534,636	0	534,636
Emergency Services	EMT- Basic	928	1.00	44,155	1,692	6.6	9,496	1,611	10,378	545,014	0	545,014
Emergency Services	Paramedic	1005	1.00	47,576	1,823	4.4	8,020	1,825	7,987	553,001	0	553,001
Emergency Services	Staff Officer	507	1.00	65,685	2,517	13.1	32,968	2,022	36,082	589,083	0	589,083
Emergency Services	Staff Officer	629	1.00	69,705	2,642	13.9	37,478	2,155	40,252	629,335	0	629,335
Emergency Services	Telecommunicator	577	1.00	52,778	2,022	11.5	21,782	0	21,782	651,116	0	651,116
Emergency Services	EMT- Basic	982	1.00	44,155	1,692	8.7	14,718	1,611	15,601	666,718	0	666,718
Emergency Services	Telecommunicator	688	1.00	45,639	1,749	10.6	18,535	0	18,535	685,253	0	685,253
Emergency Services	Paramedic	496	1.00	47,617	1,824	4.1	7,480	1,842	7,454	692,707	0	692,707
Emergency Services	Telecommunicator	588	1.00	52,105	1,996	6.1	12,178	1,750	15,499	708,206	0	708,206
DEAPR	Recreation Coordinator	394	1.00	47,617	1,824	2.6	4,743	1,957	2,492	710,698	0	710,698
DEAPR	Cultural Resource Coordinator	1,011	1.00	70,455	2,668	3.2	2,297	0	2,297	712,995	0	712,995
Financial Services	Deputy Financial Serv Director	125	1.00	124,003	4,751	5.3	25,181	4,247	26,189	739,184	0	739,184
Financial Services	Senior Budget Analyst	126	1.00	86,300	3,269	2.0	6,537		6,537	745,721		745,721
Financial Services	Accounting Technician II	137	1.00	53,132	2,036	15.5	31,553	2,221	31,182	776,904	0	776,904
Health	Nutritionist	876	1.00	56,224	2,154	2.5	5,385	0	5,385	782,289	0	782,289
Health	Foreign Language Coordinator	1084	1.00	49,319	1,890	9.6	18,140	1,890	18,140	800,429	0	800,429
Health	Health Director	310	1.00	147,403	5,581	8.6	49,732	5,659	48,876	849,306	0	849,306

Hiring Delay Cost Savings Report (through March 31, 2012)

Department	Position	Pos #	FTE	Budgeted Salary, Benefits & Longevity in FY 2011-12	Salary and Benefits Costs per Pay Period	Pay Periods Position Vacant in FY 2011-12	Savings from Delay in FY 2011-12 (less any Employee Payout)	New Hire's Salary and Benefits Costs per Pay Period	YTD Position Savings/ (Loss)	Cumulative Savings/ (Loss)	Loss of Offsetting Revenues	Net Cumulative Savings/(Loss)
Health	Dental Assistant	317	1.00	58,061	2,152	4.7	12,013	1,635	19,707	869,013	(985)	868,027
Health	Adminstrative Officer	313	1.00	72,750	2,756	19.6	54,833	0	54,833	923,846	0	922,860
Health	Public Health Nurse II	336	1.00	69,411	2,659	6.5	14,743	2,452	16,926	940,772	0	939,786
Health	Public Health Nurse Director	340	1.00	110,546	4,185	4.9	15,687	4,157	15,853	956,625	0	955,640
Health	Environment Health Specialist	1010	1.00	53,994	2,069	6.0	12,175		12,175	968,800	0	967,815
Health	Medical Office Asst	335	1.00	41,456	1,537	6.1	9,074	1,615	8,818	977,618	0	976,633
Health	Social Worker II	810	1.00	55,063	2,110	0.0	0	2,110	0	977,618	0	976,633
Health	Communications Manager	359	1.00	57,324	2,196	3.5	2,671	0	2,671	980,290	0	979,304
Health	Public Health Nurse Supv	328	1.00						0	980,290	0	979,304
Health	Finance& Admin Ops Director	314	1.00	96,918	3,713	2.5	9,283	0	9,283	989,573	0	988,588
Human Resources	Human Resources Director	128	1.00	122,332	4,687	19.6	91,866	0	91,866	1,081,439	0	1,080,454
Information Technology	Info Tech Support Analy II	148	1.00	60,465	2,292	13.0	27,933	0	27,933	1,109,372	0	1,108,387
Information Technology	Systems Analyst	598	0.70	49,185	1,884	1.6	3,015	1,947	1,898	1,111,270	0	1,110,285
Library Services	Library Assistant II	1067	1.00	46,815	1,794	3.1	5,560	1,794	5,560	1,116,830	0	1,115,845
Planning/OPT	Erosion Control I	211	0.00	0	0	0.0	0	0	0	1,116,830	0	1,115,845
Planning/OPT	Public Transportation Driver	683	1.00	40,371	1,547	11.6	17,943	1,567	17,782	1,134,612	0	1,133,627
Planning/OPT	Planner II (Trans)	196	1.00	68,265	2,616	15.0	37,366	0	37,366	1,171,978	0	1,170,993
Planning/OPT	OPT Driver	656	1.00	41,556	1,592	13.7	21,068	0	21,068	1,193,046	0	1,192,060
Planning/OPT	Planner II	202	1.00	83,318	3,155	6.2	13,533	2,264	21,548	1,214,594	0	1,213,609

Hiring Delay Cost Savings Report (through March 31, 2012)

Department	Position	Pos #	FTE	Budgeted Salary, Benefits & Longevity in FY 2011-12	Salary and Benefits Costs per Pay Period	Pay Periods Position Vacant in FY 2011-12	Savings from Delay in FY 2011-12 (less any Employee Payout)	New Hire's Salary and Benefits Costs per Pay Period	YTD Position Savings/ (Loss)	Cumulative Savings/ (Loss)	Loss of Offsetting Revenues	Net Cumulative Savings/(Loss)
Planning/OPT	Administrative Asst	654	1.00	43,044	1,649	8.2	12,595	2,174	10,760	1,225,354	0	1,224,368
Planning/OPT	Code Compliance Off II	875	1.00	71,867	2,722	15.4	37,055	0	37,055	1,262,409	0	1,261,423
Planning/OPT	Plans Examiner	935	0.00	0	0	0	0	0	0	1,262,409	0	1,261,423
Register of Deeds	Deputy Register of Deeds II	151	1.00	50,368	1,909	0.5	(1,902)		(1,902)	1,260,507	0	1,259,522
Sheriff	Deputy Sheriff I	780	1.00	58,665	2,224	1.6	(154)	1,680	3,600	1,264,106	0	1,263,121
Sheriff	Detention Officer	780	1.00	43,842	1,680	2.1	3,495	1,680	3,495	1,267,601	0	1,266,616
Sheriff	Detention Officer	774	1.00	46,013	1,763	0	(3,880)	1,680	(2,649)	1,264,952	0	1,263,967
Sheriff	Deputy Sheriff I	459	1.00	49,604	1,901	4.1	5,772	1,680	7,868	1,272,820	0	1,271,835
Sheriff	Dentention Sheriff	461	1.00	48,603	1,862	5.6	10,428	2,119	9,632	1,282,453	0	1,281,467
Sheriff	Dentention Sheriff	461	1.00	55,303	2,119	3.0	6,064	1,680	9,576	1,292,029	0	1,291,043
Sheriff	Deputy Sheriff II	445	1.00	50,631	1,940	5.3	10,281	1,951	10,276	1,302,304	0	1,301,319
Sheriff	DS Sergeant	478	1.00	58,003	2,198	1.7	(1,131)	2,019	(92)	1,302,213	0	1,301,227
Sheriff	Deputy Sheriff I	600	1.00	49,034	1,879	1.8	(695)	1,824	(261)	1,301,952	0	1,300,966
Sheriff	Dentention Officer	1058	1.00	46,216	1,771	0.5	(2,846)	1,680	(2,482)	1,299,469	0	1,298,484
Sheriff	Deputy Sheriff I	626	1.00	63,818	2,445	4.0	5,380	1,842	5,983	1,305,452	0	1,304,467
Sheriff	Deputy Sheriff I	1056	1.00	48,603	1,862	5.5	6,794	0	6,794	1,312,246	0	1,311,261
Social Services	Social Worker II	968	1.00	51,749	1,983	19.6	38,861	0	38,861	1,351,108	(19,431)	1,330,692
Social Services	Human Services Coordinator	276	1.00	51,749	1,983	3.6	7,138	2,132	4,741	1,355,849	(2,371)	1,333,062
Social Services	Income Maint Caseworker II	275	1.00	49,892	1,912	7.2	13,763	1,938	13,475	1,369,324	(6,737)	1,339,800

Hiring Delay Cost Savings Report (through March 31, 2012)

Department	Position	Pos #	FTE	Budgeted Salary, Benefits & Longevity in FY 2011-12	Salary and Benefits Costs per Pay Period	Pay Periods Position Vacant in FY 2011-12	Savings from Delay in FY 2011-12 (less any Employee Payout)	New Hire's Salary and Benefits Costs per Pay Period	YTD Position Savings/ (Loss)	Cumulative Savings/ (Loss)	Loss of Offsetting Revenues	Net Cumulative Savings/(Loss)
Social Services	Social Services Asst Dir	270	1.00	83,711	3,207	7.6	24,376	2,070	38,027	1,407,351	(19,014)	1,358,813
Social Services	CPS Social Worker	766	1.00	58,832	2,254	5.0	10,212	2,255	10,206	1,417,557	(5,103)	1,363,916
Social Services	CPS Social Worker	235	1.00	59,980	2,298	0.3	689	2,255	1,528	1,419,085	(764)	1,364,680
Social Services	Income Main Caseworker I	619	1.00	44,177	1,693	6.6	11,171	1,693	11,171	1,430,256	(5,586)	1,370,266
Social Services	CPS Social Worker	784	1.00	59,658	2,286	15.2	34,743	0	34,743	1,465,000	(17,372)	1,387,638
Social Services	Social Worker II	245	1.00	51,749	1,983	19.6	38,861	0	38,861	1,503,861	(19,431)	1,407,068
Social Services	CPS Social Worker	234	1.00	60,869	2,332	0.2	466	2,255	1,970	1,505,831	(985)	1,408,053
Social Services	Social Worker II	243	1.00	51,749	1,983	16.6	32,913	2,176	32,332	1,538,163	(16,166)	1,424,219
Social Services	Social Worker II	860	1.00	55,628	2,131	6.3	13,427	2,625	11,649	1,549,812	(5,825)	1,430,044
Social Services	CPS Social Worker	240	1.00	60,776	2,329	0.3	(1,487)	2,255	(452)	1,549,360	0	1,429,592
Social Services	Comm Social Services	253	1.00	45,445	1,741	9.9	17,238	0	17,238	1,566,598	(8,619)	1,438,211
Social Services	Custodian	1095	1.00	37,270	1,428	9.6	13,709	1,485	13,140	1,579,738	(6,570)	1,444,781
Social Services	Social Worker III	609	1.00	59,399	2,276	6.5	11,707	0	11,707	1,591,445	(5,853)	1,450,634
Social Services	Social Worker II	258	1.00	52,750	2,021	6.0	11,394	0	11,394	1,602,840	(5,697)	1,456,332
Social Services	CPS Social Worker	970	1.00	58,832	2,254	8.7	19,611	0	19,611	1,622,450	(9,805)	1,466,137
Social Services	Income Maint Caseworker III	287	1.00	48,064	1,842	2.0	2,813		2,813	1,625,263	(1,407)	1,467,543
Social Services	CPS Social Worker	783	1.00	67,456	2,555	0.5	(3,855)		(3,855)	1,621,408	1,928	1,465,616
Social Services	CPS Social Worker	617	1.00	59,521	2,256	6.7	10,738	0	10,738	1,632,146	(5,369)	1,470,985
Business Administration	Business Personal Property	184	1.00	58,846	2,255	19.6	44,191	0	44,191	1,676,337	0	1,515,176

Hiring Delay Cost Savings Report (through March 31, 2012)

Department	Position	Pos #	FTE	Budgeted Salary, Benefits & Longevity in FY 2011-12	Salary and Benefits Costs per Pay Period	Pay Periods Position Vacant in FY 2011-12	Savings from Delay in FY 2011-12 (less any Employee Payout)	New Hire's Salary and Benefits Costs per Pay Period	YTD Position Savings/ (Loss)	Cumulative Savings/ (Loss)	Loss of Offsetting Revenues	Net Cumulative Savings/(Loss)
Tax Administration	Revenue Tech	956	1.00	46,482	1,781	8.5	14,284	0	14,284	1,690,621	0	1,529,459
Tax Administration	Chief Appraiser/Tax Assessor	179	1.00	89,362	3,424	19.3	56,144	0	56,144	1,746,765	0	1,585,603
Total General Fund Only				\$ 6,359,828	\$ 243,022		\$ 1,692,537	\$ 140,273	\$ 1,746,765		\$ (161,161)	
		Current vacancies	44.00					Total General Fund Savings thru 3/31/12		\$ 1,585,603		
Health Department Use of Lapsed Salary for Contracted Service thru 3/31/12												
								Economic Development, Aging, and Human Resources, and				(\$37,085)
												(\$99,780)
								Total Net Savings in General Fund thru 3/31/12				\$ 1,448,739
Solid Waste Enterprise Fund												
Department	Position	Pos #	FTE	Budgeted Salary, Benefits & Longevity in FY 2011-12	Salary and Benefits Costs per Pay Period	Pay Periods Position Vacant in FY 2011-12	Savings from Delay in FY 2011-12 (less any Employee Payout)	New Hire's Salary and Benefits Costs per Pay Period	YTD Position Savings/ (Loss)	Cumulative Savings/ (Loss)	Loss of Offsetting Revenues	Net Cumulative Savings/(Loss)
Solid Waste Management	Landfill Inspector	892	1.00	45,640	1,749	19.6	34,274	0	34,274	34,274	0	34,274
Solid Waste Management	Administrative Asst II	832	0.675	31,966	1,225	6.1	7,471	1,203	7,763	42,036	0	42,036
Solid Waste Management	Heavy Equipment Mechanic I	1036	1.00	53,338	2,044	5.1	10,422	2,014	10,845	52,882	0	52,882
Solid Waste Management	Landfill Equipment Op	836	1.00	45,369	1,738	0.1	174	1,680	933	53,814	0	53,814
Solid Waste Management	Landfill Equipment Op	836	1.00	43,845	1,680	2.2	2,205	1,776	2,108	55,923	0	55,923
Solid Waste Management	SW Materials Transfer Ops	891	1.00	46,981	1,800	4.6	8,280	1,764	8,823	64,746	0	64,746
Solid Waste Management	Conv Center Operator	1096	0.75	23,516	901	7.7	6,938	901	6,938	71,684	0	71,684
Solid Waste Management	Conv Center Operator	1096	0.75	23,516	901	5.0	4,505	1,116	4,290	75,973	0	75,973

Hiring Delay Cost Savings Report (through March 31, 2012)

Department	Position	Pos #	FTE	Budgeted Salary, Benefits & Longevity in FY 2011-12	Salary and Benefits Costs per Pay Period	Pay Periods Position Vacant in FY 2011-12	Savings from Delay in FY 2011-12 (less any Employee Payout)	New Hire's Salary and Benefits Costs per Pay Period	YTD Position Savings/ (Loss)	Cumulative Savings/ (Loss)	Loss of Offsetting Revenues	Net Cumulative Savings/(Loss)
Solid Waste Management	Recycling Materials Handler	894	1.00	40,371	1,547	11	17,015	1,549	16,996	88,679	0	88,679
Solid Waste Management	Conv Center Operator	1097	0.50	17,624	675	14.0	9,453	0	9,453	98,133	0	98,133
Solid Waste Management	Conv Center Operator	728	0.63	38,475	1,474	12.1	17,837	942	18,369	116,502	0	116,502
Solid Waste Management	SW Collector Driver	978	1.00	42,042	1,611	11.3	18,202	1,611	18,202	134,704	0	134,704
Solid Waste Management	SW Collector Driver	544	1.00	61,894	2,293	4.7	5,654	1,822	7,537	142,241	0	142,241
Solid Waste Management	Solid Waste Fill Supervisor	980	1.00	56,277	2,156	4.2	9,056	0	9,056	151,297	0	151,297
Solid Waste Management	Heavy Equipment Mechanic I	838	1.00	58,964	2,259	6.5	11,806	0	11,806	163,103	0	163,103
Solid Waste Management	Conv Center Operator	703	0.50	22,128	848	0	0	848	0	163,103	0	163,103
Solid Waste Management	Conv Center Operator	706	1.00	43,628	1,655	3.0	1,702	1,474	2,699	165,801	0	165,801
Solid Waste Management	Conv Center Operator	702	0.63	37,270	1,428	6.6	9,425	942	15,254	181,055	0	181,055
Total Solid Waste Enterprise Fund				\$ 732,844	\$ 27,984		\$ 174,418	\$ 19,643	\$ 185,345		\$ -	
		Current Vacancies	3.500					Total Solid Waste Net Savings thru 3/31/12	\$ 181,055			
Revaluation Fund												
Department	Position	Pos #	FTE	Budgeted Salary, Benefits & Longevity in FY 2011-12	Salary and Benefits Costs per Pay Period	Pay Periods Position Vacant in FY 2011-12	Savings from Delay in FY 2011-12 (less any Employee Payout)	New Hire's Salary and Benefits Costs per Pay Period	YTD Position Savings/ (Loss)	Cumulative Savings/ (Loss)	Loss of Offsetting Revenues	Net Cumulative Savings/(Loss)
Tax Administration	Appraisal Technician	830	1.00	44,163	1,692	19.6	33,165	0	33,165	33,165	0	33,165
Tax Administration	Revaluation Manager	170	1.00	88,832	3,404	15.6	53,095	3,252	53,701	86,865	0	86,865
Total Revaluation Fund				\$ 132,995	\$ 5,096		\$ 86,260	\$ 3,252	\$ 86,865		\$ -	\$ 86,865
		Current Vacancies	1.00					Total Revaluation Fund Net Savings thru 3/31/12	\$ 86,865			

Hiring Delay Cost Savings Report (through March 31, 2012)

Department	Position	Pos #	FTE	Budgeted Salary, Benefits & Longevity in FY 2011-12	Salary and Benefits Costs per Pay Period	Pay Periods Position Vacant in FY 2011-12	Savings from Delay in FY 2011-12 (less any Employee Payout)	New Hire's Salary and Benefits Costs per Pay Period	YTD Position Savings/ (Loss)	Cumulative Savings/ (Loss)	Loss of Offsetting Revenues	Net Cumulative Savings/(Loss)
Grant Fund Projects												
Department	Position	Pos #	FTE	Budgeted Salary, Benefits & Longevity in FY 2011-12	Salary and Benefits Costs per Pay Period	Pay Periods Position Vacant in FY 2011-12	Savings from Delay in FY 2011-12 (less any Employee Payout)	New Hire's Salary and Benefits Costs per Pay Period	YTD Position Savings/ (Loss)	Cumulative Savings/ (Loss)	Loss of Offsetting Revenues	Net Cumulative Savings/(Loss)
Health	Public Health Nurse II	981	1.00	69,416	2,629	0	0	2,220	8,011	8,011	(8,011)	0
Health	Social Worker II	790	0.00	55,063	2,110	0.0	0	0	0	8,011	0	0
Social Services	Social Worker I	1082	1.00	50,832	1,948	19.2	37,394	0	37,394	45,405	(37,394)	0
Total Grant Fund			2.00	\$ 175,311	\$ 6,686		\$ 37,394	\$ 2,220	\$ 45,405		\$ (45,405)	\$ -
		Current Vacancies	1.00					Total Grant Fund Savings thru 3/31/12		\$ -		
		Total Vacancies	49.500									
								Grand Total Net Savings thru 3/31/12		\$ 1,716,659		



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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 Voluntary Furlough rules and regulations for granting employees time off without pay. The Voluntary Furlough program was extended through June 30, 2012, and will end on June 30, 2012, unless the Board by resolution determines that continued cost savings measures are necessary to balance the budget.

The Voluntary Furlough program offer 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.

The chart below summarizes the number of participants and the cost savings for each of the past three fiscal years in which the voluntary furlough was available to employees.

	FY 2009-10	FY 2010-11	FY 2011-12 (approved through 6/10/12)
Participants	31	27	23
Hours of Unpaid Leave	2,500+	1,086	1,708
Savings	\$51,000	\$23,965	\$31,947

Voluntary Furlough Program Elements

- No form of salary compensation may be taken (i.e. annual, sick, compensatory time). Holidays will be paid as usual.
- The County continues all existing employer paid benefits (i.e. health, life, and dental coverage). 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 leave accrues as if the employee were working or on approved leave status.
- 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.

Voluntary Furlough Program – Continued

- Departments must manage unpaid leave days so neither overtime pay nor contract for services to cover the employee's absence occur.

Projected Cost Savings of Extending Voluntary Furlough through FY 2012-13

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 2012-13.

The anticipated cost savings is equivalent to the projected savings in FY 2011-12 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. Although the savings are less than in the initial year of implementation, the County continues to achieve cost savings from the program, and the opportunity to take voluntary furlough is viewed by employees as a benefit.

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 County Commissioners' Action as to Voluntary Furlough

The Board approved a resolution determining a reduction in fiscal resources exists and extended the Voluntary Furlough program in FY 2012-13.

County Contributions to Retirement Benefits

Background

Local Governmental Employees' Retirement System (LGERS)

Both employer and employees contribute to this retirement plan based on employee earnings. After two years of increases for employer contributions, the LGERS Board of Trustees decreased the employer contributions effective July 2012. The chart below shows these changes. The employee contribution has consistently been 6.00% of salary.

Supplemental Retirement Benefits

The 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, the contribution the County makes to a 401(k) plan for each sworn law enforcement officer is five percent of salary, as required by State law.

The Board has set the County's contribution from an initial contribution of \$15.00 per pay period in FY 1998-99 (\$375 annually) to the current \$27.50 (\$715 annually) per pay period. In FY 2009-10, the Board suspended the County contribution of \$27.50 per pay period 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 able 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

Fiscal Year(s)	Law Enforcement Officers (LEOs)	General Employees	Supplemental Retirement (General Employees)
	% of Salary	% of Salary	Annual Contribution
2001-2005	4.78	4.88	\$520
2005-2007	4.78	4.88	\$650
2007-2009	4.86	4.88	\$715
2009-2010	4.86	4.88	Suspended
2010-2011	6.41	6.43	Suspended until January 2011, then \$715
2011-2012	7.04	6.96	\$715
2012-2013	6.77	6.74	\$715

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 chart below shows employee participation in the supplemental retirement plans. The recent drop in the number of contributors is likely due to increased health care costs and stagnant salaries.

	Employees Contributing	Percentage
May 2009	500	65%
May 2010	433	57%
May 2011	560	70%
May 2012	533	65%

Board of County Commissioners' Action as to County Contributions to Retirement Benefits

The Board approved continuing the employer contribution to the Local Governmental Employees' Retirement System and the County contribution to a supplemental retirement plan for all permanent employees in FY 2012-13.

Retiree Health Care

Background

Retiree health costs continue to grow as the general population, including Orange County employees and residents, ages and lives longer. The current average age of Orange County's 281 retirees is 59.5 years, only 13.8 years older than the County's 822 active employees' active age of 45.7. Without intervention, the cost of retiree health benefits will soon exceed the cost of active employee health care as more employees retire and the cost of the benefit increases.

The County provides health coverage according to the age of the retiree. Retirees who have not yet reached age 65 remain on the County's group health insurance and are eligible for the dependent subsidy. In 2008, Commissioners approved a revision to the Personnel Ordinance to stop subsidizing the cost of retiree dependent health care for employees hired after July 1, 2008. This has not had any noticeable impact on recruitment or on costs to date.

At age 65, retirees enroll in Medicare Part A (no cost to the retiree or County) and Part B (premium is deducted from the retiree's Social Security benefit), and the County pays for both a Medicare supplement (Plan F) and Part D. Plan F, is referred to as a "Medigap" plan because it covers the gaps left by Medicare Parts A and B. Part D is prescription drug coverage.

As employee health care costs continue to rise, Orange County faces increasing liability for future retiree health insurance. The County has been paying premiums for both pre-65 and post-65 retirees as the costs are incurred.

The chart below shows the County's liability for retiree health care as determined by an independent auditor.

Actuarial Valuation Date	Unfunded Actuarial Accrued Liability (UAAL)	UAAL as a Percentage of Covered Payroll
12/31/2010	\$62,803,094	163.5%
12/31/2009	\$58,020,674	152.7%
12/31/2007	\$54,382,277	145.6%

Options for Minimizing the Cost and Liability of Retiree Health Care

This liability must be addressed. Ways to minimize the cost and liability of retiree health coverage are described below:

1. Set aside funds for future use

The most recent valuation established a Schedule of Employer Contributions to begin paying for future retiree health care costs in the amount of \$5,075,371 annually, beginning in 2011, to minimize the County's liability for this benefit. \$3.0 million of FY 2011-12 fund balance can be restricted for funding retiree health benefits.

Retiree Health Care – Continued

2. Reduce Cost

Over the past few years, staff has reduced the cost of post-65 coverage (Medicare supplements and Part D premiums) without negatively impacting the benefits available. The cost, however, of insurance for pre-65 retirees has increased along with premiums for active employees. Encouraging employees and retirees to participate in preventive care, health assessments and health screenings to reduce claims can also be effective in reducing claims.

3. Increase Eligibility Requirements

a. 100% Benefit

Currently, the Personnel Ordinance requires the County to pay 100% of the cost of health benefits for retirees who have ten years of County service, or if over 65 or retiring under a disability retirement, those with between five and ten years of County service receive this benefit but must pay 50% of the cost. Orange County provides the same benefit to retirees younger than 65 (pre-65) as to active employees. Post-65, the County provides a Medicare Supplement and Part D.

A comparison of benefits and eligibility for other jurisdictions is provided in this section of the budget document.

b. 50% Benefit

Since 2002, 22 employees retired from Orange County with a disability retirement. Of these, five were not eligible for the full health benefit and contribute 50% to the cost of their coverage. The average age of disability retirees is currently 53.04 years. Excluding three post-65 retirees, the average age drops to 50.9 years. Based on this average, the County will pay health insurance for an average of 14.1 years before these retirees reach age 65. Increasing the minimum eligibility requirement to ten years will minimize the county's cost.

c. Retirees eligible for Medicare due to disability

The Personnel Ordinance does not require retirees who are eligible for Medicare due to disability to enroll in Medicare. These retirees can enroll in Medicare (at a cost to the retiree) and enroll in a Medicare supplement and Part D (prescriptions). As shown above, disability retirees tend to be younger than service retirees and are eligible for county benefits longer than the average retiree. Requiring retirees eligible for Medicare due to disability to enroll in Medicare would result in lower costs for the County because the group health insurance would not bear the burden of their claims. If there is a cost associated

Retiree Health Care – Continued

with higher Medicare supplement premiums because of the age, the maximum the County will pay is capped. The longer period of coverage would be offset by the lower cost per year for that coverage.

d. Cap the County's cost for the Post-65 benefit

The Personnel Ordinance states that the County pays for retiree health benefits, “not to exceed the amount it contributes for individual/dependent coverage for current employees.” With this stipulation, retirees who wish to remain on older Medicare supplement/Part D plans that are more expensive than current Plan F/Part D plans cannot be required to enroll in the more cost effective versions of Medicare supplements.

Retiree Health Care Recommendation

The Manager recommends:

1. Restrict \$3.0 million of FY 2011-12 fund balance for the long-term liabilities associated with funding retiree health benefits;
2. Revise the Personnel Ordinance to:
 - a. Change the eligibility requirement from ten years of required Orange County service to twenty years of required Orange County service for 100% coverage, effective for employees hired after July 1, 2012; and
 - b. Change the eligibility requirement from five years of required Orange County service to ten years of required Orange County service for 50% coverage, effective for employees hired after July 1, 2012;
 - c. Require retirees eligible for Medicare due to disability to enroll in Medicare and provide the same benefit available to retirees eligible for the County's post-65 Medicare benefit; and
 - d. Cap the amount the County pays for Medicare supplements and Part D at 50% of the cost of the individual group health premium.

Board of County Commissioners' Action as to the Retiree Health Care

The Board approved restricting \$3.0 million of FY 2011-12 fund balance for the long-term liabilities associated with funding retiree health benefits and revising the Retiree Health Insurance provisions of the Personnel Ordinance as described above.

Comparison of Retiree Health Benefits (February 2012)

Jurisdiction	Minimum Years of Service for Full benefit	Retiree Health provided for		Dependent coverage?
		Pre-65	Post-65	
Orange County	10 years	Yes	Yes (Medicare supplement & Part D)	Yes, for retirees hired before 7/1/08. Dependent coverage for pre-7/1/08 hires ends when either the retiree or the dependent turns 65.
Alamance County	25 years if hired after 7/1/08; 20 years if hired between 7/1/05-6/30/08; and 5 years if hired before 7/1/05.	Yes. There is a maximum benefit of \$1,000,000.	Yes, through group insurance	Yes
Buncombe County	20 years if hired after 7/1/2008. If hired pre-7/1/08, must have been on Buncombe group health for the 3 years prior to retirement.	Yes	With 25 years of service, retirees may elect either 1) Medicare supplement/Part D paid by County ; 2) receive a monthly payment to be used for Medicare coverage; or 3) receive a lump sum payment at retirement	Yes, effective 3/1/04, retirees must have 20 + years of service to cover dependents at the same cost of active employees. Dependents may remain on the plan when the retiree reaches 65 but retirees pay full premium.
Carrboro	20 years	Yes	Yes (Medicare supplement & Part D)	Yes, retirees (both pre-65 and post-65) pay 100% of cost of dependent coverage.
Cary	25 years	Yes	Yes	Yes, retirees pay 100% of cost of dependent coverage.
Catawba County	30 years	Yes	No	Yes, retirees pay 100% of cost of dependent coverage.
Chapel Hill	20 years if hired before 6/30/10. If hired after 6/30/10, participation in a Retirement Health Savings Account is mandatory.	Yes, if hired before 6/30/10.	Yes, if hired before 6/30/10. Retiree may select either Medicare Supplement & Part D OR may remain on group insurance.	Yes, retirees pay 100% of cost of dependent coverage

Comparison of Retiree Health Benefits (February 2012)

Jurisdiction	Minimum Years of Service for Full benefit	Retiree Health provided for		Dependent coverage?
		Pre-65	Post-65	
Chatham County	30 years	Yes	No	Data unavailable
Durham, City	20 years if hired before 7/1/08. If hired after 7/1/08, participation in a Retirement Health Savings Account is mandatory.	Yes, if hired before 6/30/08.	Yes, if hired before 6/30/08. Retirees receive a reimbursement allowance based on age.	Data unavailable
Durham County	20 years	Yes	Yes (Medicare supplement and Part D)	Data unavailable
Forsyth County	5 years if hired before August 2007. After August 2007, 20 years.	Yes	No	Yes, at same rate as active employees.
Guilford County	30 years if hired before 7/1/09. If hired after 7/1/09, participation in a Retirement Savings Account is mandatory.	Yes	Yes (group insurance)	Yes, for both pre- and post-65 retirees, at same rate as active employees.
Hillsborough	20 years if hired before 2/9/09, 30 years if hired after 2/9/09.	Yes	No	Yes, until either the employee or the dependent becomes eligible for Medicare.
Iredell County	30 years	Yes	No	Data unavailable
Johnston County	10 years prior to 2007, 20 years after 2007	Yes	Yes	Data unavailable
OWASA	30 years at any age or 20 years at age 60	Yes	Yes (Medicare supplement & Part D)	No
Person County	30 years	Yes	No	Data unavailable
Raleigh	20 years after 1/1/07	Yes	Yes, \$100 contributed to a Medicare supplement only, no Part D coverage	Yes, retirees under 65 pay the active employee rate if hired before 7/1/07. Retirees over 65 may continue dependent coverage by paying 100% of premium.

Comparison of Retiree Health Benefits (February 2012)

Jurisdiction	Minimum Years of Service for Full benefit	Retiree Health provided for		Dependent coverage?
		Pre-65	Post-65	
Randolph County	30 years	Yes	No	Data unavailable
Rowan County	20 years if hired before 1/22/12	Only if hired before 1/22/12	No, COBRA only	Yes, at same rate as active employees
Union County	20 years	Yes	Yes	No
Wake County	If hired before 5/15/94, 10 years; if hired after 5/16/94, 20 years	Yes, if hired before 6/30/11	Yes, if hired before 6/30/11 (group insurance)	Data unavailable

Policies

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



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ORANGE COUNTY BOARD OF COMMISSIONERS INVESTMENT POLICY

SCOPE

This policy applies to all investments of Orange County (County) except authorized petty cash accounts and trust funds administered by the Financial Services Director. The County pools the cash resources of its various funds into a single fund in order to maximize investment opportunities. These funds are accounted for in the County's Comprehensive Annual Financial Report. Each fund's portion of total cash and investments is summarized by fund type in the combined balance sheet as equity or deficit in pooled cash and investments. This policy applies to all transactions involving the financial assets and related activity of all the various funds accounted for in the County's Comprehensive Annual Financial Report.

OBJECTIVES

Funds of the County will be invested in accordance with North Carolina General Statute 159-30 Cash Management and Investment Policy, and written administrative procedures. The County's investments shall be undertaken in a manner that (1) seeks to ensure the preservation of capital in the overall portfolio, (2) provides for sufficient liquidity to meet the cash needs of the County's various operations and (3) attains a fair market rate of return. Cash management functions will be conducted in such a manner as to insure that adequate funds will always be available to meet the County's financial obligations and to provide the maximum amount of funds available for investment at all times.

RESPONSIBILITY

In accordance with N.C. General Statutes, the Financial Services Director is charged with the responsibility of cash management and investment. The Financial Services Director is responsible for investment decisions and activities and shall develop and maintain written administrative procedures for the operation of the cash management and investment program, consistent with N.C. Statutes and these policies.

The standard of prudence to be used by the Financial Services Director shall be the "Prudent Investor" Rule, which states, "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived."

This standard of prudence shall be applied in the context of managing the overall portfolio. The Financial Services Director, acting in accordance with North Carolina General Statutes, this policy, and written administrative procedures and exercising due diligence shall be relieved of personal responsibility for an investment credit risk, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

ETHICS AND CONFLICTS OF INTEREST

To avoid the appearance of potential conflict of interest or favoritism to a particular bank or broker, the Financial Services Director or any delegate employee who has investment responsibilities, shall make full disclosure to the County Manager of any relationship or dealings with any financial institution that has business dealings with the County. This disclosure need not include normal banking or brokerage relationships that are at normal market rates and conditions available to the general public. Investment officials of banks and other institutions shall be familiar with N.C. General Statutes and County policy regarding gifts and favors and shall act accordingly.

STATUTORY AUTHORIZATION

The legal limitations of local government investments are defined in N.C.G.S. 159-30. Accordingly, the following classes of securities are indicative of the investments utilized by Orange County:

- A. Obligations of the United States or obligations fully guaranteed both as to principal and interest by the United States.
- B. Obligations of the Federal Financing Bank, the Federal Farm Credit Bank, the Bank for Cooperatives, the Federal Intermediate Credit Bank, the Federal Land Banks, the Federal Home Loan Banks, the Federal Home Loan Mortgage Corporation, the Federal National Mortgage Association, the Government National Mortgage Association, the Federal Housing Administration, the Farmers Home Administration and the U.S. Postal Service.
- C. Obligations of the State of North Carolina.
- D. Bonds and notes of any North Carolina local government or public authority, subject to such restrictions as the Secretary of the Local Government Commission may impose.
- E. Deposits at interest or purchase of certificates of deposit with any bank, savings and loan association or trust company in North Carolina, provided such deposits or certificates of deposit are fully collateralized.
- F. Prime quality commercial paper bearing the highest rating of at least one nationally recognized rating service and not bearing a rating below the highest (A1, P1, F1) by any nationally recognized rating service which rates the particular obligation.

G. Bankers' Acceptances provided that the accepting bank or its holding company is either (1) incorporated in the State of North Carolina or (2) has outstanding publicly held obligations bearing the highest rating of at least one nationally recognized rating service and not bearing a rating below the highest (Aaa or AAA) by any nationally recognized rating service which rates the particular obligations.

H. Participating shares in a mutual fund for local government investment (such as the N.C. Cash Management Trust) which is certified by the N.C. Local Government Commission.

ADMINISTRATIVE RESTRICTIONS

In addition to the previously noted limitations on appropriate securities, Orange County's investment activities are further restricted in the following manner:

A. It is the policy of Orange County to diversify its investment portfolio. Assets held shall be diversified to eliminate the risk of loss resulting from the over concentration of assets in a specific maturity, a specific issuer or a specific class of securities. Diversification shall be determined and revised periodically by the Investment Officer. Portfolio maturities shall be staggered to avoid undue concentration of assets in a specific maturity sector. Maturities selected shall provide for stability of income and reasonable liquidity.

B. Orange County recognizes that investment risks can result from issuer defaults, market price changes or various technical complications leading to temporary illiquidity. Portfolio diversification is employed as a way to minimize default risk. No individual investment transaction shall be undertaken that jeopardizes the capital position of the overall portfolio. In the event of a default by a specific issuer, the Financial Services Director shall review and, if appropriate, proceed to liquidate securities having comparable credit risks.

C. No investments in Repurchase Agreements shall be made unless the underlying collateral shall be placed in safekeeping in the trust department of a third-party designated by the County.

D. The combined total investment in commercial paper and bankers' acceptances shall not exceed thirty five percent (35%) of the total portfolio and the investment in commercial paper or bankers' acceptances of a single issuer shall not exceed (35%) of the total portfolio at the time of investment.

E. No investment shall be made in any security with a maturity greater than five (5) years from the date of purchase.

SELECTION OF SECURITIES

The Financial Services Director will determine which instruments shall be purchased and sold and the desired maturity date(s) that are in the best interest of the County. The selection of an instrument will involve the evaluation of, but not be limited to, the following factors:

- A. Cash flow projections and requirements.
- B. Current market conditions.
- C. Overall portfolio balance and makeup.

CUSTODY AND SAFEKEEPING OF SECURITIES

Orange County will maintain a third party safekeeping account for all investments (generally provided by the County's primary bank). Transactions should be processed on a delivery versus payment basis. Some securities, primarily certificates of deposit, will not be kept in the third party safekeeping account, but will be kept by the Financial Services Director in the vault of the Finance Services Department.

INTERNAL CONTROLS

The Financial Services Director is responsible for establishing a system of internal controls. These controls are designed to prevent losses of public funds arising from fraud, employee error, and misrepresentation by third parties or imprudent actions by County employees.

REPORTING

The Financial Services Director shall maintain a monthly investment report. The report shall include a general description of the portfolio in terms of investment securities, maturities, yields and other features. The report will show investment earnings for the month and fiscal year-to-date, including the annualized earned yield percentage for the portfolio. The report will compare actual investment earnings with budgeted earnings.

Approved 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.

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

April 5, 2011

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



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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



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School Districts Local Current Expense Fund Balance Policy

Joint Policy Between Orange County Board of County Commissioners Chapel Hill Carrboro City Schools Board of Education Orange County Schools Board of Education

1. Guidelines

The School Budget and Fiscal Control Act (SBFCA) establishes accounting, budgetary and fiscal control guidelines for School Systems. The SBFCA is codified in G.S. Chapter 115C, Article 31, beginning at G.S. 115C-422. This act parallels the statutes established for Local Government with a few exceptions.

2. Definitions

- 2.1. Total Fund Balance** – The difference between a school system's total assets and its total liabilities at the end of the fiscal year.
- 2.2. Fund Balance Available for Appropriation** – The sum of a school system's assets held in cash and investments minus the sum of the school system's liabilities and encumbrances at the end of the fiscal year as outlined in G.S. 115C-425 of the SBFCA.
- 2.3. Designated Fund Balance** – The amount of the available fund balance that has been appropriated for the budget year through budgetary action of the School Board.
- 2.4. Undesignated Fund Balance** - The difference between Fund Balance Available for Appropriation and Designated Fund Balance.

3. Policy

- 3.1. Fund Balance for Cash Flow Purposes** – Each school district will make a good faith effort to maintain a level of undesignated fund balance that will ensure sufficient funds are available to address its cash flow needs. The following levels are to be maintained for cash flow purposes only:
 - 3.1.1. Chapel Hill Carrboro City Schools** - The targeted level of undesignated fund balance for cash flow purposes will be at a minimum of 5.5 percent of budgeted expenditures.
 - 3.1.2. Orange County Schools** – The targeted level of undesignated fund balance for cash flow purposes will be at a minimum of 3 percent of budgeted expenditures.

3.2. Accumulated Fund Balance Above Cash Flow Purposes - In the event that either school district accumulates more than the percentage amounts allowed for cash flow purposes, the respective Boards of Education will develop a plan in place for spending the accumulated fund balance surplus for non-recurring purposes. The Board of Education will share that plan with the Board of County Commissioners

3.3. Fund Balance Appropriation Occurring Outside the Normal Annual Budgeting Process – Appropriation of fund balance is a budgetary action that rests with elected bodies of each school system. It is highly desired that fund balance appropriations be limited to non-recurring expenses. Both school districts have historically appropriated fund balance as a part of their normal budgeting process, and this practice will remain until additional revenue is available to eliminate the use of fund balance. The Board of Education should note and explain significant deviations in the normal budgetary appropriation as a part of the budget narrative accompanying the recommended and adopted budgets.

If the Board of Education finds it necessary to appropriate fund balance, outside the normal annual budgeting process, the Board of Education shall highlight the appropriation in their next fiscal year's budget request. The County Commissioners are not obligated to increase local current expense in order to fund recurring items for which the Board of Education appropriates fund balance outside of the normal budgeting process.

4. **Undesignated Fund Balance** – Undesignated fund balance may be allowed to accumulate above the cash flow percentages under certain circumstances. School Boards will develop a detailed plan for future use of accumulated fund balance. Boards of Education are to use undesignated fund balance to address unforeseen events or opportunities. In these instances, it is the responsibility of the Board of Commissioners to work with the School Boards to address the extraordinary issues.
5. **Extraordinary Emergency Needs** – There may arise a time in the future when one or both school district(s) experience(s) an unforeseen extraordinary uninsured event that greatly compromises how the district(s) serve(s) children. In such instances, there may be a need for the school district(s) to use some or all of its fund balance. In such instances, the Board(s) of Education is(are) to take appropriate action to correct the problem, and following necessary budgetary action by the Board of County Commissioners, the County will reimburse the School Board(s) for the necessary expenditures.
6. **Policy Review** - The School/County Collaboration Work Group shall review this policy every 18 months to determine if changes to the policy are necessary.

Budget Administration

As required by the North Carolina Budget and Fiscal control Act the County adopts an annual budget ordinance for all funds except those authorized by project ordinance. Orange County governmental funds budgeted under project ordinances include Grant Projects Fund, Community Development Fund, Housing (Section 8) Fund, County Capital Projects Fund, and School Capital Projects Fund.

Amending the Budget

Appropriations to the various funds are formally budgeted on a functional basis. The County Manager is authorized to approve appropriation transfers *within* all functions except the Contingency account, which is included in the Miscellaneous function. Revisions that alter the total expenditures of any functional category or fund, including amendments to capital project ordinances and receipt or reduction of grant or new funds, must be approved by the Board of County Commissioners. In addition, appropriations from the Contingency account must be approved by the Board.

Encumbrances

Operating funds encumbered by the County as of June 30 of the fiscal year are reappropriated through the County's annual budget ordinance (Section 10).

Line Item (Object Code) Transfers

Inter-departmental line item transfer requests are processed in the Budget and Finance Offices. Normal operating category allocations may be freely transferred within a department's line items. Other operating monies, such as internal service charges for motor pool, telephone, and duplicating, cannot be transferred. Use of unspent personnel services monies are approved on a case by case basis. Additions to capital outlay must be approved by the County Manager or Assistant County Manager. In addition, line item transfers exceeding \$25,000 and transfers between departments, within a function, are to be reviewed by the County Manager's Office.

Purchase Orders

Requests for purchase orders originate at the department level for all purchases exceeding \$100. Purchase orders are pre-audited by the Finance Director and approved and issued by the Purchasing and Central Services Department. For items costing \$100 or less, payment requests are issued by each department.

Capital Outlay

All items exceeding \$250 are considered capital outlay items and are approved by the County Manager before purchase. The Budget Office maintains a listing of approved capital outlay and notifies the Purchasing Department of any changes/deletions to this list. Requests for computer equipment are approved by the Information Services Department.

Position Control

The Budget Office maintains a listing of approved permanent positions. The position count is maintained in full time equivalents (FTE). The County Manager approves temporary increases in the full time equivalent for up to one year assignments. Temporary part time positions that work less than 15 hours per week may be authorized by the department head. All increases in full time equivalents for positions greater than 20 hours per week must be approved by the Board of County Commissioners.



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**Fiscal Year 2012-13
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, 2012 and ending June 30, 2013, 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	\$176,774,904	\$1,040,000	\$2,187,872	\$180,002,776
Emergency Telephone Fund	\$490,672	\$0	\$0	\$490,672
Fire Districts Fund	\$3,608,643	\$0	\$10,911	\$3,619,554
Section 8 (Housing) Fund	\$4,130,645	\$87,319	\$0	\$4,217,964
Community Development Fund	\$535,793	\$209,080	\$0	\$744,873
Efland Sewer Operating Fund	\$203,600	\$99,050	\$0	\$302,650
Revaluation Fund	\$0	\$125,000	\$53,525	\$178,525
Visitors Bureau Fund	\$1,141,500	\$0	\$150,000	\$1,291,500
School Construction Impact Fees Fund	\$1,040,000	\$0	\$0	\$1,040,000
Solid Waste/Landfill Operations Enterprise Fund	\$10,644,953	\$0	\$4,284,065	\$14,929,018
Sportsplex Enterprise Fund	\$2,638,360	\$618,619	\$0	\$3,256,979
Community Spay/Neuter Fund	\$53,000	\$0	\$22,000	\$75,000
Article 46 Sales Tax Fund	\$2,500,000	\$0	\$0	\$2,500,000

Section II. Appropriations

That for said fiscal year, there is hereby appropriated out the following:

Function	Appropriation
General Fund	
Governing and Management	\$15,339,623
General Services	\$7,712,117
Community and Environment	\$5,851,987
Human Services	\$30,711,556
Public Safety	\$20,121,532
Culture and Recreation	\$2,332,405
Education	\$66,947,350
Debt Service	\$25,551,075
Transfers to Other Funds	\$5,435,131
Total General Fund	\$180,002,776
Emergency Telephone System Fund	
Public Safety	\$490,672
Total Emergency Telephone System Fund	\$490,672
Fire Districts	
Cedar Grove	\$205,287
Chapel Hill	\$1,714
Damascus	\$46,196
Efland	\$314,465
Eno	\$427,542
Little River	\$170,158
New Hope	\$502,439
Orange Grove	\$379,334
Orange Rural	\$713,734
South Orange	\$429,778
Southern Triangle	\$168,360
White Cross	\$260,547
Total Fire Districts Fund	\$3,619,554
Section 8 (Housing) Fund	
Human Services	\$4,217,964
Total Section 8 Fund	\$4,217,964
Community Development Fund (Urgent Repair Program)	
Human Services	\$146,506
Total Community Development Fund (Urgent Repair Program)	\$146,506
Community Development Fund (HOME Program)	
Human Services	\$524,206
Total Community Development Fund (HOME Program)	\$524,206
Community Development Fund (Homelessness Partnership Program)	
Human Services	\$74,161
Total Community Development Fund (Homelessness Program)	\$74,161
Total Community Development Fund Programs	\$744,873
Efland Sewer Operating Fund	
Community and Environment	\$302,650
Total Efland Sewer Operating Fund	\$302,650
Revaluation Fund	
General Services	\$178,525
Total Revaluation Fund	\$178,525
Visitors Bureau Fund	
Community and Environment	\$1,291,500
Total Visitors Bureau Fund	\$1,291,500
School Construction Impact Fees	
Transfers to Other Funds	\$1,040,000
Total School Construction Impact Fees Fund	\$1,040,000
Solid Waste/Landfill Operations	

Solid Waste/Landfill Operations	\$14,929,018
Total Solid Waste/Landfill Operations	\$14,929,018
SportsPlex Enterprise Fund	
Culture and Recreation	\$3,256,979
Total Sportsplex Enterprise Fund	\$3,256,979
Community Spay/Neuter Fund	
Governing and Management	\$75,000
Total Community Spay/Neuter Fund	\$75,000
Article 46 Sales Tax Fund	
Governing and Management	\$2,500,000
Total Article 46 Sales Tax Fund	\$2,500,000

Section III. Revenues

The following fund revenues are estimated to be available during the fiscal year beginning July 1, 2012 and ending June 30, 2013, to meet the foregoing appropriations:

Function	Appropriation
General Fund	
Property Tax	\$136,928,193
Sales Tax	\$15,742,304
Licenses & Permits	\$313,000
Intergovernmental	\$13,595,810
Charges for Services	\$9,292,257
Investment Earnings	\$105,000
Miscellaneous	\$798,340
Transfers from Other Funds	\$1,040,000
Appropriated Fund Balance	\$2,187,872
Total General Fund	\$180,002,776
Emergency Telephone System Fund	
Charges for Services	\$490,672
Appropriated Fund Balance	\$0
Total Emergency Telephone System Fund	\$490,672
Fire Districts	
Property Tax	\$3,608,643
Investment Earnings	\$0
Appropriated Fund Balance	\$10,911
Total Fire Districts Fund	\$3,619,554
Section 8 (Housing) Fund	
Intergovernmental	\$4,130,645
From General Fund	\$87,319
Total Section 8 Fund	\$4,217,964
Community Development Fund (Urgent Repair Program)	
From General Fund	\$146,506
Total Community Development Fund (Urgent Repair Program)	\$146,506
Community Development Fund (HOME Program)	
Intergovernmental	\$490,555
From General Fund	\$33,651
Total Community Development Fund (HOME Program)	\$524,206
Community Development Fund (Homelessness Partnership Program)	
Intergovernmental	45,238
From General Fund	28,923
Total Community Development Fund (Homelessness Partnership Program)	\$74,161
Total Community Development Fund Programs	\$744,873
Efland Sewer Operating Fund	
Charges for Services	\$203,600
From General Fund	\$99,050
Total Efland Sewer Operating Fund	\$302,650
Revaluation Fund	
From General Fund	\$125,000
Appropriated Fund Balance	\$53,525

<i>Total Revaluation Fund</i>	\$178,525
Visitors Bureau Fund	
Occupancy Tax	\$959,518
Sales & Fees	\$1,000
Intergovernmental	\$180,482
Investment Earnings	\$500
Appropriated Fund Balance	\$150,000
<i>Total Visitors Bureau Fund</i>	\$1,291,500
School Construction Impact Fees Fund	
Impact Fees	\$1,040,000
<i>Total School Construction Impact Fees Fund</i>	\$1,040,000
Solid Waste/Landfill Operations	
Sales & Fees	\$8,368,480
Intergovernmental	\$483,622
Miscellaneous	\$123,605
Licenses & Permits	\$67,520
Interest on Investments	\$7,500
General Fund Contribution for Sanitation Operations	\$1,594,226
Appropriated Reserves	\$4,284,065
<i>Total Solid Waste/Landfill Operations</i>	\$14,929,018
Sportsplex Enterprise Fund	
Charges for Services	\$2,638,360
From General Fund	\$618,619
<i>Total Sportsplex Enterprise Fund</i>	\$3,256,979
Community Spay/Neuter Fund	
Animal Tax	\$31,000
Intergovernmental	\$20,000
Miscellaneous	\$2,000
Appropriated Fund Balance	\$22,000
<i>Total Community Spay/Neuter Fund</i>	\$75,000
Article 46 Sales Tax Fund	
Sales Tax Proceeds	\$2,500,000
<i>Total Article 46 Sales Tax Fund</i>	\$2,500,000

Section IV. Tax Rate Levy

There is hereby levied for the fiscal year 2012-13 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	5.00
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 2012-13 General Fund Appropriations for Chapel Hill-Carrboro City Schools and Orange County Schools are approved:

- a) Current Expense appropriation for local school districts totals \$62,389,900, and equates to a per pupil allocation of \$3,167.
 - 1) The Current Expense appropriation to the Chapel Hill-Carrboro City Schools is \$38,368,205.
 - 2) The Current Expense appropriation to the Orange County Schools is \$24,021,695.
- 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 \$1,845,000.
 - 2) The Recurring Capital appropriation to the Orange County Schools totals \$1,155,000.
- c) Long-Range (Pay-As-You-Go) Capital appropriation for local school districts totals \$3,724,849
 - 1) The Long-Range (Pay-As-You-Go) Capital appropriation to the Chapel Hill-Carrboro City Schools totals \$2,290,782.
 - 2) The Long-Range (Pay-As-You-Go) Capital appropriation to the Orange County Schools totals \$1,434,067.
- d) School Related Debt Service for local school districts totals \$15,352,784, which includes \$663,196 of school debt service reserves 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 \$1,907,394
 - 1) School Health Nurses - Total appropriation of \$683,706 with \$451,651 allocated for Chapel Hill-Carrboro City Schools and \$232,055 allocated for Orange County Schools
 - 2) School Social Workers - Total appropriation of \$692,283 allocated in the Department of Social Services to provide School Social Workers to Orange County Schools
 - 3) School Resource Officers - Total appropriation of \$531,405 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 2012-13, the approved budget includes a 2% cost of living increase, effective July 1, 2012.
- 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 20 years of consecutive County 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 20 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 2012-13 are \$259,408 and projected expense for claims and administration for 2012-13 is \$259,408.

Section XI. Internal Service Fund - Vehicle Replacement Fund

The Vehicle Replacement Fund will centralize and account for the purchase and replacement of County vehicles purchased with revenues and funding provided by the Governmental Funds of Orange County (General Fund, Special Revenue and Grants Funds). Projected sources of revenues and funds will be \$640,503 of short-term installment financing and internal reserves, and the projected expenses for the purchase of vehicles will be \$640,503.

Section XII. Agency Funds

These funds account for assets held by the County as an agent for other government units, and by State Statutes, these funds are not subject to appropriation by the Board of County Commissioners, and not included in this ordinance.

Section XIII. Encumbrances

Operating funds encumbered by the County as of June 30, 2012 are hereby reappropriated to this budget.

Section XIV. 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 2012-13 budget, with anticipated fund revenues of \$6,666,950 and project expenditures of \$6,666,950 (see Attachment 3), is hereby

adopted in accordance with G.S. 159 by Orange County for the fiscal year beginning July 1, 2012, and ending June 30, 2013, and the same is adopted by project.

The County Grant Projects Fund FY 2012-13 budget, with anticipated fund revenues of \$216,706 and project expenditures of \$216,706 (see Attachment 4), is hereby adopted in accordance with G.S. 159 by Orange County for the fiscal year beginning July 1, 2012, and ending June 30, 2013, 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, 2012, shall be reauthorized in the 2012-13 budget.

Section XV. Contractual Obligations

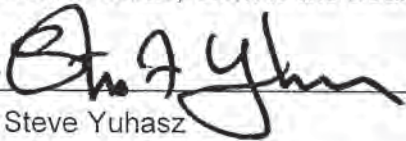
The County Manager is hereby authorized to execute contractual documents under the following conditions:

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.
4. The Manager may sign intergovernmental service agreements in amounts under \$90,000.
5. The Manager may sign intergovernmental grant agreements regardless of amount as long as no expenditure of County matching funds, not previously budgeted and approved by the Board, is required. Subsequent budget amendments will be brought to the Board of County Commissioners for revenue generating grant agreements not requiring County matching funds as required for reporting and auditing purposes.
6. The Manager and Attorney will provide a quarterly report to the County Commissioners showing the type and amount of each intergovernmental agreement signed by the Manager.

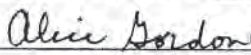
This budget being duly adopted this 19th day of June 2012.



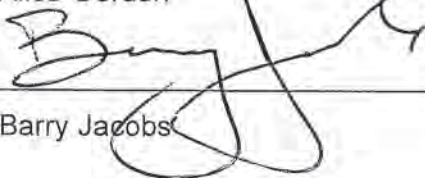
Donna Baker, Clerk to the Board



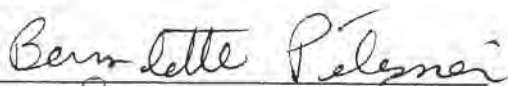
Steve Yuhasz



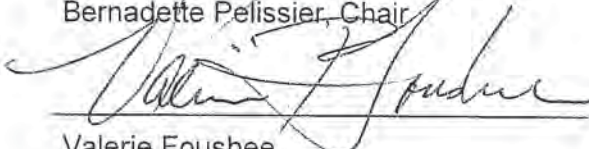
Alice Gordon



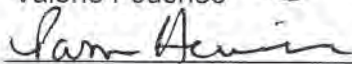
Barry Jacobs



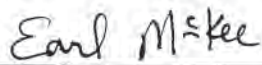
Bernadette Pelissier, Chair



Valerie Foushee



Pam Hemminger, Vice Chair



Earl McKee



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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%

Age of Population (2007)	
Under 18 years of age	26%
18 to 34 years of age	38%
35 to 64 years of age	21%
65+ years of age	15%

School Facilities (2012)	
Elementary	17
Middle	7
High	5
<i>Total</i>	29

*The Hospital School (preK-12th grade) is one of the schools in the Chapel Hill-Carrboro City Schools district and is located within the UNC Hospitals complex.

Population by Race/Origin	
White	99,495
African American	15,928
Hispanic	11,017
Asian	9,023
Other	5,952
Identified by two or more	3,403

Income (2009)	
Median Household Income	55,460
Percentage of Population below Poverty Level	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%

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



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Approved Fee Schedule

Orange County Approved Fee Schedule - FY 2012-13

Department/Program	Description	Current Fee	Approved Fee Change for FY 2012-13 *	Last Revision
<i>Asset Management</i>				
	Use Fee (except for classification 5 and 6, or as otherwise stipulated in Facilities Use Policy)			
	Great Hall or Ballroom (Senior Centers), except class 6	Resident \$10/hr, Non-Resident \$20/hr		2011
	Class 5 Use Fee; includes use, kitchen fee and on-site personnel fees	Resident \$75, Non-Resident \$ 125		2011
	Class 6 Use Fee; includes use, kitchen fee and on-site personnel fees	Resident \$50/hr, Non-Resident N/A		2011
		Resident \$1.25, Non-Resident \$1.75		2011
	On-site personnel	Resident \$15/hr, Non-Resident \$20/hr		2011
	Kitchen Use, senior centers only	Resident \$25, Non-Resident \$50		2011
	Security Deposit; class 6 only	Resident \$100, Non-Resident \$100		2011
	Cleaning/lock up/utility fee	Resident \$25, Non-Resident \$25		2011
<i>Orange Public Transportation</i>				
	Vehicle lease (1)	49 cents per mile (van)	\$1.00 per mile (van)	2007
		49 cents per mile (Minibus)	\$1.00 per mile (minibus)	2007
		49 cents per mile (Bus)	\$1.00 per mile (bus)	2007
		45 cents per mile (Car)	DELETE	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>				
	Classes	Instructor Cost + 10-25% Admin		Ongoing
	Senior Games	\$15.00 per participant		2010
	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	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
	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
	Computer print-outs	\$.10 per page		2009
	Special Select	\$.10 per page		2009
	One-Precinct	\$.10 per page		2009

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2012-13

Orange County Approved Fee Schedule - FY 2012-13

Department/Program	Description	Current Fee	Approved Fee Change for FY 2012-13 *	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
	Adult Programs	100% Recovery Rate		2009
	Trips	100% Recovery Rate		2009
	Gyns- Open play individuals	\$25 annual Facility Use pass		2007
	Gyns- Open play individuals	\$15 semi-annual Facility Use pass		2011
	Gyns- Open play per day(2)	N/A	\$3.00	New
Special Populations				
Programs		5% Recovery Rate		2005
Other Programs	Concerts	Varies		2009
Facility Rentals	Gyns - Group Rentals	Govt./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
	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
	Vending	\$100-\$300/booth (event size); \$15/booth for non profit group		2011
	Non-County Resident Fee	Additional 50% is applied fee		2007
	Picnic Shelter (3)	\$20 (1-4 hrs); \$30 (4+ hrs)	\$20 per rental	2007
	Group Camping	\$30 per group of 6-30.		2009
	Parks Open Space permit fee (not court, shelter	\$10/hour or \$50/day		2011
	Farmer's Market Pavilion	N/A	\$10 per day	New
Equipment Rentals	Recreational equipment	varies		

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Orange County Approved Fee Schedule - FY 2012-13

Department/Program	Description	Current Fee	Approved Fee Change for FY 2012-13 *	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	\$2.00 per item		1994
	Computer Labels - Owners	\$2.00 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
	Fines - overdue Kindle	\$5.00/day		2011
	Kindle Replacement Fee	\$390.00		2011
	Photocopies	15 cents per page		2010
	Microfilm copies	15 cents per page		2010
	Fax	\$1.00 per page; to send		1989
		50 cents per page to receive		1989
	Printouts (from internet)	15 cents per page		2010
	Inter-library Loan	\$1 per book		2009
	Processing Fee	\$5.00		2010
Register of Deeds	Deeds of Trust or Mortgage	\$56 (up to 15 pgs); \$4 each additional page		10/1/2011
	Deeds	\$26 (up to 15 pgs); \$4 each additional page.		10/1/2011
	Other Instruments	\$26 (up to 15 pgs); \$4 each additional page.		10/1/2011
	Assumed names, POA, etc.	\$26 (up to 15 pgs); \$4 each additional page.		10/1/2011
	Additional subsequent instruments index ref.	\$25 each added to recording fee		10/1/2011
	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
	Notice of Satisfaction	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 2012-13

Department/Program	Description	Current Fee	Approved Fee Change for FY 2012-13 *	Last Revision
	Plat copy (uncertified)	\$3.00		2002
	Certified copy of plats	\$5		2002
	UCC's	\$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 **
	GRT print-out	15 cents per page		2010
	Computer tapes	\$10 per tape		1997
Planning				
	Plan Review		\$300 minimum, \$500 for greater than 1000 linear feet of utility or residential greater than 20 units	2011
Engineering	Construction Observation	\$25.50 per linear foot of utility \$35.50 per linear foot of utility	\$1 per linear foot of utility	2011
	Tap Reinspection Fee	\$100.00		2011
Current Planning fees	Comprehensive Plan Amendment			
	Text Change	\$500.00 staff review fee, \$800.00 Legal advertisement \$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		2011
	Land Use Map Change			2001
	Unified Development Ordinance			
	Text Amendments	\$500.00 staff review fee, \$800.00 Legal advertisement		2011
	Zoning Atlas Amendment			
	Rezzone to General Use Residential	\$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		2011

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Orange County Approved Fee Schedule - FY 2012-13

Department/Program	Description	Current Fee	Approved Fee Change for FY 2012-13 *	Last Revision
	Rezzone to General Use Nonresidential	\$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		2011
	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			2011
	Class B	\$560.00 staff review fee, \$800.00 Legal advertisement, \$30.00 sign posting, \$5.00 certified mailing fee for each individual parcel		2011
		\$2000.00 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		2011
	Rezzone to Conditional Use District			
		\$2000.00 staff review fee (includes rezoning application only), \$800.00 Legal advertisement, \$20.00 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		2011
	Rezzone to Conditional Zoning District			
	Board of Adjustment			
		\$340.00 staff review fee, \$800.00 legal advertisement, \$5.00 certified mailing fee for each individual parcel required to be notified of request		2011
	Residential Variance/Appeal			
		\$540.00 staff review fee, \$800.00 legal advertisement, \$5.00 certified mailing fee for each individual parcel required to be notified of request		2011
	Nonresidential Variance/Appeal			
	Subdivision			

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Orange County Approved Fee Schedule - FY 2012-13

Department/Program	Description	Current Fee	Approved Fee Change for FY 2012-13 *	Last Revision
	Minor Subdivision			
	Concept Plan	\$140.00 staff review fee		2011
	Final Plat	\$140.00 staff review fee		2011
	Re-approval	\$100.00 staff review fee		2011
	Major Subdivision			
		\$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		
	Concept Plan	\$600.00 staff review fee, \$800.00 legal advertisement		2011
	Preliminary			2011
	Final	\$500.00		2001
	Re-approval	\$500.00 staff review fee		2011
	Modification of approved subdivision - preliminary or final plat	\$500.00 staff review fee, \$800.00 legal advertisement if BOCC review/approval of modification is required		2011
	Zoning Compliance Permits and Site Plan Approvals:			
	Zoning Compliance Permit for single family/duplex residential structure(s)	\$30.00		2011
	Single-family site plan associated with Conditional Use or Conditional Zoning approval	\$1,000.00 staff review fee		2011
	Multi-family site plan associated with Conditional Use or Conditional Zoning approval	\$1,000.00 staff review fee		2011
		\$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		2011
	Nonresidential - Certification Required	\$90.00		1997
	Home Occupation Plan Review	\$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		
	EDD Site Plan			2011
	Signs - not associated with a site plan review or approval	\$25 + \$2/sq. ft.		2001

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Approved Fee Schedule

Orange County Approved Fee Schedule - FY 2012-13

Department/Program	Description	Current Fee	Approved Fee Change for FY 2012-13 *	Last Revision
	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
	Miscellaneous			

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Orange County Approved Fee Schedule - FY 2012-13

Department/Program	Description	Current Fee	Approved Fee Change for FY 2012-13 *	Last Revision
	Review of Traffic Impact study associated with project	\$250.00 in addition to established project review fee, if any		2011
	Review fee for projects located within Major Transportation Corridor Overlay District	\$200.00 in addition to established project review fee, if any		2011
		\$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		2011
	Partial Width Right Of Way request	\$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		2011
	Vacation of rights-of-way/release of easements per vacation or release (includes advertising)			
	Payment-in-Lieu of Parkland Dedication			
	Community Park	\$422/lot		1996
	District Park	\$455/lot		1996
	Hire outside consultants	Cost + 15%		2001

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Orange County Approved Fee Schedule - FY 2012-13

Department/Program	Description	Current Fee	Approved Fee Change for FY 2012-13 *	Last Revision
	Land Use Plan Map	\$1.00		1989
	Airport Study	\$5.00		1989
	Water Resources Task Force	\$4.25		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)	\$0.10 per page duplexed B&W; \$0.50 per page duplexed Color		2011
	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	\$25.00 B&W; \$125.00 Color		2011
	Unified Development Ordinance (UDO)	\$40.00 B&W; \$200.00 Color		2011
	Copy of Map 8.5 x 11	\$3.00; additional copy \$2.00		2011
	Copy of Map 11x17	\$5.00; additional copy \$3.00		2011
	Copy of Map 18x24	\$10.00		2011
	Copy of Map 24x32	\$15.00		2011
	Copy of Map 30x40	\$25.00		2011
	Custom Map 24x32 (Using Existing Data)	\$30.00		2011
	Custom Data/Map 24x32 (Creation of New Data)	\$30.00/hour		2011
	GD	\$10.00		2011
Erosion Control Fees	Erosion Control Plan Review			
	Intense urban	\$507.00 per acre		2001
	Urban	\$272.00 per acre		2001
	Rural	\$158.00 per acre		2001
	Land Disturbance (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 2012-13

Department/Program	Description	Current Fee	Approved Fee Change for FY 2012-13 *	Last Revision
	Private Roads	\$155.00		1998
	Stormwater Management Plans	\$500.00		2011
			Stream Origin and Intermittent/Perennial Determinations 1-2 determinations/site \$200 3-6 determinations/site \$500 7-9 determinations/site \$1000 10-12 determinations/site \$1200 13-16 determinations/site \$1500 17-19 determinations/site \$2000	
	Surface Water Identification(SWID) field work. (4)	Minimum \$200 (use State of NC Fee Schedule) Flat fee of \$10,000 for projects less than 5 acres. 5 acres or greater use intense urban		2011
	Infill / redevelopment			2011
	Inspection fees Building			
	<i>Schedule A</i> New Residential (1&2 family) Building	\$0.310 per square foot (all trades included) 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) Building	\$0.23 per square foot \$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
	Triplowide			
	Building	\$111.30		2006
	Electrical	\$31.50		2006
	Plumbing	\$23.10		2006
	Mechanical	\$23.10		2006

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Approved Fee Schedule

Orange County Approved Fee Schedule - FY 2012-13

Department/Program	Description	Current Fee	Approved Fee Change for FY 2012-13 *	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 sq. ft. Electrical \$55.00; Plumbing \$55.00; Mechanical \$55.00		2006
	<i>Schedule E (4)</i>			
	Miscellaneous Bldg. Inspections	<i>Commercial</i>	<i>Residential</i>	
	Mobile/Modular homes	\$59.40		2006
	Moving Building	\$59.40	\$56.70	2006
	Building Demolition	\$59.40	\$56.70	2006
	Change of Occupancy/Use	\$59.40		2006
	Radio/TV Tower	\$59.40		2006
	Swimming Pool	\$59.40	\$56.70 electrical and zoning fees apply	2006
	Woodstove/Fireplace	\$38.50	\$33.00	2006
	Prefabricated Utility Bldgs	\$59.40	\$56.70 electrical and zoning fees apply	2006
	Signs- Business ID involv const	\$59.40		2006
	Other signs	\$38.50		2006
	<i>Schedule F (4)</i>			
	Miscellaneous Electrical	<i>Commercial</i>	<i>Residential</i>	
Electrical Inspections	Temporary Serv 60 amp	\$38.50	\$36.75	2006
	Temporary Serv 60A-100A	\$38.50	\$36.75	2006
	Mobile/Modular home	\$38.50		2006
	Sign Inspections	\$38.50	\$36.75	2006
	Gasoline Pumps	\$38.50	\$36.75	2006
	Load Control Devices	\$38.50	\$36.75	2006
	Miscellaneous Inspections	\$59.40	\$56.70	2006
	Unscheduled inspection (beyond scope of original permit)	\$59.40	\$56.70	2006

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Orange County Approved Fee Schedule - FY 2012-13

Department/Program	Description	Current Fee	Approved Fee Change for FY 2012-13 *	Last Revision
	<i>Schedule G (4)</i>			
	Electrical Service Changes	Commercial	Residential	
	Single Phase			
	30-50 amp	\$38.50	\$36.75	2006
	60-100A	\$55.00	\$52.50	2006
	125-200A	\$66.00	\$63.00	2006
	400A	\$77.00	\$73.50	2006
	Three Phase			2006
	20-50 Amp	\$38.50	\$36.75	2006
	60-100 A	\$66.00	\$63.00	2006
	150-200A	\$77.00	\$73.50	2006
	400 A	\$110.00	\$105.00	2006
	<i>Schedule H (4)</i>			
	Electrical Service	Commercial	Residential	
	30-60A	Single Phase	Single Phase	
	70-100A	Three Phase	Three Phase	
	125A	\$55.00	\$52.50	2006
	150A	\$66.00	\$63.00	2006
	200A	\$77.00	\$73.50	2006
	300A	\$93.50	\$89.25	2006
	400A	\$110.00	\$105.00	2006
	600A	\$135.30	\$129.15	2006
	800A	\$161.70	\$154.35	2006
	1000A	\$243.10	\$232.05	2006
	1200A	\$269.50	\$257.25	2006
	1400A	\$400.40	\$382.20	2006
	Over 1600A	\$539.00	\$513.50	2006
		\$677.60	\$646.80	2006
		\$608.30	\$580.65	2006
		\$677.60	\$646.80	2006
		\$66/100A	\$63/100A	2006
		\$110/100A	\$105/100A	2006
Plumbing fees	<i>Schedule I (4)</i>			
	New Const or Fixture Replacement	Based on square footage (included in Schedule A and B)		
	# of Fixtures			2001
	1			
	2			
	3			
	4			
	5			
	6 and over			
	Mobile/ Modular Home	\$24.20		2006
		Commercial	Residential	
	Water heater installation	\$59.40	\$56.70	2006

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Orange County Approved Fee Schedule - FY 2012-13

Department/Program	Description	Current Fee	Approved Fee Change for FY 2012-13 *	Last Revision
Mechanical Inspections	<i>Schedule J</i>			
	Residential Mechanical			
	Covered Ductwork/Component	Delete (to be replaced by sq ft. - see Schedule A)		2001
	Exposed " Factory/Component	Delete (to be replaced by sq ft. - see Schedule A)		2001
	Installation ea add'l system	\$22.00		2006
	Replacement of one system	\$82.50		2006
	Mobile/Modular Home			2006
	Multi-Fan exposed ductwork	\$24.20		2001
	Multi-Fan covered ductwork	Delete (to be replaced by sq ft. - see Schedule B)		2001
		Delete (to be replaced by sq ft. - see Schedule B)		
	<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
	Commercial Reinspection Fee	\$57.75		2006

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Orange County Approved Fee Schedule - FY 2012-13

Department/Program	Description	Current Fee	Approved Fee Change for FY 2012-13 *	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 occupant)	\$59.40		2006
	Day Care Reinspection	\$55.00		2006
	Sprinkler system	\$165.00		2006
	Temporary Electrical Final Inspection-Residential	\$55.12		2006
	Temporary Electrical Final Inspection-Commercial	\$57.75		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) - Residential	\$55.12		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)	\$275.00		2011
	Advanced Life Support-1 (Non-Emergency)	\$400.00		2005
	Advanced Life Support-1 (Emergency)	\$475.00		2011
	Advanced Life Support -1 (Non-Transport)	\$150.00		2005
	Advanced Life Support -2 (Emergency)	\$575.00		2011
	Advanced Life Support -2 (Non-Transport)	\$225.00		2005
	EMS Franchise Application Fee	\$1,275.00		2011
	EMS Franchise Compliance Fee	\$300.00		2011
	EMS Franchise Renewal Fee	\$150.00		2011

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Orange County Approved Fee Schedule - FY 2012-13

Department/Program	Description	Current Fee	Approved Fee Change for FY 2012-13 *	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
	Fees below are to cover the cost of Mandatory and Optional Permits under the 2009 NC Fire Code (5310-435.290), including staff hours to review plans, issue permits, and inspect locations for compliance.			
Life Safety				
	Aerosol Products	\$50.00		2011
	Amusement Buildings	\$50.00		2011
	Aviation Facilities	\$50.00		2011
	Battery Systems	\$50.00		2011
	Carnivals & Fairs	\$50.00		2011
	Cellulose Nitrate Film	\$50.00		2011
	Combustible Dust	\$50.00		2011
	Combustible Fibers	\$50.00		2011
	Compressed Gas	\$50.00		2011
	Covered Mail Bldg	\$50.00		2011
	Cryogenic Fluids	\$50.00		2011
	Cutting & Welding	\$50.00		2011
	Dry Cleaning Plants	\$50.00		2011

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Orange County Approved Fee Schedule - FY 2012-13

Department/Program	Description	Current Fee	Approved Fee Change for FY 2012-13 *	Last Revision
	Exhibit/Trade Show	\$50.00		2011
	Explosives/Blasting	\$100.00		2011
	30 day Renewal for Explosives/Blasting	\$50.00		2011
	Fire Hydrants & Valves	\$50.00		2011
	Flammable/Combustible	\$50.00		2011
	Tank Install/Removal	\$50.00		2011
	Tank Install/Removal per additional tank	\$25.00		2011
	Floor Finishing	\$50.00		2011
	Fruit and Crop Ripening	\$50.00		2011
	Fumigation/Thermal Fog	\$50.00		2011
	Hazardous Materials	\$100.00		2011
	HPM Facilities	\$50.00		2011
	High-Piled Storage	\$50.00		2011
	Industrial Ovens	\$50.00		2011
	Lumber Yards	\$50.00		2011
	Liquid Fuel Vehicle in Building	\$50.00		2011
	LP Gas	\$50.00		2011
	Magnesium	\$50.00		2011
	Miscellaneous Combustible Storage	\$50.00		2011
	Open Burning	\$50.00		2011
	Organic Coatings	\$50.00		2011
	Open Flame/Torches	\$50.00		2011
	Open Flame/Candles	\$50.00		2011
	Places of Assembly	\$50.00		2011
	Private Fire Hydrant	\$50.00		2011
	Pyrotechnics/Fireworks	\$50.00		2011
	Pyroxylin Plastics	\$50.00		2011
	Refrigeration Equipment	\$50.00		2011
	Repair Garage/FCL Disp.	\$50.00		2011
	Rooftop Heliports	\$50.00		2011
	Spraying/Dipping	\$50.00		2011
	Scrap Tire Storage	\$50.00		2011
	Temp. Tents/Canopy (per)	\$50.00		2011
	Tire-Rebuilding Plants	\$50.00		2011
	Waste Handling	\$50.00		2011
	Wood Products	\$50.00		2011
	Mulch Pile	\$50.00		2011

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Approved Fee Schedule

Orange County Approved Fee Schedule - FY 2012-13

Department/Program	Description	Current Fee	Approved Fee Change for FY 2012-13 *	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	\$100.00		2011
	Fire Pump	\$100.00		2011
	Industrial Ovens	\$50.00		2011
	Spraying/Dipping	\$50.00		2011
	Compressed Gas	\$50.00		2011
	Flammable/Combustible	\$50.00		2011
	LP Gas	\$50.00		2011
	Standpipe Systems	\$100.00		2011
	Fire Alarm/Detect. Install	\$100.00		2011
	Hazardous Materials	\$50.00		2011
	Private Fire Hydrant	\$50.00		2011
	Tents/Membranes	\$50.00		2011
	Fire Extinguisher Class	\$20.00		2011
	Fit Testing	\$50.00		2011
	ABC Permit Inspections	Based on Square Foot		2011
	Hazardous Materials Mitigation	Fee Charged at Hourly Rate		2011
Sheriff	Out of State Officer Fee	\$100.00		2006
	Instate Officer	\$15.00	\$30.00	
	Gun Permits	\$5.00		1982
	Work Release	\$14.50	\$25.00	1982
	Report and Records Copies	\$2.00		1986
	Fingerprint Cards	\$15.00 each	\$20.00	1983
	Laminating	\$5.00		1986
	Concealed Weapons Permits	\$90 (\$60 state \$30 county)	\$80.00 (\$35 state \$45 county)	1986
	Concealed Weapons Permits-Renewal		\$75.00	
	Federal Inmates	\$58.00 per day	\$66.00	
	State Inmates	\$14.50 per day		
	Commission on executions	5% 1st \$500 and 2.5% on balance		1968
	Weekenders	\$15.00	\$25.00	1982
Effluent Sewer	Tap Fees	\$1,300 connection fee + cost of public service stout		2011
	User Monthly Rates (5)	\$12.68 Base Charge; \$10.86 per 1000 gals, (or any portion thereof)	\$13.20 per 1000 gal., 2000 gal. minimum	2011

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Orange County Approved Fee Schedule - FY 2012-13

Department/Program	Description	Current Fee	Approved Fee Change for FY 2012-13 *	Last Revision
Animal Services				
Administration	Pet Tax-Sterilized Cats and Dogs	\$10.00		2010
	Pet Tax-Non Sterilized Cats and Dogs	\$30.00		2010
	Pet Tax-Dogs and Cats under 6 months of age	N/A	\$10.00	New
	Pet Tax-Late Fee	N/A	\$5.00	New
	Pet Tax-Sterilized Waiver for Seniors(6)	N/A	\$0.00	New
Animal Control	Civil Penalties/Fines			
	failure to vaccinate	\$200.00		2008
	failure to license	\$200.00		2008
	public nuisance violations	\$50,100,200,300,400.00		2008
	misreatment	\$200.00		2008
	failure to wear rabies tag	\$50.00		2011
	Kennel Permits	\$50.00		2007
Animal Shelter	Adoption Fees			
	Cat Adoption Fees	\$95.00		2011
	Kitten Adoption Fees (5 mon. and under)	\$95.00		2011
	Second Cat-Peak Season	\$50.00		2011
	Special Event Cat Adoption Fee	\$50.00		2011
	Senior Citizen Cat Adoption Fee(7)	N/A	\$25.00	New
	Dog Adoption Fee	\$115.00		2011
	Puppy Adoption Fee (5 mon. and under)	\$115.00		2011
	Special Event Dog Adoption Fee	\$60.00		2011
	Senior Citizen Dog Adoption Fee(8)	N/A	\$30.00	New
	Veterinary Exam(9)	N/A	\$50.00	New
	Care of Medical Condition(10)	N/A	\$20.00-\$60.00	New
	Daily Medication Administration(11)	N/A	\$5.00	New
	Replacement of Rabies Tag/Certificate(12)	N/A	\$3.00	New
	Boarding Fee for stray animals	\$10.00/day		2007
	Bite Quarantines(13)	\$150.00	\$15.00 per day	2007
	Rabies Shots (shelter)	\$10.00		2007
	Rabies Shots (low-cost clinics)	\$10.00		2010
	Daily Board-cruelty/seizure/court hold(14)	N/A	\$15.00	New
	Small and Other Animals	Varies on Type of Animal (\$5 to \$250)		2011
	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(15)	\$25.00 per microchip	New Application to Existing Fee	2009
Health Department				
Environmental Health	Soil Analysis/Improvement Permit			
	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 2012-13

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	Authorization to Construct WW System:			
	Single Family Units <601 Gallons per day. Less than 2 acres	\$260.00		2006
	Single Family Unit >600 Gallons per day	\$260 + \$1.60 per 600 GPD or fraction of additional WW flow>600 GPD		2006
	Non-Domestic WW	Double fee for comparably sized domestic WW system		2006
	Other Misc. Activities			
	Improvement Permit(tot w/ existing home)	\$350.00		2006
	Permit Site Revisit	\$125.00		2006
	Existing System Inspections	\$125.00		2006
	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
	WTMP			
	Initial Inspection	\$125.00		2006
	Follow-up Inspections	\$75.00		2006
	WELLS AND WATER SAMPLES			
	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 metals)	\$100.00 (effective January 1, 2008)		2007
	Iron Bacteria/Sulfur Bacteria	\$25.00		2010
	Radon Air Sample Kit - Radon	\$20.00		2010
	TATTOO PARLORS			
	Artist Permit	\$250.00		2010
	SWIMMING POOLS			
	Swimming Pool Inspections	\$250.00		2010
	Plan Review	\$250.00		2010
	FOOD SERVICE			
	Plan Review	\$250.00		2010
	Plan Review & permit fee-Temp. Establishment	\$75.00		2010

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Orange County Approved Fee Schedule - FY 2012-13

Department/Program	Description	Current Fee	Approved Fee Change for FY 2012-13 *	Last Revision
Denial Health(16)	Comprehensive Oral Evaluation	\$66.00	\$90.00	2009
	Periodic Oral Evaluation	\$44.00	\$50.00	2009
	Limited Oral Evaluation	\$70.00	\$70.00	2009
	Re-evaluation-limited, problem	\$30.00	\$45.00	2009
	Consultation	\$54.00		2009
	Panoramic Film	\$86.00		2009
	BWX 1 Film	\$28.00		2009
	BWX 2 Films	\$30.00	\$40.00	2009
	Bitewings - three films	\$36.00	\$46.00	2009
	BWX 4 Films	\$46.00	\$56.00	2009
	1st Intraoral PA Film	\$27.00		2009
	Additional PA Film	\$25.00		2009
	Intraoral Occlusal Film	\$28.00	\$35.00	2009
	Full Mouth Series w. BWX	\$96.00	\$115.00	2009
	Prophy/Child under age 13	\$45.00	\$65.00	2009
	Prophy/Adult age 13 and up	\$64.00	\$88.00	2009
	Fluoride Varnish (age 13&under)	\$31.00	\$38.00	2009
	Fluoride Varnish (age 13-20)	\$31.00	\$35.00	2009
	Topical Fluoride Varnish: Therapeutic application for moderate to high caries risk	\$20.00	\$60.00	2009
	Sealant/NEWLY ERUPTED TEETH	\$43.00	\$48.00	2009
	Scale/Root Planing 1-3 teeth p/q	\$103.00	\$130.00	2009
	Scale Root Planing 4-7 teeth p/q	\$111.00	\$220.00	2009
	Full mouth Debridement	\$101.00	\$185.00	2009
	Periodontal Maintenance	\$81.00		2009
	Amal One Surface Prim/ Perm	\$89.00	\$90.00	2009
	Amal Two Surface Prim/ Perm	\$113.00	\$125.00	2009
	Amal Three Surface Prim/Perm	\$137.00	\$160.00	2009
	Amal Four Surface Prim/Perm	\$156.00	\$195.00	2009
	Resin One Surface Anterior	\$94.00	\$135.00	2009
	Resin Two Surface Anterior	\$118.00	\$160.00	2009
	Resin Three Surface Anterior	\$141.00	\$190.00	2009
	Resin Four Surface Anterior	\$164.00	\$215.00	2009
	Resin Comp. Crown Ant. Prim	\$185.00		2009
	Resin Comp. 1sur.Post-Prim/Perm	\$115.00	\$150.00	2009
	Resin Comp. 2sur.Post-Prim/Perm	\$157.00	\$190.00	2009
	Resin Comp. 3sur.Posterior Perm	\$207.00	\$215.00	2009
	Resin Comp.4-sur.Posterior Perm	\$242.00	\$300.00	2009
	Application of Desensitizing Medicament and/or root surface per tooth	\$37.00	\$55.00	2009
	Pulpotomy	\$52.00		2009
	SSC Primary Tooth	\$119.00	\$137.00	2009
	SSC Permanent Tooth	\$201.00	\$235.00	2009
	Prefabricated Resin Crown	\$229.00		2009
	Prefab.est.coat SSC prim. Tooth	\$235.00		2009
		\$214.00		2009

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Orange County Approved Fee Schedule - FY 2012-13

Department/Program	Description	Current Fee	Approved Fee Change for FY 2012-13 *	Last Revision
	Sedative Filling	\$74.00	\$80.00	2009
	Palliative Treatment	\$60.00	\$100.00	2009
	Ext. Erupted Tooth Prim/Perm	\$89.00	\$125.00	2009
	Extraction Surgical - 100+	\$141.00	\$205.00	2009
	Ext. corral 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 -	\$162.00		2009
	3 tooth spaces per quadrant	\$57.00		2009
	Recent Crown NOT cov. by MA	\$53.00		2009
	Study Models	\$186.00		2009
	I & D Minor Surgery	\$86.00		2009
	Occlusal Adjustment Limited	\$70.00		2009
	Fractured Tooth Txt.	\$46.00	\$75.00	2009
	Pulp Cap-direct exp. Pulp MED	\$46.00	\$75.00	2009
	Pulp Cap-indirect nearly exposed	\$151.00		2009
	Biopsy Oral Tissue	\$30.00	\$67.00	2009
	Pin Retention/tooth	No Charge		2009
	Band & Loop/Quadrant Impress	\$264.00		2009
	Band & Loop/Quadrant Deliver 209/25	No Charge		2009
	Fixed Bilateral Impress	\$482.00		2009
	Fixed Bilateral Deliver 419/30	\$433.00		2009
	Root Canal Therapy Anterior	\$514.00		2009
	Root Canal Therapy Bicuspid	\$649.00		2009
	Root Canal Therapy Molar	\$108.00		2009
	Fabrication of Athletic Mouthguard			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 per visit	\$30.00	\$30.00 per procedure	2010

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Orange County Approved Fee Schedule - FY 2012-13

Department/Program	Description	Current Fee	Approved Fee Change for FY 2012-13 *	Last Revision
Personal Health (17)				
	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 Origin ? 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 Blood Draw	\$15.00		2011
	Incise External Hemorrhoids	\$184.00		2009
	Diagnostic Anoscopy	\$100.00		2009
	Destroy Lesion (Male)	\$151.00	\$315.00	2009
	Incision/Drainage of Vulva or Perineum	\$140.00		2009
	Incision/Drainage of Gland Abscess	\$173.00		2009
	Destroy Lesions (Female)	\$148.00	\$260.00	2009
	Insertion, non-biodegradable drug	\$133.00	\$250.00	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	\$160.00	2009
	IUD Removal	\$113.00		2009

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Orange County Approved Fee Schedule - FY 2012-13

Department/Program	Description	Current Fee	Approved Fee Change for FY 2012-13 *	Last Revision
	Fetal Non Stress	\$68.00		2009
	Antepartum package 4-6 visits(18)	N/A	\$809.00	New
	Antepartum package 7+ visits(18)	N/A	\$1,560.00	New
	Postpartum care only(18)	N/A	\$175.00	New
	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	\$15.00	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
	Glucose Testing 3 hr.	\$25.00		2011
	GREAT (UNC Lab Test)	\$7.00		2006
	B12 (UNC Lab Test)	\$21.00		2006
	Vitamin D 25 (UNC Lab Test)	\$71.00		2011
	Ferritin (UNC Lab Test)	\$19.00		2006
	Folate (UNC Lab Test)	\$20.00		2006
	GLU (UNC Lab Test)	\$5.00		2006
	OSullivan	\$28.00		2008
	GTT (3 HR)	\$25.00		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
	R (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 2012-13

Department/Program	Description	Current Fee	Approved Fee Change for FY 2012-13 *	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	\$17.00	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
	Hep B Surface Antibody (UNC Lab Test)	\$15.38		2011
	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 Test)	\$16.00		2006
	Parasitology Test #9807-Cryptosporidium (UNC Lab Test)	\$16.00		2006
	HBsAG (UNC Lab Test)	\$13.00		2006
	Streptococcus Group A Assay w/Optic (UNC Lab Test)	\$20.00		2006
	Pap, Thin Prep (State Lab)	\$18.38		2011
	Rhogam Injection	\$128.00	\$88.00	2009
	Administration of H1N1 Vaccine	\$18.00		2009
	Admin Fee (1 vaccine)	\$15.70/\$8.84		2011
	Admin Fee (2+ vaccines)	\$15.70/\$8.84		2011
	Vaccine Admin. To Child <19 RN or Higher	\$15.70/\$8.84		2011
	IM Administration	\$18.00		2011
	Hep A - Adult	\$74.00	\$45.00	2009
	Hep A (Ped/Adol)	\$25.00		2010
	Gardasil	\$141.00	\$136.00	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	\$21.00	\$18.00	2008
	Influenza Split 6-35 mo.	\$14.00		2008
	Influenza Split 3yr and Above	\$26.00	\$15.00	2008

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Orange County Approved Fee Schedule - FY 2012-13

Department/Program	Description	Current Fee	Approved Fee Change for FY 2012-13 *	Last Revision
	Influenza Virus Vaccine Live for Intranasal	\$27.00	\$23.00	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	\$65.00	2010
	Meningococcal Vaccine, Subcutaneous/let	\$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
	Infusion 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	\$23.00	2008
	Health & Behavior Intervention	\$28.00	\$55.00	2008
	Medical Nutrition Therapy/Initial 15 min. Unit	\$30.00		2009
	Medical Nutrition Therapy/Re-Assess 15 min. Unit	\$30.00		2009
	Lab. Handling Fee	\$11.00		2007
	Special Supplies	\$18.00		2008
	Vision	\$11.00	\$7.00	2007
	Induction of Vomiting	\$67.00		2009
	New Office/Outpt Tx Brief E&M	\$84.00	\$110.00	2009
	New Office/Outpt Tx Expanded Prob Focused E&M	\$128.00	\$165.00	2009
	New Office/Outpt Tx Detailed E&M	\$173.00	\$200.00	2009
	New Office/Outpt Tx Moderate Complex E&M	\$251.00	\$335.00	2009

* Any fee changes will be included in this column;
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Approved Fee Schedule

Orange County Approved Fee Schedule - FY 2012-13

Department/Program	Description	Current Fee	Approved Fee Change for FY 2012-13 *	Last Revision
	New Office/Outpt Tx High Complex E&M	\$317.00	\$405.00	2009
	Estab Office/Outpt Tx Brief E&M	\$44.00	\$60.00	2008
	Estab Office/Outpt Tx Prob Focused E&M	\$78.00	\$100.00	2009
	Estab Office/Outpt Tx Expanded Focused E&M	\$105.00	\$150.00	2009
	Estab Office/Outpt Tx Detailed E&M	\$157.00	\$225.00	2009
	Estab Office/Outpt Tx Comprehensive E&M	\$234.00	\$305.00	2009
	Preventive/New Pt < 1 yr.	\$105.00	\$255.00	2009
	Preventive/New Pt 1-4 yrs.	\$107.00	\$270.00	2009
	Preventive/New Pt 5-11 yrs.	\$206.00	\$275.00	2009
	Preventive/New Pt 12-17 yrs.	\$228.00	\$235.00	2009
	Preventive/New Pt 18-39 yrs.	\$223.00	\$235.00	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	\$225.00	2009
	Preventive/Estab Pt 1-4 yrs.	\$100.00	\$225.00	2009
	Preventive/Estab Pt 5-11 yrs.	\$167.00	\$200.00	2009
	Preventive/Estab Pt 12-17 yrs.	\$195.00	\$205.00	2009
	Preventive/Estab Pt 18-39 yrs.	\$190.00	\$225.00	2009
	Preventive/Estab Pt 40-64 yrs.	\$212.00	\$220.00	2009
	Preventive/Estab Pt 65+ yrs.	\$212.00		2009
	Home Visit for Postnatal Assmt & F/U Care	\$84.00	\$200.00	2009
	Home Visit for Newborn Care & Assessment	\$84.00	\$200.00	2009
	Newborn EPSDT Screen Home-Visit	\$50.00		2008
	Health Risk Appraisal	\$12.00		2004
	Oral Evaluation <3 yrs with counseling	\$51.00	\$55.00	2009
	Topical Fluoride Appl	\$21.00	\$47.00	2007
	Adm of Influenza Vaccine	\$18.00		2009
	Adm of Pneumococcal Vaccine	\$18.00		2009
	Behavioral Health Counseling & Therapy	\$22.00	\$120.00	2010
	Mental Health Assessment	\$22.00	\$120.00	2010
	Ceftriaxone Sodium/Rocephin per 250mg	\$22.00		2007
	Dopo Provera Injection	\$62.00	\$40.00	2009
	Diphenhydramine HCL/Benadryl up to 50mg	\$6.00		2007
	Pronethazine _ mg	\$8.00		2007
	B-12 Injection	\$6.00		2007
	Mirena IUD	\$530.00	\$480.00	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	\$35/unit	2010

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Orange County Approved Fee Schedule - FY 2012-13

Department/Program	Description	Current Fee	Approved Fee Change for FY 2012-13 *	Last Revision
	Amylase (UNC Rate)	\$9.00		2006
	RMSF (Convalescent) (UNC Rate)	\$27.00		2006
	Therapeutic prophylactic/diagnostic injection	\$23.00		2007
	Ther/Proph/Diag/SC/IM	\$22.00	\$60.00	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	\$390.00	2009
	Nuvaring	\$57.00		2009
	Implanon	\$73.00	\$580.00	2009
	Oral Contraceptive Pills	\$7.00	\$5.00	2008
	Immunization Adm. - Intranasal/Oral	\$18.00		2011
	Immunization Adm. - Intranasal/Oral Additional	\$18.00		2011
	PSA Screen (UNC Lab)	\$25.00		2008
	PSA Diagnostic (UNC Lab)	\$25.00		2008
	Lab	\$10.00		2008
	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
	Rotarix (Rotavirus Vaccine)	\$99.00		2009
	OAE (Limited)	\$41.00	\$100.00	2009
	Tdap Vaccine	\$45.00	\$35.00	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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Approved Fee Schedule

Orange County Approved Fee Schedule - FY 2012-13

Department/Program	Description	Current Fee	Approved Fee Change for FY 2012-13 *	Last Revision
	Medical Nutrition Therapy Minimum Fee	\$15.00	\$20.00	2011
	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
	Penacel (DTaP, Polio & Hib combo)	\$95.00		2010
	Kimrix (DTaP/IPV combo)	\$47.00		2010
	Twimrix (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
	Mervel (Novartis)	\$122.00		2010
	Rotarix	\$124.00		2010
	Td	\$25.00		2010
	MCHAT	\$13.00		2010
	Primary Care Minimum Fee	\$20.00		2011
	DTaP Vaccine (Pediatric) Self-pay	\$32.00		2011
	Pediatric Hep B Vaccine Self-pay	\$30.00		2011
	PedVaxHIB Self-pay	\$40.00		2011
	Cytopath CVV Auto Fluid Redo	\$35.00		2011
	17 Alpha-Hydroxyprogesterone Caproate Injecti	\$21.00		2011
	Influenza High Dose Vaccine (65+)	\$40.00		2011
	Prevenar (PCV13) Pneumococcal Vaccine	\$130.00		2011
Miscellaneous				
	Massage License			
	Practitioner License	\$50.00		1996
	Practitioner/Owner License	\$75.00		1996

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Orange County Approved Fee Schedule - FY 2012-13

Department/Program	Description	Current Fee	Approved Fee Change for FY 2012-13 *	Last Revision
<i>School Capital</i>				
Impact Fees	Orange County School District	\$5,623 Per Single Family Dwelling; \$1,743 Per Multi-Family Dwelling; \$2,678 Per Manufactured Home		1/1/2012
	Chapel Hill-Carrboro City School District	\$11,423 Per Single Family Dwelling; \$6,610 Per Single Family Attached; \$1,286 Per Multi-Family Dwelling; \$4,939 Manufactured Home		1/1/2012
Social Services				
	Adoption Intermediary Fee	\$300.00		2008
Solid Waste - Enterprise Fund				
<i>Landfill and Recycling</i>				
	Waste Reduction, Reuse, and Recycling Fee			
	Basic Fee	\$37.00		2007
	Urban Curbside (added to Basic Fee)	\$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			
	Multifamily (CCM)	\$2.00		2011
	Urban (CCU) (19)	\$5.00	\$10.00	2011
	Rural (CCR) (19)	\$10.00	\$20.00	2011
	Mixed Waste	\$57.00/ton (\$52.00+\$5.00 Community Mitigation Fee, includes \$2.00 State Tax		2011
		\$22.00/Pick-up Truck/Van/Trailer Load		2009
		\$10.00/Car Load		2010
	Construction & Demo (20)	\$44.00/ton (includes \$2.00 State Tax)	\$40.00/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 (20)	\$44.00/ton (includes \$2.00 State Tax)	\$40.00/ton	2009
	Vegetative Waste (21)	\$18.00/ton	DELETE	2009
		\$8.00/Pick-up Truck/Van/Trailer Load	DELETE	2009
		\$3.00/Car Load		2009
	Disposal of Mobile Homes	\$200.00/unit		2010
	Conventional Yard Waste Mulch (22)	\$22.00/3 cubic yard scoop	\$25.00/3 cubic yard scoop	2009
	Decorative Red Mulch & Compost	\$28.00/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 2012-13

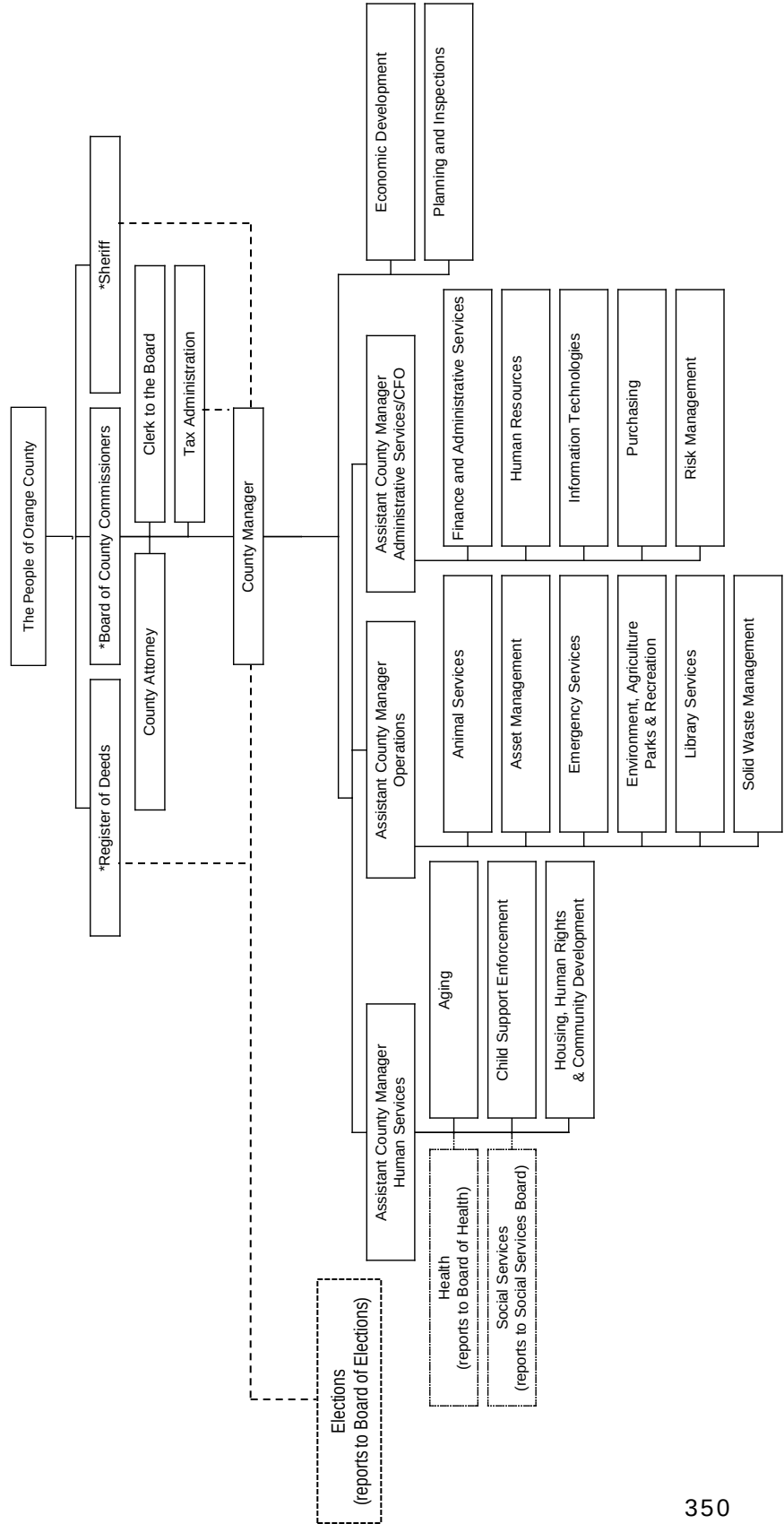
Department/Program	Description	Current Fee	Approved Fee Change for FY 2012-13 *	Last Revision
<i>Sanitation - School Refuse Collection</i>				
Solid Waste - General Fund	6 cubic yard container/scheduled pick-up	\$51.00		2010
	8 cubic yard container/scheduled pick-up	\$53.00		2010
	Non-scheduled pick-up	\$40.00		2010
<i>Visitors Bureau</i>				
	Occupancy Tax Rate	3% of gross receipts derived from rental of accommodations in the County		2008

- (1) To offset the increased motor pool costs pertaining to the cost of the current fleet with maintenance.
- (2) Currently there is no option of one day, Just 6 month or 12 month passes. This option will allow a visitor to the area the opportunity to play without paying for 6 mon
- (3) Eliminates the \$30 fee as this negatively impacts the online registration process.
- (4) Fees are not an increase. Fees were inadvertently omitted on previous approved fee schedule. These fees are reflective of those the department has been charging.
- (5) This is not an increase, but rather a revenue neutral change in billing structure to align with the City of Mebane's current billing structure.
- (6) For Senior Citizens
- (7) To offer special discounts to Senior Citizens and to increase the number of adoptions
- (8) To offer special discounts to Senior Citizens and to increase the number of adoptions
- (9) Implementation of fee for possible services provided that have never been charged previously.
- (10) Implementation of fee for possible services provided that have never been charged previously. Fee would cover the cost of medical supplies used for impounded animals that require veterinary care of an illness or injury. Fee amount is based upon severity of condition, costs of supplies and time required to provide treatment.
- (11) Implementation of fee for possible services provided that have never been charged previously. Fee to cover costs of administering medication to impound animals that require veterinary care.
- (12) Implementation of fee for possible services provided that have never been charged previously.
- (13) Fee structure takes into consideration varying lengths of quarantines.
- (14) Fees associated with cruelty/seizures/mandated court holds.
- (15) Offer service at rabies vaccination clinics or microchip only clinics.
- (16) Cost to provide service significantly higher than previous fees. Brought fees up to regional cost, not County's actual cost. This is a requirement of the new methodology for the Medicaid cost settlement.
- (17) Cost to provide service significantly higher than previous fees. Brought fees up to regional cost, not County's actual cost. This is a requirement of the new methodology for the Medicaid cost settlement. Additionally, the cost to provide services was lower and these fees have been decreased.
- (18) New Global OB Billing Fees bundles charges for these services.
- (19) The object is for the Fee to continue to provide revenue to partially fund Center improvements at all five (5) Centers, and to transition the Sanitation Division from being funded by the General Fund, to being funded by the Solid Waste Management Fund.
- (20) Reduction in rate to encourage material separation and increase cash flow.
- (21) Fee is redundant. Charges are covered in "Cleanwood/Vegetative Waste" line.
- (22) Adjustment in price due to increased cost of production. Sold in 3 cubic yard increments. Adjustment would affect delivered loads as follows: 20 Cubic Yard \$225; 30 Cubic Yard \$300; 40 Cubic Yard \$375. Tractor Trailer loads no longer available.

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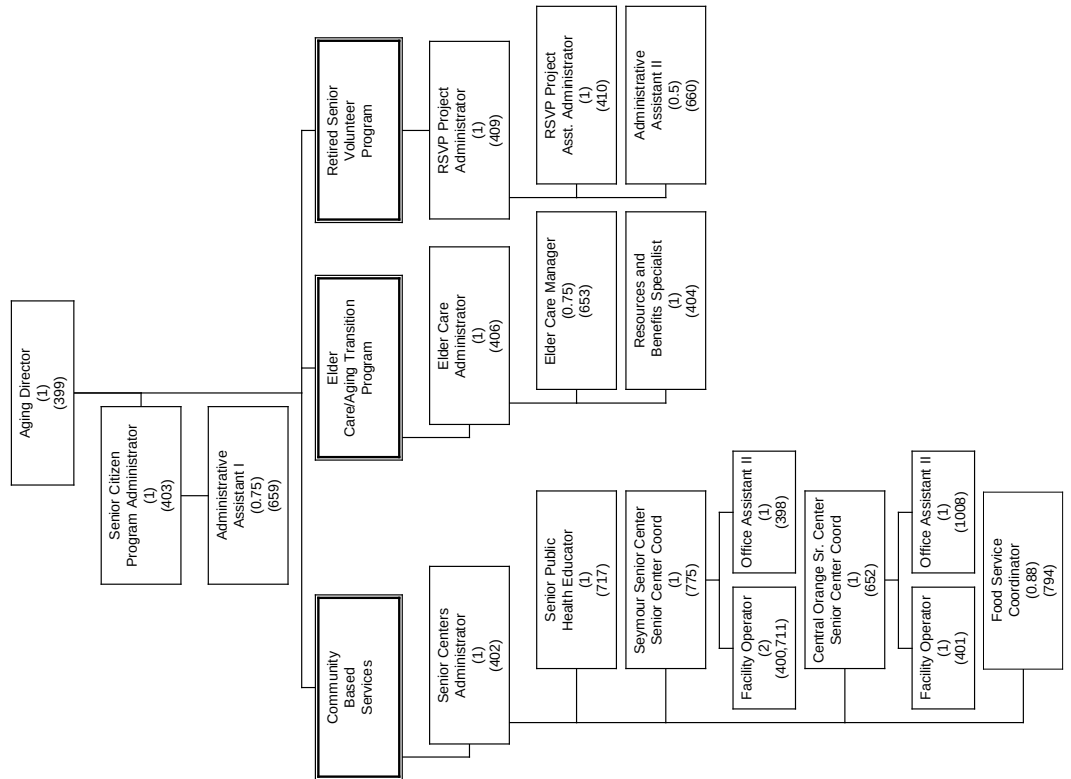
Department Organization Charts

Orange County Government

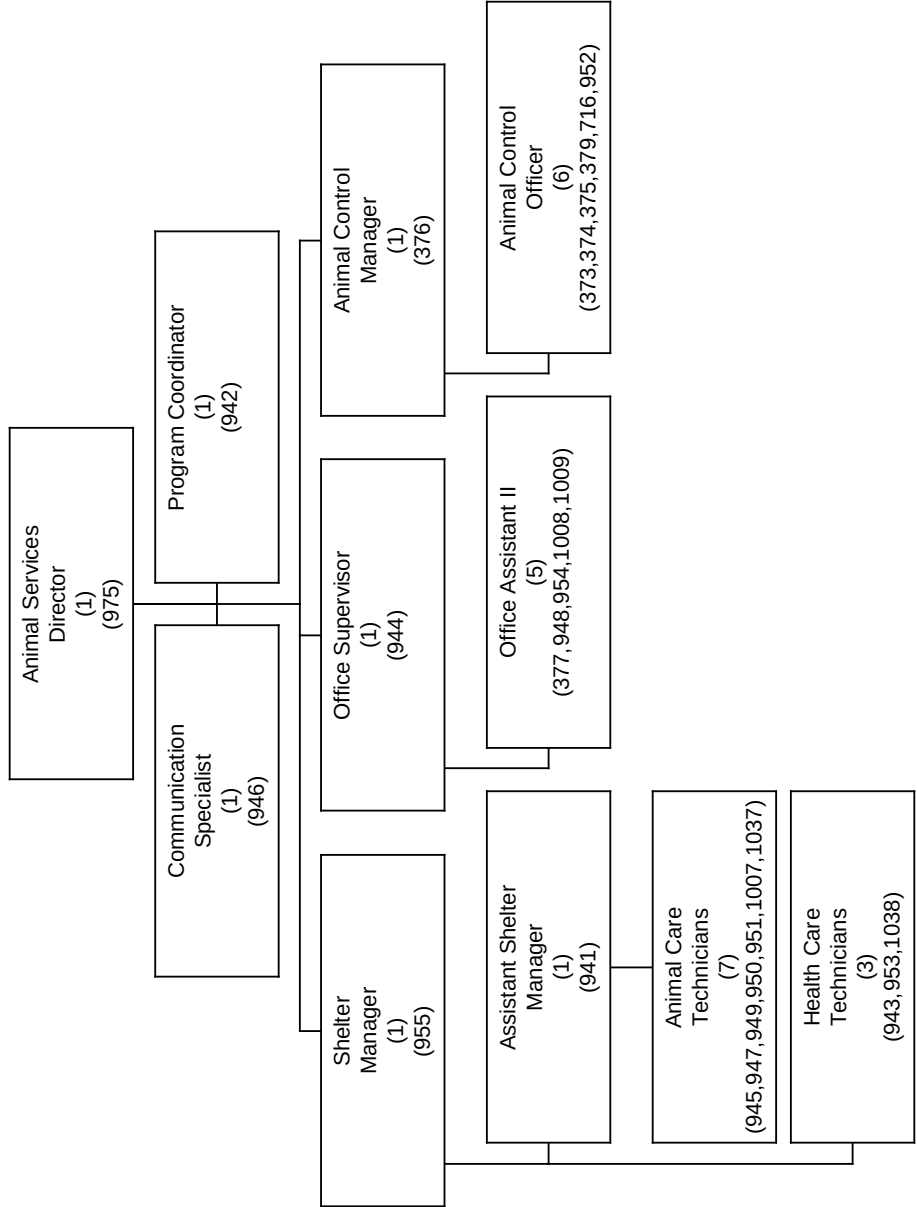


*Elected Officials
FY 2012-13

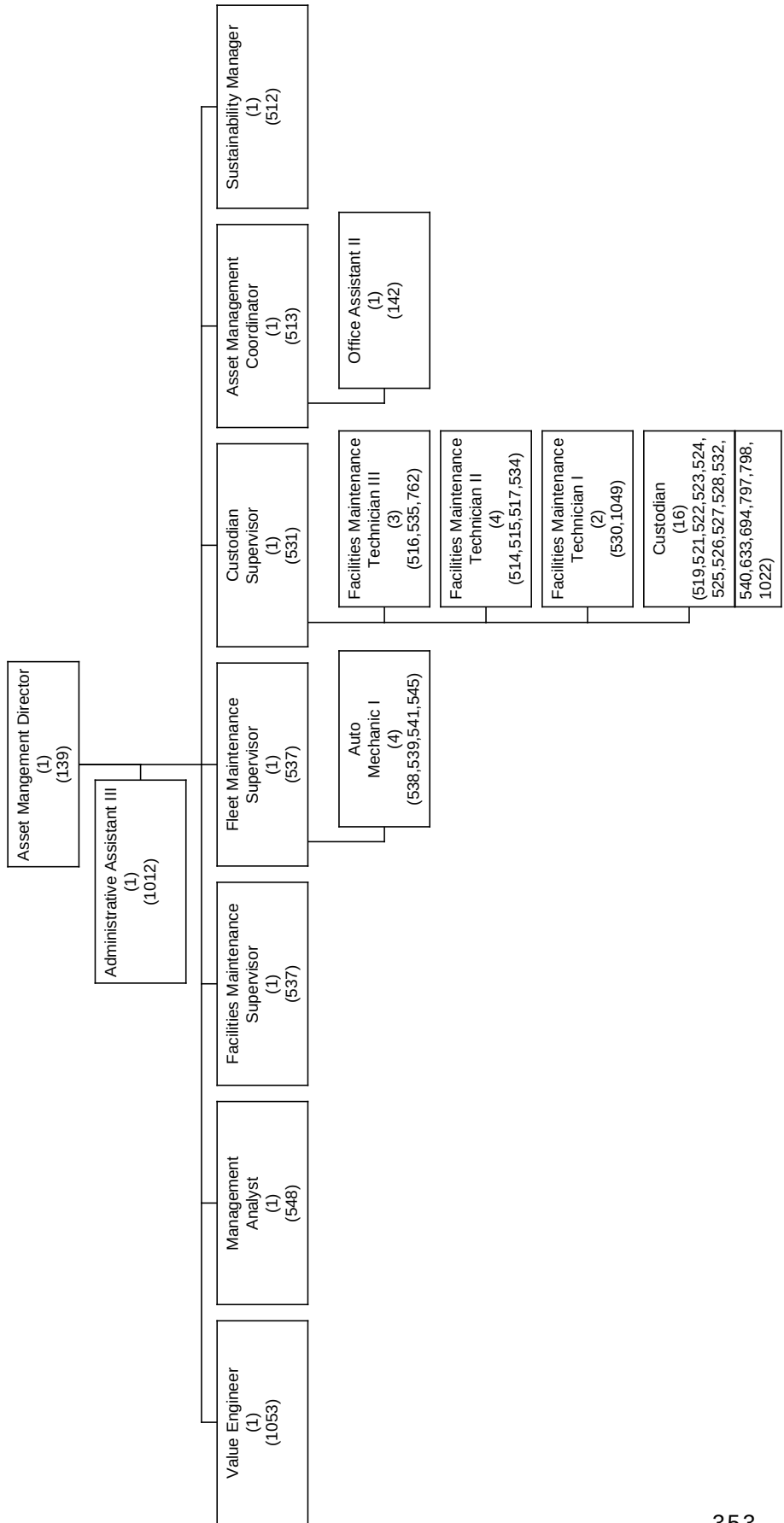
Department on Aging



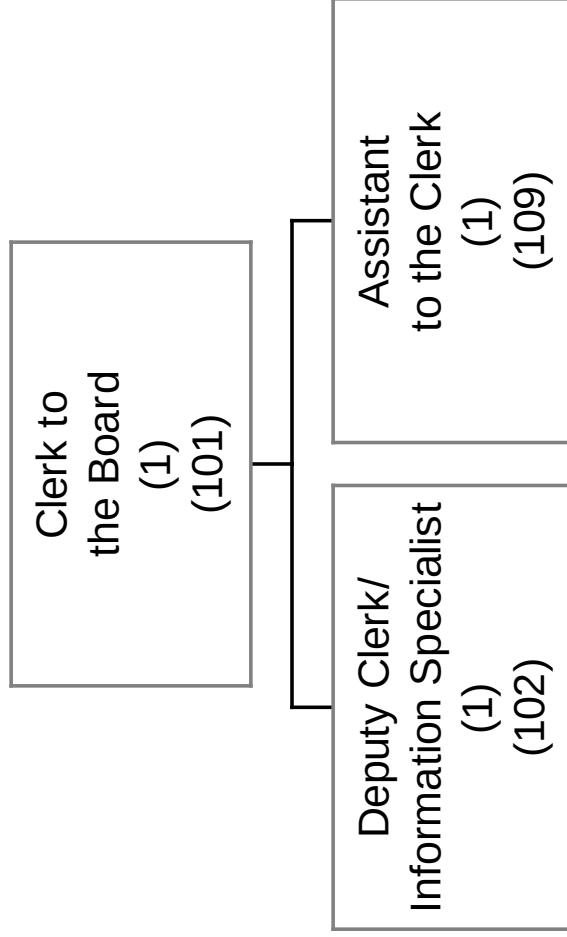
Animal Services



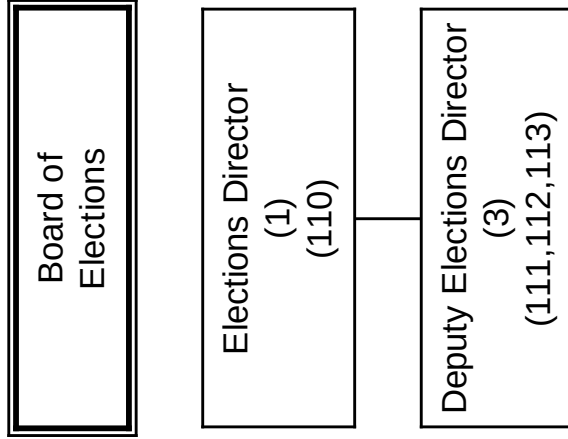
Asset Management



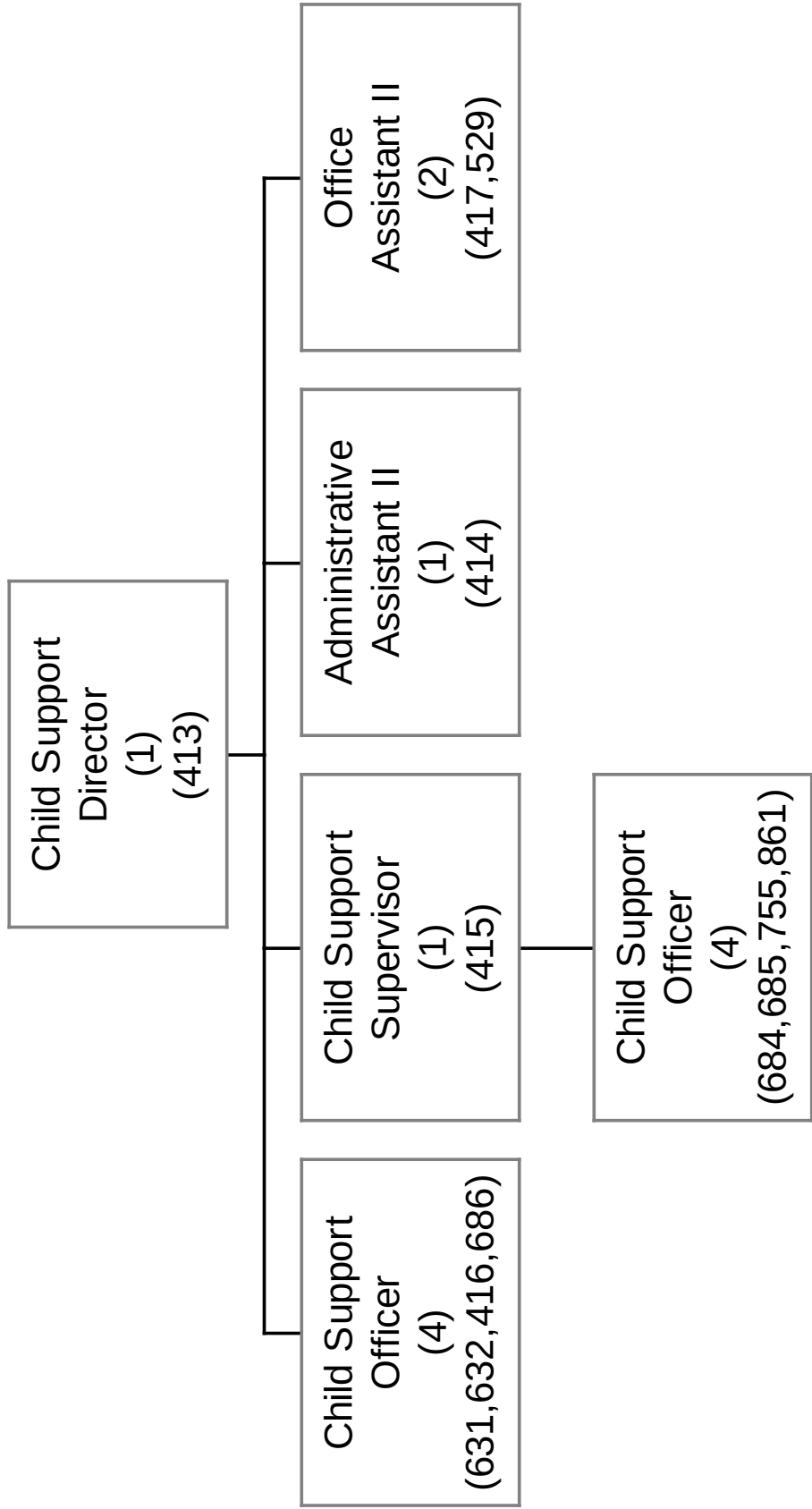
Board of County Commissioners Office



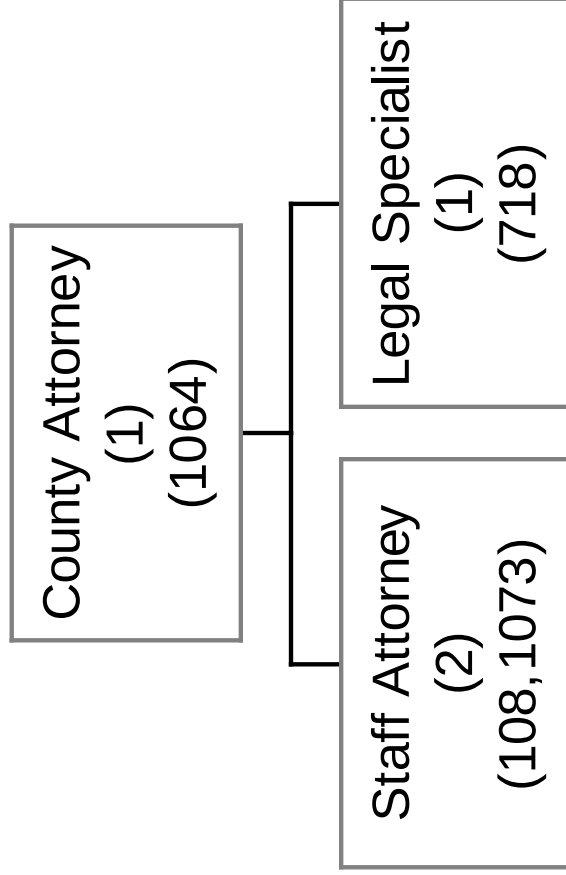
Board of Elections



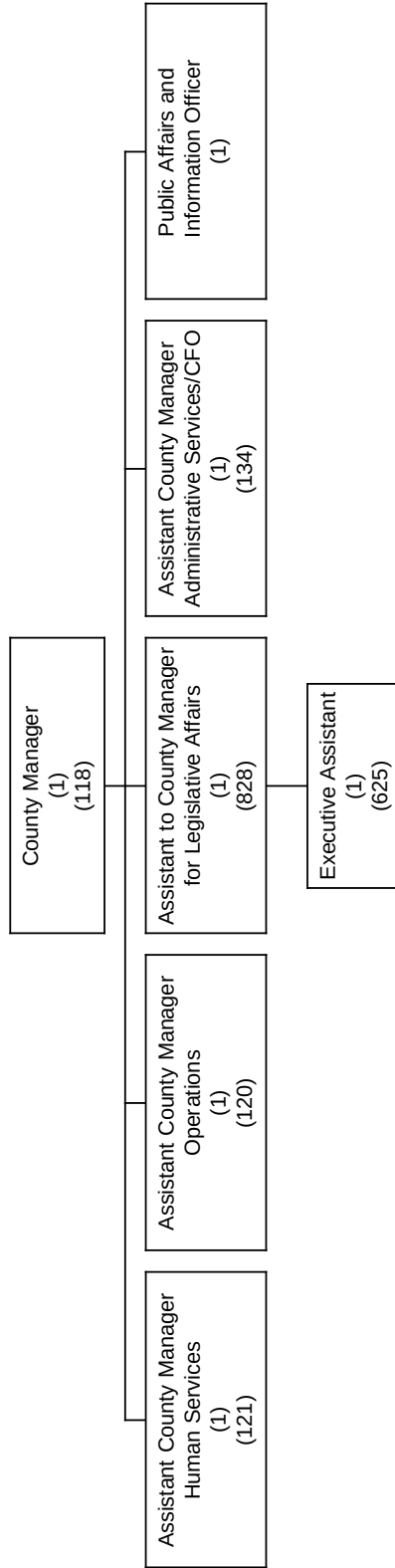
Child Support Enforcement



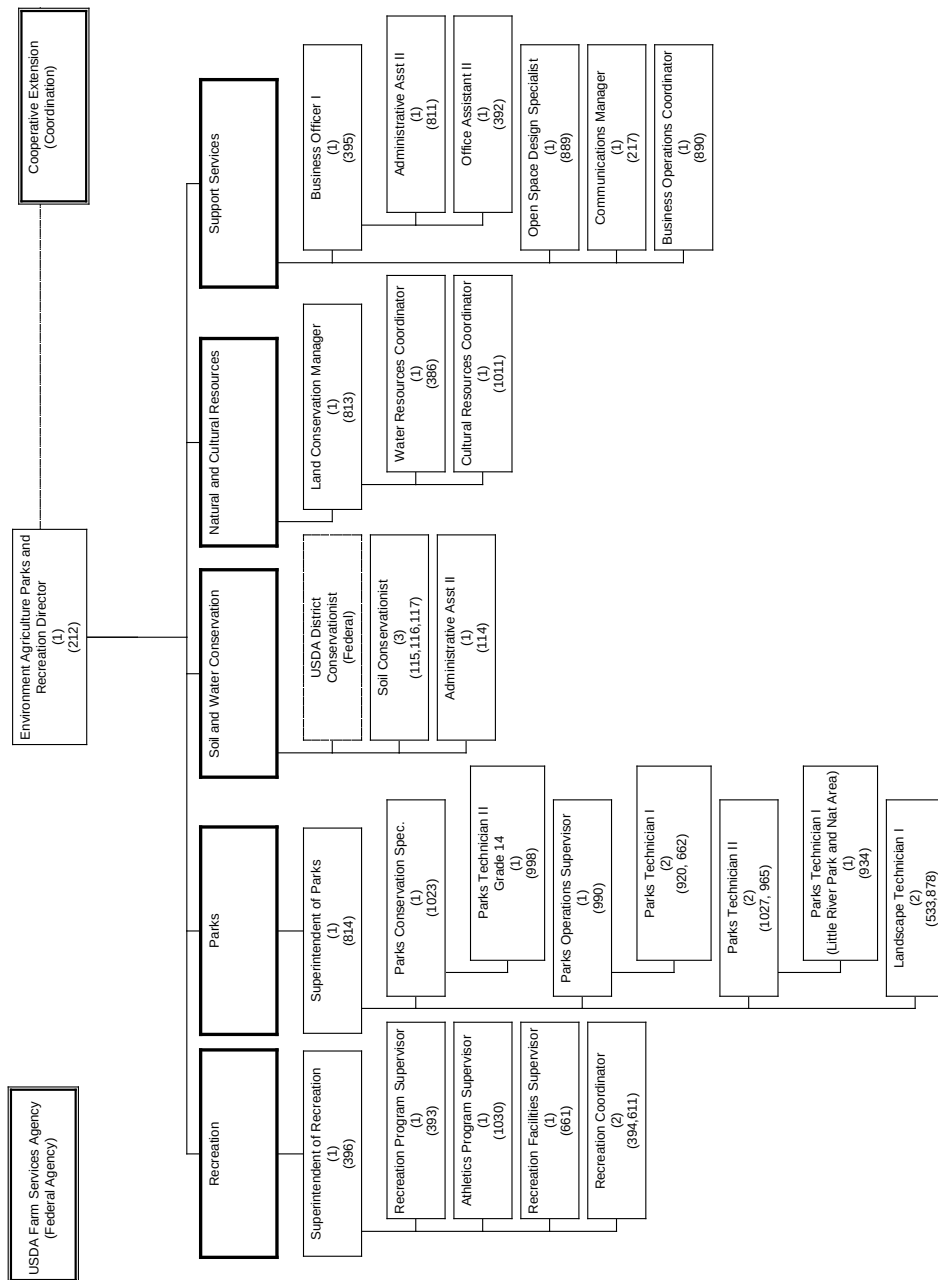
County Attorney's Office



County Manager's Office

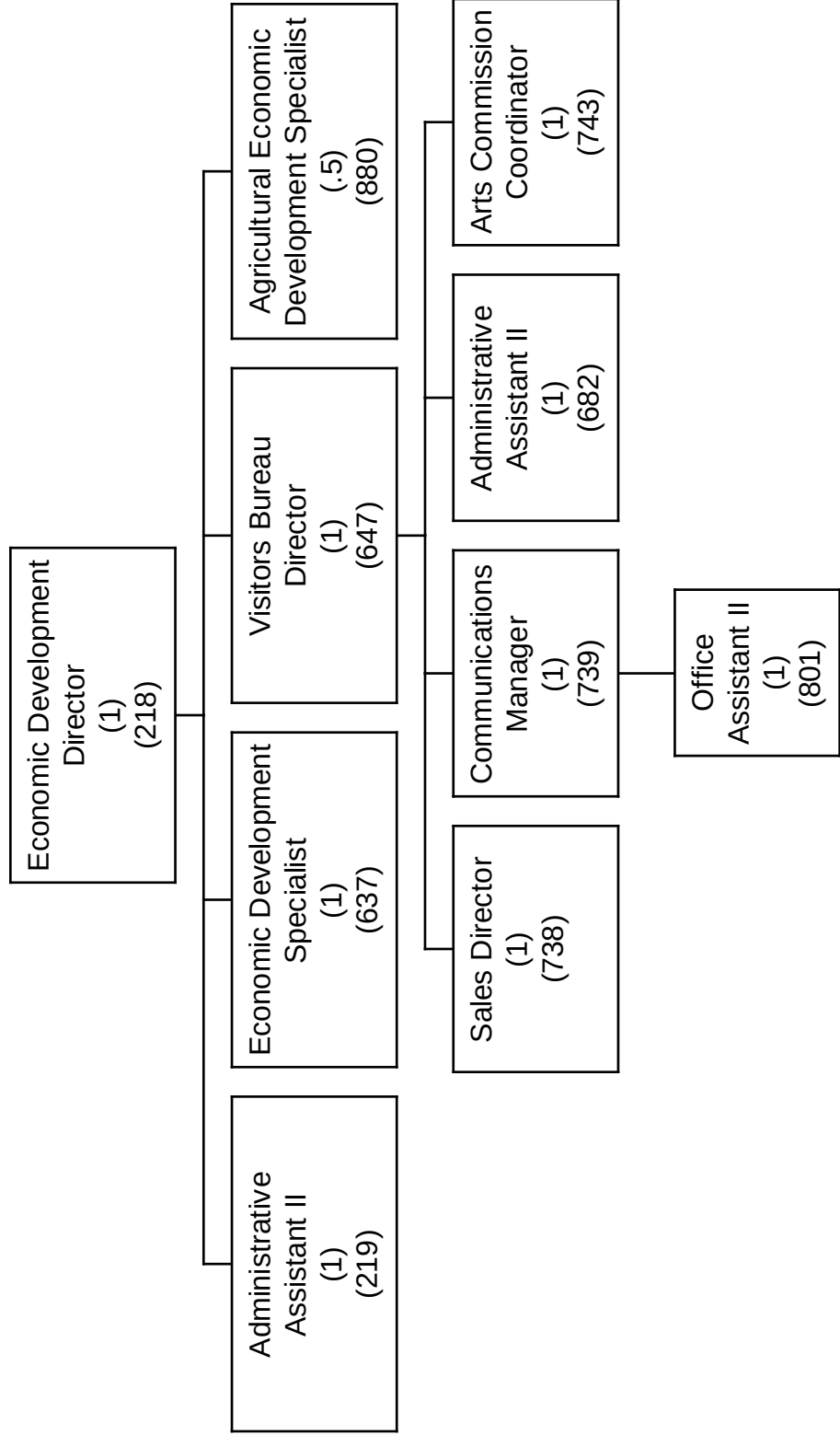


Department of Environment, Agriculture, Parks and Recreation

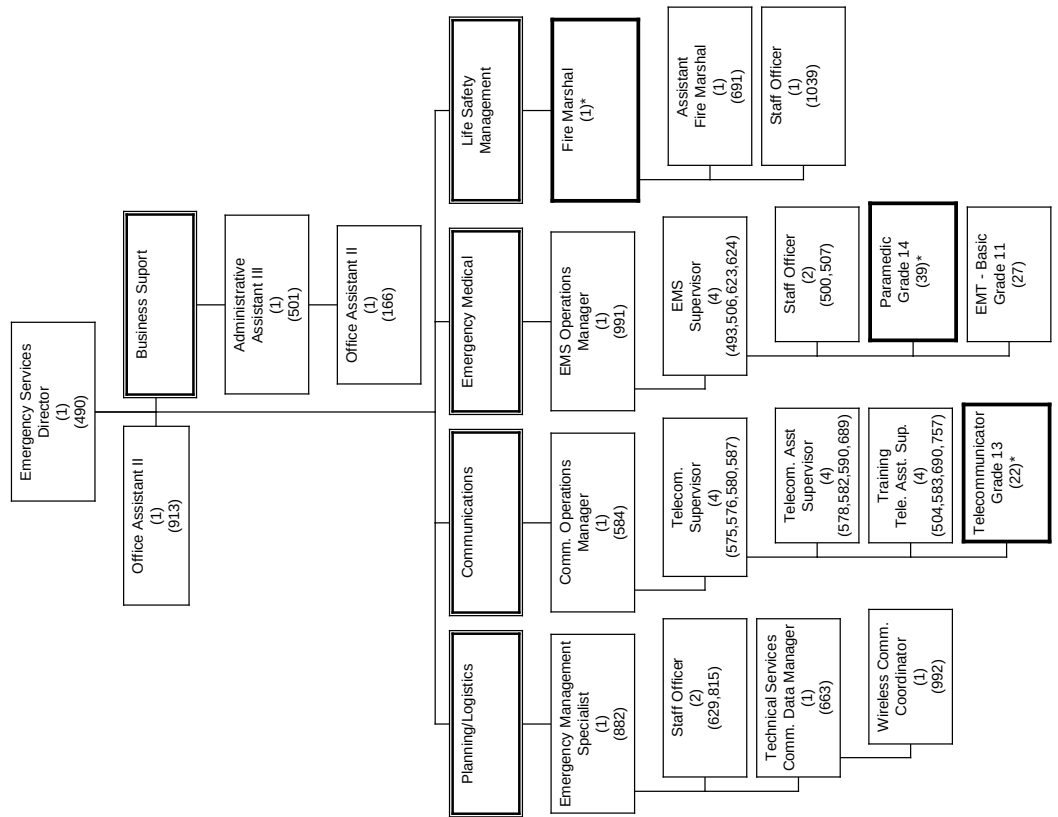


Economic Development

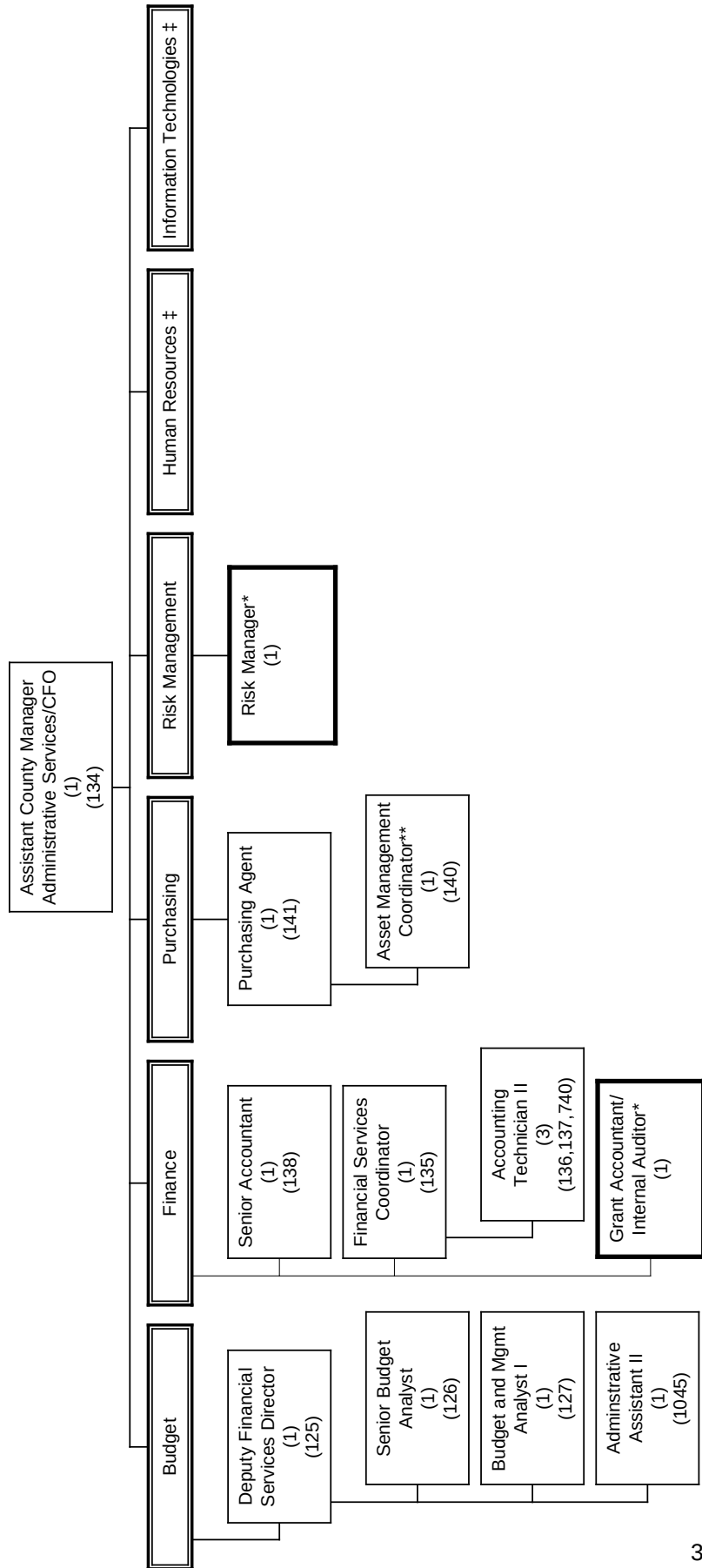
(Including Arts Commission & Visitors Bureau)



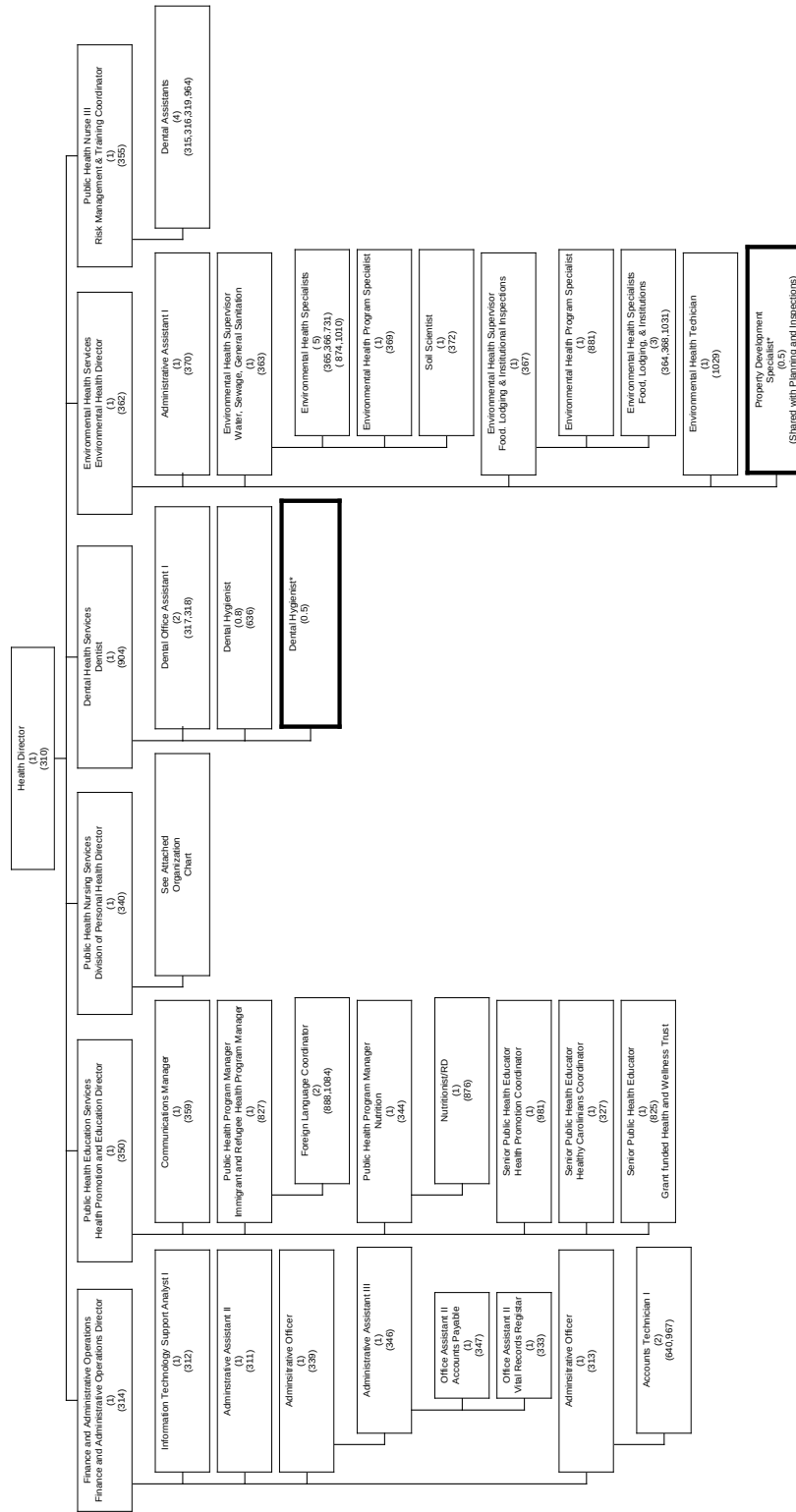
Emergency Services



Finance and Administrative Services

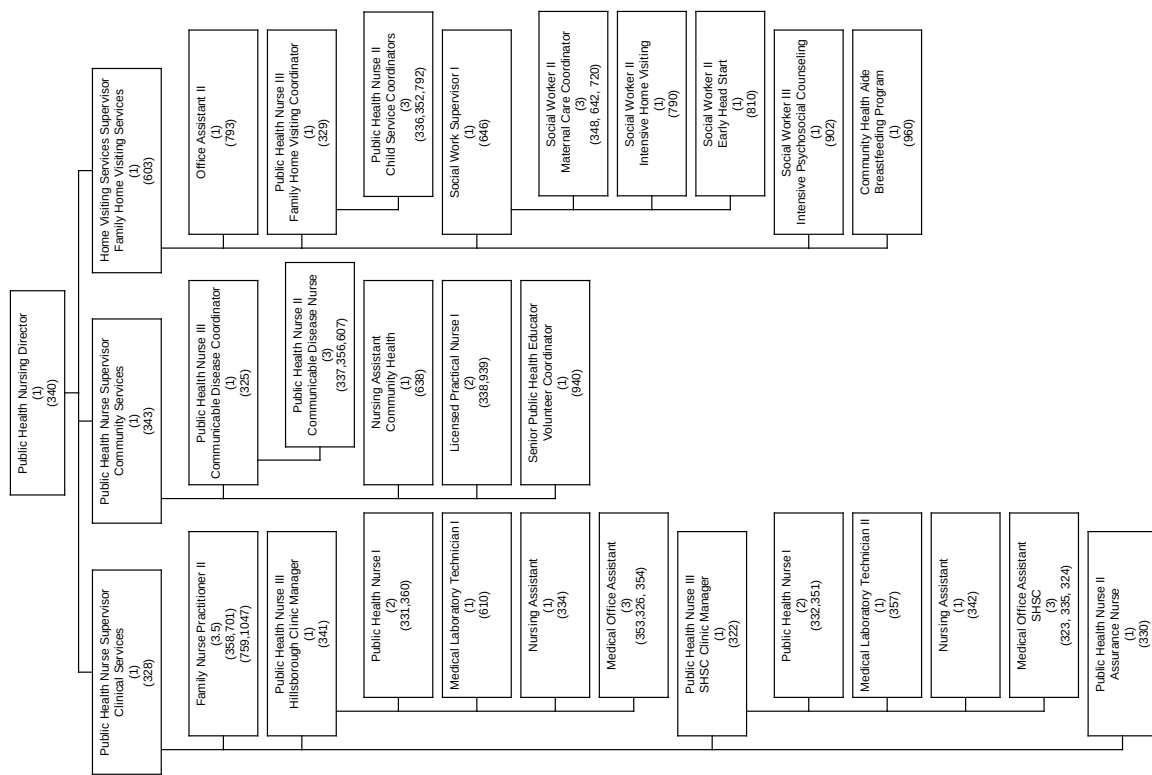


Health Department

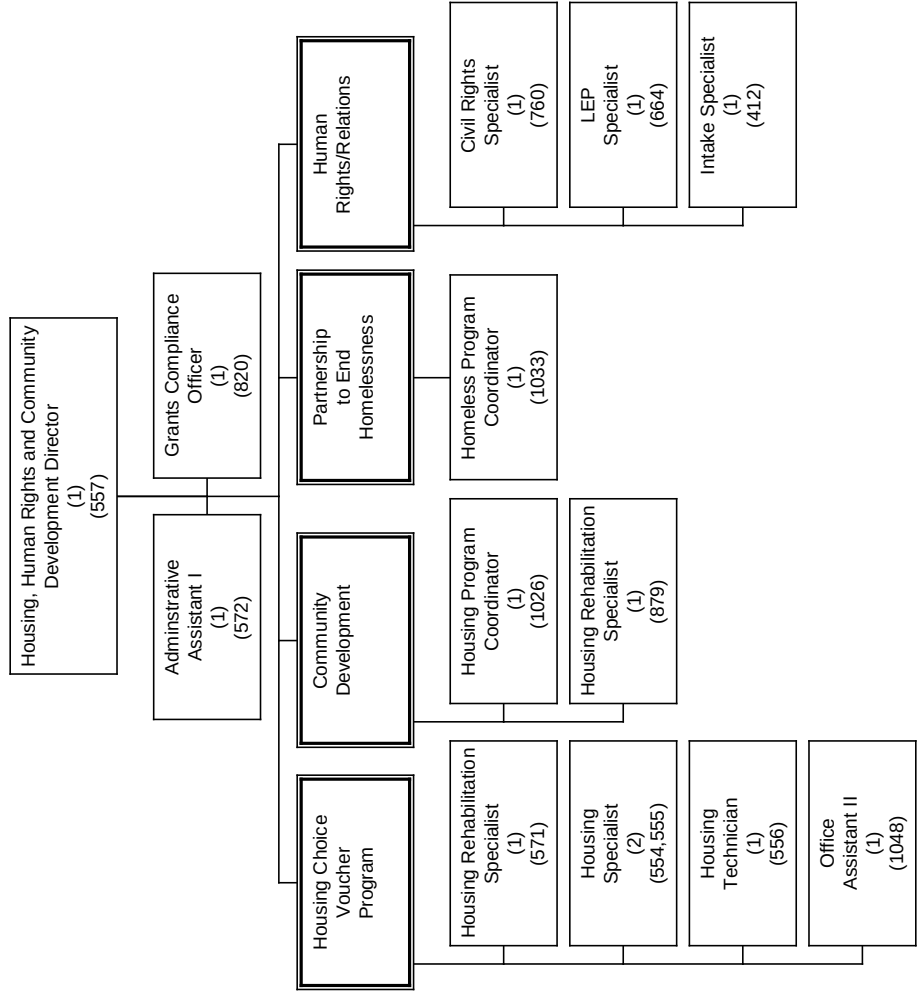


*New Position
FY 2012 -13

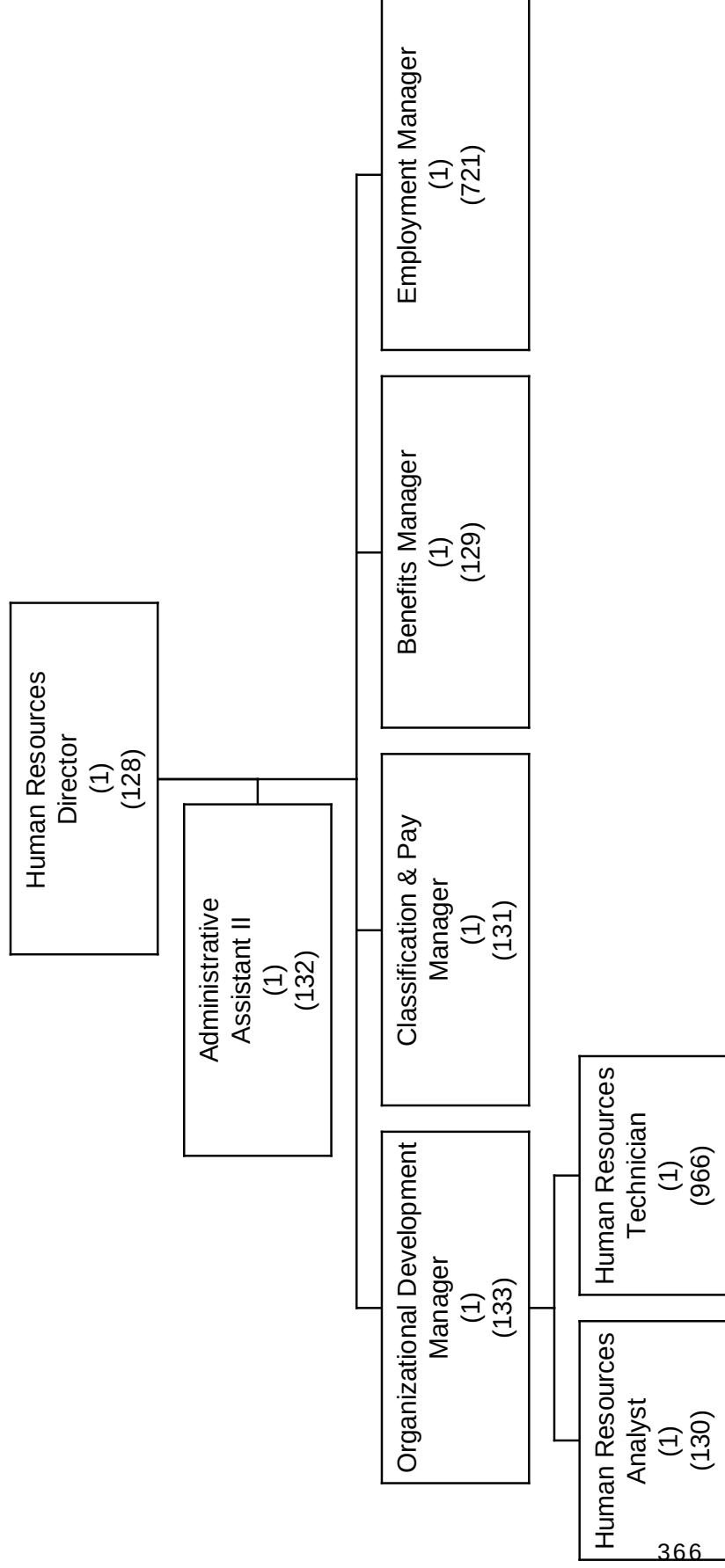
Personal Health Services Division



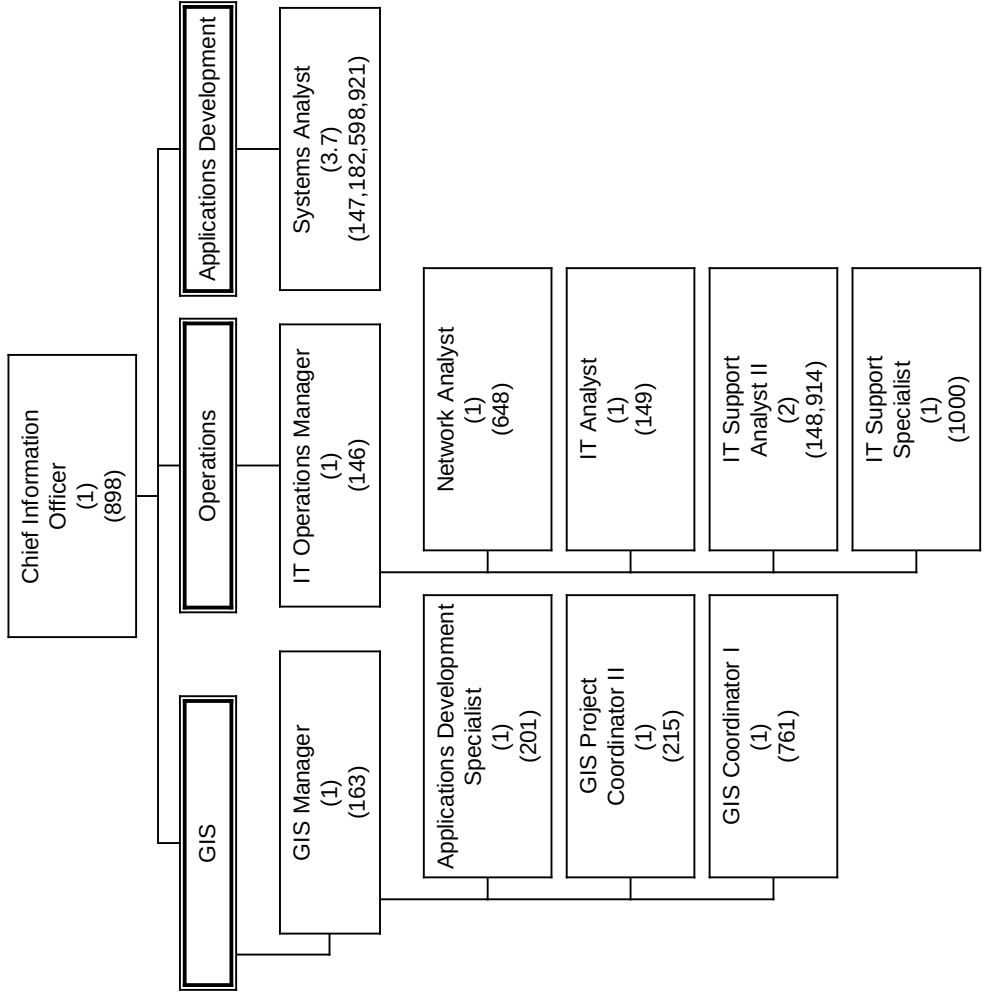
Housing, Human Rights & Community Development



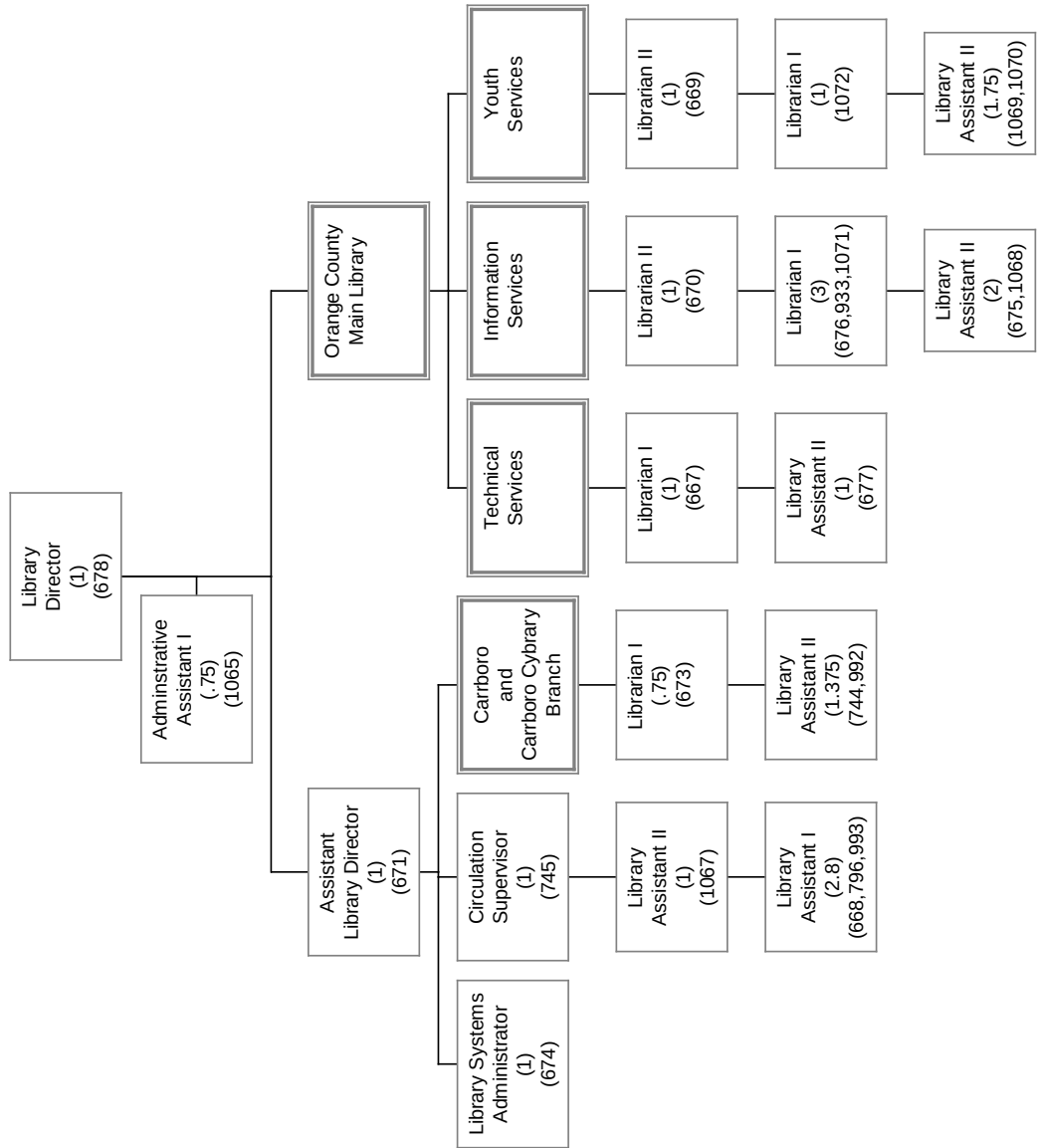
Human Resources Department



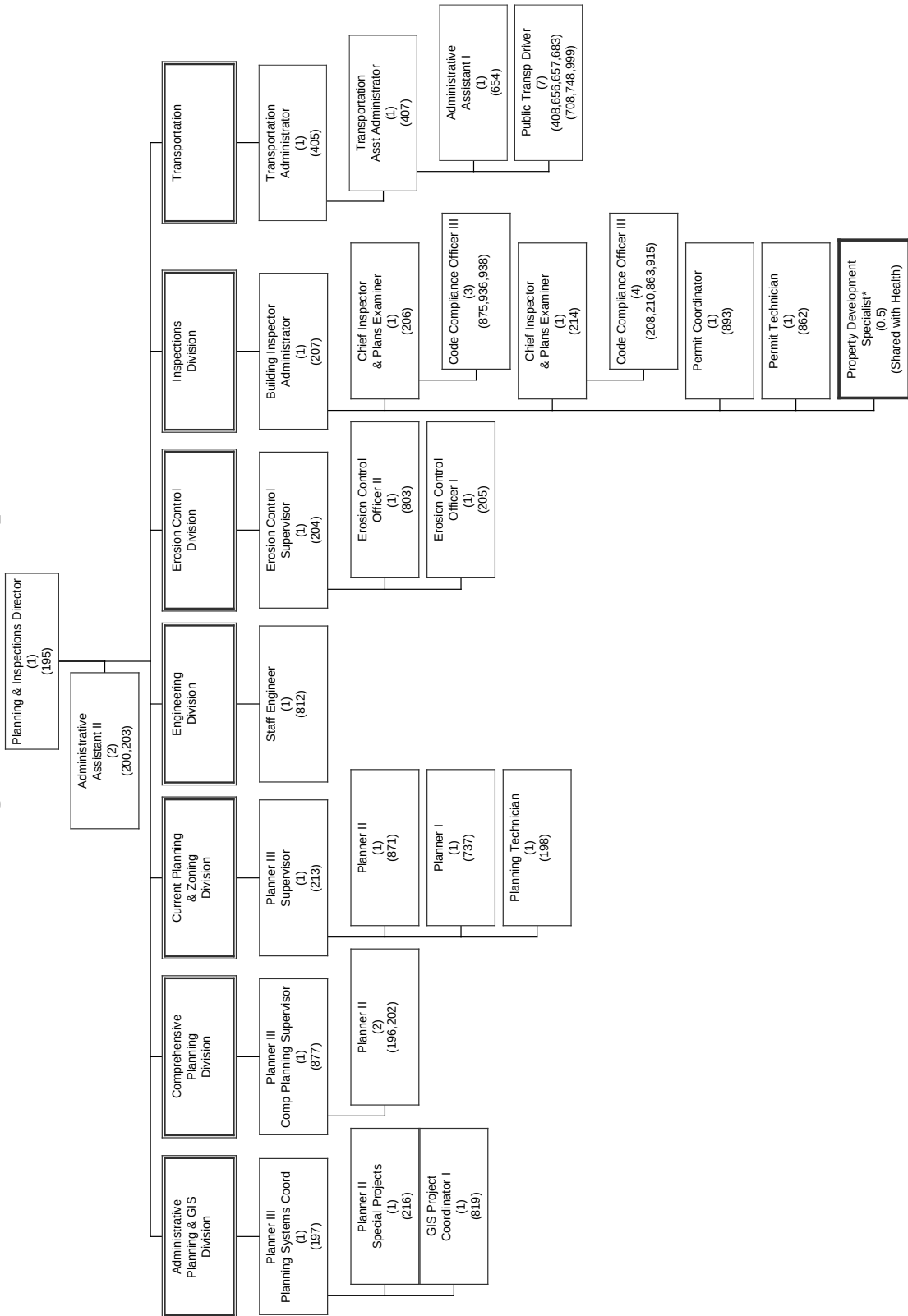
Information Technologies



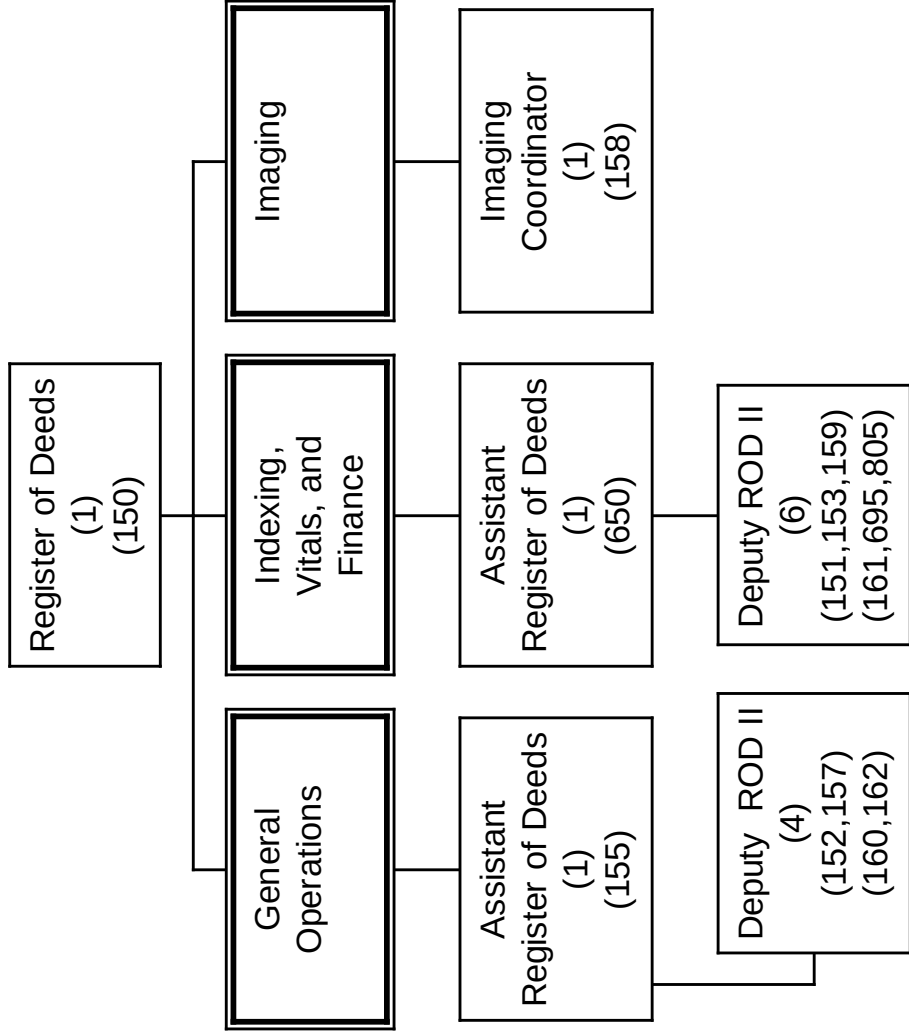
Library Services



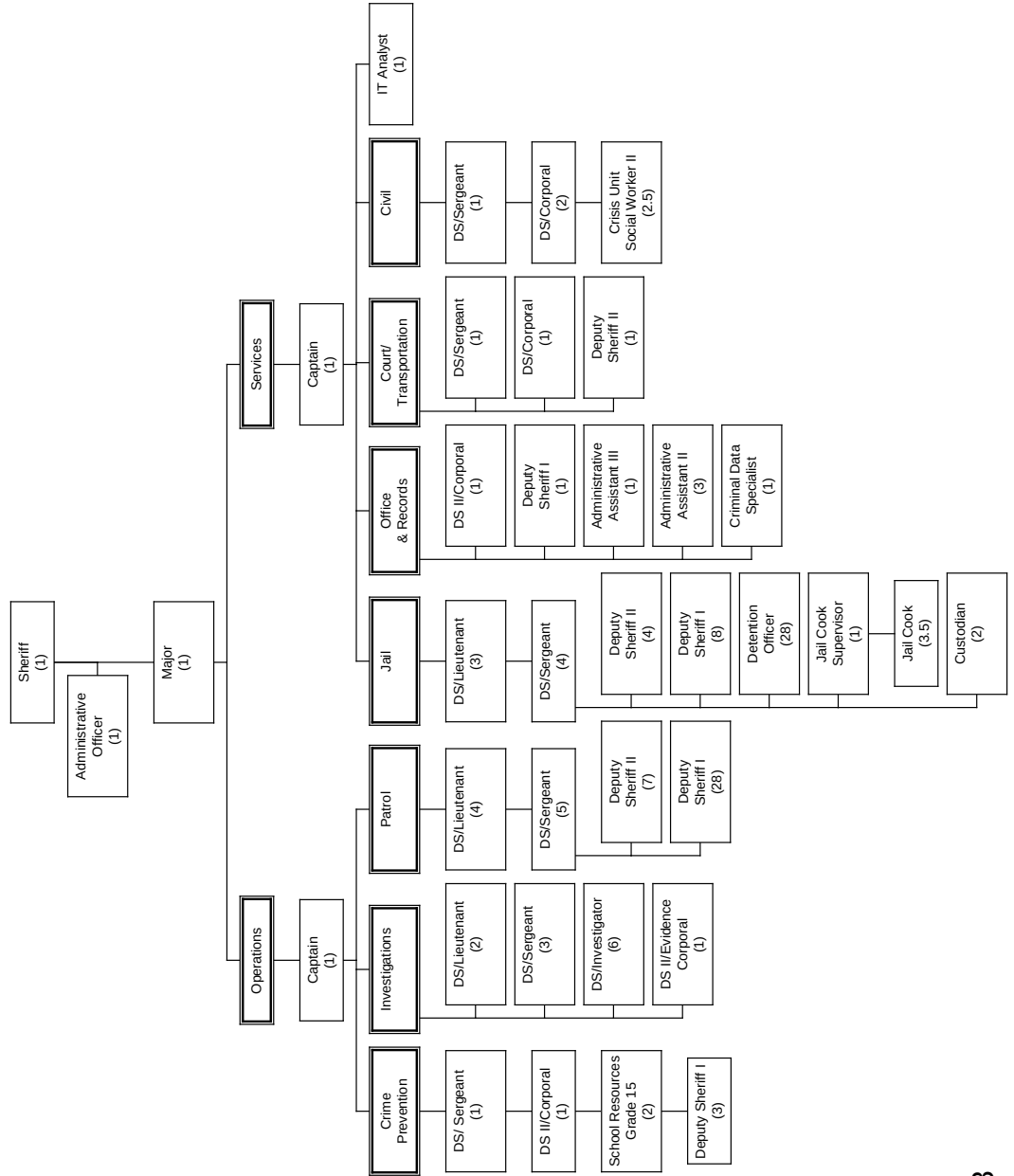
Planning & Inspections



Register of Deeds

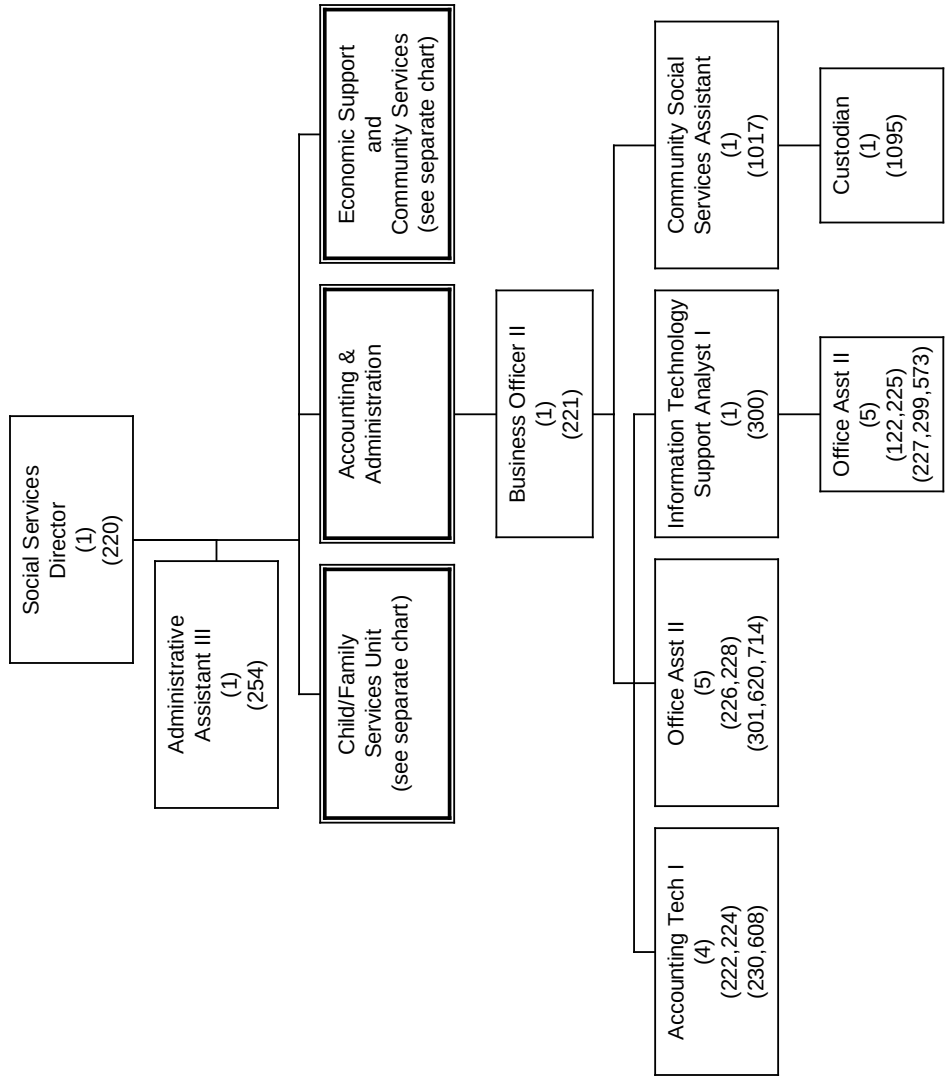


Sheriff's Department



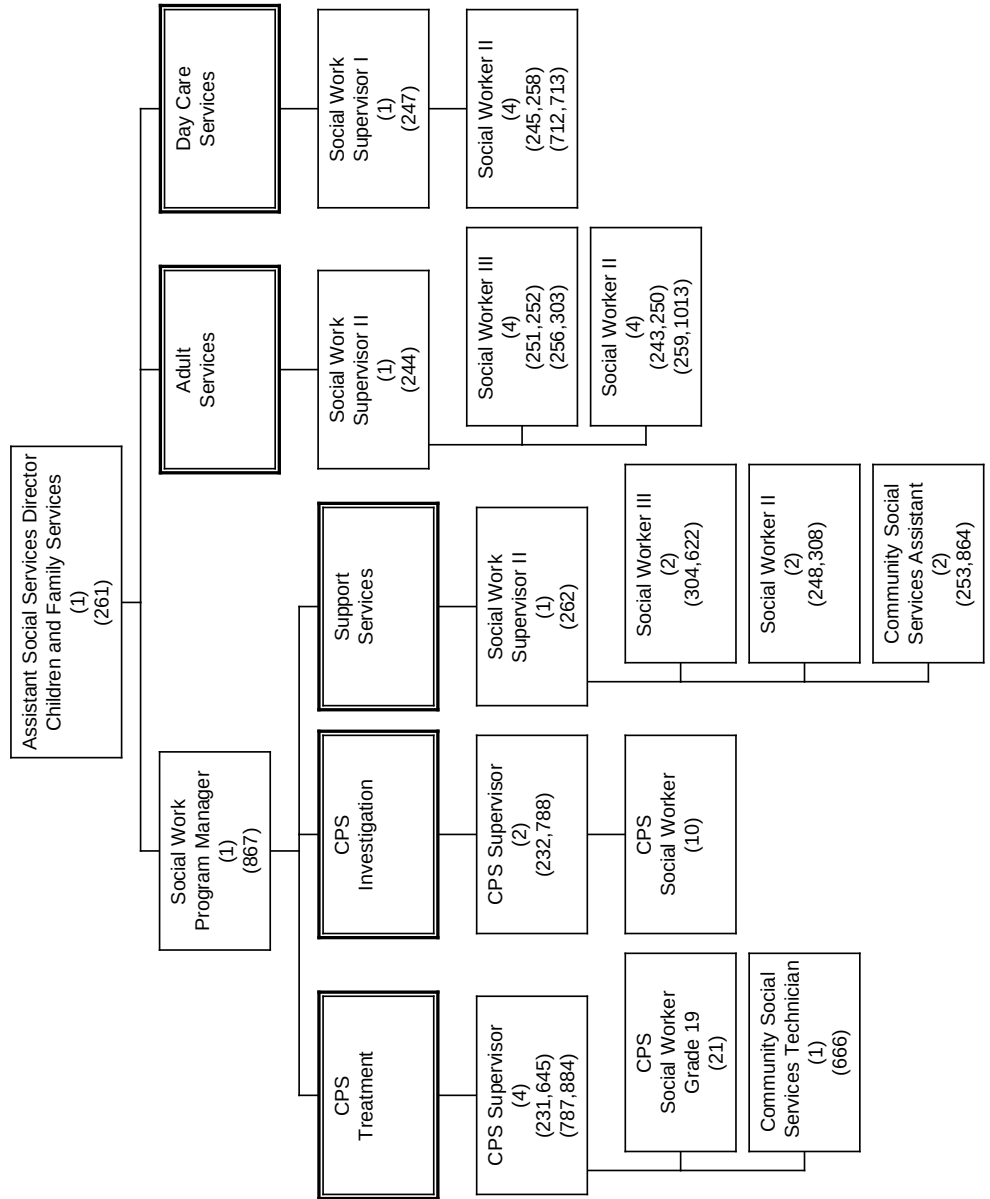
Department of Social Services

– Administration



Department of Social Services

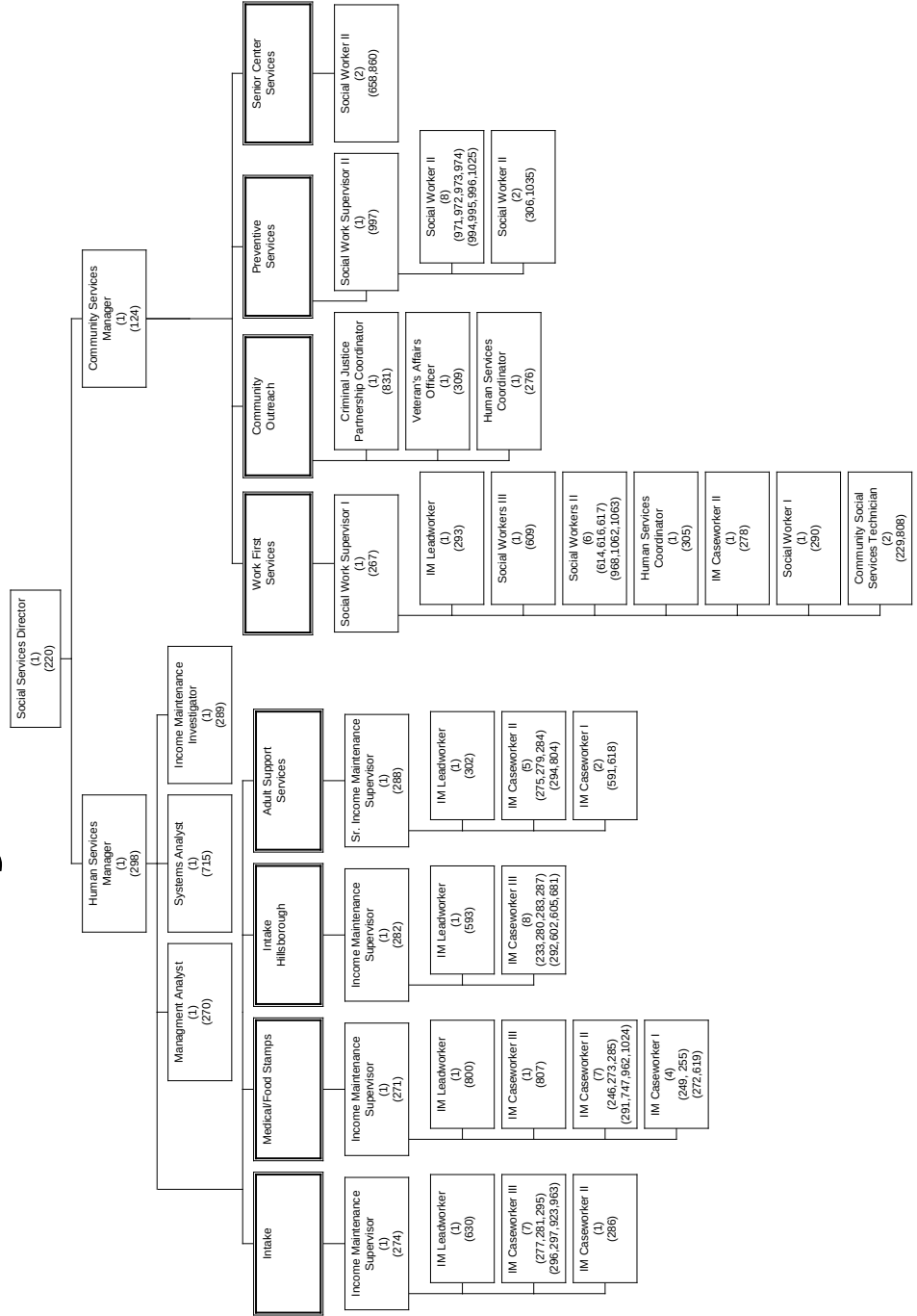
– Children/Family Services



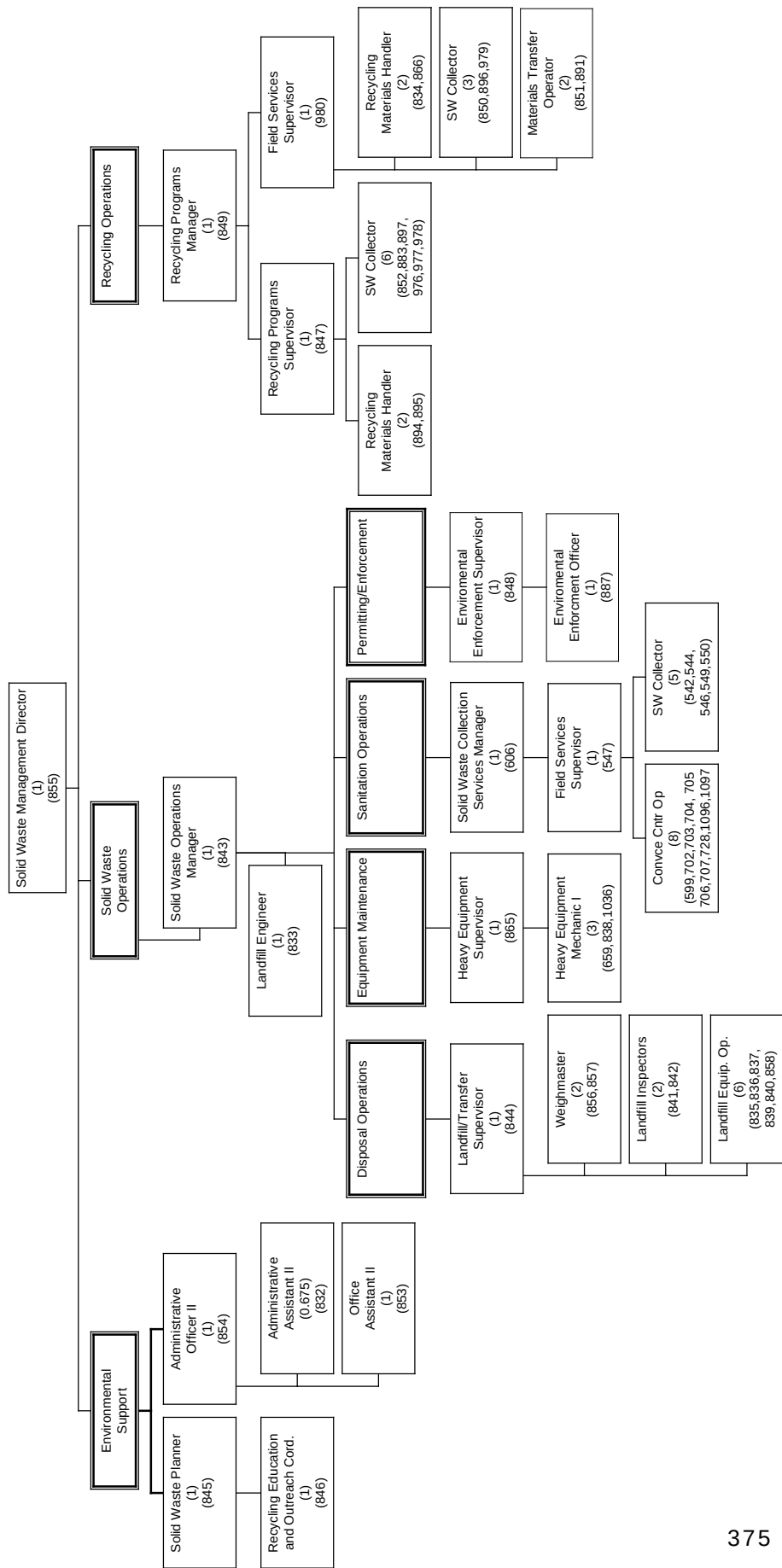
Department of Social Services

– Economic Support and

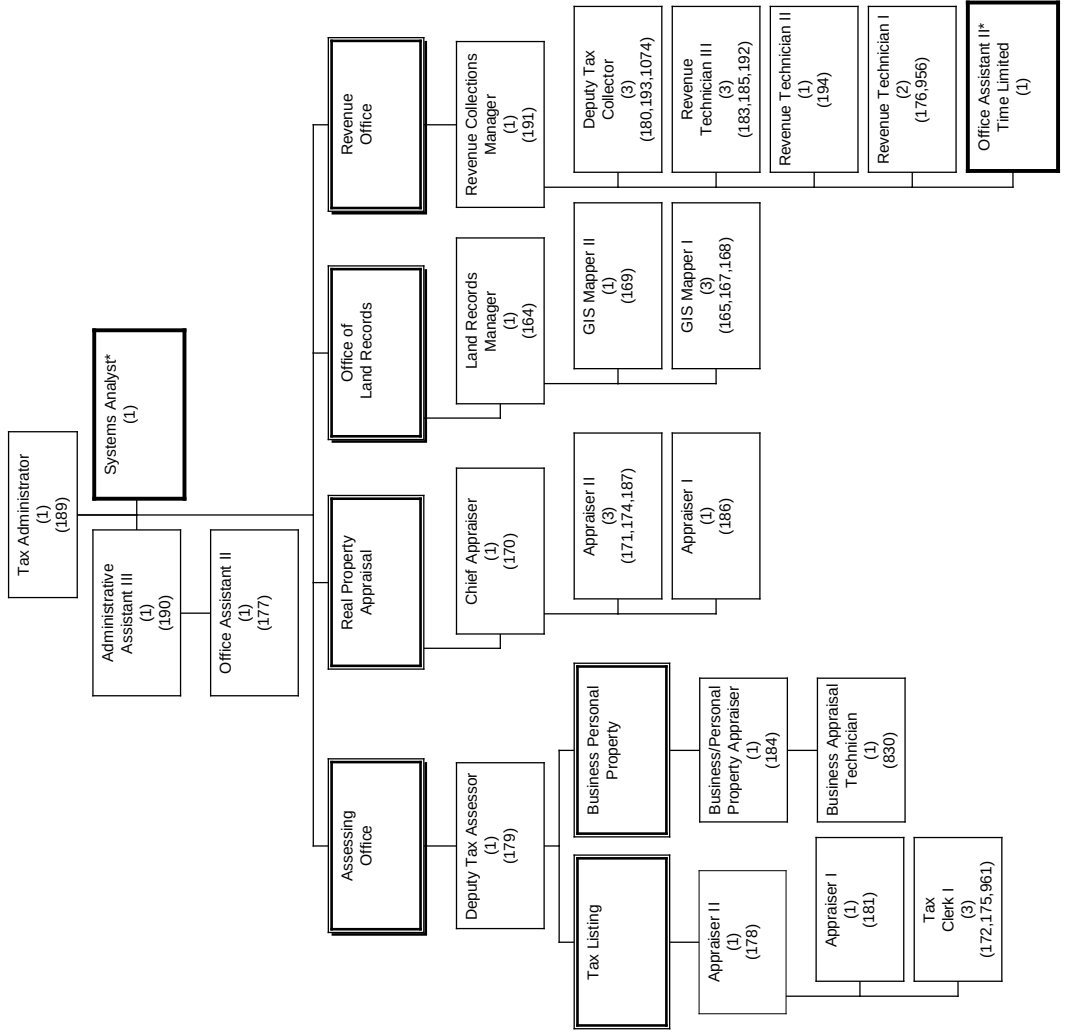
Community Services Division



Solid Waste Management



Tax Administrator's Office





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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.

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.

Enterprise Fund - A grouping of activities whose expenditures are wholly or partially offset by revenues collected from consumers in the form of fees and charges.

Expenditures - The total cost of a program or capital project.

Fire District - Special voter-approved districts within the County established to furnish fire protection to residents and supported by property taxes.

Fiscal Year - A 12-month period (July 1 through June 30) in which the annual operating budget applies and at the end of which an assessment is made of the County's financial condition and performance of its operations.

Fixed Asset - An asset of long-term character. For budgetary purposes, a fixed asset is defined as an item costing \$250 or more with an expected life of more than one year.

Fringe Benefits - For budgeting purposes, fringe benefits include employer payments for social security, retirement, group health and life insurance, dental insurance, and worker's compensation.

Full-time Equivalent (FTE) - One FTE equals 40-hour per week permanent position.

Fund - An accounting entity created to record the financial activity for a selected financial group.

Fund Balance - Funds accumulated through the under expenditure of appropriations and /or the act of exceeding anticipated revenue.

Function - A broad grouping of activities and departments whose objectives and expenditures are inter-related. Examples of functions within Orange County include Human Services, Education, Public Safety, etc.

General Fund - A fund that provides the accounting for most of the basic government services, such as elections, social services, sanitation, inspections, health, or law enforcement.

General Obligation Bonds - Bonds issued by a government that are backed by the full faith and credit of its taxing authority.

Goal - A broad statement of desired conditions to be maintained or achieved through the efforts of an organization.

Grants - A contribution of cash or other assets from another government or non-profit foundation to be used for a specified purpose.

Indirect Cost - The component of the total cost for a service which is provided by and budgeted within another department or division. Indirect costs are budgeted to more accurately reflect the true total cost for such services as those provided by the Health Department and Community Development.

Interest and Penalties Receivable on Taxes - Uncollected interest and penalties on property taxes.

Intergovernmental Revenues - Revenues from other governments (state, federal, and local) that can be in the form of grants, shared revenue, or entitlement.

Lease Purchase - A method of purchasing equipment in which payments are spread over a period or time.

Levy - The amount of tax, service charge, and assessments imposed by the government.

Line Item - A budgetary account representing a specific object of expenditure.

Modified Accrual - The basis of accounting for the County. Under this system, expenditures are recognized when encumbered, and in lieu of any other "property tax" that may have been considered on these values.

Non-operating Expenses - Expenses that are not directly related the provision of services, such as debt service.

Non-operating Revenues - Revenues that are generated from other sources and are not directly related to service activities.

Objective - A specific statement about what is to be accomplished or achieved for a particular program during the fiscal year.

Ordinance - A formal legislative enactment by the Board of Commissioners that has the full force and effect of law within the boundaries of the County.

Operating Budget - The County's financial plan, which outlines proposed expenditures for the upcoming fiscal year and estimates revenues that will be used to finance them.

Operating Expenses - Those expenditures of a recurring nature, covering services and supplies necessary to operate individual agency activities.

Personal Property - Movable property classified within two divisions: tangible and intangible. Tangible -- or touchable -- property includes items of visible and movable property not permanently affixed to real property. Intangible -- or non-touchable -- property includes stocks, bonds, notes, cash, bank deposits, accounts receivable, patents, trademarks, copyrights and similar assets.

Personnel Services - Salaries and wages paid to employees for full-time, part-time and temporary work, including overtime and similar compensation. Also included in this account group are fringe benefits paid for employees.

Program - A well-defined portion of the operating plan for which a distinct set of goals and objectives may be developed.

Property Tax Rate - The rate at which real property in the County is taxed in order to produce revenues sufficient to conduct necessary governmental activities.

Property Tax - Tax paid by those owning property in the County.

Proprietary Fund - A fund used to account for the operations similar to those in the private sector. This includes enterprise funds. The focus is on determination of net income, financial position and changes in financial position.

Public Safety - A group of expenditures related to the provision and enforcement of law enforcement and fire and disaster protection.

Real Property - Land, buildings, and items permanently affixed to land or buildings.

Real Property Value - The value of land and buildings that 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.

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.