

Orange County, North Carolina
Manager Recommended
FY 2015-16 Annual Operating Budget

BOARD OF COUNTY COMMISSIONERS

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Orange County

North Carolina

For the Fiscal Year Beginning

July 1, 2014

Jeffrey R. Enos

Executive Director

Table of Contents

Mission Statement.....	i
Organization Chart-Orange County Government	ii

Manager's Message	8

Budget Summaries

How to Read the Budget Document.....	23
Fund Structure.....	25

General Fund

Revenue by Category	27
Appropriations by Function.....	30
Function Summaries	
Governing and Management.....	33
General Services.....	34
Human Services	35
Culture and Recreation	36
Community and Environment	37
Public Safety	38
Appropriations by County Department	39
Permanent Full-Time Equivalent (FTE) Budgeted Positions	40
Summary of New Positions Recommended for FY 2013-14	43
Assessed Valuation, Tax Rate and Estimated Collections.....	45

Department on Aging	46
Animal Services	57
Article 46 Sales Tax	66
Asset Management Services	68
Board of Commissioners	78
Board of Elections	83
Capital Investment Plan	87
Child Support Enforcement	98
Community Relations & Tourism	101
Cooperative Extension	107
County Attorney's Office	112
County Manager's Office	115
Courts	121
DEAPR	122

Table of Contents (continued)

Debt Service	135
Economic Development.....	137
Education.....	143
Emergency Services	271
Finance and Administrative Services.....	281
Fire Districts	286
Health Department	293
Housing and Community Development.....	305
Human Resources.....	312
Information Technologies	317
Library Services	321
Non-Departmental	328
OPC Mental Health	352
Outside Agencies	354
Planning and Inspections.....	366
Register of Deeds.....	384
Sheriff.....	388
Department of Social Services	392
Solid Waste Department.....	408
Sportsplex.....	418
Tax Administration.....	420
Transfers.....	424

Appendices

A: Employee Pay & Benefits.....	426
B: Proposed Fee Schedule.....	467
C: Policies.....	503

Orange County Mission Statement

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

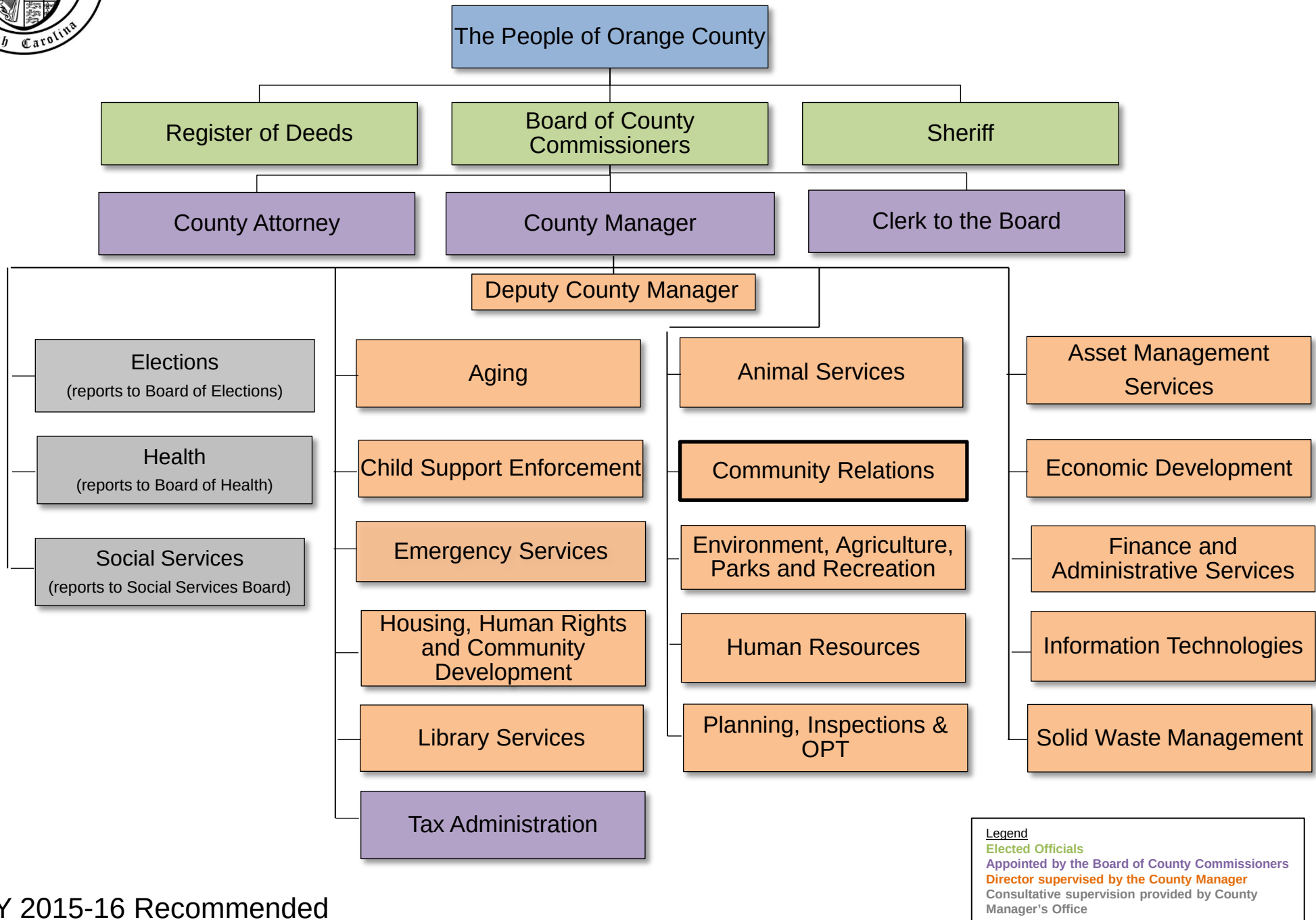
To provide these quality services efficiently, we must:

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

Orange County Citizens Come First.



Orange County Government



ORANGE COUNTY
NORTH CAROLINA
COUNTY MANAGER'S OFFICE

200 South Cameron Street
Post Office Box 8181
Hillsborough, North Carolina 27278

Bonnie B. Hammersley, County Manager

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Dear Board of Orange County Commissioners,

I am pleased to submit the proposed budget for FY2015-16 for your review and consideration. This transmittal letter highlights the major initiatives and changes in the proposed budget. The executive summary that follows provides more detail on those and other budget recommendations.

The total County budget for FY2016 is \$230.6 million, a 4 million or 1.8 percent increase over the budget for the current fiscal year. The capital spending portion of the total budget is \$ 24.7 million or 11% percent of total proposed expenditures. The proposed General Fund budget is \$205.9 million, \$ 5.5 million or 2.8 percent more than the budget for the current fiscal year. The single largest General Fund increase proposed for next fiscal year is a \$1.04 million increase for school funding. None of the increases reflected in the budget will require a tax rate increase. The funding for the proposed 17.95 FTE positions will be from reallocation of existing funds and non-tax revenue with the 6.87 FTE funded through the General Fund. Moreover, salary savings from regular staff turnover will more than pay for the proposed addition of General Fund positions.

Financial Challenges and Opportunities

The budget challenges facing the County in next year's budget, like those faced in recent years, are largely a reflection of the state of the economy. Federal and State support shared responsibilities, although not significantly cutback as in the last few years, continues to rely on the County to pick up the financial slack. The economy overall has begun to rebound (albeit still tepid), which offers an opportunity for the County to plug some fiscal holes and begin to restore essential services and enhance funding for our schools. A number of service improvements initiated with this budget will be done mostly with existing or external sources of funding.

The budget assumes a modest 1 percent growth in property tax revenues based on projected actual collections and 3 percent growth in sales tax. General Fund revenues have outperformed budget estimates over the last 5 years, which makes it possible to designate more budgeted revenues for ongoing purposes while continuing the County's commitment to maintenance of a 17 percent reserve level.

Strengthen Support for Schools

The proposed budget increases school funding by 1.1 percent above the target level of 48.1 percent of total budgeted revenues. This will increase per pupil spending by \$81 to \$3,652. In addition, the proposed budget phases in funding for charter school pupils over a two-year period. The total package with increased per pupil spending and charter school funding translates to a total of \$630,722 for Chapel Hill Carrboro City Schools (CHCCS) and \$408,224 for Orange County Schools (OCS). In addition, the Capital Investment Plan included planning funds of \$750,000 for CHCCS and \$488,000 for OCS.

The majority of outside agencies will continue to receive their current level of funding with this budget.

Maintain and Improve Services to the Organization and Community

Over the last several years, largely due to declining revenues and intergovernmental support, internal and external service levels have been reduced. I am pleased to announce that with this budget service levels will be improved in a number of areas. The details of these changes are described in the Executive Summary, but suffice it to say that County departments, businesses and residents should benefit by these improvements, whether it is through the addition of the Court Liaison position in the Sheriff's Department, installation of wireless technology at Fairview Park and Rogers Road and Cedar Grove community center or the creation of a Community Relations department through consolidation of existing resources. The overwhelming majority of these improvements has or will be accomplished through a reallocation of existing resources.

Renew Commitment to Employees

The proposed budget includes a 2 percent wage increase for County employees, a half percent increase over and above the wage increase awarded in the current year. In addition, the budget will hold employees harmless next fiscal year for their share of health care costs. Moreover, resources will be added in the Human Resources department that will be dedicated to compensation and classification services and workforce development. To relieve the added burden placed on staff and help enhance County services, the mandatory 6-month hold on filling vacancies will also be lifted and a 1.5 percent turnover savings rate will be implemented. Although modest, these changes recognize employees for their continued pursuit of excellence in the delivery of County services.

Summary and Acknowledgments

This budget begins an effort to restore and improve services without an increase in the County property tax rate. This could have not been accomplished without the teamwork and cooperation of appointed and elected department heads as well as the school superintendents. Their efforts to find ways to conduct business more efficiently and effectively have made this budget workable and responsible. My appreciation goes to them and their staff for all their help in fashioning these budget recommendations. Special appreciation goes to the budget team, Paul Laughton, Allison Chambers, Darrell Butts and Christal Sandifer for their exceptional work in compiling

this document as well as to Melissa Allison for coordinating and scheduling the many budget meetings.

Lastly, thank you for the ideas and suggestions you have shared with me throughout the year to help us progress in our fundamental mission. I look forward to working with each of you to refine and adopt a budget that will meet the needs of Orange County stakeholders, residents and government partners.

Sincerely,

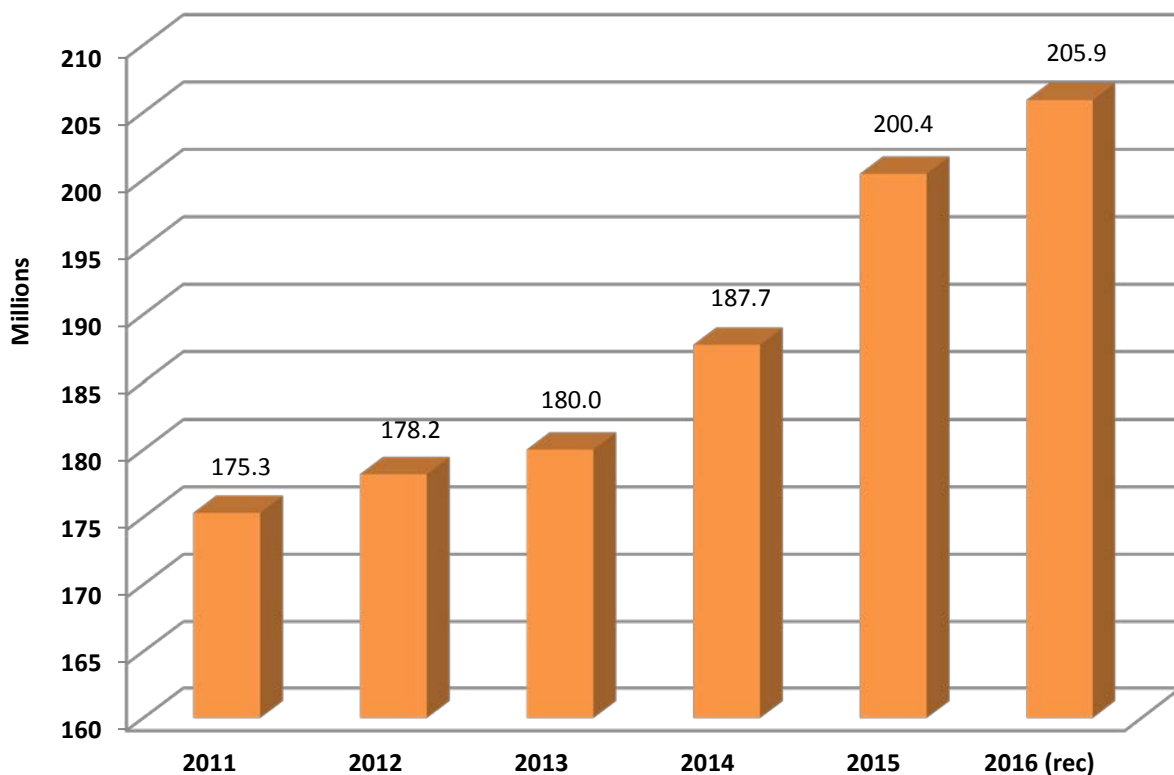


Bonnie B. Hammersley
County Manager

FY2015-16 COUNTY MANAGER RECOMMENDED BUDGET Executive Summary

The proposed General Fund FY 2015-16 budget for the County totals \$205,976,110. It reflects an increase of \$5.5 million, or 2.8 percent increase from the current year original budget of \$200,428,111. This proposed budget represents a \$3.2 million decrease from this year's amended budget of \$209.1 million through April 2015. The recommended budget has been balanced with an appropriation of \$9.8 million from the General Fund unassigned fund balance. As proposed, this funding plan balances the budget without a property tax increase.

General Fund Original Budget FY2011-2016



The financial challenges underlining the County's FY 2015-16 Budget include: Federal and State budgetary issues, slight growth in Real Property Taxes of approximately 1.0 percent above FY 2014-15 projections, modest growth in Sales Tax of 3.0 percent above FY 2014-15 projections, funding for both school districts, and increased debt service costs for County related projects. This budget provides operational funding for local schools at 49.2 percent of the County's General Fund revenues, 1.1 percent above the target established by the Board of County Commissioners.

With the inclusion of allocations for school nurses for both school districts and Sheriff Department resource officers in the Orange County Schools, the funding allocation for Schools equates to 49.7 percent of total General Fund revenues.

Aside from increases in School funding, the other operating expenses that would increase include County debt service, retiree health insurance, employee compensation adjustments, and County funded child care subsidies.

Revenues

The County major revenues sources include property and sales taxes, funds from other governments, and fees for services.

Assessed Property Valuation and Property Tax Rate

Orange County's last property revaluation was effective January 1, 2009. The recommended budget reflects the County's total assessed valuation, including real, personal, public utility property and motor vehicles, of \$16,808,658,012, with a tax levy of \$147,580,017. Real property values increased from \$15.6 billion budgeted in FY 2014-15 to \$15.7 billion in FY 2015-16. Valuations for motor vehicles have increased \$98.4 million from FY 2014-15 Original Budget. This results in an overall increase in total property valuation of 1.1 percent. This is a positive indicator of an improving and expanding 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 at 87.8 cents per \$100 of assessed valuation. Each one cent on the property tax rate will generate \$1,655,660.

Chapel Hill-Carrboro City Schools District Tax -The voter approved Chapel Hill-Carrboro City Schools District Tax provides additional revenue to that school district over and above the State and County's allocations. With this budget, the District's tax rate remains the same at 20.84 cents per \$100 assessed value. Based on this tax rate, the District will receive an estimated \$22,094,343 or \$1,805 per pupil. Each one cent on the school special district tax rate will generate \$1,060,189.

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 current tax rates for local fire districts range from 4.06 cents to 15.00 cents per \$100 valuation. For FY 2015-16, three districts, Damascus Fire District and Southern Triangle Fire Service District (served by North Chatham Fire Department) and Orange Rural Fire District, are requesting an increase in their fire district tax rate. The requested increases range from 1.00 cents (Orange Rural) to 2.20 cents (Damascus and Southern Triangle).

Fire Districts' Requests for FY 2015-16

District	Current 2014-15 Tax Rate (in cents)	Requested Tax Rate for 2015- 16	Requested Tax Rate Change 2015-16	1 Cent Equals	1/10 Cent Equals
Cedar Grove	7.36	7.36	0.00	\$ 28,171	\$ 2,817
Greater Chapel Hill	15.00	15.00	0.00	\$ 18,412	\$ 1,841
Damascus	8.80	11.00	2.20	\$ 9,404	\$ 940
Efland	7.00	7.00	0.00	\$ 68,846	\$ 6,885
Eno	7.99	7.99	0.00	\$ 73,254	\$ 7,325
Little River	4.06	4.06	0.00	\$ 42,924	\$ 4,292
New Hope	9.95	9.95	0.00	\$ 58,054	\$ 5,805
Orange Grove	6.00	6.00	0.00	\$ 76,918	\$ 7,692
Orange Rural	7.36	8.36	1.00	\$ 130,037	\$ 13,004
South Orange	10.00	10.00	0.00	\$ 52,178	\$ 5,218
Southern Triangle	8.80	11.00	2.20	\$ 19,902	\$ 1,990
White Cross	11.00	11.00	0.00	\$ 37,633	\$ 3,763

Revenue Highlights

Property Tax Revenue - Property taxes (real and motor vehicles) make up approximately \$145.4 million, or 70.6%, of the recommended General Fund revenue base of approximately \$205.9 million. This equates to a \$1.6 million increase from the current year budget of \$143.8 million and is reflective of an overall 1.1 percent growth above current fiscal year collections.

Sales Tax Revenue – Based on current year projections and the anticipated increase in consumer spending, the FY 2015-16 budget estimates sales tax revenue growth of approximately 3 percent above current fiscal year projections for Articles 39, 40 and 42 at \$1.6 million more than the FY 2014-15 budget. The county's share of local sales tax revenues are expected to be approximately \$20.7 million.

Charges for Services, Licenses and Permits - Construction and housing markets are recovering slowly, but new commercial and residential developments are breaking ground throughout the County. Anticipated charges for services will be approximately \$10.8 million for the upcoming fiscal year, which represents a 3.3 percent increase above current fiscal year projections.

Intergovernmental Revenue - Included in this revenue category are funds that the County expects to receive from state, federal and other local governments. Federal and State budgetary constraints will continue to adversely impact the County's budget. For FY 2015-16, revenues from the State are projected on the conservative side in the County budget at least until final action is taken on the State's budget. Total estimated intergovernmental revenues conservatively are expected to be \$15.0 million, which includes additional Federal, local, and transit tax funds related for increased Orange Public Transportation routes and services, and additional State Medicaid funding for Social Services. Medicaid funding is projected to increase as a result of the reimbursement rate increase from 50 percent to 75 percent in FY 2014-15 for allowable expenditures.

Article 46 ¼ Cent Sales Tax –The Article 46 ¼ Cent Sales Tax continues to provide funding for school capital projects and economic development initiatives. This sales tax is anticipated to generate approximately \$2.8 million in revenues in FY 2015-16 that will be used to fund educational projects and economic development initiatives. These revenues and related expenses are budgeted in a separate special revenue fund outside the General Fund.

Funding Highlights

Funding for Local School Districts -The recommended appropriations for Chapel Hill - Carrboro City and Orange County Schools increases the current expense funding by \$1,038,946 in FY 2015-16. This includes an increase in per pupil funding from \$3,571 to \$3,652, a \$81 increase for each of the 20,040 students in the two school systems. The recommended funding level represents a total appropriation for both school districts of \$96.5 million, which is 49.2 percent of General Fund revenues.

Based on the State Department of Public Instruction (DPI) projections for FY 2015-16, both school systems will see a decrease in student enrollments during the next academic year. The Orange County Schools enrollment projections total 7,526, which represents a decrease of 172 students from the March 2014 projections. The Chapel Hill-Carrboro City Schools enrollment projections total 12,203, which represents a decrease of 150 students from the March 2014 projections. Both school systems, however, are continuing to experience a growing number of students in charter schools. Current enrollment in Orange County charter schools is 475 students, and current enrollment in Chapel Hill-Carrboro City Schools charter schools is 217 students. The General Assembly requires school systems to pay a per pupil allotment to support charter students within their district.

The number of charter students funded as part of the school systems current expense has been maintained at the same level for many years. The recommended budget includes a phase-in of funding for charter school students over a two-year period, with funding for an additional 110 students in Orange County Schools and an additional 50 students in Chapel Hill-Carrboro City Schools in FY 2015-16, with a plan to complete the phase-in in both systems in FY 2016-17.

2015-16 Enrollment Projections

	CHCCS	OCS	Total
March 2015 Department of Public Instruction ADM Planning #s	12,203	7,526	19,729
<i>Less:</i> Out of District	<u>131</u>	<u>89</u>	<u>220</u>
	12,072	7,437	19,509
<i>Plus:</i> Budgeted Charter Students	<u>167</u>	<u>364</u>	<u>531</u>
Total Budgeted Students	12,239	7,801	20,040
	61.07%	38.93%	

Current Expense Funding for Local School Districts:

	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>
Original Budget	\$59,375,382	\$62,389,900	\$65,079,252	\$72,147,134	\$73,186,080

Both Boards of Education presented their budget requests to Commissioners in April 2015. In consideration of those requests and other funding needs, this recommended budget includes the following appropriations for the Local School Districts.

- Per pupil funding for the County's two local school districts increases to \$3,652. This funds the North Carolina Department of Public Instruction (NCDPI) projected 322 decrease in student enrollment between both school districts, and increases funding to an additional 160 charter students. This represents a \$1.038 million increase in current expense funding for both school districts combined.
- 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 remains the same as the prior year appropriation of \$3.7 million.
- The recommended budget provides for \$705,000 to continue the Commissioners' longstanding commitment to providing school health nurses at each school. This funding level is slightly increased from the FY 2014-15 levels.
- The Sheriff plans to continue providing School Resource Officers to support Orange County Schools. The Orange County Schools contributes \$180,000 annually towards these expenses, and the annual net value of this Board of County Commissioners' commitment totals approximately \$291,000.

Both School Districts requested increases in per pupil funding for FY 2015-16. Orange County Schools requested an increase of \$81 per pupil in order to receive approximately the same current expense funding as received in FY 2014-15 due to the loss of 172 students, and Chapel Hill-Carrboro requested an increase of \$302 per pupil in order to provide them with approximately \$3.5 million in additional current expense funding as received in FY 2014-15. To fully fund the Chapel Hill-Carrboro City Schools request will require additional revenues from a property tax increase or a reduction in County funded services elsewhere.

The information below illustrates the property tax rate necessary to generate revenues to address the current expense requested by Chapel Hill-Carrboro City Schools in excess of the current increase recommended; the same per pupil increase would apply to Orange County Schools:

<u>Tax Increase</u>	<u>Property Tax Revenues Generated</u>	<u>Per Pupil Equivalency *</u>
1 cent	\$1,655,660	\$82.62
2 cents	\$3,311,320	\$165.24
2.87 cents	\$4,751,744	\$237.11

*Based on 20,040 Students

The required tax rate increase would be 2.87 cents to fully fund the budget request submitted by Chapel Hill-Carrboro City Schools, and would provide Orange County Schools with \$1,849,695 more than requested.

Additionally, the Chapel Hill – Carrboro City School District has requested the Board of County Commissioners consider an increase in the special district property tax rate to fully fund their budget request. If approved, the additional revenues required to be generated to fully fund the CHCCS request with an increase in the special district tax would be as follows:

<u>Tax Increase</u>	<u>Property Tax Revenues Generated</u>	<u>Per Pupil Equivalency*</u>
1 cent	\$1,060,189	\$86.62
2.74 cents	\$2,903,768	\$237.25

*Based on 12,239 projected students for the Chapel Hill – Carrboro City School District

The recommended funding for the Orange County Satellite Campus of Durham Technical Community College, located at the Waterstone Development in Hillsborough, provides current expense funding of \$621,875, recurring capital of \$130,000, and debt service of \$295,843.

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 custodial services. The Counties are not responsible for funding of teaching staff.

County Programs and Services

The County remains committed to maintaining core county services. Orange County residents continue to face financial challenges even in a slowly 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. One area of major concern has been the State’s reduction in funding for subsidized child care. The recommended budget includes additional funds of approximately \$640,000 in subsidized County child care funding to continue support of the current waiting list over the next fiscal year.

Recommended changes for FY 2015-16 are itemized in each department's section of the document. As the State has not finalized its budget yet, Human Service functions still can be further impacted by Federal and State budget decisions. Major initiatives in FY 2015-16 are as follows:

General Government and Management

- Creation of a Community Relations Department, consisting of the Visitor’s Bureau and Public Affairs, to create better coordinated county-wide communications.

- Provides for a new Human Resources Assistant Director position to develop and implement a sustainable classification and compensation plan and workforce development plan.
- Provides for a new Administrative Assistant position in the County Manager's Office to provide clerical support to the office, as well as receive calls from residents, and redirect calls as needed.
- Provides additional funds in Asset Management Services to contract for custodial services at additional County facilities (Cedar Grove Community Center, Whitted Meeting Facility) and intensely used areas that require additional care (Senior Centers, Adult Day Health Program).
- Provides additional funds in Employee Development and Training to partner with UNC School of Government to provide a robust supervisor leadership development training. The training consists of five (5) day training for 30 supervisors, twice a year.

General Services

- Board of Elections – provides funding for four (4) elections in FY 2015-16, and the purchase of replacement and new voting booths to reduce voter wait time in the precincts.
- Provides for a new Deputy Register of Deeds II position due to the high volume of e-recordings the office is experiencing.
- Provides for two (2) new Revenue Technician positions to bring Emergency Medical Services billing back in-house to achieve improved customer service and a projected increase in collection. The costs of these positions are offset by a reallocation of current contracted expenditures.
- Provides funds in Information Technology for Rural Broadband planning and for expansion of network services at 3 new locations:
 - Cedar Grove Community Center (county network expansion and wireless Internet)
 - Fairview Park (wireless Internet)
 - Rogers Road Community Center (wireless Internet).

Human Services

- Provides for the addition of a new Dental Team (Dentist, Dental Assistant, Office Assistant I) to serve the increased number of patients at the clinic. Offsetting revenues cover approximately 85 percent of the annual cost of the positions.
- Provides funding of \$250,000 for Family Success Alliance. In FY 2014-15, funds for this program were transferred from the Social Justice Reserve Fund. This allocation will provide sufficient funds for the Family Success Alliance program for the entire year, no additional transfers should be necessary.
- Includes fee increases for all on-site wastewater and well programs in an effort to achieve full cost recovery within three years through a phased approach.
- Continues funding of \$450,000 in FY 2015-16 in the Social Justice Reserve Fund.
- Provides an increase in subsidized County child care funding of approximately \$640,000 in Social Services to continue support of the current waiting list over the next fiscal year.

- Provides increased funding in Social Services to address increased demand for services related to in-home aid for elderly and disabled adults.
- Provides for a new Management Analyst collaborative position to provide data support for all county human service agencies (DSS, Health, Child Support, Aging). Although located at DSS, the position would gather and analyze data relevant to poverty and at risk families or individuals in Orange County.
- Provides for a new Management Assistant position in Housing and Community Development to provide assistance in meeting federal compliance and reporting requirements for annual funding, for the Section 8 Housing Choice Voucher program and the HOME program. Additionally, this position will assist with development of an affordable housing plan and collaborate with the Towns to address affordable housing needs.

Public Safety

- Provides three (3) new Jail Alternatives program positions in the Sheriff's Department, consisting of a Jail Alternatives Manager, a Pre-Trial Services Coordinator, and a Drug Treatment Coordinator. This program has been previously funded through contracts within the Department of Social Services so there are no additional County costs associated with the creation of these positions.
- Provides for a new Court Liaison position in the Sheriff's Department to enhance coordination between all criminal justice stakeholders.

Culture and Recreation

- Provides funding through the Capital Investment Plan for a kiosk to be installed at the Cedar Grove Community Center to provide residents with 24 hour electronic access for checking materials in and out.
- Provides funding to the Town of Chapel Hill Library totaling \$568,139.

Community and Environment

- Provides funding for a new Community Centers Coordinator position to support the additional programming at the Efland-Cheeks and Rogers Road community centers and the opening of the new Cedar Grove community center. The position will ensure accessibility and availability of community centers and programming. Additionally, the position will enable an equitable level of service at the three community centers and allow for interaction and sharing of resources.
- Provides funding for a new Erosion Control Officer position to address increased building and erosion control activity, and to ensure that the Erosion Control staff will meet all North Carolina Department of Environment and Natural Resources (NCDENR) expectations.
- Creation of three (3) new Orange Public Transportation (OPT) drivers to initiate new and expanded OPT bus services; these are covered completely with offsetting revenues, so there is no additional County costs associated with these positions.

Non Profit Organizations

- Allocations provided to non-profit organizations total \$1,054,400 for FY 2015-16. (Specific allocations are detailed within the Outside Agencies tab within the budget document).

Capital Investment Plan

The Manager's Recommended FY 2015-20 Capital Investment Plan (CIP) was presented to the Board of Commissioners on March 17, 2015. Year 1 (FY 2015-16) of the CIP totals approximately \$24.7 million, which includes County, Schools, Water and Sewer, Solid Waste, Sportsplex, and Economic Development projects. Funding for these projects consists of debt financing, Pay-as-you-Go General Funds, Article 46 ¼ cent Sales Tax proceeds, Lottery proceeds, grants and contributions, Solid Waste funds, and Sportsplex funds. (Additional information regarding the Capital Investment Plan is detailed within the Capital Projects tab within the budget document).

For FY 2015-16, the following projects are recommended:

- County Projects (\$8,393,999) – major projects include site development infrastructure work at the Southern Orange Campus, design and engineering work for a Southern Branch Library, a library kiosk at the Cedar Grove Community Center (scheduled to open in Spring 2016), Information Technology equipment and infrastructure, design work for a new Environment and Agriculture Center planned in FY 2016-17, establishment of a new 9-1-1 Back-up Center, engineering study related to OWASA's Sewer Concept Plan at the Historic Rogers Road Neighborhood Community Center, and possible land acquisition for future expansion of the Soccer.com Soccer Center.
- School Projects (\$6,309,211) – includes Pay-as-you-Go funding and lottery proceeds for a variety of improvements to existing schools, technology upgrades, and to address safety issues. There are also preliminary planning funds included in FY 2015-16 to allow both school systems to be "shovel ready" for a project or projects after a successful Bond Referendum; funds will be reimbursed from approved Bond Referendum funds.
- Water and Sewer Projects (\$2,590,000) – includes project management funds related to the construction of the Buckhorn EDD – Phase 2 extension (Efland Sewer to Mebane) project, infrastructure construction in the Hillsborough EDD, and infrastructure construction in the Eno EDD.
- Solid Waste projects (\$1,473,919) – replacement of equipment and vehicles, purchase of additional rural recycling carts, and construction of a recycling roll cart distribution and maintenance building.
- Sportsplex projects (\$3,150,000) – construction of a new building addition to house an indoor turf field for soccer, lacrosse, senior walking, running, Kidsplex functions, and youth/adult flag football leagues, as well as a basketball court, including bleacher seating, for youth and adult basketball leagues.
- Economic Development projects and School projects related to Article 46 Sales Tax (\$2,814,576) – of the estimated \$2.8 million in FY 2015-16 from the Article 46 (1/4 cent) Sales Tax proceeds, 50% goes towards Economic Development initiatives and to pay for debt service related projects, and 50% goes towards Schools, mostly used for technology initiatives and upgrades, as well as facility improvements at older schools.

Debt Service

The total amount of debt service for the General Fund will be \$26.9 million, which results in an increase of approximately \$384,388 in FY 2015-16. The 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 of Commissioners has a 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. The anticipated debt service in FY 2015-16 is 13.0 percent. A breakdown of this debt between County and School debt service are detailed in the Debt Service tab within the budget document. Information on the proposed debt issuance for FY 2015-16 can be found in the Capital Investment Plan.

Solid Waste

The budget for Solid Waste and Landfill reflects the following initiatives for FY 2015-16:

- The creation of a single comprehensive County-wide Solid Waste Programs fee of \$107 to fund the cost of recycling programs and a portion of the solid waste convenience centers; replacing the previous tiered fee structure levied in FY 2011-12.
- Provides for the addition of a new Weighmaster position by converting a long-term temporary employment position into a full-time permanent position. This position will function as the second Weighmaster and will also be responsible for litter collection along Eubanks Road and a portion of Rogers Road.
- Provides for the addition of two (2) Solid Waste Collector Driver positions. One of these positions, recommended to start July 1, 2015 will serve as a backup driver (to provide coverage in the event that a driver is out of work or due to a vacancy) and will also be responsible for maintenance and delivery of roll carts. The other position, recommended to start January 1, 2016, will serve as an additional driver for the rural recycling program, which is necessary due to the phase-in approach of rural recycling.
- Includes an increase of \$109,449 in the Debt Principal account. This increase is due to the purchase of a rural recycling truck, 1,750 rural recycling roll carts, and construction of a new roll cart maintenance building as listed in the Capital Investment Plan.
- The General Fund contribution to Sanitation in the FY 2015-16 Manager Recommended Budget is \$1.7 million; this equates to 1.04 cents on the current property tax rate.
- Includes the addition of two (2) 0.750 FTE Solid Waste Convenience Center Operator positions and increases two (2) current 0.625 FTE Solid Waste Convenience Center Operator positions to 0.750 FTE. These position changes are recommended to become effective on February 1, 2016. These positions are necessary to staff the Eubanks Road Convenience Center (scheduled to open in Spring 2016), and due to additional recycling and re-use programs, additional staff and hours are needed to ensure proper staffing levels.
- Continuation of the SWCC Improvements Project by completing Phase II of the Solid Waste Convenience Center Improvements at the Eubanks Road Convenience Center as listed in the Capital Investment Plan.

The total recommended operating budget for the Solid Waste Enterprise Fund is \$11.3 million for FY 2015-16.

Employee Pay and Compensation - Pay and benefits is a significant cost driver for the County's operating budget. This recommended budget proposes the following:

- A wage increase of 2.0 percent for all permanent employees hired on or before June 30, 2015, effective July 1, 2015.
- Continue the Employee Performance Award in the amount of \$500 (proficient performance) or \$1,000 (exceptional performance), effective with Work Planning and Performance Review (WPPR) dates from July 1, 2015 to June 30, 2016.
- Continue funding the Traditional and High Deductible Health Plans for employees and pre-65 retirees at the FY 2014-15 appropriation, and fund an additional \$100,000 to mitigate the cost of deductibles paid by employees in the Traditional Plan, due to the change in the plan year from calendar to fiscal year in FY 2014-15.
- Continue the \$27.50 per pay period County contribution to non-law enforcement employees' supplemental retirement accounts and the County matching employees' contributions up to \$63.00 semi-monthly (for a maximum annual County contribution of \$1,512) for all general (non-sworn law enforcement officer) employees, and continue the mandated Law Enforcement Officer contribution of 5 percent of salary; as well as continue the County's contribution to the Local Government Employees' Retirement System (LERS) for all permanent employees.
- Continue funding the Dental Program with an increase of \$40,000 over FY 2014-15 appropriation.
- Continue the Living Wage rate at \$12.76 per hour for FY 2015-16.
- Continue the current Voluntary Furlough program.
- Eliminate the six-month hiring delay and replace it with a Request to Fill process allowing Department Directors to fill vacancies within approved FY 2015-16 appropriations. The recommended budget includes budgeting \$750,000 in Salary savings, which equates to approximately 1.5% of permanent personnel costs.
- Continue longevity payments to employees with ten or more years of service with Orange County.

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

Economy and Future Budgets

Orange County continues to see some encouraging signs of increased consumer spending, reflected in our modest growth in sales tax revenue. The projected revenues for FY 2016-17 do not reflect significant increases above the recommended levels of FY 2015-16. Orange County continues to rely heavily upon residential property taxes as the largest revenue source to fund governmental services. However, the Board of Orange County Commissioners' commitment to public infrastructure construction in the Economic Development Districts has expanded building site options for new businesses, which should have a positive impact on County revenues available to finance County services and Local School Districts in the future.

Orange County continues to take significant steps toward improving county government operations by adopting efficiencies, encouraging innovation and collaboration with public and private stakeholders.

As reflected in the recommended FY 2015-20 Capital Investment Plan in FY 2015-16, partnerships with the Town of Hillsborough and the City of 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 and Carrboro, and the City of Mebane has encouraged local business expansion and new businesses to consider Orange County as a viable location to do business.

The following are either future planned actions or emerging issues that could impact future County budgets and are ones that should be taken into consideration as action on the FY 2015-16 budget is taken.

- Debt service on utility infrastructure to be constructed for economic development in the business development districts (1/4 cent Sales Tax allocation).
- New debt service for County and School related capital projects as listed in the FY 2015-20 Capital Investment Plan.
- The potential of increased debt service for School related projects, including older facilities renovations and repairs, related to the planned November 2016 Bond Referendum.
- Impacts upon operational expenses for education, including the two school districts and community college, continue to be a challenge with the uncertainty of State funding.
- Increases in existing and retired county employee benefit expenses create future fiscal demands.
- Impacts of Federal and State budget actions that may shift financial obligations to the County for many basic services, including education.
- Results of the upcoming property tax revaluation in January 1, 2017.

The FY 2015-16 recommended budget is balanced as submitted. It does not require a tax increase, nor does it address every funding need. It does, however maintain services and programs at acceptable levels, and expands services and programs in several areas.

How to Read the Budget Document

The operating budget is divided into 39 sections separated by tabs.

- The first two sections, the *Manager's Message* and *Budget Summaries* provide an overview of the Annual Operating Budget.
- The next thirty-seven sections, starting with *Aging* and ending with *Transfers*, includes sections for the Capital Investment Plan, Courts, Education, Fire Districts, Non-Departmental, Outside Agencies and Sportsplex.
- The *Capital Investment Plan* section includes the FY2015-20 Manager's Recommended 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 *Proposed 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 Pi	\$ 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.

Revenue by Category

Summary - General Fund

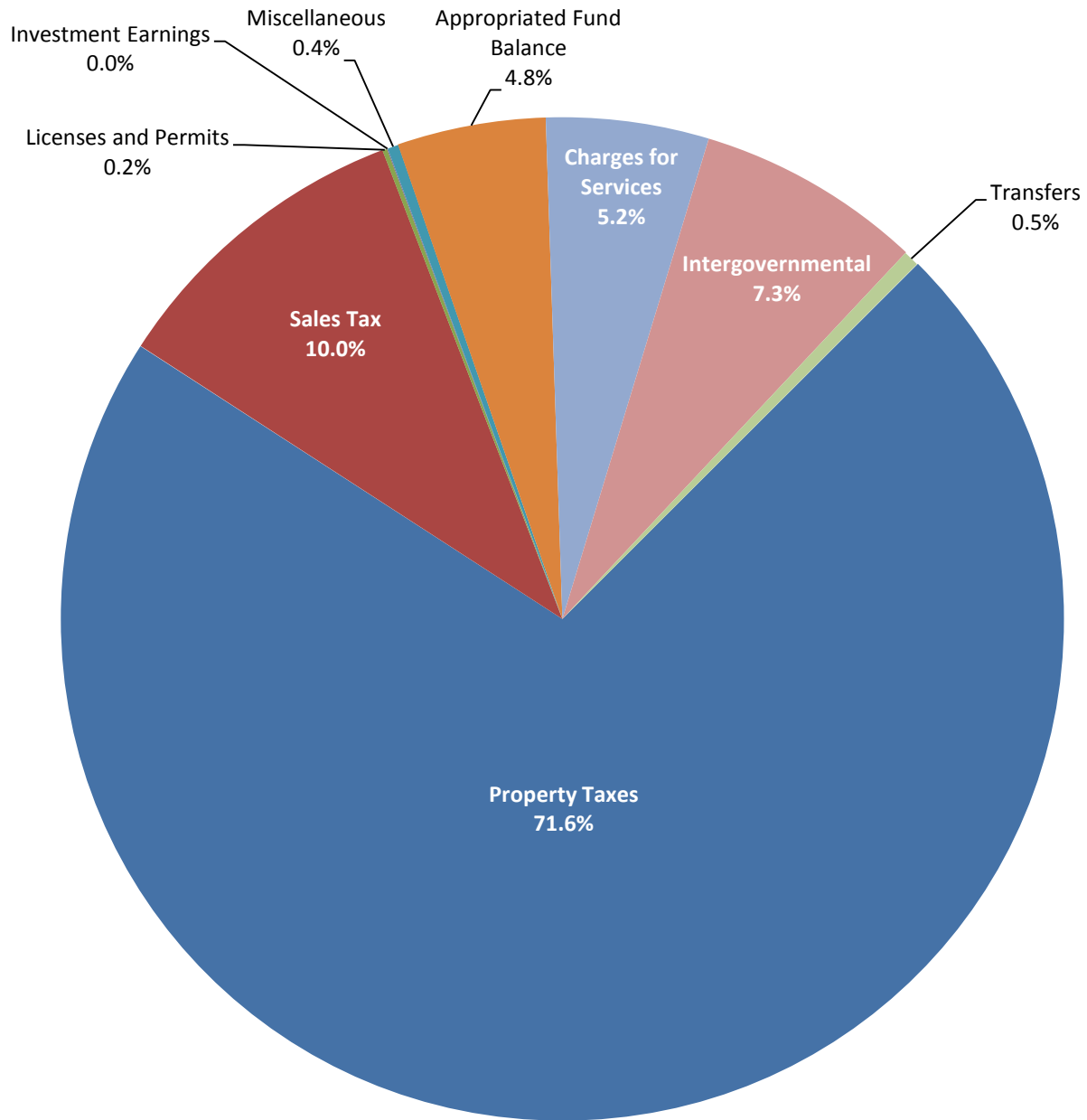
	2013-14 Actual Revenue	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
Property Taxes						
Property Taxes	129,913,201	135,734,649	135,734,649	135,150,000	136,413,322	136,413,322
Motor Vehicles	10,945,810	8,102,271	8,102,271	8,841,456	8,953,010	8,953,010
Gross Receipts	64,202	45,000	45,000	73,000	55,000	55,000
Delinquent Taxes	1,374,158	994,130	994,130	1,250,000	1,150,000	1,150,000
Interest on Delinquent Taxes	587,842	350,000	350,000	505,000	450,000	450,000
Late List Penalties	73,713	60,000	60,000	115,000	75,000	75,000
Animal Taxes	203,714	205,000	205,000	197,500	200,000	200,000
Beer and Wine	235,600	223,600	223,600	247,000	255,000	255,000
Property Taxes Total	<u>\$143,398,240</u>	<u>\$145,714,650</u>	<u>\$145,714,650</u>	<u>\$146,378,956</u>	<u>\$147,551,332</u>	<u>\$147,551,332</u>
Sales Tax						
Article 39 One Cent	8,384,641	8,667,512	8,667,512	9,155,000	9,429,650	9,429,650
Article 40 Half Cent	5,892,572	5,994,861	5,994,861	6,300,614	6,489,632	6,489,632
Article 42 Half Cent	4,209,800	4,339,589	4,339,589	4,595,000	4,732,850	4,732,850
Article 44 Half Cent	15,783	0	0	2,500	0	0
Sales Tax Total	<u>\$18,502,796</u>	<u>\$19,001,962</u>	<u>\$19,001,962</u>	<u>\$20,053,114</u>	<u>\$20,652,132</u>	<u>\$20,652,132</u>
Licenses and Permits						
Privilege License	11,483	13,000	13,000	13,000	13,000	13,000
Franchise Fee	313,054	300,000	300,000	315,000	300,000	300,000
Licenses and Permits Total	<u>\$324,537</u>	<u>\$313,000</u>	<u>\$313,000</u>	<u>\$328,000</u>	<u>\$313,000</u>	<u>\$313,000</u>
Investment Earnings Total	<u>\$9,738</u>	<u>\$105,000</u>	<u>\$105,000</u>	<u>\$16,500</u>	<u>\$52,500</u>	<u>\$52,500</u>
Miscellaneous Total	<u>\$2,244,894</u>	<u>\$798,065</u>	<u>\$915,089</u>	<u>\$2,485,674</u>	<u>\$737,468</u>	<u>\$737,468</u>
Appropriated Fund Balance Total	<u>\$0</u>	<u>\$10,068,343</u>	<u>\$12,953,497</u>	<u>\$445,281</u>	<u>\$0</u>	<u>\$9,850,770</u>
Charges for Services						
Aging	101,949	67,100	113,068	108,083	67,100	67,100
Child Support Enforcement	675	1,100	1,100	1,300	1,100	1,100
Community Planning	940,125	707,330	719,545	1,153,245	1,065,865	1,065,865
Emergency Management	2,767,530	2,240,215	2,240,215	2,223,521	2,490,215	2,490,215
Health	1,231,309	1,364,166	1,385,666	1,464,524	1,588,127	1,588,127
Library	32,336	29,850	29,850	29,875	29,850	29,850
Register of Deeds	1,398,805	1,393,687	1,393,687	1,337,100	1,355,500	1,355,500
Sheriff	2,419,258	2,591,700	2,591,700	2,527,575	2,615,700	2,615,700
Tax Collection	353,728	336,201	336,201	392,128	378,701	378,701
Transportation	98,767	96,500	96,500	107,150	114,500	114,500
Other	1,069,292	971,156	1,004,506	1,080,760	1,059,372	1,059,372
Charges for Services Total	<u>\$10,413,773</u>	<u>\$9,799,005</u>	<u>\$9,912,038</u>	<u>\$10,425,261</u>	<u>\$10,766,030</u>	<u>\$10,766,030</u>

Revenue by Category

Summary - General Fund

	2013-14 Actual Revenue	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
Intergovernmental						
Aging	568,998	541,480	651,222	605,497	532,367	532,367
Child Support Enforcement	1,412,472	1,270,000	1,270,000	1,323,000	1,318,075	1,318,075
Community Planning	15,485	0	24,024	24,024	24,024	24,024
Emergency Management	0	0	750	0	0	0
Health	987,392	871,740	940,953	941,407	980,972	973,772
Library	100,727	100,000	105,976	101,031	100,000	100,000
Lottery Proceeds	1,325,356	0	616,517	1,017,992	0	0
Sheriff	407,151	184,469	184,469	375,480	364,469	364,469
Social Services	13,211,631	8,843,373	13,599,866	13,915,654	9,709,839	9,709,839
Tax Collection	47,886	45,200	45,200	45,200	45,200	45,200
Transportation	433,859	611,647	611,647	593,982	844,100	844,100
Other	70,187	69,151	69,151	69,151	76,072	76,072
Intergovernmental Total	<u>\$19,657,120</u>	<u>\$13,575,486</u>	<u>\$19,162,006</u>	<u>\$20,053,854</u>	<u>\$15,007,478</u>	<u>\$15,000,278</u>
Transfers from Other Funds						
Impact Fees	1,540,000	1,040,000	1,040,000	1,650,000	1,040,000	1,040,000
Other	6,300	12,600	12,600	12,600	12,600	12,600
Transfers from Other Funds Total	<u>\$1,558,800</u>	<u>\$1,052,600</u>	<u>\$1,057,160</u>	<u>\$1,667,160</u>	<u>\$1,052,600</u>	<u>\$1,052,600</u>
Total Revenue	<u>\$196,109,899</u>	<u>\$200,428,111</u>	<u>\$209,134,402</u>	<u>\$201,853,801</u>	<u>\$196,132,540</u>	<u>\$205,976,110</u>

General Fund Revenue by Category



Appropriations by Function

Summary - General Fund

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
Governing & Management						
Animal Services	1,749,546	1,884,793	1,897,793	1,812,976	1,958,791	1,958,791
Asset Management Services	4,106,713	4,135,662	4,331,917	4,108,640	4,398,281	4,295,957
Board of County Commissioners	763,621	830,578	833,278	788,599	845,855	845,855
Community Relations	162,121	186,028	194,618	181,760	193,815	188,716
County Attorney's Office	511,234	541,000	541,000	547,830	551,501	551,501
County Manager's Office	724,606	722,580	722,580	585,778	667,305	664,900
Finance and Administrative Svs	3,276,249	3,364,117	3,368,807	3,156,233	3,401,850	3,401,850
Human Resources	621,910	780,016	785,602	802,571	954,354	945,127
Non-Departmental	1,273,421	5,105,948	5,124,208	2,092,250	4,780,862	4,010,862
Governing & Management Total	<u>\$13,189,421</u>	<u>\$17,550,722</u>	<u>\$17,799,803</u>	<u>\$14,076,638</u>	<u>\$17,752,614</u>	<u>\$16,863,559</u>
General Services						
Board of Elections	606,211	694,173	724,977	665,675	1,063,148	1,063,148
Information Technologies	1,853,998	2,621,580	2,662,072	2,474,134	3,062,629	2,895,229
Non-Departmental	2,054,129	1,871,543	1,871,543	2,053,543	1,735,518	1,735,518
Register of Deeds	901,838	903,025	903,025	878,062	924,165	924,165
Tax Administration	2,780,517	3,361,630	3,423,158	3,261,327	3,549,263	3,496,212
General Services Total	<u>\$8,196,693</u>	<u>\$9,451,951</u>	<u>\$9,584,775</u>	<u>\$9,332,740</u>	<u>\$10,334,723</u>	<u>\$10,114,272</u>
Human Services						
Child Support Enforcement	936,489	967,092	967,092	957,080	965,040	965,640
Cooperative Extension	343,232	367,972	385,622	325,011	379,843	379,843
Department of Social Services	20,906,585	17,196,401	22,376,477	21,436,114	18,184,438	18,153,438
Department on Aging	1,901,156	1,896,783	2,147,115	2,176,862	2,001,750	1,996,088
Health Department	7,649,539	7,910,226	8,040,958	7,827,866	8,486,989	8,600,516
Housing, Human Rights & Commu	206,425	210,279	210,279	219,123	218,823	218,823
Non-Departmental	1,624,164	2,337,980	2,427,980	1,923,180	2,783,015	2,390,400
OPC Area Program	1,355,973	1,355,973	1,355,973	1,355,973	1,355,973	1,355,973
Human Services Total	<u>\$34,923,563</u>	<u>\$32,242,706</u>	<u>\$37,911,496</u>	<u>\$36,221,209</u>	<u>\$34,375,871</u>	<u>\$34,060,721</u>
Culture & Recreation						
Library and Recreation Municipal	609,234	693,947	693,947	693,947	693,947	693,947
Library Services	1,825,422	1,910,714	1,927,055	1,944,015	2,125,425	2,081,930
Non-Departmental	86,129	91,374	91,374	91,374	97,294	90,294
Culture & Recreation Total	<u>\$2,520,785</u>	<u>\$2,696,035</u>	<u>\$2,712,376</u>	<u>\$2,729,336</u>	<u>\$2,916,666</u>	<u>\$2,866,171</u>
Community & Environment						
Department of Environment, Agric	3,060,584	3,177,359	3,259,535	3,321,225	3,493,675	3,464,888
Economic Development	333,270	511,710	520,276	396,016	515,575	515,575
Non-Departmental	170,902	219,651	295,959	248,984	239,425	232,425
Planning and Inspections	3,135,565	3,639,881	3,728,145	3,537,252	4,343,488	4,124,325
Community & Environment Total	<u>\$6,700,321</u>	<u>\$7,548,601</u>	<u>\$7,803,914</u>	<u>\$7,503,477</u>	<u>\$8,592,163</u>	<u>\$8,337,213</u>

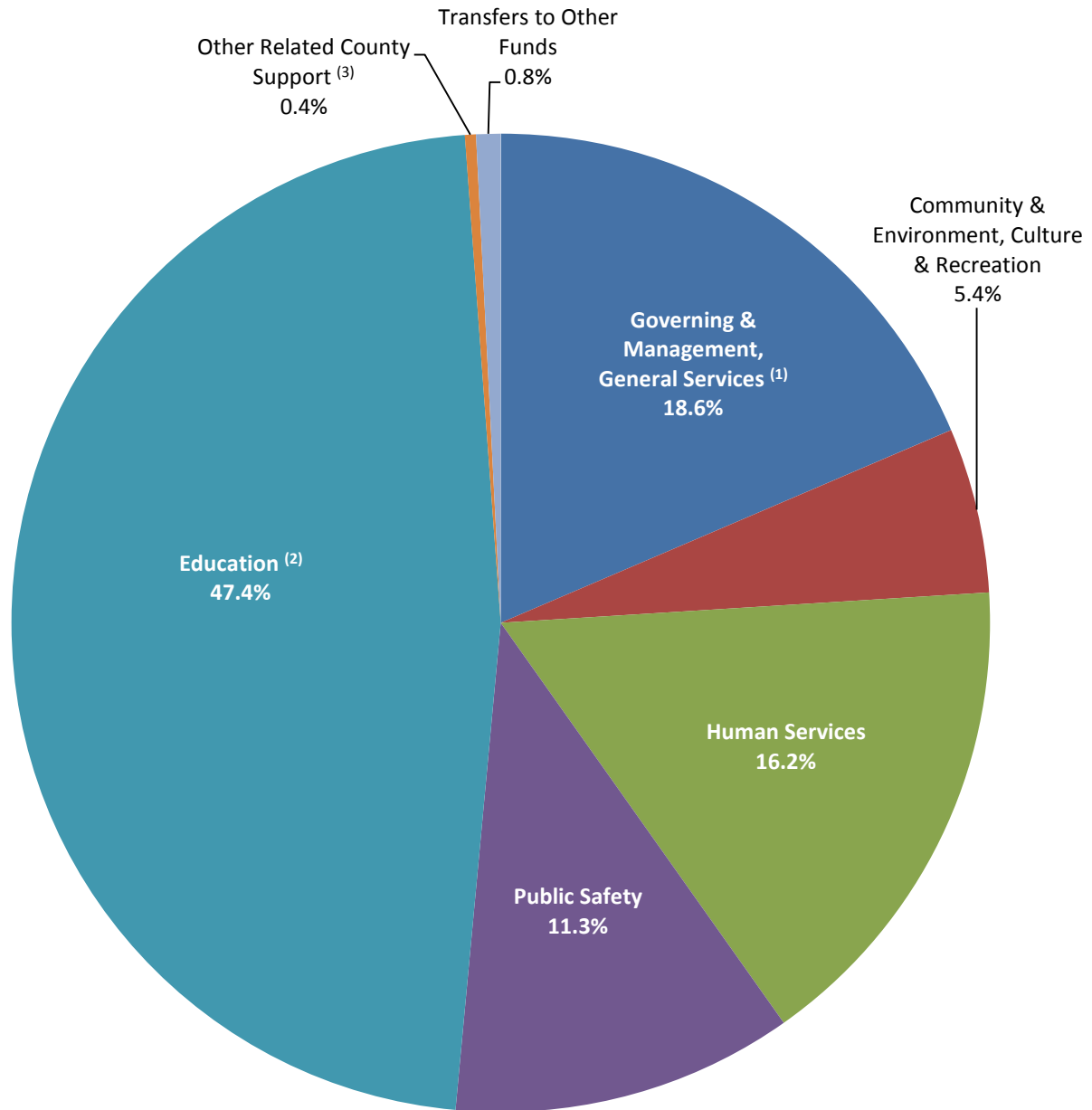
Appropriations by Function

Summary - General Fund

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
Public Safety						
Courts	48,025	81,655	81,655	50,412	90,655	90,655
Emergency Services	8,823,443	9,924,769	9,987,828	9,391,878	10,386,165	10,146,314
Non-Departmental	370,998	361,052	361,052	396,052	401,052	401,052
Sheriff	11,122,201	12,014,631	12,135,462	11,396,018	12,958,362	12,869,991
Public Safety Total	<u>\$20,364,666</u>	<u>\$22,382,107</u>	<u>\$22,565,997</u>	<u>\$21,234,360</u>	<u>\$23,836,234</u>	<u>\$23,508,012</u>
Education						
Current Expenses	65,079,252	72,147,134	72,147,134	72,147,134	75,676,272	73,186,080
Fair Funding	988,000	988,000	988,000	988,000	988,000	988,000
Other Related County Support	590,000	712,280	712,280	712,280	751,875	751,875
Recurring Capital	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Education Total	<u>\$69,657,252</u>	<u>\$76,847,414</u>	<u>\$76,847,414</u>	<u>\$76,847,414</u>	<u>\$80,416,147</u>	<u>\$77,925,955</u>
Non-Departmental						
Debt Service	25,484,871	26,529,306	26,529,306	26,529,306	26,913,694	26,913,694
Transfers to Other Funds	10,502,908	5,179,269	7,379,321	7,379,321	5,865,497	5,386,513
Non-Departmental Total	<u>\$35,987,779</u>	<u>\$31,708,575</u>	<u>\$33,908,627</u>	<u>\$33,908,627</u>	<u>\$32,779,191</u>	<u>\$32,300,207</u>
Total Expenditures	<u>\$191,540,479</u>	<u>\$200,428,111</u>	<u>\$209,134,402</u>	<u>\$201,853,801</u>	<u>\$211,003,609</u>	<u>\$205,976,110</u>

Note: The Education Total listed above does not include School Debt Service or Long Range Capital. The School Debt Service for FY 2014-15 is \$16,632,550, and is included in the Non-Departmental Debt Service section, and the Long Range Capital recommended for FY 2014-15 is \$3,724,849, and is included in the Non-Departmental Transfers to Other Funds section.

General Fund Appropriations by Function



(1) Includes County debt service.

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

(3) Includes Durham Technical Community College's current and recurring capital expenses.

Governing and Management

Summary

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Department (General Fund)						
Animal Services	1,749,546	1,884,793	1,897,793	1,812,976	1,958,791	1,958,791
Asset Management Services	4,106,713	4,135,662	4,331,917	4,108,640	4,398,281	4,295,957
Board of County Commissioners	763,621	830,578	833,278	788,599	845,855	845,855
County Attorney's Office	511,234	541,000	541,000	547,830	551,501	551,501
County Manager's Office	724,606	722,580	722,580	585,778	667,305	664,900
Finance and Administrative Svcs	3,276,249	3,364,117	3,368,807	3,156,233	3,401,850	3,401,850
Human Resources	621,910	780,016	785,602	802,571	954,354	945,127
Non-Departmental	1,273,421	5,105,948	5,124,208	2,092,250	4,780,862	4,010,862
Other Related County Support	0	0	0	0	0	0
Community Relations	162,121	186,028	194,618	181,760	193,815	188,716
Total Function Expenditures	<u>\$13,189,421</u>	<u>\$17,550,722</u>	<u>\$17,799,803</u>	<u>\$14,076,638</u>	<u>\$17,752,614</u>	<u>\$16,863,559</u>
<i>Offsetting Revenue</i>	<i>(955,598)</i>	<i>(977,665)</i>	<i>(990,665)</i>	<i>(976,969)</i>	<i>(987,852)</i>	<i>(987,852)</i>
County Costs (net)	<u>\$12,233,823</u>	<u>\$16,573,057</u>	<u>\$16,809,138</u>	<u>\$13,099,669</u>	<u>\$16,764,762</u>	<u>\$15,875,707</u>
Other Funds						
Animal Services	69,768	66,350	68,278	67,616	64,150	64,150
Total Expenditures	<u>\$69,768</u>	<u>\$66,350</u>	<u>\$68,278</u>	<u>\$67,616</u>	<u>\$64,150</u>	<u>\$64,150</u>
<i>Offsetting Revenue</i>	<i>(46,371)</i>	<i>(66,350)</i>	<i>(68,278)</i>	<i>(65,215)</i>	<i>(64,150)</i>	<i>(64,150)</i>
County Costs (net)	<u>\$23,397</u>	<u>\$0</u>	<u>\$0</u>	<u>\$2,401</u>	<u>\$0</u>	<u>\$0</u>
Total Governing and Management Related Expenditures	<u>\$13,259,189</u>	<u>\$17,617,072</u>	<u>\$17,868,081</u>	<u>\$14,144,254</u>	<u>\$17,816,764</u>	<u>\$16,927,709</u>

General Services

Summary

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Department (General Fund)						
Board of Elections	606,211	694,173	724,977	665,675	1,063,148	1,063,148
Information Technologies	1,853,998	2,621,580	2,662,072	2,474,134	3,062,629	2,895,229
Non-Departmental	2,054,129	1,871,543	1,871,543	2,053,543	1,735,518	1,735,518
Other Related County Support	0	0	0	0	0	0
Register of Deeds	901,838	903,025	903,025	878,062	924,165	924,165
Tax Administration	2,780,517	3,361,630	3,423,158	3,261,327	3,549,263	3,496,212
Total Function Expenditures	<u>\$8,196,693</u>	<u>\$9,451,951</u>	<u>\$9,584,775</u>	<u>\$9,332,740</u>	<u>\$10,334,723</u>	<u>\$10,114,272</u>
<i>Offsetting Revenue</i>	<i>(1,872,447)</i>	<i>(1,794,833)</i>	<i>(1,794,833)</i>	<i>(1,794,261)</i>	<i>(1,853,541)</i>	<i>(1,853,541)</i>
County Costs (net)	<u>\$6,324,245</u>	<u>\$7,657,118</u>	<u>\$7,789,942</u>	<u>\$7,538,479</u>	<u>\$8,481,182</u>	<u>\$8,260,731</u>
Other Related Programs (Revaluation Fund)						
Tax Administration	240,489	0	0	0	0	0
Total Expenditures	<u>\$240,489</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<i>Offsetting Revenue</i>	<i>(11)</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
County Costs (net)	<u>\$240,478</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Solid Waste Fund						
Solid Waste Department	11,897,306	13,023,050	16,002,566	16,550,079	11,385,005	11,361,018
Total Expenditures	<u>\$11,897,306</u>	<u>\$13,023,050</u>	<u>\$16,002,566</u>	<u>\$16,550,079</u>	<u>\$11,385,005</u>	<u>\$11,361,018</u>
<i>Offsetting Revenue</i>	<i>(8,022,549)</i>	<i>(13,023,050)</i>	<i>(16,002,566)</i>	<i>(16,636,150)</i>	<i>(11,385,005)</i>	<i>(11,361,018)</i>
County Costs (net)	<u>\$3,874,757</u>	<u>\$0</u>	<u>\$0</u>	<u>(\$86,071)</u>	<u>\$0</u>	<u>\$0</u>
Total General Services Related Expenditures	<u>\$20,334,488</u>	<u>\$22,475,001</u>	<u>\$25,587,341</u>	<u>\$25,882,819</u>	<u>\$21,719,728</u>	<u>\$21,475,290</u>

Human Services

Summary

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Department (General Fund)						
Child Support Enforcement	936,489	967,092	967,092	957,080	965,040	965,640
Cooperative Extension	343,232	367,972	385,622	325,011	379,843	379,843
Department of Social Services	20,906,585	17,196,401	22,376,477	21,436,114	18,184,438	18,153,438
Department on Aging	1,901,156	1,896,783	2,147,115	2,176,862	2,001,750	1,996,088
Health Department	7,649,539	7,910,226	8,040,958	7,827,866	8,486,989	8,600,516
Housing, Human Rights and Com	206,425	210,279	210,279	219,123	218,823	218,823
Non-Departmental	1,624,164	2,337,980	2,427,980	1,923,180	2,783,015	2,390,400
OPC Area Program	1,355,973	1,355,973	1,355,973	1,355,973	1,355,973	1,355,973
Total Function Expenditures	<u>\$34,923,563</u>	<u>\$32,242,706</u>	<u>\$37,911,496</u>	<u>\$36,221,209</u>	<u>\$34,375,871</u>	<u>\$34,060,721</u>
<i>Offsetting Revenue</i>	<i>(17,579,353)</i>	<i>(13,148,433)</i>	<i>(18,249,158)</i>	<i>(18,633,932)</i>	<i>(14,371,101)</i>	<i>(14,363,901)</i>
County Costs (net)	<u>\$17,344,210</u>	<u>\$19,094,273</u>	<u>\$19,662,338</u>	<u>\$17,587,277</u>	<u>\$20,004,770</u>	<u>\$19,696,820</u>
Other Related Programs (Grant Fund)						
Department on Aging	153,591	98,120	155,379	142,455	100,196	100,196
Health Department	67,233	65,574	65,745	65,574	65,574	65,574
Total Expenditures	<u>\$220,824</u>	<u>\$163,694</u>	<u>\$221,124</u>	<u>\$208,029</u>	<u>\$165,770</u>	<u>\$165,770</u>
<i>Offsetting Revenue</i>	<i>(182,961)</i>	<i>(124,574)</i>	<i>(182,004)</i>	<i>(164,658)</i>	<i>(124,574)</i>	<i>(124,574)</i>
County Costs (net)	<u>\$37,863</u>	<u>\$39,120</u>	<u>\$39,120</u>	<u>\$43,371</u>	<u>\$41,196</u>	<u>\$41,196</u>
Housing and Community Development Fund						
Housing, Human Rights and Com	3,946,579	4,569,529	4,569,529	4,445,697	4,907,698	4,907,698
Total Expenditures	<u>\$3,946,579</u>	<u>\$4,569,529</u>	<u>\$4,569,529</u>	<u>\$4,445,697</u>	<u>\$4,907,698</u>	<u>\$4,907,698</u>
<i>Offsetting Revenue</i>	<i>(3,417,666)</i>	<i>(4,376,597)</i>	<i>(4,376,597)</i>	<i>(4,387,970)</i>	<i>(4,659,912)</i>	<i>(4,659,912)</i>
County Costs (net)	<u>\$528,913</u>	<u>\$192,932</u>	<u>\$192,932</u>	<u>\$57,727</u>	<u>\$247,786</u>	<u>\$247,786</u>
Total Human Services Related Expenditures	<u>\$39,090,966</u>	<u>\$36,975,929</u>	<u>\$42,702,149</u>	<u>\$40,874,935</u>	<u>\$39,449,339</u>	<u>\$39,134,189</u>

Culture and Recreation

Summary

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Department (General Fund)						
Arts Commission	0	0	0	0	0	0
Library Services	1,825,422	1,910,714	1,927,055	1,944,015	2,125,425	2,081,930
Library/Recreation - Municipal	609,234	693,947	693,947	693,947	693,947	693,947
Non-Departmental	86,129	91,374	91,374	91,374	97,294	90,294
Total Function Expenditures	<u>\$2,520,785</u>	<u>\$2,696,035</u>	<u>\$2,712,376</u>	<u>\$2,729,336</u>	<u>\$2,916,666</u>	<u>\$2,866,171</u>
<i>Offsetting Revenue</i>	<i>(149,773)</i>	<i>(133,850)</i>	<i>(150,191)</i>	<i>(149,745)</i>	<i>(141,850)</i>	<i>(141,850)</i>
County Costs (net)	<u>\$2,371,012</u>	<u>\$2,562,185</u>	<u>\$2,562,185</u>	<u>\$2,579,591</u>	<u>\$2,774,816</u>	<u>\$2,724,321</u>
Total Culture and Recreation Related Expenditures	\$2,520,785	\$2,696,035	\$2,712,376	\$2,729,336	\$2,916,666	\$2,866,171

Community and Environment

Summary

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Department (General Fund)						
Department of Environment, Agric	3,060,584	3,177,359	3,259,535	3,321,225	3,493,675	3,464,888
Economic Development	333,270	511,710	520,276	396,016	515,575	515,575
Non-Departmental	170,902	219,651	295,959	248,984	239,425	232,425
Planning and Inspections	3,135,565	3,639,881	3,728,145	3,537,252	4,343,488	4,124,325
Total Function Expenditures	<u>\$6,700,321</u>	<u>\$7,548,601</u>	<u>\$7,803,914</u>	<u>\$7,503,477</u>	<u>\$8,592,163</u>	<u>\$8,337,213</u>
<i>Offsetting Revenue</i>	<i>(2,108,987)</i>	<i>(1,937,437)</i>	<i>(2,006,681)</i>	<i>(2,496,145)</i>	<i>(2,627,535)</i>	<i>(2,627,535)</i>
County Costs (net)	<u>\$4,591,334</u>	<u>\$5,611,164</u>	<u>\$5,797,233</u>	<u>\$5,007,332</u>	<u>\$5,964,628</u>	<u>\$5,709,678</u>
Visitors Bureau Fund						
Community Relations	1,308,456	1,503,101	1,503,101	1,444,694	1,466,340	1,441,340
Total Expenditures	<u>\$1,308,456</u>	<u>\$1,503,101</u>	<u>\$1,503,101</u>	<u>\$1,444,694</u>	<u>\$1,466,340</u>	<u>\$1,441,340</u>
<i>Offsetting Revenue</i>	<i>(1,478,006)</i>	<i>(1,503,101)</i>	<i>(1,503,101)</i>	<i>(1,441,306)</i>	<i>(1,466,340)</i>	<i>(1,441,340)</i>
County Costs (net)	<u>\$(169,550)</u>	<u>\$0</u>	<u>\$0</u>	<u>\$3,388</u>	<u>\$0</u>	<u>\$0</u>
Other Related Programs (Efland Sewer Fund)						
Planning and Inspections	286,718	374,480	374,480	314,008	331,930	331,930
Total Expenditures	<u>\$286,718</u>	<u>\$374,480</u>	<u>\$374,480</u>	<u>\$314,008</u>	<u>\$331,930</u>	<u>\$331,930</u>
<i>Offsetting Revenue</i>	<i>(163,354)</i>	<i>(230,730)</i>	<i>(230,730)</i>	<i>(195,928)</i>	<i>(215,400)</i>	<i>(215,400)</i>
County Costs (net)	<u>\$123,364</u>	<u>\$143,750</u>	<u>\$143,750</u>	<u>\$118,080</u>	<u>\$116,530</u>	<u>\$116,530</u>
Total Community and Environment Related Expenditures	<u>\$8,295,494</u>	<u>\$9,426,182</u>	<u>\$9,681,495</u>	<u>\$9,262,179</u>	<u>\$10,390,433</u>	<u>\$10,110,483</u>

Public Safety

Summary

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Department (General Fund)						
Courts	48,025	81,655	81,655	50,412	90,655	90,655
Emergency Services	8,823,443	9,924,769	9,987,828	9,391,878	10,386,165	10,146,314
Non-Departmental	370,998	361,052	361,052	396,052	401,052	401,052
Sheriff	11,122,201	12,014,631	12,135,462	11,396,018	12,958,362	12,869,991
Total Function Expenditures	<u>\$20,364,666</u>	<u>\$22,382,107</u>	<u>\$22,565,997</u>	<u>\$21,234,360</u>	<u>\$23,836,234</u>	<u>\$23,508,012</u>
<i>Offsetting Revenue</i>	<i>(5,972,383)</i>	<i>(5,335,049)</i>	<i>(5,335,799)</i>	<i>(5,447,857)</i>	<i>(5,789,049)</i>	<i>(5,789,049)</i>
County Costs (net)	<u>\$14,392,283</u>	<u>\$17,047,058</u>	<u>\$17,230,198</u>	<u>\$15,786,503</u>	<u>\$18,047,185</u>	<u>\$17,718,963</u>
Emergency Telephone Fund						
Emergency Services	391,693	857,041	1,064,072	675,128	925,099	925,099
Total Expenditures	<u>\$391,693</u>	<u>\$857,041</u>	<u>\$1,064,072</u>	<u>\$675,128</u>	<u>\$925,099</u>	<u>\$925,099</u>
<i>Offsetting Revenue</i>	<i>(486,248)</i>	<i>(857,041)</i>	<i>(1,064,072)</i>	<i>(562,338)</i>	<i>(925,099)</i>	<i>(925,099)</i>
County Costs (net)	<u>\$(94,555)</u>	<u>\$0</u>	<u>\$0</u>	<u>\$112,790</u>	<u>\$0</u>	<u>\$0</u>
Total Public Safety Related Expenditures	<u>\$20,756,359</u>	<u>\$23,239,148</u>	<u>\$23,630,069</u>	<u>\$21,909,488</u>	<u>\$24,761,333</u>	<u>\$24,433,111</u>

Appropriations by County Department

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

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
Aging	1,901,156	1,896,783	2,147,115	2,176,862	2,001,750	1,996,088
Animal Services	1,749,546	1,884,793	1,897,793	1,812,976	1,958,791	1,958,791
Asset Management Services	4,106,713	4,135,662	4,331,917	4,108,640	4,398,281	4,295,957
Board of County Commissioners	763,621	830,578	833,278	788,599	845,855	845,855
Board of Elections	606,211	694,173	724,977	665,675	1,063,148	1,063,148
Child Support Enforcement	936,489	967,092	967,092	957,080	965,040	965,640
Community Relations	1,470,577	1,689,129	1,697,719	1,626,454	1,660,155	1,630,056
Cooperative Extension	343,232	367,972	385,622	325,011	379,843	379,843
County Attorney	511,234	541,000	541,000	547,830	551,501	551,501
County Manager's Office	724,606	722,580	722,580	585,778	667,305	664,900
Courts	48,025	81,655	81,655	50,412	90,655	90,655
Department of Environment, Agricul	3,060,584	3,177,359	3,259,535	3,321,225	3,493,675	3,464,888
Economic Development	333,270	511,710	520,276	396,016	515,575	515,575
Emergency Services	9,215,136	10,781,810	11,051,900	10,067,006	11,311,264	11,071,413
Finance & Administrative Services	3,276,244	3,364,117	3,368,807	3,156,233	3,401,850	3,401,850
Health Department	7,649,539	7,910,226	8,040,958	7,827,866	8,486,989	8,600,516
Housing, Human Rights & Commun	4,153,004	4,779,808	4,779,808	4,664,820	5,126,521	5,126,521
Human Resources	621,910	780,016	785,602	802,571	954,354	945,127
Information Technologies	1,853,998	2,621,580	2,662,072	2,474,134	3,062,629	2,895,229
Library Services	1,825,422	1,910,714	1,927,055	1,944,015	2,125,425	2,081,930
OPC Area Program	1,355,973	1,355,973	1,355,973	1,355,973	1,355,973	1,355,973
Planning & Inspections	3,422,282	4,014,361	4,102,625	3,851,260	4,675,418	4,456,255
Register of Deeds	901,838	903,025	903,025	878,062	924,165	924,165
Sheriff	11,122,201	12,014,631	12,135,462	11,396,018	12,958,362	12,869,991
Social Services	20,906,585	17,196,401	22,376,477	21,436,114	18,184,438	18,153,438
Solid Waste Fund	11,897,306	13,023,050	16,002,566	16,550,079	11,385,005	11,361,018
Tax Administration	3,021,006	3,361,630	3,423,158	3,261,327	3,549,263	3,496,212
Total Expenditures	\$97,777,706	\$101,517,828	\$111,026,045	\$107,028,036	\$106,093,230	\$105,162,535

Permanent Full-Time Equivalent (FTE) Budgeted Positions

All Funds

	2012-13 Actual F.T.E.'s	2013-14 Actual F.T.E.'s	2014-15 Original Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
General Fund						
Governing & Management						
Commissioners	3.000	4.000	4.000	4.000	4.000	4.000
County Attorney	4.000	4.000	4.000	4.000	4.000	4.000
County Manager	6.000	5.000	5.000	4.000	5.000	5.000
Community Relations - Public Affairs ⁽⁴⁾	0.000	1.000	1.000	1.000	1.000	1.000
Animal Services	28.000	30.000	31.000	31.000	31.000	31.000
Financial Services	15.000	15.000	15.000	15.000	15.000	15.000
Asset Management Services ⁽¹⁾	37.000	37.000	37.000	37.000	39.000	37.000
Human Resources	8.000	8.000	8.000	8.000	9.500	9.000
Governing & Management Total	101.000	104.000	105.000	104.000	108.500	106.000
General Services						
Elections	4.000	4.000	5.000	5.000	5.000	5.000
Information Technologies	10.700	16.700	16.700	16.700	16.700	16.700
Register of Deeds	14.000	14.000	14.000	14.000	15.000	15.000
Tax Administration	36.000	36.000	40.000	40.000	42.000	42.000
General Services Total	64.700	70.700	75.700	75.700	78.700	78.700
Community & Environment						
Planning/Inspections/OPT ⁽²⁾	39.500	39.500	41.500	41.500	47.500	45.500
Economic Development	3.500	4.000	5.000	5.000	5.000	5.000
<i>DEAPR</i>						
Parks and Recreation	17.000	17.000	17.750	17.750	18.750	19.000
Natural & Cultural Resources	3.000	3.000	3.000	3.000	3.000	3.000
Admin/Support Services	7.000	7.000	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>31.000</i>	<i>31.000</i>	<i>31.750</i>	<i>31.750</i>	<i>32.750</i>	<i>33.000</i>
Community & Environment Total	74.000	74.500	78.250	78.250	85.250	83.500
Culture & Recreation						
Library Services	22.425	22.750	24.000	24.000	24.125	24.125
Culture & Recreation Total	22.425	22.750	24.000	24.000	24.125	24.125
Human Services						
<i>Social Services</i>						
Administration	23.000	21.000	21.000	21.000	21.000	21.000
Children/Family Services	65.000	66.000	66.000	66.000	66.000	66.000
Economic Services	75.000	74.000	74.000	74.000	75.000	75.000
Skills Development Center	0.000	0.000	0.000	0.000	0.000	0.000
Veterans' Services	0.000	0.000	0.000	0.000	0.000	0.000
<i>Social Services Total</i>	<i>163.000</i>	<i>161.000</i>	<i>161.000</i>	<i>161.000</i>	<i>162.000</i>	<i>162.000</i>

Permanent Full-Time Equivalent (FTE) Budgeted Positions

All Funds

	2012-13 Actual F.T.E.'s	2013-14 Actual F.T.E.'s	2014-15 Original Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
<i>Health</i>						
Finance and Admin Operations	11.500	11.500	11.500	11.500	11.500	11.500
Dental Health	8.800	9.100	9.800	9.800	12.300	12.300
Health Promotion and Education	8.000	8.000	9.000	9.000	9.000	9.000
Personal Health	46.000	47.500	47.500	48.000	49.500	48.000
Environmental Health	16.500	16.500	16.500	16.500	16.500	16.500
Risk Management	0.000	0.000	0.000	0.000	0.000	0.000
<i>Health Total</i>	<i>90.800</i>	<i>92.600</i>	<i>94.300</i>	<i>94.800</i>	<i>98.800</i>	<i>97.300</i>
<i>Aging</i>						
Administration	3.000	3.000	3.000	3.000	3.000	3.000
Community Based Services	8.750	8.750	8.750	8.750	8.950	8.950
Aging Transitions	3.375	5.175	5.175	5.175	5.175	5.175
Volunteer Connect 55+	2.875	2.875	2.875	2.875	2.875	2.875
<i>Aging Total</i>	<i>18.000</i>	<i>19.800</i>	<i>19.800</i>	<i>19.800</i>	<i>20.000</i>	<i>20.000</i>
Cooperative Extension	0.000	0.000	0.000	0.000	0.000	0.000
Housing, Human Rights & Comm. Development ⁽³⁾	4.000	3.000	3.000	3.000	4.000	4.000
Child Support	13.000	13.000	13.000	13.000	13.000	13.000
Human Services Total	288.800	289.400	291.100	291.600	297.800	296.300
Public Safety						
Sheriff	138.000	138.000	140.000	141.000	145.000	145.000
<i>EMS</i>						
Administration	6.000	6.500	7.500	7.500	8.000	8.000
Medical Services	74.000	78.000	78.000	78.000	78.000	78.000
Life Safety	3.000	3.000	3.000	3.000	3.000	3.000
Telecommunications	35.000	40.000	40.000	40.000	40.000	40.000
<i>EMS Total</i>	<i>118.000</i>	<i>127.500</i>	<i>128.500</i>	<i>128.500</i>	<i>129.000</i>	<i>129.000</i>
Public Safety Total	256.000	265.500	268.500	269.500	274.000	274.000
General Fund Total	<u>806.925</u>	<u>826.850</u>	<u>842.550</u>	<u>843.050</u>	<u>868.375</u>	<u>862.625</u>

Permanent Full-Time Equivalent (FTE) Budgeted Positions

All Funds

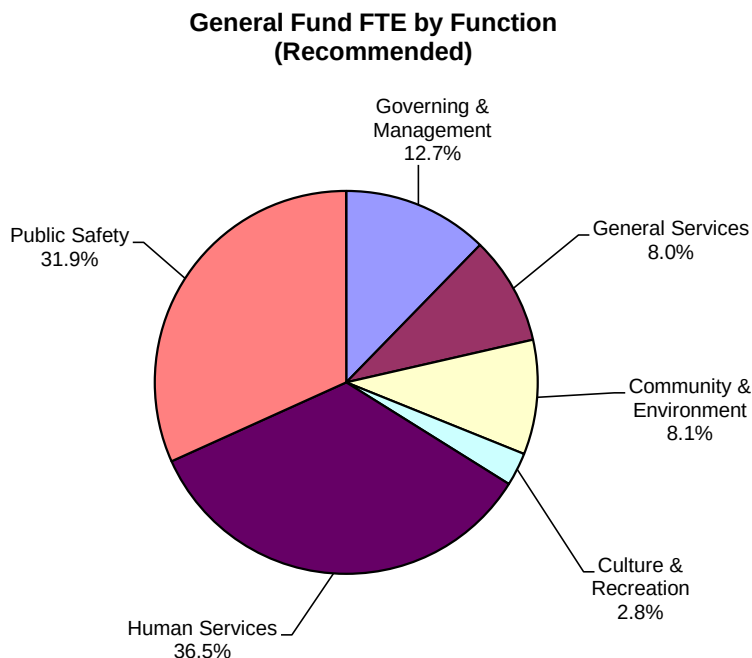
	2012-13	2013-14	2014-15	2014-15	2015-16	2015-16
	Actual	Actual	Original	12-Month	Department	Manager
	F.T.E.'s	F.T.E.'s	Budget	Estimate	Requested	Recommended
Other Funds						
Aging - Senior Health Coordination	1.000	1.000	1.000	1.000	1.000	1.000
Tax Administration - Revaluation	2.000	4.000	0.000	0.000	0.000	0.000
Criminal Justice Partnership (OJJ)	0.000	0.000	0.000	0.000	0.000	0.000
Hyconeechee Regional Library	0.000	0.000	0.000	0.000	0.000	0.000
Emergency Telephone System (E-9-1-1)	2.000	2.000	2.000	2.000	2.000	2.000
Health - Home Visiting	0.000	0.000	0.000	0.000	0.000	0.000
Health - Health and Wellness Trust	0.000	0.000	0.000	0.000	0.000	0.000
Health - Child Care Health Consultant	1.000	1.000	1.000	1.000	1.000	1.000
Health - Health Disparities Grant	0.000	1.000	1.000	1.000	1.000	1.000
Health - Triple P Initiative	0.000	0.000	1.000	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
Social Services - Homelessness Grant	0.000	0.000	0.000	0.000	0.000	0.000
Social Services - Community Response Grant	1.000	1.000	1.000	1.000	1.000	1.000
Social Services - Building Futures Grant	0.000	2.000	2.000	2.000	2.000	2.000
Solid Waste/Landfill Operations	59.750	56.700	56.700	57.700	63.450	63.450
Community Relations - Visitors Bureau ⁽⁴⁾	6.000	6.000	7.000	7.000	7.000	7.000
Other Funds Total	82.750	84.700	82.700	82.700	88.450	88.450
Grand Total	889.675	911.550	925.250	925.750	956.825	951.075

(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 July 1, 2012, Orange Public Transportation moved to the Planning and Inspections Department.

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

(4) Community Relations is a new department including Visitor's Bureau and Public Affairs, effective July 1, 2015



Summary of Manager Recommended New Positions for FY 2015-16

General Fund

Department	Position	Effective Date	FTE	Annual Salary	Total Salary and Benefits	Operating and Start-up Costs	Off-setting revenue or Reallocation of Existing Funds	Total County Cost
County Manager	Administrative Asst I	July 1, 2015	1.000	31,230	45,568	2,875	0	48,443
Emergency Services	Deputy EMS Operations Manager	January 1, 2016	0.500	24,355	32,806	4,952	(10,000)	27,758
Health	Office Assistant I	July 1, 2015	0.500	15,500	17,775	2,570		20,345
Health	Dentist	July 1, 2015	1.000	110,000	135,733	5,479	(141,212)	(0)
Health	Dental Assistant	July 1, 2015	1.000	35,500	50,465	525	(44,063)	6,927
OPT	Public Transportation Driver	July 1, 2015	1.000	31,230	45,568	720	(46,288)	(0)
OPT	Public Transportation Driver	July 1, 2015	1.000	31,230	45,568	720	(46,288)	(0)
OPT	Public Transportation Driver	July 1, 2015	1.000	31,230	45,568	720	(46,288)	(0)
Planning	Erosion Control Officer II	January 1, 2016	1.000	22,063	30,179	1,228	0	31,407
Register of Deeds	Deputy Register of Deeds II	July 1, 2015	1.000	32,500	47,024		0	47,024
Sheriff	Court Liaison	July 1, 2015	1.000	53,764	71,614	420	0	72,034
Sheriff	Jail Alternatives Manager	July 1, 2015	1.000	52,597	70,064	420	(70,484)	(0)
Sheriff	Drug Treatment Coordinator	July 1, 2015	1.000	42,002	57,921	420	(58,341)	0
Sheriff	Pre-Trial Release Coordinator	July 1, 2015	1.000	42,002	57,921	420	(58,341)	0
Tax	Revenue Tech I	December 1, 2015	1.000	18,218	26,561	7,328	(33,889)	(0)
Tax	Revenue Tech II	December 1, 2015	1.000	19,140	27,618	6,678	(34,296)	(0)
Human Resources	Assistant HR Director	July 1, 2015	1.000	65,506	84,832	28,972	0	113,804
Library	Administrative Services Supervisor	July 1, 2015	0.125	5,789	6,639	0	0	6,639
DEAPR	Parks Conservation Tech I	July 1, 2015	0.250	9,336	10,075	0	0	10,075
DEAPR	Community Centers Coordinator	October 1, 2015	1.000	27,164	38,467	4,047	0	42,514
Housing	Management Assistant	July 1, 2015	1.000	51,175	68,437	4,469	0	72,906
DSS	Management Analyst	July 1, 2015	1.000	42,002	57,742	5,950	(31,935)	31,757
Aging	Social Worker (Chinese speaking)	July 1, 2015	0.200	8,120	9,311	0	(2,694)	6,617
TOTALS			19.575	801,652	1,083,456	78,913	(624,119)	538,250

**Summary of Manager Recommended New Positions for FY 2015-16
Solid Waste Enterprise Fund**

Department	Position	Effective Date	FTE	Annual Salary	Total Salary and Benefits	Operating and Start-up Costs	Off-setting revenue or Reallocation of Existing Funds	Total County Cost
Solid Waste	Weighmaster	July 1, 2015	1.000	29,725	43,842	1,780		45,622
Solid Waste	Solid Waste Collector Driver	July 1, 2015	1.000	31,230	45,568	600	(19,651)	26,517
Solid Waste	Solid Waste Collector Driver	January 1, 2016	1.000	15,615	22,785	600	(29,959)	(6,574)
Solid Waste	Convenience Center Operator	July 1, 2015	0.125	1,263	1,448	0		1,448
Solid Waste	Convenience Center Operator	July 1, 2015	0.125	1,263	1,448	0		1,448
Solid Waste	Convenience Center Operator	February 1, 2016	0.750	7,832	12,232	0		12,232
Solid Waste	Convenience Center Operator	February 1, 2016	0.750	7,832	12,232	2,110		14,342
TOTALS			4.750	94,760	139,557	5,090	(49,610)	95,037

Assessed Valuation, Tax Rate and Estimated Collections

General Fund

	FY 2014-15 Commissioner Approved	FY 2015-16 Recommended	% Change
Assessed Valuation of Real, Personal and Corporate Excess	\$15,694,949,771	\$15,773,424,520	0.5%
Assessed Valuation of Motor Vehicles	<u>\$936,862,889</u>	<u>\$1,035,233,492</u>	10.5%
Total Assessed Valuation	\$16,631,812,660	\$16,808,658,012	1.1%
Ad Valorem Tax Rate per \$100 of Assessed Valuation	0.8780	0.8780	
General Fund Levy	\$146,027,315	\$147,580,017	1.1%
Collection Rate (excluding motor vehicles)	98.50%	98.50%	
Collection Rate (motor vehicles only)	98.50%	98.50%	
Property Tax Collections (Real, Personal, Corporate Excess)	\$135,734,634	\$136,413,322	0.5%
Property Tax Collections (motor vehicles only)	\$8,102,271	\$8,953,010	10.5%

1 Cent on the Tax Rate Equals:	\$1,638,241	\$1,655,660	1.1%

Totals may be slightly off due to rounding.

Department on Aging

Phone Number: (919) 968-2070

Website: www.orangecountync.gov/departments/aging/index.php

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
<i>By Category (General Fund)</i>						Account: 430
Personnel Services	1,345,635	1,325,921	1,360,310	1,455,990	1,369,040	1,369,040
Operations	547,633	565,852	779,193	713,260	627,048	627,048
Capital Outlay	7,888	5,010	7,612	7,612	5,662	0
Total Expenditures	\$ 1,901,156	\$ 1,896,783	\$ 2,147,115	\$ 2,176,862	\$ 2,001,750	\$ 1,996,088
<i>Offsetting Revenues</i>	<i>(786,906)</i>	<i>(787,580)</i>	<i>(1,022,635)</i>	<i>(976,790)</i>	<i>(778,467)</i>	<i>(778,467)</i>
County Costs (net)	\$ 1,114,250	\$ 1,109,203	\$ 1,124,480	\$ 1,200,072	\$ 1,223,283	\$ 1,217,621
<i>Other Related Programs (Grant Fund)</i>						Account: 4303
Personnel Services	64,538	63,345	63,345	65,421	65,421	65,421
Operations	89,053	34,775	92,034	77,034	34,775	34,775
Capital Outlay	0	0	0	0	0	0
Total Expenditures	\$ 153,591	\$ 98,120	\$ 155,379	\$ 142,455	\$ 100,196	\$ 100,196
<i>Offsetting Revenues</i>	<i>(115,728)</i>	<i>(59,000)</i>	<i>(116,259)</i>	<i>(99,084)</i>	<i>(59,000)</i>	<i>(59,000)</i>
County Costs (net)	\$ 37,863	\$ 39,120	\$ 39,120	\$ 43,371	\$ 41,196	\$ 41,196
Total Department on Aging and Related Expenditures	\$ 2,054,747	\$ 1,994,903	\$ 2,302,494	\$ 2,319,317	\$ 2,101,946	\$ 2,096,284

Division Summary

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
<i>By Program (General Fund)</i>						
Administration	319,998	387,978	480,719	504,457	415,953	415,953
Aging Transitions	394,193	404,250	436,629	456,918	443,835	443,835
Community-Based Services	988,825	935,376	1,047,791	1,027,689	986,247	980,585
Retired Senior Volunteer Program	198,140	169,179	181,976	187,798	155,715	155,715
Total Expenditures	\$ 1,901,156	\$ 1,896,783	\$ 2,147,115	\$ 2,176,862	\$ 2,001,750	\$ 1,996,088
<i>Offsetting Revenue</i>	<i>(786,906)</i>	<i>(787,580)</i>	<i>(1,022,635)</i>	<i>(976,790)</i>	<i>(778,467)</i>	<i>(778,467)</i>
County Costs (net)	\$ 1,114,250	\$ 1,109,203	\$ 1,124,480	\$ 1,200,072	\$ 1,223,283	\$ 1,217,621
Total Expenditures	\$ 1,901,156	\$ 1,896,783	\$ 2,147,115	\$ 2,176,862	\$ 2,001,750	\$ 1,996,088
<i>Other Related Programs (Grant Fund)</i>						
Senior Health Coordination	153,591	98,120	155,379	142,455	100,196	100,196
Total Expenditures	\$ 153,591	\$ 98,120	\$ 155,379	\$ 142,455	\$ 100,196	\$ 100,196
<i>Offsetting Revenue</i>	<i>(115,728)</i>	<i>(59,000)</i>	<i>(116,259)</i>	<i>(99,084)</i>	<i>(59,000)</i>	<i>(59,000)</i>
County Costs (net)	\$ 37,863	\$ 39,120	\$ 39,120	\$ 43,371	\$ 41,196	\$ 41,196
Total Expenditures	\$ 2,054,747	\$ 1,994,903	\$ 2,302,494	\$ 2,319,317	\$ 2,101,946	\$ 2,096,284

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

Department Name: 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 adopted in the Master Aging Plan (MAP).
- Advocate and inform the public and private community groups about the concerns and interests of older adults in concert with the Orange 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 2014-15 Outcomes

- Recruited a second class of Project EngAGE senior leaders who completed a 13 week community awareness course and joined the already established teams of the first Project EngAGE graduates.
- Continued our *Aging in Community* senior housing series with the sponsoring of a Housing Expo that included presentations and vendors with over 300 attendees. Spring lecture featured Tiny Houses with an actual house on-site at the Seymour Center. This series is co-sponsored with Charles Association, Second Journey and other community sponsors.
- Sponsored *Aging Well Together: What the Faith Community Can Do* Symposium, an initiative to bring together leaders and members of the faith based community of Orange County to partner with the Department on Aging to better serve their aging congregations and the community. Over 150 faith based organizations were invited.
- The Long Term Care Learning Collaborative presented its first annual Quality Service Award to three local long term care organizations at a BOCC meeting in September. In May the Long Term Care Learning Collaborative sponsored its first set of Direct Care Worker awards to honor outstanding direct care workers who serve Orange County residents.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Non-County Funding					
Funds secured from federal, state and local public/private sources	\$859,495	\$902,634	\$846,580	\$957,908	\$837,467

FY 2015-16 Objectives

- The Long Term Care Learning Collaborative Quality Service Awards will focus on successful implementation of the *Music in My Mind* program.

Department on Aging – continued

- Recruit a third class of Project EngAGE leaders who will complete the 13 week course. These graduates will then join the seven teams that are working on the following issues: Community Watch/Visiting; Senior Exercise/Health/Falls Prevention; End of Life; Senior Rural Hunger; Senior Transportation/Mobility; the Village Model; and Faith based initiatives.
- Continue promotion of housing options for older adults through education, advocacy and resource development.
- Collaborate with faith based organizations to foster communications and awareness of services within Orange County.
- Begin planning for the 2017-2022 Master Aging Plan, including framework, methods, and recruitment of steering committee members.

Budget Highlights

The FY15-16 Manager's Recommended Budget includes:

- Implementation of new initiatives throughout Department budget made possible by the continued financial support of the Master Aging Plan by Carol Woods Retirement Community (\$175,000)
- Operations Increase: (\$25,568) increase offsets an expenditure realignment in FY14-15 in the Aging Transitions Division, for the Caregiver Peer Support Grant

Department on Aging: Community Based Services

Major Services

- Provide services that meet the needs of the older adult population and promote health and wellness by encouraging self-determination, stimulation and continued activity.
- Senior Center Operations: Operate the Seymour and Central Orange Senior Centers to provide older adults with opportunities for health promotion, enrichment, community involvement, and public service.
- Senior Lunch Program: Serve hot, nutritionally balanced, noon meals, at the Senior Centers, each weekday.
- Provide creative programs to link older adults from low income, minority, immigrant groups and faith communities to Senior Centers.
- Operate the Seymour Tech computer learning lab which trains older adults to utilize technology in a comfortable setting under the direction of volunteer instructors.
- Produce quarterly Senior Times newspaper, a 40 page publication, which promotes the services and activities of all Department on Aging program and services.

FY 2014-15 Outcomes

- Implemented outreach to Latino community adults 55+ by hosting classes, Information fairs, special events in Spanish and printing of materials highlighting services in Spanish.
- Senior Lunch Program: Served an average of 130 meals per day at the Senior Centers, including 25 meals to the Soltys Adult Day Health Program.

Department on Aging – continued

- Provided physical function screens prior to Seymour Center Fitness Studio and Sportsplex memberships to ensure that participants can safely use the equipment.
- With the success of the University Mall Walking Program a second walking program was started in Hillsborough co-partnering with the new UNC Hillsborough Hospital Clinics and Wal-Mart.
- Increased operation of Seymour Center to 9 hours on Saturdays.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Central Orange Senior and Seymour Centers Programming					
Total Senior Center participation (attendance)	184, 284	186,000	185,000	186,000	185,000
Participants served through all programs (unduplicated)	5,385	5,400	5,500	5,500	5,500
Seymour Tech Volunteers	20	23	25	25	25
Service: Serve hot, noon meals at the Senior Centers each weekday					
Meals served through Senior Lunch Program	31,884	25,548	33,500	32,000	32,000
Volunteers who assist with meal service	21	16	21	20	20
Service: Promote the health and wellness of older adults					
Fitness Studio Memberships	122	130	130	100	100
Physical Function Screens	370	250	380	275	300
Personal Training Hours	1021	1092	1000	1100	1100

FY 2015-16 Objectives

- Increase Senior Center participation by disseminating information through the use of digital monitors to improve communication within the facilities and the use of social media including Facebook, listserves and redesigned website for outside the facilities..
- Fitness Studio: Provide physical function screens. Continue membership fees to make the Studio self-supporting.
- Obtain National Senior Center Standards accreditation from the National Council on Aging.
- Continue outreach to diverse populations, including low-income, minority and immigrant older adults.

Budget Highlights

The FY15-16 Manager's Recommended Budget includes:

- Personnel Increase: Reflects the Living Wage increase for temporary and non-permanent personnel (\$8,889).
- Senior Lunch Program: A revenue increase of \$22,829, from the Home and Community Care Block Grant will be used for the Senior Lunch Program.

Department on Aging – continued

Department on Aging: Aging Transitions

Major Services

- Provide information and assistance on all age-related issues through the telephone help-line, Senior Health Insurance and Information (SHIIP) classes and individual sessions, printed resource materials, and educational presentations to the community.
- 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 and facilitate referral to caregiver support and respite opportunities so that families can remain together and delay institutionalization.
- Provide and foster low-cost aging-in-place support services to help individuals remain in their homes.

FY 2014-15 Outcomes

Related to implementation of Master Aging Plan initiatives:

- Increased the proportion of individuals served through the Senior Health Insurance Information Program (SHIIP) to help assure that they are covered with the most appropriate health insurance package to meet their individual healthcare needs. The number of low-income and non-English speaking seniors reached this year was more than doubled over previous years.
- Improved service to the Chinese-speaking senior population through employment of a bilingual Social Worker who assisted 116 Senior Center participants (15% increase over FY13-14); recruited 15 volunteers to help navigate the language barrier; and established a Chinese-speaking Caregivers Support service, funded by an NC Division of Aging and Adult Services grant, assisting six elders and their families this year.
- Collaborated with OC Emergency Management with our *Stay Up and Active program* and evaluated over 20 repeat 911 callers due to a fall/risk of fall in the home.
- Secured another year of NC Department of Transportation funding to employ a Mobility Manager to link older adults with existing public transportation services and to collaborate with both public and private organizations to expand transportation options for older adults in Orange County. A volunteer-driver program will be started in the spring of 2015.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Information and Case Assistance					
Average number of persons served per month	260	252	250	250	250
Average number of hours per month spent providing information and case assistance	151	155	150	150	150
Number of calls responded to on Aging Transitions Helpline	1,538	1,598	1,500	1,550	1,500
Number of individuals to whom SHIIP volunteers provided help and information	784	881	900	900	900
Service: In-home & Caregiver Services					
Numbers of individuals receiving contracted services	44	45	50	45	45

Department on Aging – continued

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Number of individuals receiving caregiver support and respite services	60	70	60	60	60
Number of persons receiving services from Aging Transitions volunteers	55	45	60	55	60

FY 2015-16 Objectives

- Maintain Aging Transition staff-provided services at current levels
- Respond to recommendations from the 2012-17 Master Aging Plan (MAP) for new and expanded services. Expanded service options include a volunteer driver program to increase transportation services for older adults, food delivery services in the northern part of the county, and increased numbers of older adults screened for falls risk by OCDOA staff and volunteers.
- Continue to expand the services offered through the Aging Transitions program by supporting relationships and contracts with UNC to provide occupational therapy, social work, and psychiatric nursing services.
- Increase collaboration with other private and public programs serving older adults in Orange County to avoid duplication and to increase coverage. In particular, improve information dissemination and service collaboration with faith-based communities and primary health care organizations throughout the county.

Budget Highlights

The FY15-16 Manager's Recommended Budget includes:

- Position Extension Recommended: Social Worker – Chinese Speaking position is currently a 0.8 FTE, recommending to extend the position to 1.0 FTE (\$9,314)
- Increase for Living Wage Compliance: In order to comply with the FY14-15 approved Living Wage, for respite care agencies (\$3,523)
- Increase for Living Wage Compliance: In order to comply with the FY14-15 approved Living Wage, for in-home care agencies (\$11,944)
- Revenue Increase: The Durham-Chapel Hill-Carrboro Metropolitan Planning Organization is providing additional grant funds (\$4,540) which will be applied to volunteer transportation service in support of the Mobility Management project.
- Revenue Shift: The Caregiver Peer Support Grant is no longer available. Additional Home and Community Care Block Grant funds will offset this amount (\$25,000).

Department on Aging: Volunteer Connect 55+ (formerly RSVP-Retired & Senior Volunteer Program)

Major Services

- Volunteer recruitment and referral: Recruit senior volunteers (55 years +) and appropriately match them based on their interests, skills and expertise to volunteer opportunities within the Department on Aging as the main focus or with other local non-profit agencies depending on the personal

Department on Aging – continued

preference of the volunteer. Studies have shown positive benefits for seniors serving as community volunteers: increased life longevity, healthier mentally and physically, sense of greater self-worth and trust, etc.

- Due to the increased needs of our rapidly growing senior population as identified through the OC Department on Aging's five year Master Aging Plan, the main focus of the newly developed Volunteer Connect 55+ will be to assist in meeting these needs. Volunteer Connect will:
 - o Continue to encourage and grow senior volunteer programming within the senior centers and to support Department on Aging Services
 - o Assist with development of volunteer programming as senior needs are identified
 - o Work with the Project EngAGE senior volunteer teams to address issues directly affecting seniors.
 - o Promote the senior benefits of giving back.
 - o Recognize Volunteer Connect 55+ volunteers for their community contributions
- Partnerships:
 - o Volunteer Center-Hands on Triangle Program
 - o Compass Center for Triangle United Way VITA Grant
 - o Consumer Credit Counseling Service of Fayetteville-IRS VITA Grant
 - o Towns of Chapel Hill and Carrboro
- Community impact: Maintain the record keeping software package and survey clients and volunteers as needed to measure impact
- Direct Service Programs to address unmet community needs: develop a referral process with Hands on Triangle, so volunteers can have access to a placement of their choice
- Volunteer Connect 55+: VITA Free Tax Service for low-to middle-income clients of any age.

FY 2014-15 Outcomes

- Recruited 67 new volunteers 55+ with 42% volunteering in one or more divisions of the Department on Aging (in addition, 12 under age 55 volunteers have trained to work with the VITA program)
- Identified/approached the Chatham County Council on Aging and they agreed to serve as the sponsor for the Chatham County VITA. We will continue to assist with volunteer training and in other areas and the Chatham volunteers will continue to serve both counties in some cases.
- Worked with Project EngAGE to establish a volunteer management process such as recording volunteer hours and developing job descriptions
- Transitioned from a focus on federal grant mandated priorities to the needs of Orange County's older adults as identified in the Master Aging Plan
 - o Worked with a UNC student team to research and make recommendations for a volunteer program internal to the Department on Aging
 - o Established a staff/volunteer transition team to implement best practices of volunteer program.
 - o Secured outside funding from the IRS and Greater United Way of the Triangle to support the Volunteer Connect-VITA free tax service for clients of all ages with low to middle income.
- Implemented online appointment scheduling software for VITA tax appointments.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: New Volunteers Recruited					
Total active Volunteer Connect 55+ volunteers (formerly RSVP)	468	507	350	350	300

Department on Aging – continued

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Total volunteer service hours	45,241	55,715	35,000	35,000	28,000
Value of a volunteer hour \$21.04/hr. (NC Volunteer Hour Value-Changed in 2013 from \$18.80/hr)	\$850,531	\$1,045,442	\$736,400	\$736,400	\$589,120
Number of non-profit agencies served	71	56	55	54	54
Service: VITA (Volunteer Income Tax Assistance) Free Tax Service for Low to Middle Income Clients					
Number of VITA tax volunteers	94	112	105	105	70
Number of clients using the VITA service	1,845	1,854	1,800	1,800	1,600
Percentage of clients using VITA					
1. Affordability	86%	90%	90%	90%	90%
2. Electronic filing	48%	54%	50%	50%	50%
3. Find Tax Forms Confusing	53%	44%	50%	50%	50%

FY 2015-16 Objectives

- Recruit volunteers for Master Aging Plan (MAP) initiatives to meet the identified needs of Orange County older adults.
- Recruit 50 older adults and connect them with volunteer opportunities either Department on Aging needs or assist them to explore opportunities with other non-profit agencies (see Hands on Triangle information below)
- Partner with the Volunteer Center to bring the Hands on Triangle (HOT) Program to Orange County to develop an efficient referral process so volunteers 55+ can have access to a placement of their choice in Orange County community non-profit agencies. Work with the 3rd Sector Alliance and HOT staff to involve local non-profit agencies in this volunteer recruitment process. Also assist older adults with volunteer interest outside of the department to use the system to explore volunteer options.
- Provide support to the Project EngAGE graduate teams as they address community needs. To build capabilities of lead volunteers to identify rural and urban local needs and subsequently build local volunteer projects to address those needs. This is what Project EngAGE is doing and expecting to do more with new volunteer groups.
- VITA OC: Maintain a workforce of 70 VITA volunteers to provide Orange County VITA services

Budget Highlights

The FY15-16 Manager's Recommended Budget includes:

- Revenue Decrease: Federal funding from the Corporation for National and Community Service, resulting in a revenue reduction \$36,584. Discontinuing the grant will allow Volunteer Connect to refer to nonprofit agencies that best fit the volunteers' interests and skills.
- Personnel and Operations Decrease: Due to grant revenue decrease above, decrease seasonal personnel (\$4,095) and not filling Volunteer Connect portion (0.375 FTE) of vacant Administrative Assistant I position (\$12,101); decrease several operational accounts (\$5,124)

Department on Aging – continued

Department on Aging: Wellness Grant Project

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 Evidence-Based programming through coordination with existing Federal and State programs.

FY 2014-15 Outcomes

- Continued partnering with UNC Healthcare for funding of Wellness program.
- Increased Fit Feet clinic service at the Senior Centers through the recruitment and training of additional registered nurses who provide foot health care.
- Provided pilot exercise programs in two groups (one at a faith-based organization; one at community center) with use of volunteers.
- Promoted reduced fee senior memberships with the SportsPlex.
- Implemented “One-Stop-Shop” health clinic for Community Living utilizing partnerships with UNC Schools of Allied Health faculty and students.
- Provided Evidence-Based program opportunities, i.e. cholesterol and diabetes screening, diabetes and living with chronic conditions self-management courses, flu shots, health education programs (in conjunction with OC Health Department/UNC Healthcare), Chronic Disease Self-Management, Matter of Balance, and Arthritis Foundation Exercise classes (co-sponsored with Triangle J Area Agency on Aging).

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Wellness Programs					
Total Number of Participants	22,937	16, 444	22,765	20,000	20,000
Movement/Exercise sessions	1,341	1,615	1,600	1,700	1,800
SportsPlex Membership screenings	191	202	200	200	200
Service: Personal Health Services					
Fit Feet Clinic Clients	1,652	1,555	1,825	1,900	1800

FY 2015-16 Objectives

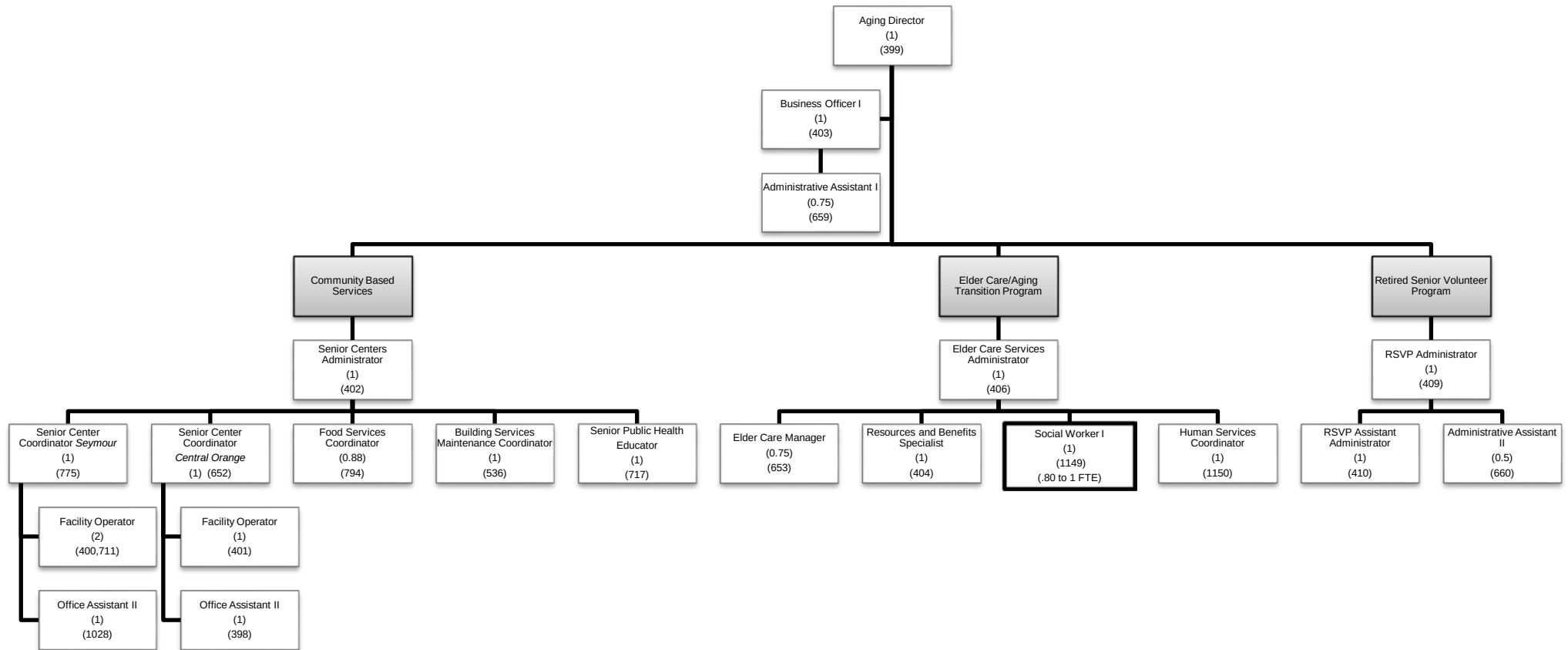
- Continue diverse programs and services that promote healthy living and lifelong fitness based on priorities of the Master Aging Plan 2012-2017.
- Advocate for making dementia and depression screening a regular part of primary care provider visits by introducing the *Healthy Ideas* screening materials to practices who serve older adults.

Department on Aging – continued

Budget Highlights

- No significant budget changes in FY15-16

Department on Aging



Animal Services

Phone Number: (919) 942 - 7387

Website: <http://orangecountync.gov/departments/animalservices/index.php>

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
<i>By Category (General Fund)</i>						Account: 215
Personnel Services	1,473,383	1,583,815	1,583,815	1,510,878	1,656,318	1,656,318
Operations	272,367	300,978	294,578	282,698	302,473	302,473
Capital Outlay	3,796	0	19,400	19,400	0	0
Total Expenditures	\$ 1,749,546	\$ 1,884,793	\$ 1,897,793	\$ 1,812,976	\$ 1,958,791	\$ 1,958,791
<i>Offsetting Revenues</i>	<i>(617,365)</i>	<i>(654,893)</i>	<i>(667,893)</i>	<i>(650,320)</i>	<i>(661,418)</i>	<i>(661,418)</i>
County Costs (net)	\$ 1,132,181	\$ 1,229,900	\$ 1,229,900	\$ 1,162,656	\$ 1,297,373	\$ 1,297,373
<i>Spay/Neuter Fund</i>						Account: 2150
Personnel Services	5,890	0	0	0	0	0
Operations	63,878	66,350	68,278	67,616	64,150	64,150
Total Expenditures	\$ 69,768	\$ 66,350	\$ 68,278	\$ 67,616	\$ 64,150	\$ 64,150
<i>Offsetting Revenues</i>	<i>(46,371)</i>	<i>(66,350)</i>	<i>(68,278)</i>	<i>(65,215)</i>	<i>(64,150)</i>	<i>(64,150)</i>
County Costs (net)	\$ 23,397	\$ 0	\$ 0	\$ 2,401	\$ 0	\$ 0
Total Animal Services and Related Expenditures	\$ 1,819,314	\$ 1,951,143	\$ 1,966,071	\$ 1,880,592	\$ 2,022,941	\$ 2,022,941

Division Summary

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
<i>By Program (General Fund)</i>						
Administration	361,068	367,343	367,343	378,767	379,162	379,162
Animal Control	497,846	530,365	530,365	522,363	548,055	548,055
Animal Shelter	890,632	987,085	1,000,085	911,846	1,031,574	1,031,574
Total Expenditures	\$ 1,749,546	\$ 1,884,793	\$ 1,897,793	\$ 1,812,976	\$ 1,958,791	\$ 1,958,791
<i>Offsetting Revenue</i>	<i>(617,365)</i>	<i>(654,893)</i>	<i>(667,893)</i>	<i>(650,320)</i>	<i>(661,418)</i>	<i>(661,418)</i>
County Costs (net)	\$ 1,132,181	\$ 1,229,900	\$ 1,229,900	\$ 1,162,656	\$ 1,297,373	\$ 1,297,373
Total Expenditures	\$ 1,749,546	\$ 1,884,793	\$ 1,897,793	\$ 1,812,976	\$ 1,958,791	\$ 1,958,791

Mission Statement

The Animal Services Department strives to meet the needs of residents by working with volunteers and other partners to deliver cost-effective and integrated sheltering and animal control services that ensure the health, safety and wellbeing of humans, pets and the community as a whole. Addressing the problem of pet overpopulation with a proactive and positive approach is an integral ingredient of the department's mission.

Animal Services – continued

Animal Services: Administration and Programs

Major Services

- Organizational Leadership and Oversight
 - o Lead organizational and policy change and conduct policy and operational analysis as needed.
 - o Shape a positive and proactive model of animal services based upon effective management of pet overpopulation.
 - o Coordinate with County Manager, County Attorney and other county staff in regard to departmental affairs and assure sound financial management.
- Governance and Community Relations
 - o Provide staff expertise and support to the Board of Commissioners and coordinate effectively with the Animal Services Advisory Board (ASAB).
 - o Receive, respond to, and as needed refer citizen complaints and requests and address stakeholder concerns.
 - o Maintain a positive community image through professional public relations.
- Program Development and Administration
 - o Maintain an effective pet licensing program, including an online payment system.
 - o Coordinate and further develop a robust and integrated volunteer program.
 - o Coordinate and manage a state-of-the-art spay/neuter program as part of strategic plan for managing pet overpopulation in the county.

FY 2014-15 Outcomes

- Organizational leadership:
 - o Continued to coordinate with DEAPR staff to remedy some landscape problems.
 - o Sustained spay and neuter efforts while exploring different strategies to achieve desired outcomes in coming years.
 - o Coordinated policies and practices to continue to control animal admissions, assure quality care and sheltering, and reduce the euthanasia of cats and dogs.
- Governance and community relations:
 - o Supported the ASAB and collaborated with the board regarding free roaming cats and other concerns.
 - o Continued to work toward adoption of a unified animal ordinance; and coordinated with staff from Chapel Hill and Carrboro to present the proposed ordinance to the boards of those towns.
 - o Managed high profile cases, coordinated with Public Affairs Office, sustained a strong web presence including a vibrant Facebook page, and overall, maintained a prominent and positive community image.

Animal Services – continued

- Program administration and development:
 - o Oversaw a volunteer program averaging approximately 1000 hours per month; differentiated an advanced and basic track to ensure proficiency for complex or sensitive activities; began creating more formal job descriptions for volunteer positions.
 - o Oversaw a community spay/neuter program responsible for nearly 500 surgeries and involving close collaboration with the Department of Social Services and AnimalKind (which runs The \$20 Fix).
 - o Collaborated with the ASAB to develop a balanced and manageable plan to address free-roaming cats as part of the county's effort to effectively manage pet overpopulation
 - o Oversaw a pet registration program with a strong web-licensing component responsible for total revenues of approximately \$250,000.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Provide low-cost or free spay/neuter surgeries to target audience					
Number of low-cost spays and neuters	410	465	500	500	525
Percentage of target SN number (Target $\geq$ 5 per 1,000 humans)	Goal = 600 68%	Goal = 600 77%	Goal = 600 83%	Goal=600 83%	Goal=600 88%
Service: Pet Licensing Program					
Total number	20,294	20,833	22,000	19,490	19,000
Online licensing percentage	38%	26%	42%	25%	27%
Service: Maintain strong Volunteer Program					
Average weekly volunteer hours	223	234	250	250	265
Number of annual volunteers	1,803	1,794	1,800	1,800	1,825
Service: Community Relations and Leadership					
Admitted (cats and dogs)	3,247	2,949	3,200	2,747	2,700
• Per 1,000 humans	24	24	24	24	24
Euthanasia (cats and dogs)	921	801	900	775	750
• Per 1,000 humans	7	8	7	6	6

FY 2015-16 Objectives

- Approval and implementation of a unified animal control ordinance for Orange County
- Initial implementation of new forms of management for free-roaming cats based upon the plan set forth in Managing Free-Roaming Cats in Orange County, North Carolina.
- Coordinate with DEAPR to develop a landscape maintenance schedule and with AMS to ensure continuing maintenance of the Animal Services Center.

Animal Services – continued

Budget Highlights

- The FY15-16 Manager Recommended Budget significantly offsets departmental operating costs with revenues from shelter services, animal control contracts, pet licensing and other streams budgeted in the amount of \$661,418.
- The FY15-16 Manager Recommended Budget completes the process of achieving full cost recovery for animal control services from the Towns of Hillsborough, Chapel Hill and Carrboro that Animal Services provides under agreement with budgeted revenues totaling \$218,218.
- The FY15-16 Manager Recommended Budget decreases the operating budget for the Community Spay Neuter Program from \$66,350 to \$64,150 given a reduction in reimbursements received from the NC Spay/Neuter Reimbursement Program; using \$5,500 in donations from the Orange County Community Fund to support this program.

Animal Services: Animal Shelter Division

Major Services

- Open Admissions Sheltering
 - o Provide shelter to stray, relinquished, quarantined, and confiscated animals as an open-admission shelter pursuant to applicable regulations.
 - o Facilitate owner recovery and placement of animals.
 - o Euthanize stray, relinquished, quarantined, or confiscated animals as needed.
- Lost Pet Recovery
 - o Perform microchip scanning and rabies tag searches to identify pet owners.
 - o Maintain a website for online searches of lost pets.
 - o Facilitate lost and found inquiries and lost pet searches.
- Animal Placement
 - o Maintain a website for online searches for adoptable pets.
 - o Adopt medically and behaviorally sound animals from the Animal Services Center into permanent homes.
 - o Transfer animals to placement partners for final re-homing.
- Animal Health
 - o Address pet overpopulation by ensuring dogs and cats are sterilized prior to adoption in a cost-effective manner.
 - o Manage infectious disease through health protocols and practices to ensure the health of sheltered, reclaimed, and adopted animals.

FY 2014-15 Outcomes

- Open Admissions Sheltering: Positively managed “flow-through” for shelter animals; coordinated with staff from the County’s Asset Management Services (AMS) to construct an outdoor exercise area for adoptable dogs; continued recent trend of reducing euthanasia of sheltered animals.

Animal Services – continued

- **Lost Pet Recovery:** Implemented electronic management of lost and found pet records; modified website to allow members of the public to report lost and found pets online; established Twitter page to leverage social media to share real-time listings of found pets; offered six microchip clinics to enhance identification and recovery of lost pets by their owners.
- **Animal Placement:** Maintained strong overall placement and “live release” rates; continued special events to promote pet adoption; continued to work with partner organizations to rehome pets.
- **Animal Health:** Sustained in-house sterilization surgeries for adoptable animals; continued to optimize hourly productivity and quality of in-house sterilization procedures; began offering 30-day free trial of pet insurance with adopted animals.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Serve as open admission shelter					
Domestic animals admitted (cats & dogs)	3,247	2,949	3,200	2,747	2,700
• Cats admitted	1,510	1,391	1,504	1,292	1,266
• Dogs admitted	1,737	1,558	1,696	1,455	1,434
Average Length of Stay (cats & dogs)					
• Cats (target ≤ 21 days)	20.0	24.8	21	23.8	21
• Dogs (target ≤ 14 days)	12.1	14.1	14	12.9	14
Service: Facilitate recovery of lost pets (dogs and cats)					
Number of recoveries	449	441	475	450	450
Stray animal recovery rate (all animals) (Target ≥ 25%)	20%	21%	23%	23%	25%
• Stray recovery rate for cats	5%	7%	--	10%	15%
• Stray recovery rate for dogs	33%	34%	--	34%	35%
Microchips per Adoption (Target ≥ 65%)	65%	69%	70%	53%	65%
Service: Maintain strong overall placement and “live release” rates +					
Number of placements (cats & dogs)	1,773	1,666	1,900	1,693	1,700
• Cat placements	848	815	950	878	850
• Dog placements	925	851	950	815	850
Live Release rate (all animals) (Target ≥ 80.0%)**	82%	89%	80%	85%	85%
• Live release rate for cats	74%	88%	80%	85%	85%
• Live release rate for dogs	82%	84%	80%	85%	85%
Service: Sustain high quality in-house sterilization surgeries for adoptable animals					
Number of animals sterilized	1,299	1,215	1,350	1,234	1,250
Number of surgeries per DVM hour (Target ≥ 2.8)	3.1	3.0	3.0	3.1	3.0

**The live release rate represents the sum of animals adopted, transferred to placement partners, and recovered by owners divided by the number of adoptable animals (this designation excludes unplaceable animals such as aggressive or biting animals, animals exposed to rabies, animals surrendered for euthanasia, feral animals, etc.) that left the shelter.

Animal Services – continued

FY 2015-16 Objectives

- Continue to advance animal placement through new and established adoption special events, using more flexible fees to attract adopters and increase adoptions, as well as partnerships with placement partner organizations.
- Continue to advance animal care within the context of an open-admission facility oriented in the expeditious “flow through” of adoptable animals and continue to coordinate with AMS convert stainless steel cat enclosures to flexibly increase their size.
- Increase owner recovery of stray animals by offering more opportunities for pets to be microchipped, virtually managing lost and found records, and leveraging social media to share information about found pets.
- Sustain in-house sterilization services for adoptable animals by focusing on quality and maintaining hourly efficiency.
- Continue infectious disease control through preventative health care and examinations to ensure “herd health” for the benefit of pet owners and adopters; treat one or more specific health condition(s) that previously limited the adoptability of cats and dogs; begin to develop and implement new metrics for assessing the health of shelter animals.

Budget Highlights

- The FY15-16 Manager Recommended Budget uses donated funds for medical care from the Orange County Community Giving Fund to support additional veterinary services and to treat one or more specific health conditions previously limiting the adoptability of cats and dogs.
- The FY15-16 Manager Recommended Budget includes a more flexible and discretionary fee schedule for adoptable animals in order to remain highly competitive in the regional marketplace and place as many adoptable animals as possible in a revenue neutral manner.

Animal Services – Animal Control & Protection Division

Major Services

- General Field Service
 - o Respond to service requests in a timely, priority-based manner, work with residents to achieve compliance and enforce animal laws; provide contractual animal control service to the towns of Chapel Hill, Hillsborough, and Carrboro.
 - o Impound and/or confiscate animals that are running at large, surrendered by their owners, behaving aggressively, and neglected or treated inhumanely; attempt to identify stray or lost animals and return to owners when possible.
 - o Confer with staff attorney and coordinate with district attorney regarding criminal matters.
- Public Health and Safety
 - o Investigate animal bites and rabies exposures and implement proper public health protocols, such as rabies testing and quarantines.

Animal Services – continued

- o Review reported animal bites and aggressive incidents; declare dogs potentially dangerous or vicious; make available an appeal hearing for potentially dangerous dog declarations, pursuant to the requirements of NCGS.
 - o Coordinate with Communicable Disease Nurses who are responsible for human risk assessment and advice in rabies exposure cases.
- Animal Protection
 - o Investigate animal neglect and cruelty complaints and work with animal owners to achieve compliance with legal requirements.
 - o Seize animals for their protection when necessary and institute appropriate legal action regarding their custody as well as criminal prosecution
 - o Inform and educate owners on proper animal care as required by the county's animal ordinance and North Carolina General Statute.
- Community Service
 - o Inform and educate pet owners and others about requirements and responsible pet ownership in the course of normal duties.
 - o Promote responsible pet ownership, facilitate public outreach regarding low-cost rabies vaccination clinics; refer pet owners to the county's Community Spay/Neuter Program.
 - o Provide basic information regarding wildlife and refer residents to area resources as well as the Wildlife Resource Commission for further assistance (except when there are issues of public health and safety)

FY 2014-15 Outcomes

- General Field Services: Coordinated with Emergency Services staff to obtain portable radios for Animal Control Officers (ACOs) for more efficient dispatching and officer safety; worked toward more effective coordination with the Orange County Sheriff's Department for responding to after-hour service requests.
- Public Health and Safety: Effectively managed a large number positive rabies cases (including coordination with Communicable Disease Nurses); provided public information about the control and prevention of rabies; initiated a coordinated review of rabies exposure quarantine policy for cats, dogs, and ferrets; reviewed each bite case and/or aggressive incident report to determine if an animal should be declared vicious and/or dangerous and served those declarations in a timely manner
- Animal Protection: Coordinated efforts between different Animal Services staff in the course of numerous investigations; closely worked with the county's staff attorney and the district attorney in numerous cases of cruelty and neglect; conducted numerous seizures to assure the welfare of animals and one large scale seizure involving more than 30 dogs.

Animal Services – continued

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: General Field Services]					
Service Responses	5,642	6,189	5,884	5,905	6,000
• Responses per officer	941	1,031	980	984	998
Animal Impounds	821	878	875	858	870
Met Stray Animal Response Target (<120 minutes)	78%	68%	75%	69%	70%
Service: Health and Safety					
Rabies Exposure and Bite Investigations	321	470	320	450	450
Met Response Target (<90 minutes)	58%	53%	60%	52%	55%
Positive Rabies Cases	14	20	15	18	20
Service: Animal Protection					
Investigations	478	479	408	455	447
Met Response Target (<90 minutes)	50%	47%	60%	52%	60%

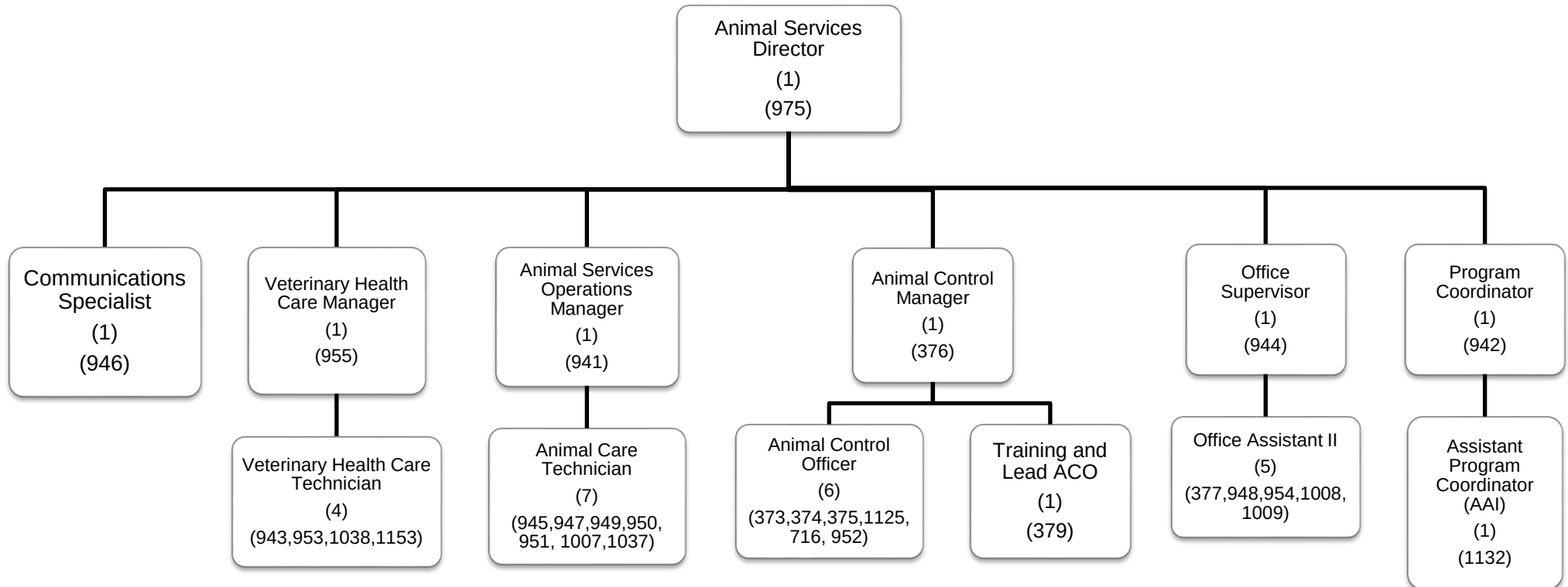
FY 2015-16 Objectives

- Shorter response times for select field services through staff orientation and the creation of appropriate protocols and policies.
- Enhance community services through staff orientation and the creation of appropriate protocols and policies.
- Contribute to a coordinated effort by Animal Services and partnering groups to address the challenge of free-roaming cats in Orange County, in accordance with the plan developed by the Animal Services Advisory Board and staff.
- Develop and further formalize a basic training program for ACOs and specialty training such as chemical immobilization and field euthanasia of wildlife (as needed).

Budget Highlights

- The FY15-16 Manager Recommended Budget increases the annual cost for animal control services for Carrboro from \$67,768 to \$79,305 in the final year of a three year phase-in of total costs (including the annualized cost of vehicle replacement).
- The FY15-16 Manager Recommended Budget increases the annual cost for animal control services for Hillsborough from \$45,473 to \$49,775, as a result of an increase in their share of “county service” from 12 percent to 13 percent.
- The FY15-16 Manager Recommended Budget increases the annual cost for animal control services to Chapel Hill from \$86,752 to \$88,638 primarily as a result of cost of living adjustments in compensation.

Animal Services



Article 46 Sales Tax

Website: http://www.orangecountync.gov/departments/sales_tax_-_article_46.php

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 proceeds are 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 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 will be allocated to Economic Development initiatives.

The tables below reflect proposed uses of the anticipated proceeds of \$2,814,576 by the two school systems and Economic Development in FY15-16:

School Systems Proposed Use for FY 2015-16	Amount
Technology – Student Access Computing Devices (Chapel Hill-Carrboro City Schools)	\$ 432,740
Facility Improvements at Older Schools (Chapel Hill-Carrboro City Schools)	\$ 432,740
Technology – 1:1 Laptops Initiative and Upgrades (District-Wide – Orange County Schools)	\$ 541,808
TOTAL	\$1,407,288

Article 46 Sales Tax – continued

Economic Development Proposed Use for FY 2015-16	Amount
Debt Service on Infrastructure	\$ 857,288
Utility Service Agreement with Mebane	\$ 50,000
Collaborative Outreach	\$ 20,000
Small Business Loan Pool	\$ 200,000
Collateral Materials	\$ 20,000
Innovation Center	\$ 100,000
Agricultural Economic Development	\$ 60,000
Business Investment Grants	\$ 100,000
TOTAL	\$1,407,288

The FY 2015-20 Capital Investment Plan lays out more specifically the projects and initiatives that are planned with the proceeds over the next five (5) years.

Asset Management Services

Phone Number: (919) 245-2625

Website: [http://www.orangecountync.gov/departments/asset_management_services_\(ams\)/index.php](http://www.orangecountync.gov/departments/asset_management_services_(ams)/index.php)

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Category (General Fund)						Account: 240
Personnel Services	1,986,476	2,048,252	2,048,252	2,085,995	2,179,005	2,097,732
Operations	2,067,538	2,050,007	2,214,552	1,985,256	2,180,997	2,190,585
Capital Outlay	52,699	37,403	69,112	37,389	38,279	7,640
Total Expenditures	\$ 4,106,713	\$ 4,135,662	\$ 4,331,917	\$ 4,108,640	\$ 4,398,281	\$ 4,295,957
Offsetting Revenues	(342,251)	(335,372)	(335,372)	(337,209)	(339,034)	(339,034)
County Costs (net)	\$ 3,764,462	\$ 3,800,290	\$ 3,996,545	\$ 3,771,432	\$ 4,059,247	\$ 3,956,923
Total Asset Management Services and Related Expenditures	\$ 4,106,713	\$ 4,135,662	\$ 4,331,917	\$ 4,108,640	\$ 4,398,281	\$ 4,295,957

Division Summary

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Program (General Fund)						
Administration	596,691	588,781	610,162	607,139	636,118	636,118
Central Services	(79,236)	87,000	134,896	23,285	87,000	87,000
Custodial Services	865,693	897,938	932,124	903,326	1,048,753	975,168
Facilities Maintenance	2,513,086	2,651,013	2,729,923	2,547,825	2,566,039	2,545,300
Fleet Services	210,479	(89,070)	(75,188)	27,066	60,371	52,371
Rents and Insurance	0	0	0	0	0	0
Total Expenditures	\$ 4,106,713	\$ 4,135,662	\$ 4,331,917	\$ 4,108,640	\$ 4,398,281	\$ 4,295,957
Offsetting Revenue	(342,251)	(335,372)	(335,372)	(337,209)	(339,034)	(339,034)
County Costs (net)	\$ 3,764,462	\$ 3,800,290	\$ 3,996,545	\$ 3,771,432	\$ 4,059,247	\$ 3,956,923
Total Expenditures	\$ 4,106,713	\$ 4,135,662	\$ 4,331,917	\$ 4,108,640	\$ 4,398,281	\$ 4,295,957

Mission Statement

AMS strives for excellence in providing safe, reliable, sustainable, clean and comfortable facilities, vehicles, and related assets to Orange County residents, employees and visitors.

Asset Management Services: Administrative Division

Major Services

- Manage and support capital projects as identified in the County's Capital Investment Plan (CIP), including departmental support and guidance for Solid Waste, Planning, and Orange County Sportsplex capital projects.
- Acquire and manage real estate, including leases, as may be needed for County operations; and coordinate space allocations for County departments and services.

Asset Management Services – continued

- Serve as liaison with Court offices regarding facilities and other operational needs as required.
- Manage utility services (electricity, natural gas, water, fuel oil, propane) for County facilities and assets¹; manage fueling services for County vehicles and equipment.
- Manage the County vehicle replacement program, to include recommendations on sustainable and effective vehicle platforms as well as assistance to the Finance Department in managing the Vehicle Internal Service Fund.
- Formulate, educate, promote and manage conservation and sustainability practices in County operations; promote management practices designed to reduce overall energy use by County departments and stakeholders.
- Manage service contracts for County facilities (life safety, security, elevators, pest management, etc).
- Steward the County's Facilities Use Policy and its reservation process.
- Steward the County's Facilities space utilization strategy and goals through the facilitation of the Space Study Work Group.
- Dispose of assets at the end of their useful County life.
- Administer building access and security systems in County facilities.
- Steward the County's Threat Assessment/Emergency Action Planning Work Group and related training and departmental "stress testing" with regard to the readiness for weather, fire, medical, utility and personnel related emergencies.

FY 2014-15 Outcomes

- Significant Capital Projects completed and opened for their intended use in FY14-15:
 - o The adaptive re-use, renovation and upfit of the former Library space at Whitted Human Services Center for the new Whitted Meeting Facility.
 - o The Rogers Road Community Center facility
 - o Sportsplex lobby renovations
 - o Roof sections replaced according to the CIP schedule at Courthouse facility, Skills Development Center, Blackwood Farm, Cate Farm House, and AMS North Warehouse storage facility
 - o Completion of systems in support of Americans with Disability Act (ADA) provisions (i.e., power assisted door openers at West Campus Office Building, Seymour Center, Sportsplex, Whitted Center, walkway improvements at Link Center).
 - o HVAC improvements according to the CIP schedule at Skills Development Center, Hillsborough Commons, and the major chiller replacement at the Whitted Human Services Campus
- Significant Capital Projects started or continued in construction, design, and due diligence phases :
 - o Cedar Grove Community Center (under construction)

¹ Currently excludes Solid Waste facilities, Parks facilities and Orange County SportsPlex

Asset Management Services – continued

- o Sportsplex Mezzanine (in design)
 - o Southern Campus Future Planning (in design)
 - o County Jail (due diligence)
 - o Southern Branch Library (due diligence)
 - o Eubanks Road Solid Waste Convenience Center (due diligence)
 - o Efland to Mebane Water and Sewer Project (due diligence)
- Significant Sustainability and Conservation Initiative Outcomes in FY14-15:
 - o Recruitment and hiring of the Orange County Sustainability Coordinator, responsible for educating and implementing sustainability programs and initiatives for the benefit of all County stakeholders, including the assistance in staffing the Commission for the Environment.
 - o Commissioning of Community geo-thermal project providing reduced energy use at Orange County Jail, Historic Courthouse, Court Street Annex and District Attorney building.
 - o Delivery of “Energy and Water Use Scorecards” to Board of County Commissioners that show the County meeting its savings goals in the areas of water and electricity.
 - o Completion and delivery of updated “Orange County Building and Property Inventory and Space Use” report document.
 - o Installation of LED site lighting fixtures in site improvements of Whitted Meeting Facility
- Significant Real Estate Development Outcomes in FY14-15:
 - o Secured the approval of the Special Use Permit modification for a comprehensive Southern Orange County Government Services Master Plan to govern the long-term site development and construction for facilities serving southern Orange County.
 - o Following Board approval, continuing to move forward with the primary phase of due diligence within the Southern Branch Library site selection criteria.
- Significant Administrative and Organizational Outcomes in FY14-15:
 - o Coordinated the launch of the Emergency Action Plan development, training and drills for County facilities and occupants.
 - o Organized and facilitated the Space Study Work Group and its mission to inform the Board of County Commissioners with space needs analysis within the annual Capital Investment Plan cycle.
 - o Developed a program and policy for on-call personnel responding to after-hours emergency needs (facility, fleet, other) that assures effective and timely response to, and resolution of identified conditions

Asset Management Services – continued

FY 2015-16 Objectives

- Complete development and commissioning of a fully functional and useful Master Asset Information Database that supports accurate reporting and management regarding facilities, fleet, and other real estate asset information.
- Develop and commission an integrated performance measure(s) for the customer service and relations survey.
- Continue to manage a comprehensive and consolidated inventory system for facilities care and fleet maintenance inventories.
- Continue to implement effective energy, water, and fuel management policies and procedures for County facilities and vehicles that meet sustainability goals and yield energy savings.
- Continue the deployment of projects through the self-funded “Energy Bank” that will allow the County to invest in energy savings programs while receiving a return on investment through projected energy savings resulting from the investments themselves.

Asset Management Services: Facility Maintenance Divisions

Major Services

- Provide preventative maintenance, corrective and restorative services to 35 County-owned facilities in areas including, but not limited to: electrical, heating, air conditioning and ventilation (HVAC), plumbing, painting, carpentry, sidewalks, parking lots, roofing, drainage, and security systems through a combination of in-house staff and contracted service providers.
- Lead organization in inclement weather preparation and response.
- Delivery of annual “Know Your Building” and Emergency Action Plan training for building occupants for safe, efficient and sustainable operations.
- Performance of annual building “stress testing” to verify proper operation of critical building systems (i.e., life safety, mechanical, electrical systems).

FY 2014-15 Outcomes

- Initiated, led and implemented an inter-departmental team for inclement weather preparation and recovery in order to keep the County operating safely during times of inclement weather.
- Completion of improvements to electronic security system at Eno River Parking Deck
- Successfully integrated the Rogers Road Community Center, the Whitted Meeting Facility, and the Community Geothermal system into operations and maintenance programs without a dilution of services to the County.
- Continued training of staff to increase knowledge and capabilities to achieve efficiencies and positive outcomes, as well as cross training for increased proficiency of staff in coverage and delivery of critical AMS services.

Asset Management Services – continued

FY 2015-16 Objectives

- Continue to reduce callbacks to processed work requests; thereby signifying more effective training, troubleshooting, problem solving and work effectiveness.
- Continue to emphasize customer communication and relationships through coordinated customer education of Facilities Maintenance services
- Maintain effective cost control (\$/square foot of maintained space within the departmental meaningful measurements) while maintaining quality maintenance delivery and outcomes.

Asset Management Services: Custodial Services

Major Services

- Routine cleaning of County and Court system occupied buildings (24 buildings comprising 299,074 cleanable square feet)².
- Scheduled and manage floor care (carpet cleaning, hard surface refinishing/Vinyl Composition Tile ("VCT") for County and Court system of occupied buildings.
- Supply management for spaces cleaned by Custodial Services.
- Set up and tear down for all County Commissioner events/meetings in Chapel Hill, including but not limited to furnishings for the County Commissioners, seating for the public (approximately 50 scheduled meetings annually), and any unscheduled meetings that may include County Commissioners.

FY 2014-15 Outcomes

- Approximately 130,000 square feet of carpet cleaned and tile refinished (i.e., VCT, ceramic).
- Integrated facility improvements of 53 County restrooms, with tile restorations to increase/improve sustainability of County facilities.
- Elevate the level of service by giving 5 employees a higher level of responsibilities within the team structure with 4 team leaders (training in leadership skills and training techniques) and 1 Custodial Services Tech II (leading the safety committee within the division and to perform light maintenance).

FY 2015-16 Objectives

- Maintain or reduce cost per square foot for routine cleaning services through efficiencies in operation while maintaining a high quality working environment for County employees and residents.
- Continue to explore and implement custodial service delivery options that will balance service expectations and available resources within an environment of increase facilities area coverage.
- Improve the division's environmental consciousness by converting base cleaning supplies to more environmentally friendly products and introducing dispensing systems in key areas, improving cleaning efficiencies and accuracy of managing supply distribution.

² Excludes: SportsPlex, Sheriff Department facilities, Solid Waste facilities, DSS facilities. Cleanable square footage

Asset Management Services – continued

- Utilize the team leaders training techniques to keep the division focused on best practices in cleaning from training and being certified CMI/Cleaning Management Institute trainers.
- Use recommended increase in contract services (for OE Enterprises) to accommodate increasing level of service requested from customers (Robert & Pearl Seymour Center and Central Orange Senior Center).
- Use OE Enterprises contract to improve the ratio of cleanable square footage/employee closer to the industry average standard of 13,000 square feet/FTE, in order to maintain high standards, respond to County growth, and ensure safe and sustainable working conditions for Custodial Services staff.
- Addition of OE Enterprises contract to cover additional space added to the division's assignments of the Whitted Meeting Facility meeting rooms and the Cedar Grove Community Center.
- Minimize the financial impact of converting to a more environmentally friendly chemical product line by introducing a dispensing and microfiber mopping system in key locations, maximizing the efficiency of use.

Asset Management Services: Fleet Division

Major Services

- Maintain the County's fleet of over 300 vehicles, which includes: 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 power generators serving County facilities.

FY 2014-15 Outcomes

- Ensured 95% availability of vehicles and equipment for County department use.
- Established an annual review process for the physical inventory of vehicle related fixed assets to ensure accountability and accuracy of the record and to ensure serviceability of the equipment.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Facilities Operating Cost (Total Cost Per Square Foot – Direct Labor, Materials, Contract Services, Utilities)					
Performance Index: FY2009-10 baseline: \$6.42 per square foot	\$3.89	\$4.34	\$4.62	\$4.36	\$4.54
Variance from Index Year:	--39%	-32%	-28%	-32%	-29%
Energy Consumed (Million BTUs per 1,000 Square Feet)					
Performance Index: FY2009-10 baseline: 96.2	82.9	To be provided as part of the Energy Scorecard no later than 4/21/2015	Not Applicable*	Not Applicable*	Not Applicable*

Asset Management Services – continued

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Variance from Index Year:	-13.8%	To be provided as part of the Energy Scorecard no later than 4/21/2015	Not Applicable*	Not Applicable*	Not Applicable*
Fuel Consumption (Total Gallons)					
Performance Index: FY2009-10 baseline: 240,813	260,039	259,166	259,501	262,746	262,746
Variance from Index Year:	8.0%	7.6%	7.8%	9.1%	9.1%
Fuel Efficiency (Miles Per Gallon)					
Performance Index: FY2009-10 baseline: 12.82	11.78	11.70	11.66	11.83	11.83
Variance from Index Year ³ :	-8.1%	-8.8%	-9.0%	-9.0%	-9.0%
Water Consumption (Gallons per Square Foot)					
Performance Index: FY2009-10 baseline: 15.93	14.87	To be provided as part of the Energy Scorecard no later than 4/21/2015	Not Applicable*	Not Applicable*	Not Applicable*
Variance from Index Year:	6.7%	To be provided as part of the Energy Scorecard no later than 4/21/2015	Not Applicable*	Not Applicable*	Not Applicable*
Service: Repair and Maintenance Cost for County vehicles (Average cost per mile driven)					
Performance Index: FY2009-10 baseline: \$0.29	\$0.30	\$0.23	\$0.21	\$0.25	\$0.20
Variance from Index Year:	3%	-22%	-28%	-15%	-31%
Service: Downtime (Percentage of time fleet vehicles are not available for use by customers)					
	Not available	Not available	Not available	2.3%	5%

* As these figures are based on actual data, it is not practical to issue budget figures.

** Projected figures would be subject to too much error to issue, as they would require estimates of energy usage as well as weather data.

³ The majority of Orange County vehicles included in miles per gallon (MPG) average are larger vehicles (Sheriff patrol vehicles, ambulances, buses) not impacted by fuel efficient replacement vehicles. Does not include Solid Waste enterprise fund vehicles.

Asset Management Services – continued

FY 2015-16 Objectives

- Continue meeting or exceeding the 95% availability of County equipment at all times.
- To decrease the needs for outside repairs by deploying and training diagnostic software module items to include Excellance, Pro Air a/c systems, JPro software capabilities, Ford, Cummins, and GM in order to maintain a high level of knowledge and diagnostic capability in order to reduce maintenance cost and to provide a better service to Orange County.
- Continue to assist in the acquisition of newer vehicles within the fleet to reduce the need for extensive troubleshooting, man hours and labor on older, obsolete vehicle platforms. This will also reduce the need for costly repairs that outweigh the value of the vehicles.
- Establish and maintain a goal to replace all vehicles within a maximum of 10 years from the date put in service.
- Continued development and use of fleet technician and shop performance metrics, based on industry standards for development of Fleet Maintenance related performance measures.

Overall Department Objectives

- Refine and improve performance based upon meaningful measurements for next fiscal year and beyond.
- Appropriately plan, manage and successfully complete Board Approved Capital Projects managed by AMS as well as those Capital Projects managed by other County Departments.
- Continue to provide efficient utilization of County space and equipment resources through collaboration with County departments, the Space Study Work Group, the County Manager, and the Board of County Commissioners.
- Continue to develop and commission the Department's robust training and professional development program in order that the Department's services are effective, efficient, and beneficial to both County customers and Asset Management Services employees.

Budget Highlights

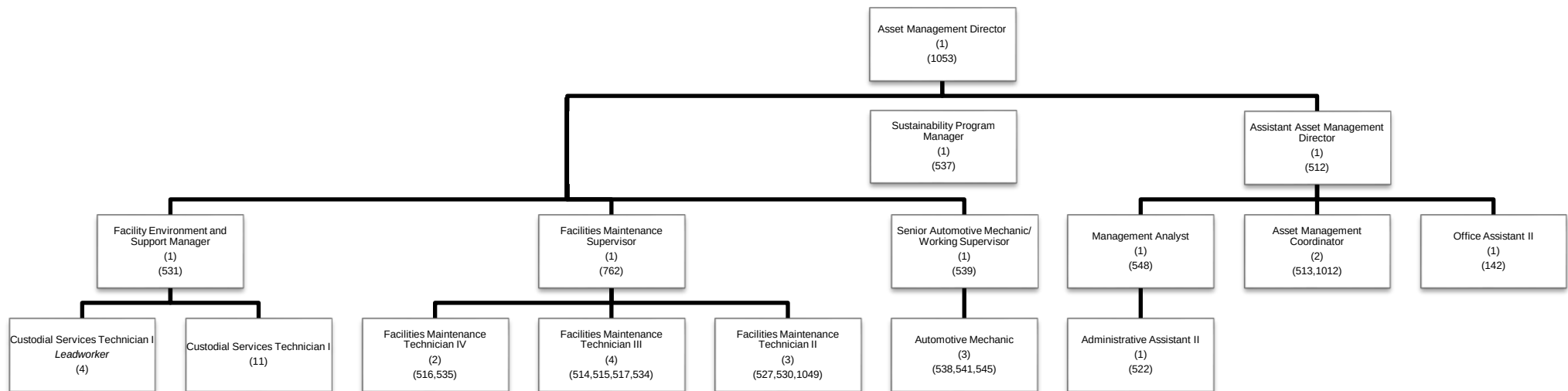
- The FY15-16 Manager Recommended Budget includes \$48,613 in the Facilities Maintenance division's Contract Services account. These funds are for OE Enterprises to perform custodial services at additional County facilities (Cedar Grove Community Center, Whitted Meeting Facility) and intensely used areas that require additional care (Senior Centers, Adult Day Health Program). These funds are budgeted in lieu of 2.0 FTE Facilities Maintenance Technician I's that the department requested. The expectation of this contract is to provide the same quality of service through OE Enterprises as would have been provided by County staff. The quality of service provision will be closely monitored and evaluated.
- Mandated energy costs – Asset Management Services has again budgeted for a 10% rate increase for electricity and a 15% rate increase for natural gas for FY 14-15, based on available data. Despite these rate increases, the overall utility budget request includes an increase of less than 1% in utilities due to the divestiture of, and lowering of utility intensity within, certain buildings as well as continued implementation of efficiency measures.
- Vehicle replacement funds are being accumulated through the Internal Service Fund ("ISF") established in FY12 (with an effective date of July 1, 2013). An additional \$.10 per mile

Asset Management Services – continued

driven will inure to this fund. An estimated 3 million miles will be driven County-wide during FY15-16, equating to an estimated \$300,000 in budgeted contribution to the ISF.

- For FY15-16, the Fleet Services division includes a net cost of Personnel and Operations of \$1,379,541 less the chargebacks to departments of \$1,327,170 for a net cost of \$60,371.
- For FY15-16, the Fleet Services division projects a decrease in unit costs for gasoline and diesel. The Solid Waste Department will continue to acquire diesel fuel from the County's fuel station located at the Asset Management North campus, and will continue to be charged back for diesel fuel acquired at this facility.

Asset Management Services



Board of County Commissioners

Phone Number: (919) 245 - 2130

Website: http://www.orangecountync.gov/departments/board_of_county_commissioners/index.php

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Category (General Fund)						Account: 200
Personnel Services	498,538	489,531	489,531	516,651	529,755	529,755
Operations	265,083	341,047	343,747	271,948	316,100	316,100
Capital Outlay	0	0	0	0	0	0
Total Expenditures	\$ 763,621	\$ 830,578	\$ 833,278	\$ 788,599	\$ 845,855	\$ 845,855
County Costs (net)	\$ 763,621	\$ 830,578	\$ 833,278	\$ 788,599	\$ 845,855	\$ 845,855
Total Board of County Commissioners and Related Expenditures	\$ 763,621	\$ 830,578	\$ 833,278	\$ 788,599	\$ 845,855	\$ 845,855

Mission Statement

Our office provides direct support for the seven-member Board of Commissioners: provides an official, historical record for 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 the North Carolina General Statutes; prepares official copies of documents including ordinances, resolutions and meeting minutes as adopted by the Board; certifies legal documents on behalf of the County.
- Administers appointment process for 20+ volunteer boards and commissions internally and 20+ multi-jurisdictional boards externally.
- Ensures public access to County records as required by state public records laws
- Provides primary/secondary communications between Orange County Government and the public through local and regional media outlets
- Support for Board of Commissioners, which includes scheduling, and coordination of meetings for Commissioners and other officials as necessary, ensuring availability of rooms, equipment, materials, refreshments etc., as requested or otherwise deemed necessary. Handles scheduling the travel arrangements including hotel, airline and car rental reservations.
- Updates and maintains the content of the website along with the PIO
- Responds to public requests for information
- Maintains and makes easily accessible all official records of the local legislative process through Records Management Program

Board of County Commissioners – continued

FY 2014-15 Outcomes

- Provided BOCC meeting support for 56 meetings and was the administrative lead for Granicus.
- Completed process of reinstatement of Assistant to the Clerk/Boards and Commissions and the filling of the Records Management position in November.
- Re-instated BOCC Chair/Vice Chair/Staff meeting with Advisory Board Chairs.
- Initiated videotaping/web streaming of all meetings (reduction in costs due to two permanent meeting locations with installed equipment)
- Usage of electronic signing for documents (Docu-sign)
- Assisted with design, implementation and opening of the Whitted BOCC meeting facility in September 2014.
- Assisted with update of technology installed at the Southern Human Services Center meeting room for the BOCC. Updates will help standardize meeting tools and process for both locations.
- Assisted with redesign and implementation of the Orange County website. This will include ongoing approval authority once the site is active.
- Assisted with increasing interaction and site traffic from County residents, organizations, and other entities through social media, e-services, and feedback forums.
- Involved in coordination of County manager search process.
- Coordinates and completes Public Records Requests
- Responsible for all aspects of the Clerk's Office Records Management Program including training, applications, maintenance, retention, preservation, and disposal of records.
- Continue to train for succession planning.
- Continue to push out agenda and meeting highlights before Board meetings.
- Continue to assist the media in their coverage and understanding of County issues along with PAO
- Involved in the following services – some of which are evolving and some new services have been implemented.
 - o New website redesign project – (near completion.)
 - o New website support – (Once the new website process is implemented, all web content modifications will go through a central approval process. PIO is the approval person and our office will be the alternate.)
 - o Other services such as social media tools will be implemented by PIO and our office will most likely be an alternate to avoid a single point of failure.
- Drafted for BOCC Approval: 22+ closed session minutes
- Assisted with the creation of a Strategic Communications Plan
- Assisted in the Emergency Communication Response Team

Board of County Commissioners – continued

Performance Measures	2013-14 Actual	2014-15 Projected	2014-15 Actual	2015-16 Projected
Appointment to Advisory Boards and Commissions (including advertising, processing applications, agenda process for appointments, follow up after appointments are made)	100	110	103	120
BOCC Meetings-agendas, minutes, follow up processes	55	50	52	55
Webcasting of BOCC Meetings	Depends if they want to web-stream all meetings- 50+	Depends if they want to web-stream all meetings- 50+	Web streamed- all meetings	Scheduled to web stream all meetings in 2015-16 50+

Outcome Measure	12-13	13-14	14-15	15-16
Resolutions	111 (2013)	120	89	90
Proclamations			13	15
Ordinances	47	50	48	50
Contracts	534	550	650	675
There were numerous other documents processed as well such as research project requests, Memorandum of Agreements, easements, etc.				

FY 2015-16 Objectives

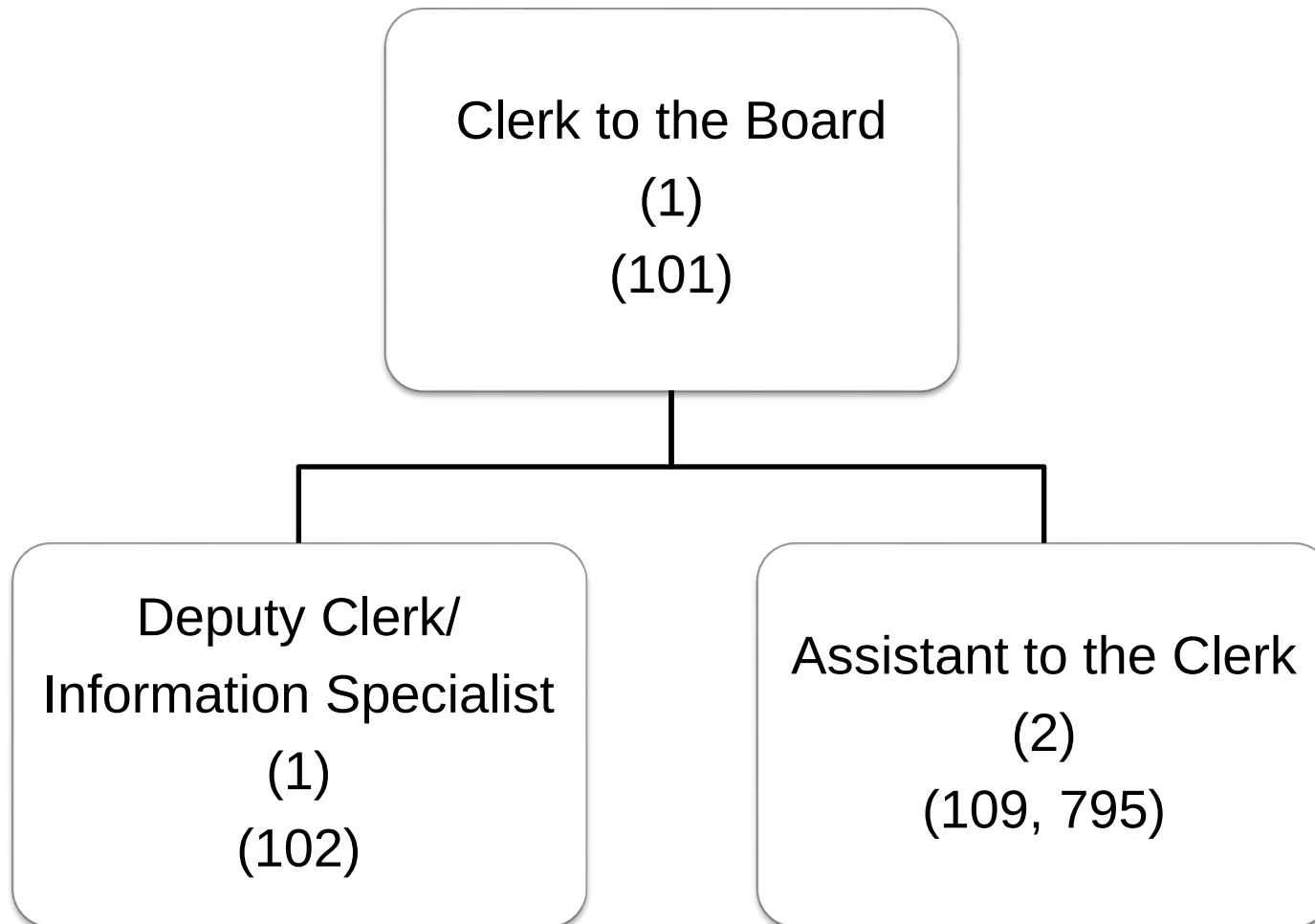
- Continue to improve communications with citizens through public meetings, web streaming of meetings, media, and integrated technology.
- Continue scanning of public records to enable quicker retrieval of records and increase public access
- Continue to push out agenda and meeting highlights before Board meetings.
- Re-initiate Advisory Board Support Staff training/bi annual meetings this summer.
- Continue to assist the media in their coverage and understanding of County issues along with PIO
- Emergency Services Framework for Clerk's Office (PAO back up)
- Working with AMS, Emergency Services and Risk Management on continuation of facility risk assessment and preparedness training.
- Continue to work on Strategic Communications
- Possible representation on the proposed Communication Governance Team
- Continuation of Web re-design support

Board of County Commissioners – continued

Budget Highlights

- The FY15-16 Manager Recommended Budget includes an increase of \$2,000 in Temporary Personnel. This increase will allow the department to maintain the same number of hours previously budgeted while accounting for the increase in the living wage that occurred in FY14-15.
- The FY15-16 Manager Recommended Budget includes (in the IT Department's budget) funds for the expansion of the Granicus Boards and Commissions database. These funds are not budgeted within the Board of County Commissioner's budget, but are included in IT's budget.

Board of County Commissioners Office



Board of Elections

Phone Number: (919) 245 - 2350

Website: http://www.orangecountync.gov/departments/board_of_elections/index.php

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
<i>By Category (General Fund)</i>						Account: 310
Personnel Services	423,239	452,633	481,162	456,815	693,177	693,177
Operations	182,377	186,675	188,950	154,005	298,076	298,076
Capital Outlay	595	54,865	54,865	54,855	71,895	71,895
Total Expenditures	\$ 606,211	\$ 694,173	\$ 724,977	\$ 665,675	\$ 1,063,148	\$ 1,063,148
Offsetting Revenues	(61,048)	(100)	(100)	(113)	(54,495)	(54,495)
County Costs (net)	\$ 545,162	\$ 694,073	\$ 724,877	\$ 665,561	\$ 1,008,653	\$ 1,008,653
Total Board of Elections and Related Expenditures	\$ 606,211	\$ 694,173	\$ 724,977	\$ 665,675	\$ 1,063,148	\$ 1,063,148

Mission Statement

The Orange County Board of Elections conducts all Federal, State, County, municipal, and special elections in accordance with the mandates set by Federal and State law and State Board of Elections policy. Our mission is to maintain the integrity of elections, ensure election results are accurate, and make the election process inclusive for all eligible voters.

Major Services

- Conduct Federal, State, County, municipal and special elections
- Receive and process voter registration forms
- Serve as the county source for information on election laws, rules and regulations
- Receive candidate filings and issue certifications to elected officials
- Receive, audit and post campaign finance reports
- Recruit and train precinct officials
- Secure polling places ensuring ADA compliant accessibility

FY 2014-15 Outcomes

- Effectively and efficiently conducted 2nd Primary and General Elections held in Orange County
- Effectively and efficiently conducted statewide recount
- Successfully operated 5 early voting sites
- Timely processed registrations received for accurate and up-to-date voter registration database
- Assisted with voter registration drives in high schools, UNC Campus and other organizations
- Expanded website to provide current election information and make it more user friendly
- Expeditiously reported Election Night results - Orange County was one of the first large counties in the state to report 100% of Election Night results

Board of Elections – continued

- Timely posted Campaign Finance Report Records on the website giving increased access to the members of the community and election committees
- Timely scanned and processed absentee ballot requests
- Updated training materials for precinct officials incorporating recent election law changes
- Certified “Multi-Partisan Assistance Teams” to assist with requesting or casting mail-in absentee ballots for voters in assisted living homes – teams made several visits to assist in requesting absentee ballots and returned to assist in marking ballots as requested
- Filled Voter Outreach position to effectively provide public information and assistance to voters who may need a photo ID in 2016
- Completed Biennial List Maintenance – mailed 12,992 voter confirmation cards to identify inactive voters in Orange County

SERVICE: Conduct Elections

Outcome Measures	2011 Municipal (included countywide Referendum)	2012 Primary	2012 General	2013 Municipal	2014 Primary	2014 General
Registered Voters	102,224	105,111	111,851	74,533	105,935	109,158
Total Ballots Cast	17,919	46,079	77,050	8,779	20,501	52,962
Voter Turnout	17.53%	43.84%	68.89%	11.78%	19.35%	48.52%
Ballots Cast Prior to Election Day	24.19%	37.35%	70.18%	24.48%	28.90%	46.12%
Ballots Cast on Election Day	75.81%	62.65%	29.82%	75.52%	71.10%	53.88%

2nd Primary Elections were held on July 17, 2012 (2.46% voter turnout) and July 15, 2014 (9.22% voter turnout).

SERVICE: Voter Registration

Outcome Measures	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual
Absentee Ballots Processed	1,591	151	5,699	351	2,188
Registrations Processed	17,969	12,671	43,869	10,810	23,855
Registrations Removed	5,536	9,208	14,309	10,728	11,099
Voter Card Mailings	25,877	30,541	58,005	19,691	53,151

FY 2015-16 Fiscal Year Objectives

- Successfully conduct 2015 Municipal Election
- Successfully conduct 2016 Presidential Preference Primary, May Primary and 2nd Primary Elections

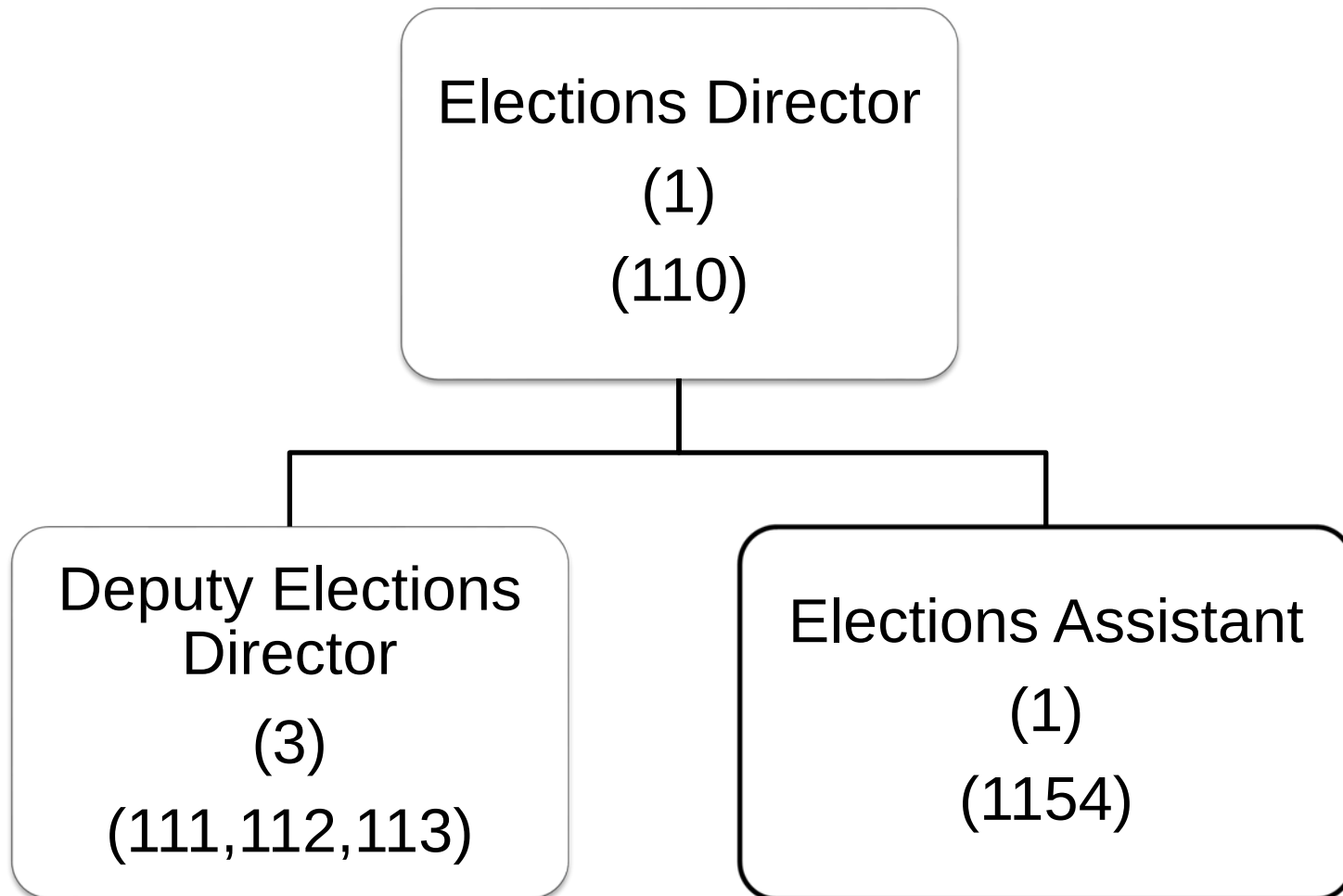
Board of Elections – continued

- Expand voter education outreach initiatives
- Identify, inform and assist voters who need assistance getting proper photo ID for 2016
- Recruit and train student assistants
- Appoint precinct officials for new 2-year term
- Implement new voting equipment and electronic poll books
- Increase voter participation
- Establish additional one-stop voting sites
- Provide the best possible customer services to the voting public
- Continue to earn and maintain the public trust
- Work to maintain our most informative and user friendly website.
- Continue to diligently and accurately maintain our registration database

Budget Highlights

- The FY15-16 Manager Recommended Budget includes revenues of \$54,495 (an increase of \$54,395) due to Municipal Elections scheduled in 2015 and filing fees for Primary Elections.
- The FY15-16 Manager Recommended Budget includes an Increase in Personnel, Printing, Advertising, Departmental Supplies, Computer Supplies, and Equipment due to budgeting for 4 elections in FY15-16 and an increase in the number of one-stop voting sites.

Board of Elections



Manager Recommended FY 2015-20 Capital Investment Plan

The Manager Recommended FY 2015-20 Capital Investment Plan (CIP) was presented to the Board of County Commissioners on March 17, 2015. The following CIP Summaries were included as part of the presented Plan. The Board has held work sessions on April 9, 2015 and May 14, 2015 to continue review and discussion. The Board will consider approval of FY 2015-16 (Year 1) funding of the FY 2015-20 CIP on June 16, 2015.

Orange County Capital Investment Plan- Plan Summary - RECOMMENDED
Fiscal Years 2015-20

	Current Fiscal Year 2014-15	Year 1 Fiscal Year 2015-16	Year 2 Fiscal Year 2016-17	Year 3 Fiscal Year 2017-18	Year 4 Fiscal Year 2018-19	Year 5 Fiscal Year 2019-20	Five Year Total	Year 6 to Year 10
Appropriations								
County Capital Projects	8,150,636	8,393,999	23,262,200	32,662,940	4,713,000	8,536,581	77,568,720	40,152,632
Special Revenue Fund (Article 46 Sales Tax)								
Economic Development	1,386,490	1,407,287	1,428,398	1,449,824	1,471,572	1,493,644	7,250,725	7,811,085
Chapel Hill Carrboro City Schools	852,690	865,482	878,464	891,641	905,013	918,588	4,459,188	4,803,805
Orange County Schools	533,800	541,807	549,934	558,182	566,555	575,052	2,791,530	3,007,265
Proprietary Capital Projects ⁽¹⁾								
Water & Sewer Utilities	4,856,016	2,590,000	800,000	400,000	2,550,000	50,000	6,390,000	
Solid Waste	4,056,061	1,473,919	1,539,916	850,332	493,849	1,108,960	5,466,976	4,622,899
Sportsplex	1,175,000	3,150,000	510,000	150,000	461,000	375,000	4,646,000	3,160,000
Schools Capital Projects								
Chapel Hill Carrboro City Schools	3,104,082	3,860,764	3,144,891	3,179,530	3,214,689	3,250,375	16,650,249	109,901,422
Orange County Schools	1,957,047	2,448,447	1,992,193	2,014,265	2,036,667	3,317,706	11,809,278	21,974,935
Total	26,071,822	24,731,705	34,105,996	42,156,714	16,412,345	19,625,906	137,032,666	195,434,043
Revenues/Funding Source								
Available Project Balances							-	
Transfer from Capital Reserve							-	
Transfer from General Fund - County	464,800	1,000,000	1,097,000	944,909	790,500	1,572,336	5,404,745	6,077,000
Transfer from General Fund - W & S Utilities		-	-				-	
Transfer from General Fund - Schools	3,724,849	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	207,600		20,000			100,000	120,000	
County Capital Fund Balance							-	
Visitors Bureau Fund Balance							-	
Solid Waste Fund Balance	436,059	904,329	1,020,166	456,582	493,849	1,108,960	3,983,886	4,365,178
Sportsplex Fund Balance	225,000	350,000	510,000	150,000	461,000	375,000	1,846,000	1,660,000
Recycling - 3R Fee							-	
Lottery Proceeds	1,336,280	1,356,362	1,356,362	1,356,362	1,356,362	1,356,362	6,781,810	6,781,810
QSCBs								
Register of Deeds Fees	80,000	80,000	80,000	80,000	80,000	80,000	400,000	400,000
9-1-1 Funds		369,499					369,499	
State 9-1-1 Funds							-	
Grants & Contributions	250,000	175,000	330,000	3,325,000	125,000	375,000	4,330,000	1,332,500

	Current Fiscal Year 2014-15	Year 1 Fiscal Year 2015-16	Year 2 Fiscal Year 2016-17	Year 3 Fiscal Year 2017-18	Year 4 Fiscal Year 2018-19	Year 5 Fiscal Year 2019-20	Five Year Total	Year 6 to Year 10
<i>Grants - Solid Waste Fund</i>	105,000						-	
<i>User Fees/Donations</i>							-	
<i>Article 46 Sales Tax Proceeds</i>	2,772,980	2,814,576	2,856,796	2,899,647	2,943,140	2,987,284	14,501,443	15,622,155
<i>Article 46 Sales Tax Proceeds - W & S</i>	556,016	590,000	50,000	400,000	50,000	50,000	1,140,000	
<i>Article 46 Sales Tax Reserve Funds</i>							-	
<i>State Revolving Loan Funds</i>							-	
<i>Financing:</i>								
<i>Debt Financing - County Capital</i>	7,148,236	6,769,500	21,735,200	28,313,031	3,717,500	6,409,245	66,944,476	32,343,132
<i>Debt Financing - W & S Utilities</i>	4,300,000	2,000,000	750,000		2,500,000		5,250,000	
<i>Debt Financing - Solid Waste</i>	3,515,002	569,590	519,750	393,750			1,483,090	257,721
<i>Debt Financing - Sportsplex</i>	950,000	2,800,000					2,800,000	1,500,000
<i>Debt Financing - Special Revenue Funds</i>		-					-	
<i>Debt Financing - E-9-1-1</i>							-	
<i>Debt Financing - Schools Capital</i>		1,228,000				1,258,300	2,486,300	104,419,941
Total	26,071,822	24,731,705	34,105,996	42,156,714	16,412,345	19,625,906	137,032,666	195,434,043

⁽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 Orange County Sportsplex.

County Capital Projects Summary - RECOMMENDED
Fiscal Years 2015-20

Projects	Current Fiscal Year 2014-15	Year 1 Fiscal Year 2015-16	Year 2 Fiscal Year 2016-17	Year 3 Fiscal Year 2017-18	Year 4 Fiscal Year 2018-19	Year 5 Fiscal Year 2019-20	Five Year Total	Year 6 to Year 10
Appropriations								
Cedar Grove Community Center	2,822,226						-	
Southern Orange Campus (Future Planning)	400,000	3,600,000					3,600,000	
Southern Human Services Center (Expansion)		150,000	6,475,000				6,625,000	
Southern Branch Library	-	472,500	6,375,000				6,847,500	
Cedar Grove Community Center Library Kiosk		180,000					180,000	
Main Branch Library - Remodel		-	-	-			-	1,200,000
HVAC Projects - Geothermal	202,500						-	858,360
Roofing Projects	179,010	172,000	206,700	78,609	149,300		606,609	1,959,272
Information Technology	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000	2,500,000
Register of Deeds Automation	80,000	80,000	80,000	80,000	80,000	80,000	400,000	400,000
Proposed Jail		500,000	500,000	20,591,331			21,591,331	
Whitted Building		-					-	
Environment and Agriculture Center		300,000	3,149,500				3,449,500	
Government Services Center Annex				350,000			350,000	
Parking Lot Improvements		120,000					120,000	2,750,000
Life Safety - ADA	25,000	35,000	60,000		55,000		150,000	120,000
Court Street Annex							-	100,000
Historic Rogers Road Community Center/Infrastructure		260,000	3,025,000				3,285,000	
Efland-Cheeks Community Center Upfit						424,581	424,581	
Generator Projects		130,000	100,000	175,000			405,000	
Orange County Radio/Paging System Upgrades	500,000		500,000	500,000		500,000	1,500,000	500,000
Communication System Improvements	122,000		166,000	920,000			1,086,000	
EMS Substations			1,200,000	600,000	2,100,000		3,900,000	1,500,000
9-1-1 Back-up Center		369,499					369,499	
Blackwood Farm Park	147,400		150,000	1,900,000	1,218,200		3,268,200	-
Bingham District Park						150,000	150,000	6,850,000
Cedar Grove Park Phase II				200,000		100,000	300,000	1,500,000
Conservation Easements	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000	1,250,000
Upper Eno Nature Preserve-Public Access Area		125,000				430,000	555,000	100,000
Soccer.com Soccer Center Phase II	141,000	425,000			250,000	4,639,000	5,314,000	
Lands Legacy	2,400,000					500,000	500,000	2,500,000
Millhouse Road Park			100,000	6,400,000			6,500,000	
Mountains to Sea Trail						500,000	500,000	-
New Hope Preserve/Hollow Rock Public Access	125,000	25,000	235,000				260,000	165,000
Northeast District Park						150,000	150,000	7,850,000
River Park Phase II		300,000					300,000	

Projects	Current Fiscal Year 2014-15	Year 1 Fiscal Year 2015-16	Year 2 Fiscal Year 2016-17	Year 3 Fiscal Year 2017-18	Year 4 Fiscal Year 2018-19	Year 5 Fiscal Year 2019-20	Five Year Total	Year 6 to Year 10
<i>Twin Creeks Park Campus Phase II</i>						200,000	200,000	7,800,000
<i>Little River Park Phase II</i>		100,000	75,000				175,000	250,000
<i>Facility Renovations and Repairs</i>	256,500	300,000	115,000	118,000	110,500	113,000	756,500	
Total	8,150,636	8,393,999	23,262,200	32,662,940	4,713,000	8,536,581	77,568,720	40,152,632
Projects	Current Fiscal Year 2014-15	Year 1 Fiscal Year 2015-16	Year 2 Fiscal Year 2016-17	Year 3 Fiscal Year 2017-18	Year 4 Fiscal Year 2018-19	Year 5 Fiscal Year 2019-20	Five Year Total	Year 6 to Year 10
Revenues/Funding Source								
<i>Available Project Balances</i>							-	
<i>Transfer from Capital Reserve</i>								
<i>Transfer from General Fund</i>	464,800	1,000,000	1,097,000	944,909	790,500	1,572,336	5,404,745	6,077,000
<i>Transfer from Other Projects</i>	207,600		20,000			100,000	120,000	
<i>Register of Deeds Fees</i>	80,000	80,000	80,000	80,000	80,000	80,000	400,000	400,000
<i>User Fees/Donations</i>								
<i>County Capital Fund Balance</i>								
<i>Visitors Bureau Fund Balance</i>								
<i>9-1-1 Funds</i>		369,499					369,499	
<i>State 9-1-1 Funds</i>								
<i>Grant Funding from State/Fed for Parks</i>	250,000	125,000	125,000	125,000	125,000	375,000	875,000	1,125,000
<i>Contributions from Other Infrastructure Partners</i>		50,000	205,000	3,200,000			3,455,000	207,500
<i>Debt Financing - Special Revenue Funds</i>							-	
<i>Debt Financing - E-9-1-1</i>							-	
<i>Debt Financing</i>	7,148,236	6,769,500	21,735,200	28,313,031	3,717,500	6,409,245	66,944,476	32,343,132
Total	8,150,636	8,393,999	23,262,200	32,662,940	4,713,000	8,536,581	77,568,720	40,152,632
	-	-	-	-	-	-	-	-

Article 46 Sales Tax Fund Summary - RECOMMENDED
Fiscal Years 2015-20

Project Name Functional Service Area Department	Article 46 Sales Tax Special Revenue Fund		Project Status Starting Date Completion Date					Approved 4/1/2012 Ongoing	
Project Budget	Prior Years Funding	Current Fiscal Year 2014-15	Year 1 Fiscal Year 2015-16	Year 2 Fiscal Year 2016-17	Year 3 Fiscal Year 2017-18	Year 4 Fiscal Year 2018-19	Year 5 Fiscal Year 2019-20	Five Year Total	Year 6 to Year 10
<i>Appropriation</i>									
<i>Economic Development</i>	2,978,500	1,386,490	1,407,287	1,428,398	1,449,824	1,471,572	1,493,644	7,250,725	7,811,085
<i>Chapel Hill-Carrboro City Schools</i>	1,830,215	852,690	865,482	878,464	891,641	905,013	918,588	4,459,189	4,803,805
<i>Orange County Schools</i>	1,148,285	533,800	541,807	549,934	558,182	566,555	575,052	2,791,530	3,007,265
<i>Total Project Budget</i>	5,957,000	2,772,980	2,814,576	2,856,796	2,899,647	2,943,140	2,987,284	14,501,444	15,622,155
<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>Article 46 Sales Tax</i>	5,957,000	2,772,980	2,814,576	2,856,796	2,899,647	2,943,140	2,987,284	14,501,444	15,622,155
<i>Total</i>	5,957,000	2,772,980	2,814,576	2,856,796	2,899,647	2,943,140	2,987,284	14,501,444	15,622,155

Project Description/Justification

The Article 46 (1/4 cent) Sales Tax was approved by the voters in the November 2011 election, and became effective April 1, 2012. The anticipated revenue generated in FY 2014-15 is \$2,772,980, with an assumption of 1.5% growth in subsequent years. 50% of the proceeds are for Economic Development initiatives, and 50% of the proceeds for Education (allocated by the ADM count of the two school districts). Prior Years Funding reflects FY 2013-14 funding of \$2,732,000, FY 2012-13 funding of \$2,600,000, and FY 2011-12, when proceeds for the April-June 2012 quarter were estimated at \$625,000.

Water & Sewer Utilities Capital Projects Summary - RECOMMENDED
Fiscal Years 2015-20

Projects	Current Fiscal Year 2014-15	Year 1 Fiscal Year 2015-16	Year 2 Fiscal Year 2016-17	Year 3 Fiscal Year 2017-18	Year 4 Fiscal Year 2018-19	Year 5 Fiscal Year 2019-20	Five Year Total	Year 6 to Year 10
Appropriations								
<i>Efland/North Buckhorn Sewer Expansion</i>							-	
<i>McGowan Creek Outfall</i>							-	
<i>Buckhorn-Mebane EDD Phase 2</i>	56,016						-	
<i>Efland Sewer Flow to Mebane</i>	4,300,000	240,000					240,000	
<i>Economic Development Infrastructure</i>	100,000	50,000	50,000	50,000	50,000	50,000	250,000	
<i>Econ. Dev. Utility Extension Projects</i>	250,000	250,000					250,000	
<i>Hillsborough EDD</i>	150,000	1,000,000					1,000,000	
<i>Eno EDD</i>		1,050,000	750,000				1,800,000	
<i>Buckhorn-Mebane EDD Phase 3 & 4</i>				350,000	2,500,000		2,850,000	
Total	4,856,016	2,590,000	800,000	400,000	2,550,000	50,000	6,390,000	-
General Fund Related Operating Costs								
<i>Personnel Services</i>								
<i>Operations</i>								
<i>New Debt Service</i>	362,996	879,884	1,039,884	1,099,884	1,099,884	1,299,884	5,419,420	6,499,420
Total Operating Costs	362,996	879,884	1,039,884	1,099,884	1,099,884	1,299,884	5,419,420	6,499,420
Revenues/Funding Source								
<i>Transfer from General Fund</i>	-		-		-		-	
<i>Transfer from Other Projects (30017)</i>							-	
<i>General Fund - Debt Service Payments</i>		195,400	195,400	195,400	195,400	195,400	977,000	977,000
<i>Article 46 Sales Tax - Debt Service</i>	362,996	684,484	844,484	904,484	904,484	1,104,484	4,442,420	5,522,420
<i>Reserve Funds - Article 46 Sales Tax</i>							-	
<i>Article 46 Sales Tax Proceeds</i>	556,016	590,000	50,000	400,000	50,000	50,000	1,140,000	
<i>CDBG Grant</i>							-	
<i>State Revolving Loan Funds</i>							-	
<i>Debt Financing - Article 46 Sales Tax</i>	4,300,000	2,000,000	750,000		2,500,000		5,250,000	-
Total	5,219,012	3,469,884	1,839,884	1,499,884	3,649,884	1,349,884	11,809,420	6,499,420

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

Solid Waste Capital Projects Summary - RECOMMENDED
Fiscal Years 2015-20

Projects	Current Fiscal Year 2014-15	Year 1 Fiscal Year 2015-16	Year 2 Fiscal Year 2016-17	Year 3 Fiscal Year 2017-18	Year 4 Fiscal Year 2018-19	Year 5 Fiscal Year 2019-20	Five Year Total	Year 6 to Year 10
<i>Appropriations</i>								
<i>Environmental Support</i>	-	-	110,903	-	-	-	110,903	163,854
<i>Sanitation</i>	3,175,858	296,035	830,587	549,228	251,790	359,832	2,287,472	774,939
<i>Recycling Operation</i>	880,203	1,177,884	345,432	301,104	242,059	749,128	2,815,607	3,464,631
<i>Landfill - C & D</i>	-	-	252,994	-	-	-	252,994	219,475
<i>Total</i>	4,056,061	1,473,919	1,539,916	850,332	493,849	1,108,960	5,466,976	4,622,899
<i>Revenues/Funding Source</i>								
<i>Solid Waste Fund Balance</i>	303,311	296,035	674,734	155,478	251,790	359,832	1,737,869	900,547
<i>3R Fee/Solid Waste Fund</i>	436,059	608,294	345,432	301,104	242,059	749,128	2,246,017	3,464,631
<i>Debt Financing</i>	3,211,691	569,590	519,750	393,750	-	-	1,483,090	257,721
<i>Grant</i>	105,000	-	-	-	-	-	-	-
<i>Total</i>	4,056,061	1,473,919	1,539,916	850,332	493,849	1,108,960	5,466,976	4,622,899

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.

Sportsplex Capital Projects Summary - RECOMMENDED
Fiscal Years 2015-20

Project Budget	Prior Fiscal Year 2013-14	Current Fiscal Year 2014-15	Year 1 Fiscal Year 2015-16	Year 2 Fiscal Year 2016-17	Year 3 Fiscal Year 2017-18	Year 4 Fiscal Year 2018-19	Year 5 Fiscal Year 2019-20	Five Year Total	Year 6 to Year 10
Appropriations									
Design	30,000							-	
New Facilities Projects:									
Major Expansion Phase 1 (1)		950,000						-	
Major Expansion Phases 2 and 3 (1)			2,800,000					2,800,000	
Renovation Projects:									
Lobby - Renovations (floor, walls, lighting) (8a)								-	
Lobby - Renovations (program space expansion)	110,000							-	
Girls/Women's Locker-room (5)	30,000							-	
Men's and Women's Bathrooms (7)	40,000							-	
Facility Maintenance/Replacement Items:									
Parking Lot Repair/Repave			150,000					150,000	150,000
Pool Roof repair (Completed)								-	
Pool wall reglaze		125,000						-	
Tilt up Panel (exterior wall system)		100,000						-	
Rotating Fitness Equipment Upgrade/Replacement	100,000			100,000		100,000		200,000	300,000
Kidsplex Equipment Upgrade (10)					50,000			50,000	100,000
New UV System for Pool (Completed)								-	
Bleachers (2)	-							-	
Pool pump/boiler (14)			100,000					100,000	100,000
Cooling Tower Replacement Completed)								-	
Major upgrade of Servers, Telephones (8)				35,000				35,000	45,000
Rink concrete ice floor repair (3)	-		75,000					75,000	
Ice Rink Re-Build (3a)								-	1,500,000
Rink de-humidification /Ice Rink Munters	125,000							-	125,000
Zamboni (On order)	100,000							-	
Major rebuild - compressors/chiller barrel				100,000				100,000	100,000
Climbing Wall (outside- fee based)				100,000				100,000	
HVAC Contingency (12)				50,000	50,000	70,000		170,000	160,000
IT Contingency (12)					50,000			50,000	100,000
Ice Rink/Fitness Wall Repair Paint Project				40,000				40,000	
Pool Lane Timer/Scoreboard (4)	15,000							-	
Rink Scoreboard				20,000				20,000	
Outside Pavilion/Play Area (6)	-			45,000				45,000	
Inflatables (13)	-			20,000		30,000		50,000	30,000
Activity Vans/Bus						86,000		86,000	
Low Mtc., High Efficiency Pool Filtration/Mechanical Upgrade						175,000		175,000	
Signage Upgrade			25,000					25,000	
Ice Rink Renovation: Boards; Lockers, Rubberized Floor							175,000	175,000	
Upgrade to Prevailing State of the Art major Utility Usage							200,000	200,000	
Roof Asset Mgmt. Program (RAMP) recommendations									450,000
Total	550,000	1,175,000	3,150,000	510,000	150,000	461,000	375,000	4,646,000	3,160,000
Sportsplex Related Debt Service Costs									
New Debt Service			91,200	360,000	360,000	360,000	360,000	1,531,200	1,800,000
Total			91,200	360,000	360,000	360,000	360,000	1,531,200	1,800,000
Revenues/Funding Source									
Sportsplex Fund Balance	550,000	225,000	350,000	510,000	150,000	461,000	375,000	1,846,000	1,660,000
Sportsplex - Debt Service			91,200	360,000	360,000	360,000	360,000	1,531,200	1,800,000
Debt Financing		950,000	2,800,000	-	-	-	-	2,800,000	1,500,000
Total	550,000	1,175,000	3,241,200	870,000	510,000	821,000	735,000	6,177,200	4,960,000

1. No change in assumptions from prior year submittal. Project was re-scoped to create national class recreation facility adding indoor turf and court. Project defined to straddle two years to facilitate maximum construction logistics and cost efficiencies:
 - a. Phase 1 is the originally contemplated pool mezzanine of 6,000 sq. ft. featuring new member lockers; dedicated spin/row/yoga fitness room and 1,800 sq. ft. senior/ adult cardio/ strength center. Construction to commence Spring 2015.
 - b. Phase 2/3 is a new building addition for and indoor turf field and court to be used for soccer, lacrosse, senior walking, running, basketball, volleyball, pickleball and proprietary RFP programs such as Lil Kickers/Dunkers . NOTE: Projected annual revenues related to this project are anticipated to cover the annual debt service required for this project.
 - d. Land acquired and Town of Hillsborough signed off on parking plan.
2. Moveable bleachers to add seating for spectator rink and pool based events. (portable to pool) **Completed with funds from Ops Budget**
3. Rink floor repair moved forward one year to 2015-16 due to concerns over structural integrity.
- 3a. The average life of a concrete road is 27 years. (40 years in southern climates and as little as 18 years in northern climates). The same permafrost like conditions that shorthen useful life in the north are what impact an ice rink. In 2020 the rink is 25 years old and a contingency should be made for a complete rink system rebuild.
4. Pool Electronic Timer and scoreboard. Scoreboard is 19 years old and failing. Repairs are costly and increasingly less feasible. Required for revenue generating swim meets and lane training **(Completed)**
5. convert referee room into girls/women's change room and build replacement ref room and storage in part of Zamboni room. **Completed**
6. Outside pavilion to be built in flat grassy area to the west of pond. To be used for Kidsplex outdoor activities; parties. Orange Charter School has expressed interest in partnering. Grants available. **(More efficient to position on grounds after Expansion Project in 2015-16)**
7. Men's and Women's main lobby bathrooms are worn. Replace flooring; stall dividers; paint; ceiling tiles. Efficient lighting (motion sensor) and low flow plumbing fixtures. Lower counters and child appropriate toilets. Add safe, locked storage for cleaning supplies. **To be completed by April 2015.**
8. Servers upgraded out of equipment repair budget. Building wide telephone/intercom moved forward to coincide with major building expansion.
- 8(a) Facilitates 1,834 additional GroupX space for programs. Results in \$312,000 incremental annual revenue. **To be completed Fall 2014**
9. Cardio equipment has a useful life of 3 years with the heavy usage. While quality maintenance can extend life, it is Prudent to maintain a budgeted contingency based on industry replacement standards. Timing pushed out one year due to units included in 2014-15 Mezzanine expansion.
10. Similar to above. With growth in Kidsplex programs we expect more capital needs for this program
11. Pumps and boilers have the least useful life of all mechanical classes of equipment. Contingency for replacement.
12. Contingency for HVAC equipment and major IT equipment such as server.
13. Inflatables are a low cost way to generate revenue. Can be used for Kidsplex; Parties and for fee admission. Payback is less than one year. To be positioned in space created with the Field House expansion.
14. Pumps/Filters replacement moved forward due to filter steel shell corrosion/perforation. Structural integrity fail is imminent.

Schools Capital Projects Summary - RECOMMENDED
Fiscal Years 2015-20

Projects by School System	Current Fiscal Year 2014-15	Year 1 Fiscal Year 2015-16	Year 2 Fiscal Year 2016-17	Year 3 Fiscal Year 2017-18	Year 4 Fiscal Year 2018-19	Year 5 Fiscal Year 2019-20	Five Year Total	Year 6 to Year 10
Chapel Hill Carrboro City Schools								
Long Range Capital								
Pay-As-You-Go Funds ⁽¹⁾	2,275,138	2,275,138	2,309,265	2,343,904	2,379,063	2,414,749	11,722,119	12,628,051
Lottery Proceeds ⁽²⁾	828,944	835,626	835,626	835,626	835,626	835,626	4,178,130	4,178,130
Culbreth MS Science Wing Addition								
Middle School #5							-	53,320,241
Elementary # 12							-	39,775,000
Preliminary Planning Funds ⁽³⁾		750,000					750,000	
Total	3,104,082	3,860,764	3,144,891	3,179,530	3,214,689	3,250,375	16,650,249	109,901,422
Orange County Schools								
Long Range Capital								
Pay-As-You-Go Funds ⁽¹⁾	1,449,711	1,449,711	1,471,457	1,493,529	1,515,931	1,538,670	7,469,298	8,046,555
Lottery Proceeds ⁽²⁾	507,336	520,736	520,736	520,736	520,736	520,736	2,603,680	2,603,680
Cedar Ridge HS Classroom Wing*						1,258,300	1,258,300	11,324,700
Preliminary Planning Funds ⁽³⁾		478,000					478,000	
Total	1,957,047	2,448,447	1,992,193	2,014,265	2,036,667	3,317,706	11,809,278	21,974,935
Total all Schools	5,061,129	6,309,211	5,137,084	5,193,795	5,251,356	6,568,081	28,459,527	131,876,357
Revenues/Funding Source								
General Fund (Pay-As-You-Go)	3,724,849	3,724,849	3,780,722	3,837,433	3,894,994	3,953,419	19,191,417	20,674,606
Lottery Proceeds	1,336,280	1,356,362	1,356,362	1,356,362	1,356,362	1,356,362	6,781,810	6,781,810
Debt Financing		1,228,000				1,258,300	2,486,300	104,419,941
	5,061,129	6,309,211	5,137,084	5,193,795	5,251,356	6,568,081	28,459,527	131,876,357

Note 1: The Article 46 one quarter cent sales tax proceeds for schools 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 reflect same funding in FY 2015-16 as in FY 2014-15, and assumes a 1.5% annual growth throughout the 5 year CIP period.

⁽²⁾ Lottery Proceeds increase in FY 2015-16, and then are assumed at the same amount throughout the remaining CIP period, based on the most recent lottery estimates from the State. The funds will be distributed on the basis of each school system's Average Daily Membership (ADM).

⁽³⁾ Preliminary Planning Funds allow the school systems to be "shovel ready" for a project or projects after a successful Bond Referendum.

Child Support Enforcement

Phone Number: (919) 245 - 2175 Website: www.orangecountync.gov/departments/child_support_enforcement/index.php

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Category (General Fund)						Account: 440
Personnel Services	856,480	863,237	863,237	868,210	862,285	862,285
Operations	77,830	103,855	103,855	88,870	102,755	103,355
Capital Outlay	2,179	0	0	0	0	0
Total Expenditures	\$ 936,489	\$ 967,092	\$ 967,092	\$ 957,080	\$ 965,040	\$ 965,640
Offsetting Revenues	(1,413,147)	(1,271,100)	(1,271,100)	(1,324,300)	(1,319,175)	(1,319,175)
County Costs (net)	\$ (476,658)	\$ (304,008)	\$ (304,008)	\$ (367,220)	\$ (354,135)	\$ (353,535)
Total Child Support Enforcement and Related Expenditures	\$ 936,489	\$ 967,092	\$ 967,092	\$ 957,080	\$ 965,040	\$ 965,640

Mission Statement

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

Major Services

- Locate non-custodial parents
- Establish paternity for children
- Establish and enforce child support orders

FY 2013-14 Outcomes

- Paternity established for 179 children
- Court ordered child support established for 196 families
- Collections totaled \$5,252,279

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Paternity					
Paternity established for children	157	179	150	160	160
Service: Establishment					
New child support orders established	131	196	195	175	175
Service: Enforcement					
Total child support collected for Orange County children	\$5,569,480	\$5,252,279	\$5,400,000	\$5,255,000	\$5,255,000
Percentage of current support collected annually	65.64%	65.32%	66.00%	66.00%	66.00%

Child Support Enforcement – continued

FY 2015-16 Objectives

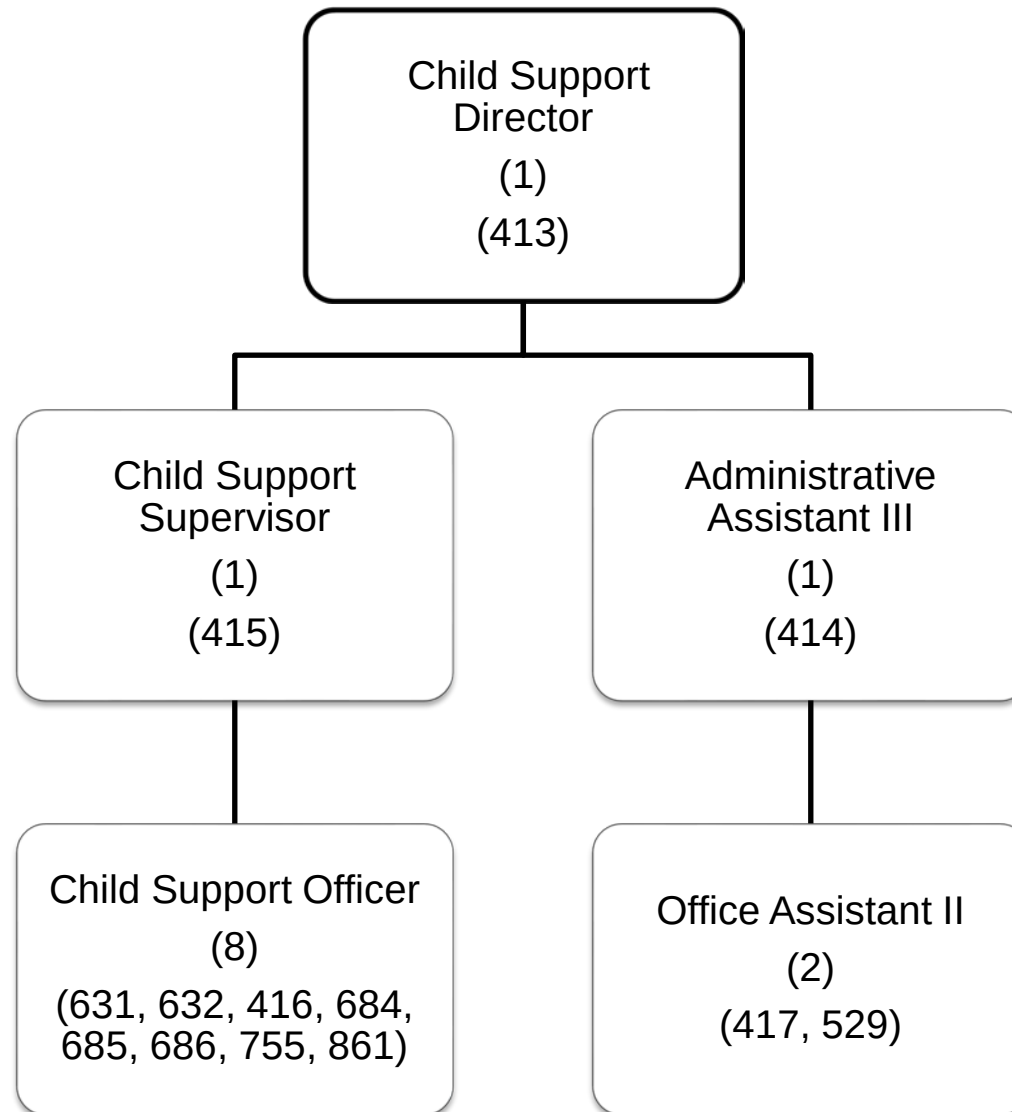
- Establish paternity for 160 children
- Establish new child support orders for 175 families
- Collect \$5,255,000 on behalf of Orange County children
- Maintain percentage of current support collected at 66%

Budget Highlights

The FY15-16 Manager's Recommended Budget includes:

- Economic recovery has not reached most of the families we serve and therefore affect collection rates. Our collections (\$5,255,000) provide acutely needed income to Orange County families
- Revenue Increases: Federal Support Enforcement (\$45,000); IV-D Refunds (\$3,075)

Child Support Enforcement



Community Relations & Tourism Department

Visitor's Bureau: (919) 245 - 4320

Websites: www.visitchapelhill.org

Public Affairs: (919) 245 - 2302

Website: <http://orangecountync.gov>

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Category (General Fund)						Account: 212
Personnel Services	119,799	119,738	119,738	120,005	124,896	122,697
Operations	41,327	66,290	74,880	61,755	68,919	66,019
Capital Outlay	995	0	0	0	0	0
Total Expenditures	\$ 162,121	\$ 186,028	\$ 194,618	\$ 181,760	\$ 193,815	\$ 188,716
County Costs (net)	\$ 162,121	\$ 186,028	\$ 194,618	\$ 181,760	\$ 193,815	\$ 188,716
Visitors Bureau (Visitors Bureau Fund)						Account: 6005
Overhead	51,611	51,611	51,611	51,611	51,611	51,611
Personnel Services	366,120	420,772	420,772	383,178	452,837	452,837
Operations	756,856	876,418	871,218	852,612	740,472	740,472
Capital Outlay	0	13,602	18,802	16,009	50,000	50,000
Total Expenditures	\$ 1,174,587	\$ 1,362,403	\$ 1,362,403	\$ 1,303,410	\$ 1,294,920	\$ 1,294,920
Offsetting Revenues	(1,447,280)	(1,472,150)	(1,472,150)	(1,472,150)	(1,423,970)	(1,423,970)
County Costs (net)	\$ (272,693)	\$ (109,747)	\$ (109,747)	\$ (168,740)	\$ (129,050)	\$ (129,050)
Total Community Relations and Related Expenditures	\$ 1,336,708	\$ 1,548,431	\$ 1,557,021	\$ 1,485,170	\$ 1,488,735	\$ 1,483,636

Division Summary

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Program (General Fund)						
Public Affairs	162,121	186,028	194,618	181,760	193,815	188,716
Total Expenditures	\$ 162,121	\$ 186,028	\$ 194,618	\$ 181,760	\$ 193,815	\$ 188,716
County Costs (net)	\$ 162,121	\$ 186,028	\$ 194,618	\$ 181,760	\$ 193,815	\$ 188,716
Total Expenditures	\$ 162,121	\$ 186,028	\$ 194,618	\$ 181,760	\$ 193,815	\$ 188,716
Visitors Bureau Fund						
Visitors Bureau	1,174,587	1,362,403	1,362,403	1,303,410	1,294,920	1,294,920
Total Expenditures	\$ 1,174,587	\$ 1,362,403	\$ 1,362,403	\$ 1,303,410	\$ 1,294,920	\$ 1,294,920
Offsetting Revenue	(1,447,280)	(1,472,150)	(1,472,150)	(1,472,150)	(1,423,970)	(1,423,970)
County Costs (net)	\$ (272,693)	\$ (109,747)	\$ (109,747)	\$ (168,740)	\$ (129,050)	\$ (129,050)
Total Expenditures	\$ 1,336,708	\$ 1,548,431	\$ 1,557,021	\$ 1,485,170	\$ 1,488,735	\$ 1,483,636

Mission Statement

Perform professional development activities in the areas of community engagement, tourism and local government news dissemination. Build Orange County's economy through tourism. Position Orange County and its communities of Chapel Hill, UNC, Carrboro and Hillsborough as a desirable destination for conferences, tourism, and special events by implementing a strategic marketing plan that seeks to grow jobs, demand, occupancy and sales taxes for Orange County. Develop key messages and

Community Relations & Tourism Department – continued

communications strategies; write and edit content for a wide range of print, web-based or digital publications for public groups and Orange County departments; develop new public relations and marketing strategies; and create written internal policies and guidance for County departments.

Community Relations Department: Chapel Hill/Orange County Visitors Bureau Division (Branded under Visit Chapel Hill)

Major Services

- Market the Chapel Hill and Orange County communities as a desirable visitor destination.
- Encourage longer stays and increased tourism spending through a targeted tourism plan.
- Build community engagement and awareness for Orange County.
- Contribute to economic development through increases in occupancy and sales taxes.
- Operate the County's Official Visitor Center.
- Serve as the official voice on tourism for potential developers, providing analyses, trends, comparative data on lodging industry.

FY 2014-15 Anticipated Outcomes

- One of the strongest years since 2008 recession with all key metrics performing at record levels, including demand and overall revenues.
- August 2015 NC Commerce reports are anticipated to show overall economic impact from Orange County tourism at \$170 million up from \$168 million.
- Industry has generated interest among hotel developers. Currently being discussed: Hyatt Place Southern Village (approved), Marriott AC on Rosemary Street; Hilton Garden Inn Carrboro; and properties at Chapel Hill's Edge development and Obey Creek.
- General health of Triangle tourism will result in increased RDU air service, additional restaurant development and feasibility studies for new conference facilities.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget*	2014-15 Projected*	2015-16 Budget
Conference, meeting bookings	43	52	75	60	75
Generate sales leads for hotels	66	70	96	80	96
Build attraction visitations (in millions)	1.9	2.0	2.1	2.1	2.2
Room nights generated from Bureau	3723	3991	5000	4500	5000
Media stories on Orange County	261	280	270	280	285
Annual tourism impact* (in millions) Info reported by NC dept. of Commerce	161.6	168.6	166.0	170.0	172.0

*2014-15 projections less than budgeted due to position transition which did not allow for the hiring of another sales person

Community Relations & Tourism Department – continued

FY 2015-16 Objectives

- Grow Orange County tourism 5%, adding jobs and spending through tourism marketing initiatives that draw conferences, tour groups and leisure visitors.
- Develop win/win strategy with UNC and their desire to manage campus hotel bookings.
- Support developers who inquire about building new hotels in Orange County by providing data and historical hotel trends including occupancy, average daily rate and demand.
- Use Orange County's appeal as a college area, foodie destination and performing arts Mecca to elevate the arts and cultural offerings available to visitors.
- Grow Orange County's community engagement strategies by working with County Manager on County's external relations and outreach programs.
- Work directly with area hotels and conference facilities to build Sunday through Thursday bookings to sustain long range health of tourism industry.
- Build leads with the addition of a contracted sales manager to augment in-house sales director's work and continue to meet demands of twelve leading hotel properties in OC.
- Elevate level of OC services to people with disabilities through publications and information that provide disabled visitors to Orange County with helpful ADA materials.
- Work with Hillsborough to build tourism program using the town's occupancy tax revenues to help them create a campaign to grow tourism.
- Recognizing that video is the new brochure, commit resources to developing a full toolbox of videos on OC for use on social media, website, internal and external communications.

Budget Highlights

The FY15-16 Manager's Recommended Budget includes:

- **Occupancy Tax Rates and Revenue:** Occupancy Tax revenues continue to increase due to strong travel economy. In FY14-15, Orange County's 3% Occupancy Tax collections have increased an average of 14% each month; year-end revenues are expected to exceed the original budget by 10% (\$107,940).
- **Fund Balance Appropriation:** Available fund balance totals \$354,000. In FY15-16, the Visitors Bureau will appropriate \$90,000 from fund balance, a decrease of \$102,000 from the current year. Next year's appropriation will fund several additional marketing and community engagement initiatives, including: food focus on area's pasture to plate scene; LGBT weddings; and kiosk for UNC Hospital in Hillsborough. These proposed initiatives have received support from the Visitors Bureau Advisory Board.
- **Town Contributions:** The Town of Chapel Hill's contribution will remain the same at \$200,000
- **Position Reclassification:** Increase \$11,096, reclassification of Visitor's Bureau Director position (1.0) FTE, to Community Relations Director position (1.0) FTE. The position is responsible for direct oversight of the Chapel Hill/Orange County Visitors Bureau and the Orange County Public Affairs division. This position is housed in Chapel Hill, at the Visitors Center and supervised the Hillsborough-based Public Affairs Director, as well as the five member Visitor Bureau staff.
- **Position Reclassification:** Decrease \$2,476, reclassification of Sales Manager position (1.0) FTE, to Social Media/Database Administrator (1.0) FTE. The position will develop proactive alignment of all social media and database content. Sales leads will be coordinated through a vendor.

Community Relations & Tourism Department – continued

Community Relations Department: Public Affairs Division

Major Services

- Advertising/Marketing: Graphic design and printing of brochures, posters, flyers, business cards, Creative design and coordination for billboards, newspaper ads, etc.
- Media Relations and press releases
- County Newsletter
- Event planning and coordination
- Script development and voiceovers for radio PSAs and video productions
- Digital Message Monitor bulletin design and scheduling
- Web Site content management and social media activity
- PR Campaigns from concept to creation of marketing packets

FY 2014-15 Outcomes

- Advertising in newspapers and purchased billboard ads
- Increased following on County Facebook and Twitter accounts
- Created County YouTube channel
- Redesigned the ads for the Hillsborough and Chapel Hill phone books
- Continued WCHL radio PSAs and topical interviews
- Coordinated and hosted the Orange County Expo
- Designed bulletins designed and displayed on Digital Message Monitors (DMMs)
- Supervised four college Interns majoring in mass communications

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Media Relations					
Press Releases	N/A	182	300	272	250
Newsletters	N/A	0	18	24	24
Service: Advertising/Marketing					
Newspaper Ads	N/A	0	5	5	24
Radio PSAs	N/A	0	48	12	12
Billboards	N/A	1	5	4	5
Service: Graphic Design					
Print Materials	N/A	114	120	120	125
Guide Book and Annual Report	N/A	0	2	2	2

Community Relations & Tourism Department – continued

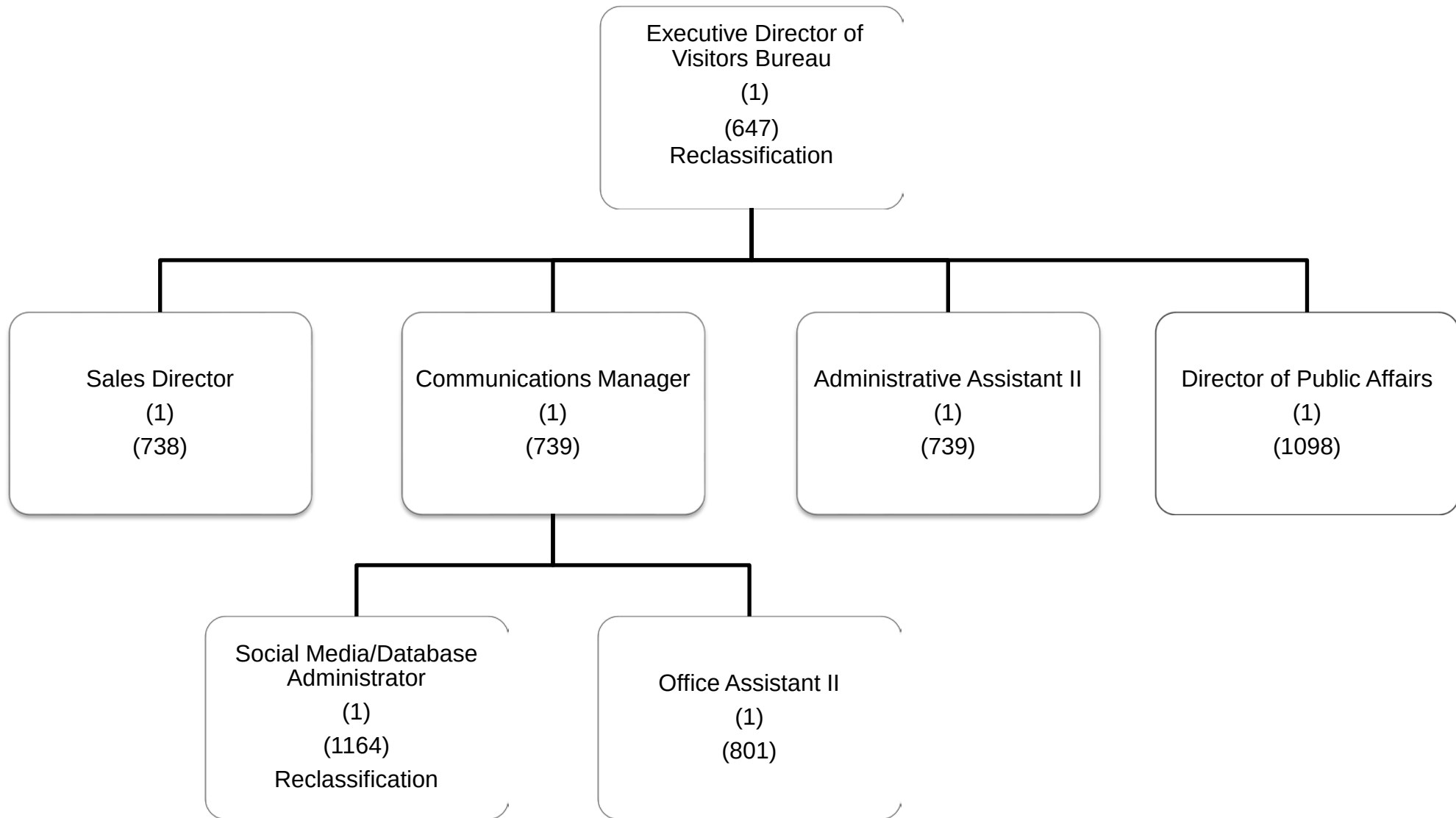
FY 2015-16 Objectives

- Increase advertising via print media and billboards
- Continue with video productions to promote County departments via YouTube channel
- Continue hiring college Interns or partnering with Elon University's Live Oak program
- Pursue direct mail publications, such as Annual Report and Guide to County Government

Budget Highlights

- No significant budget changes in FY15-16

Community Relations



N.C. Cooperative Extension, Orange County Center

Phone Number: (919) 245 - 2059

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

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
<i>By Category (General Fund)</i>						Account: 450
Personnel Services	289,802	304,451	304,451	251,780	316,322	316,322
Operations	48,083	63,521	81,171	73,231	63,521	63,521
Capital Outlay	5,348	0	0	0	0	0
Total Expenditures	\$ 343,232	\$ 367,972	\$ 385,622	\$ 325,011	\$ 379,843	\$ 379,843
<i>Offsetting Revenues</i>	<i>(7,461)</i>	<i>(20,000)</i>	<i>(37,650)</i>	<i>(32,570)</i>	<i>(20,000)</i>	<i>(20,000)</i>
County Costs (net)	\$ 335,771	\$ 347,972	\$ 347,972	\$ 292,441	\$ 359,843	\$ 359,843
Total Cooperative Extension and Related Expenditures	\$ 343,232	\$ 367,972	\$ 385,622	\$ 325,011	\$ 379,843	\$ 379,843

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. We provide non-formal educational programs designed to meet the needs and issues most important to our customers and their communities.

Major Services

Sustainable Agriculture: Crops and Livestock

- Provide educational programs and technical support to animal and crop agricultural producers, and assist in the implementation of best management and marketing practices that will maintain profitability and environmental stewardship.
- Provide training and apprenticeships for existing farmers and potentially new farmers on fruit, vegetable and flower production, using organic methods in the PLANT@ Breeze training program to enhance the Local Food system.
- Provide diagnosis of diseases, insect pest and weeds pests problems on farms, homes and gardens.

Horticulture

- Provide technical support and educational seminars for Green Industry, landscape contractors and landscape maintenance professionals and assist in the adoption of best management practices in the areas of horticulture, pesticide alternatives and safety.
- Deliver researched based horticultural information to the gardening public and support community gardens via Extension Master Gardener Volunteers.
- Provide educational classes, newsletters, newspaper articles, web page development, individual consultations, email and phone calls for home gardeners to learn proper plant selection and landscape management techniques that minimize water use and chemical inputs.

Cooperative Extension– continued

Family and Consumer Sciences: Nutrition and Household Management

- Provide educational programs to restaurant workers, consumers and limited resource families and assist in the adoption of good nutrition, weight management, food safety, financial management, parenting and estate planning so adults and children will make decisions that keep families together, make healthy food choices and be physically active.

4H Youth Development

- Engage youth through non-formal and formal educational opportunities that expand and enhance skills and knowledge empowering them to develop cognitive, social, physical, and emotional skills.
- Coordinate adult volunteers serving as advisers and leaders in implementing effective county-based 4-H programs.

FY 2014-15 Outcomes

Sustainable Agriculture: Crops and Livestock

- Field crop and livestock producers will gain knowledge and skills leading to increased production, crop diversification and increase consumer awareness of local agricultural systems.
- New and existing farmers learn new marketing and management skills increasing sales to local markets.
- Farmers will explore organic alternatives for pest control and those who to use pesticides will learn to use personal protective equipment and application methods that reduce health risks and assure food and water quality.

Horticulture

- Green Industry Professionals will enhance the value of plants and landscapes while conserving valuable natural resources and protecting the environment
- Commercial pesticide applicators will learn about reducing pesticides and pesticide alternatives but when used will use personal protective equipment (PPE) and pesticide application methods that reduce 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 divert waste from the landfill
- Youth will gain knowledge of food production and eat more vegetables.

Family and Consumer Sciences: Household Management

- Consumers will increase skills in money management, credit and estate planning.
- Homeowners will have pest identified.
- Homeowners will learn skills in residential energy conservation.

Cooperative Extension– continued

- Extension Community Association Volunteers will learn new skills used to manage households and deliver this information to community groups.
- Those who are parenting in the absence of biological parents will learn new parenting skills.

Family and Consumer Sciences: Food and Nutrition

- Consumers will learn food safety and food preservations techniques.
- Restaurant work will complete ServSafe Food Safety Certification Course
- Individuals attending classes will lose weight in Eat Smart, Move More, Weigh Less program
- Individuals attending classes will learn elements of good nutrition.

4H Youth Development

- Youth will gain knowledge in STEM (Science, Technology, Engineering and Math) .
- Youth enrolled in the community club program will be active participants in club projects providing community betterment.
- Youth in classroom and after-school program activities will increase physical activity and making more nutritious food choices.
- Adults will be trained as a club leader.
- Club leaders and teachers will adopt 4H curriculum.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Sustainable Agriculture and Local Food					
Individual contacts with farmers enrolled in educational programs, receiving consultation via phone, email or on-site visit.	350	350	450	550	550
Farmers putting news skills to use in soil testing, fertilization or pesticide recommendations	75	75	100	125	125
Farmers improving pasture management and herd health	70	75	80	100	70
New farmers and existing farmers selling to local markets	66	70	70	75	120
Farmers income generated at local markets and livestock sales	\$368,000	\$400,000	\$600,000	\$1,080,000	\$1,500,00
Horticulture					
Number of home gardeners receiving research-based information.	6,500	6,500	7,000	7,500	6,000
Number of Green Industry Professional with increased horticulture skills and reducing pesticide use.	120	150	150	150	120
Number of Master Gardener Volunteers	60	65	55	65	55

Cooperative Extension– continued

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Number of Home Gardeners adopting at least one new practice.	6,000	6,000	6,300	6,300	5,500
Estimated value of Master Gardener volunteer service and financial impact of horticulture program on Green Industry.	\$70,000	\$70,000	\$75,000	\$75,000	\$70,000
Family and Consumer Sciences: Household Management					
Families improving financial management & estate planning skills.	45	400	80	100	25
Households receiving information on pest identification and control.	35	30	35	30	25
Households implementing residential energy conservation.	85	25	85	25	25
Extension and Community Association volunteers trained.	120	101	100	94	94
Parents learning new skills.	25	25	25	20	20
Family and Consumer Sciences: Food and Nutrition					
Number of individuals enrolled in educational programs and receiving nutritional consultation including the Expanded Food and Nutrition Education Program	13,500	50 (FCS numbers)	20,000	50 (FCS numbers)	50 (FCS numbers)
Restaurant workers passing ServSafe Certification exam.	100	145	100	100	100
Individuals reducing body mass index.	35	20	35	50	35
Percentage of Individuals eating more fruits and vegetables and following safe food handling practices.	80%	60%	80%	60%	80%
Homemakers following food preservation guidelines.	50	20	50	25	50
4-H Youth Development:					
Number of Youth enrolled in 4-H Clubs	165	165	165	535	550
Number of youth increasing physical activity, making more nutritious food choices or gaining knowledge of science	3,000	3,000	3,000	5,030	5,050
Number of adults trained as club leaders using 4H curriculum	20	20	20	25	30

FY 2015-16 Objectives

Sustainable Agriculture: Crops and Livestock

- Provide an increase number of educational programs for livestock and crop producers with the new livestock agent.
- Expand PLANT@ Breeze Farm infrastructure by developing new irrigation system.

Cooperative Extension– continued

Horticulture

- Enhance the Green industry's level of professionalism and knowledge of proper tree care practices via promotion the use of Certified Arborist and Certified Landscape Technicians.

Family and Consumer Sciences: Nutrition and Household Management

- 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.

Family and Consumer Sciences: Food and Nutrition

- 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.

4-H Youth Development

- To provide youth with enriching, hands-on experiences in cooperation with the Chapel Hill YMCA and
- To provide learning experiences for youth during summer, after-school care, and through community club activities.

Budget Highlights

- The FY15-16 Manager Recommended Budget includes an increase of \$11,791 in Personnel Services due to staff reductions by NC State University. Orange County will pay a greater share of salaries for 3 employees.
- All employees within the Cooperative Extension Service are State employees and are budgeted as contract personnel, as per the Memorandum of Agreement with the State.
- The \$20,000 in revenue includes class fee revenue at the W.C. Breeze Family Farm; the County continues to contribute \$10,000 for the programs at the Breeze Farm and is included within the department's Operating budget.

County Attorney

Phone Number: (919) 245-2320

Website: N/A

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
<i>By Category (General Fund)</i>						Account: 205
Personnel Services	491,523	483,567	483,567	489,097	505,071	505,071
Operations	19,711	57,433	57,433	58,733	46,430	46,430
Capital Outlay	0	0	0	0	0	0
Total Expenditures	\$ 511,234	\$ 541,000	\$ 541,000	\$ 547,830	\$ 551,501	\$ 551,501
County Costs (net)	\$ 511,234	\$ 541,000	\$ 541,000	\$ 547,830	\$ 551,501	\$ 551,501
Total County Attorney's Office and Related Expenditures	\$ 511,234	\$ 541,000	\$ 541,000	\$ 547,830	\$ 551,501	\$ 551,501

Mission Statement

Our mission is to provide effective and efficient legal services to the Orange County Board of Commissioners and all departments and offices within Orange County Government.

Department Name: Division Name

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 2014-15 Outcomes

- Collections: Collected ~\$20,000 in past due fees.
- New project initiation: Converted county contract routing and signature from hard copy to electronic.
- Litigation: Successfully defended 13 taxpayer appeals before the North Carolina Property Tax Commission. Represented the county in approximately 23 animal services cases in Orange County District Court. Represented the Board of Health in two environmental health cases one of which went to the NC Court of Appeals.

Department Name – continued

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Delinquent Account Collections					
Outcome Measure	\$210,000	\$130,000	\$150,000	\$20,000	\$40,000

FY 2015-16 Objectives

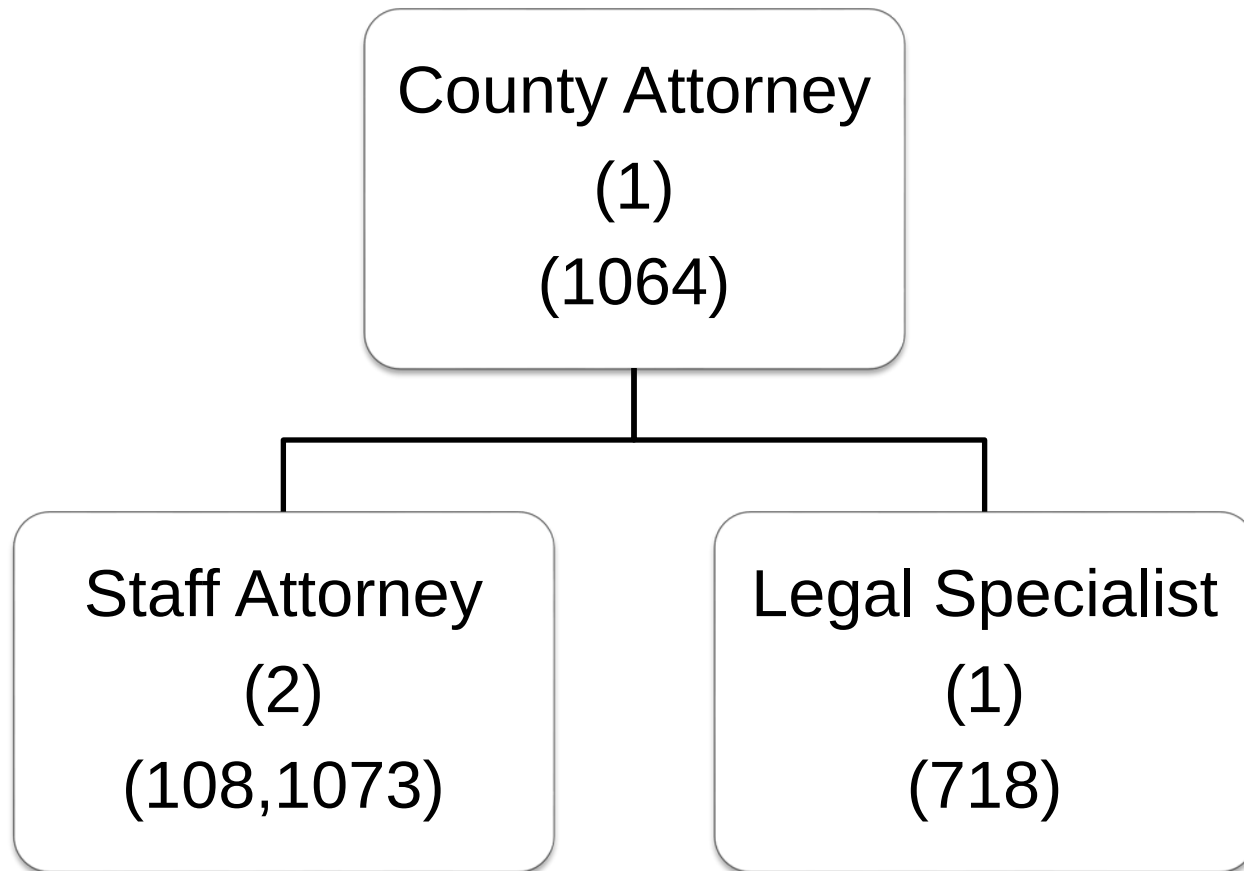
- Implement digital signatures and soft copy internal document routing program, i.e. travel reimbursement forms.
- Other objectives to be determined during the County Attorney's annual review, with the Board of County Commissioners.

Budget Highlights

The FY15-16 Manager's Recommended Budget includes:

- Estimated County-wide savings of \$35,000 annually, due to the implementation of the electronic signature and routing program for county contracts.
- Operations Decrease: (\$11,003) across several accounts to better reflect expected need

County Attorney's Office



County Manager's Office

Phone Number: (919) 245 - 2300

Website: www.orangecountync.gov/departments/county_manager_s_office/index.php

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Category (General Fund)						Account: 210
Personnel Services	697,522	669,945	669,945	548,434	608,265	608,265
Operations	26,274	52,635	52,635	37,344	56,635	56,635
Capital Outlay	810	0	0	0	2,405	0
Total Expenditures	\$ 724,606	\$ 722,580	\$ 722,580	\$ 585,778	\$ 667,305	\$ 664,900
County Costs (net)	\$ 724,606	\$ 722,580	\$ 722,580	\$ 585,778	\$ 667,305	\$ 664,900

Total County Manager's Office and Related Expenditures	\$ 724,606	\$ 722,580	\$ 722,580	\$ 585,778	\$ 667,305	\$ 664,900

(Orange County Partnership to End Homelessness - Housing & Community Development Fund)						Account: 4706
Personnel Services	48,865	72,577	72,577	66,709	74,951	74,951
Operations	26,809	33,700	35,700	30,800	42,170	42,170
Capital Outlay	0	-	-	-	0	0
Total Expenditures	\$ 75,674	\$ 106,277	\$ 108,277	\$ 97,509	\$ 117,121	\$ 117,121
Offsetting Revenues	(86,456)	(64,829)	(64,829)	(64,829)	(65,344)	(65,344)
County Costs (net)	\$ 39,205	\$ 41,448	\$ 41,448	\$ 41,448	\$ 51,777	\$ 51,777

Total County Manager's Office and Related Expenditures	\$ 800,280	\$ 828,857	\$ 830,857	\$ 683,287	\$ 784,426	\$ 782,021

Division Summary

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Program (General Fund)						
County Manager's Office	724,606	722,580	722,580	585,778	667,305	664,900
Total Expenditures	\$ 724,606	\$ 722,580	\$ 722,580	\$ 585,778	\$ 667,305	\$ 664,900
County Costs (net)	\$ 724,606	\$ 722,580	\$ 722,580	\$ 585,778	\$ 667,305	\$ 664,900
Total Expenditures	\$ 724,606	\$ 722,580	\$ 722,580	\$ 585,778	\$ 667,305	\$ 664,900

Other Funds (Housing & Community Development)						
OC Partnership to End Homeless	75,674	106,277	108,277	97,509	117,121	117,121
Total Expenditures	\$ 75,674	\$ 106,277	\$ 108,277	\$ 97,509	\$ 117,121	\$ 117,121
Offsetting Revenue	(86,456)	(64,829)	(64,829)	(64,829)	(65,344)	(65,344)
County Costs (net)	\$ (10,782)	\$ 41,448	\$ 41,448	\$ 41,448	\$ 51,777	\$ 51,777
Total Expenditures	\$ 800,280	\$ 828,857	\$ 830,857	\$ 683,287	\$ 784,426	\$ 782,021

Mission Statement

The Orange County Manager's Office ensures that all County departments provide residents with effective levels of government services, as efficiently as possible. The Orange County Manager's Office also implements the policies of the Board of Orange County Commissioners (BOCC) and coordinates, monitors, and evaluates all County government activities.

Major Services

- Oversees the development of the annual operating budget and capital investment plan. Establishes budget criteria and service performance levels to assure efficient service delivery to Orange County residents.
- Investigates and develops strategies for improving service delivery, with an emphasis on measurable service outcomes, for County residents. Evaluates County operations and coordinates the implementation of Board initiatives and policies.
- Provides guidance to the County's two school systems on matters related to funding for operations and capital facilities and manages outside agency annual grant application process.
- Coordinates the County legislative process, which includes agenda preparation and response coordination for follow-up items from BOCC meetings. Assists the BOCC in identifying and advocating proposed legislation for the BOCC's legislative agenda submitted annually to the North Carolina General Assembly.

FY 2014-15 Outcomes

- Addressed multiple budget and personnel related issues including selective filling of vacant staff positions to achieve financial savings and presentation to the Board of Commissioners of the pending financial challenges associated with continuing to provide existing and future services to County residents.
- Led the execution of technical and analytical tasks associated with Schools Collaboration and special endeavors regarding the school districts.
- Provided guidance to staff and recommendations to the Board regarding the siting process for Southern Branch Library.
- Completed construction of the Board of Orange County Commissioners Meeting Room at Whitted and included the meetings rooms in the Facility Use Policy.
- Provided guidance to staff and recommendations to the Board regarding consideration of the Cedar Grove Community Center renovation project, and County Space Study.
- Outlined issues, financial impacts and options to the Solid Waste Advisory Group (SWAG) regarding county-wide recycling services which led to the adoption of a county-wide fee approved by the Town Boards and the Board of Orange County Commissioners.
- Completed the construction of the planned Rogers Road Community Center and finalized a service level agreement with Rogers Eubanks Neighborhood Association (RENA).
- Completed the first phase of engineering of the sewer conceptual design for the Historic Rogers Road Neighborhood.
- Outlined issues, financial impacts and options leading to the Board of Orange County Commissioners' decision to award a new Broker of Record to oversee the administration of the self-funded health insurance and other employee benefits.
- Continued the meetings with the Jail Alternatives Work Group and involved UNC School of Government to assist with program evaluation.
- Completed the development of a Strategic Communications Plan which was adopted by the Board of Orange County Commissioners.

County Manager's Office – continued

- Under the direction of the adopted Consortium to End Homelessness Memorandum of Understanding (MOU) the supervision and relocation of the Homelessness Coordinator position was moved to the County Manager's Office.
- Restructured the County Manager's Office with the creation of the Deputy County Manager position enhance assistance to departments, BOCC, and residents.

FY 2015-16 Fiscal Year Objectives

- Review County operations for duplicative activities and investigate reorganization/reassignment of existing staff.
- Continue progress on Historic Rogers Road Neighborhood, Efland-Buckhorn wastewater improvements, Cedar Grove Community Center, Southern Branch Library, and economic development.
- Work with the Board of Commissioners to address the financial challenges associated with providing services to County residents.
- Move forward with efforts to prepare County for a possible Bond Referendum, in 2016.
- Implement the Strategic Communications Plan through newly formed Community Relations Department.
- Develop a long-range Affordable Housing plan with inter-governmental partners and community stakeholders.

Budget Highlights

The FY15-16 Manager's Recommended Budget includes:

- New Position Recommended: Administrative Assistant position (1.0) FTE, effective July 1, 2015 (\$48,443). The new position will provide clerical support to the office as well as receive calls from residents, to redirect calls as needed
- Created a Community Relations Department to include the Visitor's Bureau and the Public Affairs Officer to implement the Strategic Communications Plan to improve internal and external communications with community partners and Orange County residents.

County Manager's Office: Orange County Partnership to End Homelessness Program

Major Services

- The purpose of the Orange County Partnership to End Homelessness (OCPEH) is to work collaboratively to end and prevent homelessness in Orange County; the Partnership comprises all the homeless housing and service providers that operate in Orange County.
- Coordinate applications to the Department of Housing and Urban Development (HUD) for over \$700,000 annually for housing and services for people experiencing homelessness. Work to identify other federal, state, local and private sources to fund homeless housing and services.
- Build partnership and collaboration among homeless housing and service providers.
- Promote evidence-based practices that are the most successful and cost-effective for ending and preventing homelessness such as the Housing First approach which involves moving people into

County Manager's Office – continued

housing as quickly as possible without prerequisites like sobriety or completing a treatment program.

- Determine unmet needs for homeless housing and services and work with partners to develop effective strategies for filling them.
- Work with partners to collect data on homeless housing and shelter programs to understand the nature of homelessness in our community and to evaluate program performance.
- Update the Plan to End Homelessness annually and track progress toward achieving its goals and strategies.

FY 2014 - 15 Outcomes

- Between July 1, 2014 and April 29, 2015 the Partnership's 100,000 Homes Taskforce provided housing and services to nine (9) of the most vulnerable people experiencing long-term homelessness in our community.
- Developed and implemented a new Memorandum of Understanding, between the four local governments, supporting the Partnership; developed and began implementing the 2015 Plan to End Homelessness – which is a significantly revised format for establishing goals and strategies and measuring our progress toward achieving them.
- Three OCEPH pilot programs are now administered by community partner agencies: the Job Partners program is now administered by Community Empowerment Fund; the Support Circles Program is now administered by Inter-Faith Council for Social Service; the Outreach Court program is now administered by the Orange County District Court and other participating agencies.
- Implemented a Coordinated Entry system for people who become homeless – this is a best practice required by HUD as a condition of receiving homeless program funding.
- The Partnership worked with the Chapel Hill Office of Housing and Community to implement a public housing preference for people experiencing homelessness and to significantly reduce its restrictions against people with criminal histories.
- Hosted the eighth annual Project Connect in Chapel Hill on October 9, 2014 – a one-day event that provides a wide range of services to people experiencing or at risk of homelessness.. Two-hundred twenty-one individuals were served on that day with each guest receiving an average of over eight (8) services each.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Projected	2014-15 Actual	2015-16 Projected
Service: Strengthen partnerships with local service providers to the homeless.					
Number of individuals served by Project Homeless Connect	230	268	200	221	200

FY 2015 - 16 Fiscal Year Objectives

- Continue to work collaboratively to increase the number of Permanent Supportive Housing beds by approximately 30 over the next several years.

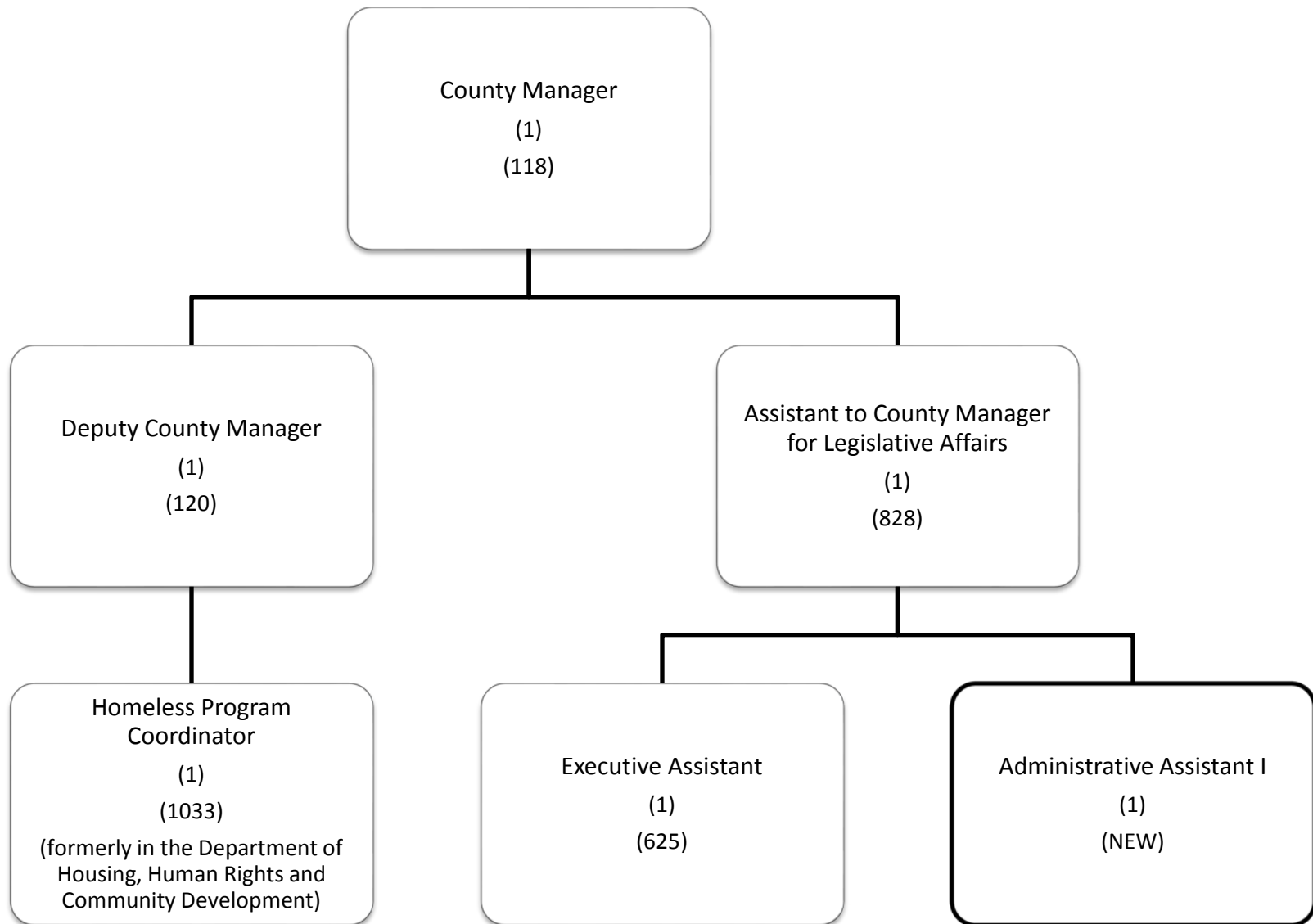
County Manager's Office – continued

- Continue to work collaboratively to increase Rapid Re-Housing beds by approximately 50 over the next several years.
- Continue to work collaboratively to increase the amount of affordable rental housing available in Orange County.
- Continue to strengthen partnerships with local homeless housing and service providers and develop collaborative initiatives.
- Provide staff support to the Partnership to End Homelessness Leadership Team and associated work groups.
- Work with service providers to increase the number of designated homeless disability benefits workers.
- Coordinate applications for the 2015-16 Continuum of Care and Emergency Solutions Grant HUD programs.
- Establish an OCPEH website, in a separate platform from orangecounty.gov, to represent partnering agencies and to provide shared ownership of web content
- Publish a newly formatted OCPEH Annual Report based on the newly formatted 2015 Plan to End Homelessness.

Budget Highlights

Increase Expenditure: The FY15-16 Manager's Recommended Budget includes an expenditure increase (\$10,000) for Community Empowerment Fund to assist with building rental in Chapel Hill

County Manager's Office



Courts

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

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
<i>By Category (General Fund)</i>						Account: 700
Personnel Services	9,000	0	0	0	9,000	9,000
Operations	37,216	81,655	81,655	45,905	81,655	81,655
Capital Outlay	1,809	0	0	4,507	0	0
Total Expenditures	\$ 48,025	\$ 81,655	\$ 81,655	\$ 50,412	\$ 90,655	\$ 90,655
County Costs (net)	\$ 48,025	\$ 81,655	\$ 81,655	\$ 50,412	\$ 90,655	\$ 90,655
Total Courts and Related Expenditures	\$ 48,025	\$ 81,655	\$ 81,655	\$ 50,412	\$ 90,655	\$ 90,655

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 increase in Personnel Services for FY 2015-16 is due to budgeting for the Jury Personnel master list in FY 2015-16; this is budgeted every other fiscal year.

Department of Environment, Agriculture, Parks & Recreation

Phone Number: (919) 245 - 2510

Website: www.orangecountync.gov/deapri/index.php

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Category (General Fund)						Account: 615
Personnel Services	2,479,599	2,484,640	2,495,900	2,570,940	2,712,024	2,712,702
Operations	531,552	632,984	670,792	664,697	692,451	692,451
Capital Outlay	49,433	59,735	92,842	85,588	89,200	59,735
Total Expenditures	\$ 3,060,584	\$ 3,177,359	\$ 3,259,535	\$ 3,321,225	\$ 3,493,675	\$ 3,464,888
Offsetting Revenues	(521,778)	(455,575)	(488,580)	(574,859)	(512,661)	(512,661)
County Costs (net)	\$ 2,538,806	\$ 2,721,784	\$ 2,770,955	\$ 2,746,366	\$ 2,981,014	\$ 2,952,227
Total Department of Environment, Agriculture, Parks and Recreation and Related Expenditures	\$ 3,060,584	\$ 3,177,359	\$ 3,259,535	\$ 3,321,225	\$ 3,493,675	\$ 3,464,888

Division Summary

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Program (General Fund)						
Admin/Support Services	676,890	705,306	706,745	717,261	718,893	718,893
Natural and Cultural Resources	270,521	262,863	289,891	291,088	280,866	280,866
Parks	1,086,751	1,201,801	1,225,374	1,244,585	1,323,467	1,325,367
Recreation	679,665	669,570	695,902	718,844	804,927	774,240
Soil & Water Conservation	346,756	337,819	341,624	349,447	365,522	365,522
Total Expenditures	\$ 3,060,584	\$ 3,177,359	\$ 3,259,535	\$ 3,321,225	\$ 3,493,675	\$ 3,464,888
Offsetting Revenue	(521,778)	(455,575)	(488,580)	(574,859)	(512,661)	(512,661)
County Costs (net)	\$ 2,538,806	\$ 2,721,784	\$ 2,770,955	\$ 2,746,366	\$ 2,981,014	\$ 2,952,227
Total Expenditures	\$ 3,060,584	\$ 3,177,359	\$ 3,259,535	\$ 3,321,225	\$ 3,493,675	\$ 3,464,888

Mission Statement

The Department of Environment, Agriculture, Parks and Recreation (DEAPR) works to conserve and manage the natural and cultural resources of Orange County. Included within this "green infrastructure" are natural areas and nature preserves, open spaces, parks, 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, nature programming, recreation, athletics and other programs to residents of the County - with a goal of promoting cultural, physical and natural stewardship and well-being.

Department of Environment, Agriculture, Parks & Recreation – continued

Department of Environment, Agriculture, Parks and Recreation: Support and Administrative Services

Major Services

- Administers the department and project budgets, as well as capital projects identification, budgeting, planning and implementation.
- Supervise consultants and contractors in the design and development of parks and recreation facilities.
- Handle facility reservation and program registrations for County facilities and recreation programs through the RecTrac/WebTrac programs.
- Administer repairs and renovations of parks and recreation facilities.
- Coordinate department public information and communications including news releases, web site updates, and social media.
- Assist County departments with site planning and construction drawing documentation.
- Provide staff support for the Parks and Recreation Council, the Intergovernmental Parks Work Group and other boards and committees as needed.
- Plan for and provide environmental programs and community events.
- Manage the Road Sign replacement program database and procurement.
- Work on intergovernmental projects and initiatives related to environmental, agriculture or parks and recreation topics.
- Organize and plan for departmental meetings, events, training, community and team-building efforts.
- Address risk management and safety issues within County parks and recreation facilities.

FY 2014-15 Outcomes

- Completed the Comprehensive Parks and Recreation Master Plan 2030, a multi-year project, with most of the work done in-house with minimal consultant outlay.
- Special Events: Organized and conducted Farm-to-Table field trip at future Blackwood Farm park. Celebrate Earth Day (Earth Evening) with an environmental education event, in coordination with the town of Hillsborough's Last Friday event.
- Developed a plan for limited opening of Blackwood Farm Park, with identified resources and activities/facilities, opening in spring 2015. Continue existing multijurisdictional efforts in the development of the Hollow Rock Natural Area and Park (New Hope Preserve). Coordinate supplemental park design and planning efforts at Fairview Park and Little River Park.
- Event Management: Administered contracts and leases (such as Farmers Market Pavilion) and served as liaison to special events on County grounds.
- Coordinated all meetings, and developed studies, reports and plans for the Parks and Recreation Council and Intergovernmental Parks Work Group. Advised and provided direction to the Agricultural Preservation Board and other advisory board as needed.
- Coordinated improvements at the Soccer.com Soccer Center in summer 2014 and 2015. Implemented other capital projects as budgeted and approved.

Department of Environment, Agriculture, Parks & Recreation – continued

- Organized and conducted monthly staff Leadership Team meetings, bimonthly staff meetings and special topical work groups to accomplish defined priorities and tasks.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Program Registrations					
Total number of Registrations Processed	4,800	5,348	5,000	5223	5200
Percent of on-line registrations taken through WebTrac	50%	51%	52%	54%	54%
Service: Facility Reservations					
Total Number of Reservations Processed	1932	1666	3000	1850	1900
Percent of on-line reservations taken through WebTrac	36%	35%	45%	38%	38%
Service: Capital Improvements to Parks and Recreation Facilities					
Number of locations with improvements	2	2	3	5	5
Dollar value of improvements completed (in \$, rounded)	440,000	120,000	510,000	670,000	1,175,000

FY 2015-16 Objectives

- Implementation of the Parks and Recreation Master Plan, including addressing Issues for Further Study such as comprehensive assessment of community centers.
- Conduct and oversee Earth Evening and Farm-to-Table Events. Oversee the opening of Blackwood Farm Park, ensure support for park operations is provided.
- Negotiate and complete or renew park and facility operating and interlocal agreements, including the Fairview Park Interlocal Agreement between Orange County and Town of Hillsborough (expiring 12/15).
- Continue to identify and implement new methods of community outreach regarding program registrations and facility reservations, resulting in more access to programs for residents of the County.

Budget Highlights

- No significant budget changes in FY15-16

Department of Environment, Agriculture, Parks and Recreation: Recreation Division

Major Services

- The Recreation Division is responsible for the planning, promotion, programming and implementation of well-rounded, age-specific recreation activities. Full-spectrum recreation services include athletic leagues, instructional programs, special events, and summer camps for various age groups. Personnel are involved in all aspects of this service from start to finish which includes participant registration, face-to-face communication with patrons, program implementation, and dispute resolution as necessary.

Department of Environment, Agriculture, Parks & Recreation – continued

- The Recreation Division manages permit scheduling, maintenance, rental supervision, and billing support of all Orange County recreation facilities including the Central Recreation Center, Efland-Cheeks Community Park and Center, Soccer.com Center, Fairview Park, Cedar Grove Community Park and Center for a 7-day-per-week, 14-hour-per-day operation. The service includes set-up and breakdown for groups and organizations, recreation and athletic programs, monthly meetings, County Department meetings/trainings, and County voting precincts.
- Orientation is provided for parents, and training for coaches who participate in youth athletic leagues or programs. Parent orientations introduce parents to the benefits of youth sports and proper behavior for supporters during athletic games and practices. The Volunteer Coaches Training Program assists coaches with the skills of teaching youth sports in a positive, fun, and cultivating atmosphere. Coaches receive criminal background and other checks every two years.
- The Recreation Division manages the support and development of existing and new partnerships with community recreational organizations that will complement the delivery of recreation services to Orange County. Existing partnerships include: HYAA (Hillsborough Youth Athletic League) baseball, OTC (Orange Tennis Club), YMCA of the Greater Triangle, Chapel Hill Parks and Recreation, Carrboro Parks and Recreation, and Orange County 4H.

FY 2014-15 Outcomes

- Provided Orange County Residents with the opportunity to register for summer camp programming with a 25% deposit on all camp fees. This allowed patrons to reduce the immediate financial strain of camp fees by completing payment in full over the period of four months. This policy has provided an environment where those that can easily afford camps and those that can afford camps by virtue of a payment plan all have an equal opportunity to benefit from our summer camp programs. For the two week deposit-only registration period in 2015 DEAPR accepted 598 enrollments of which 535 took advantage of the opportunity to enroll with a 25% down payment.
- Finalized a partnership lease agreement with the Orange Tennis Club which provides youth and adults with opportunities to learn and compete in tennis through lessons, clinics, leagues, and tournaments. Currently the Orange Tennis Club has over 100 members with play scheduled at the Fairview Park tennis courts twenty hours per week.
- The number of facility reservations by the public at the Efland-Cheeks Community Center and Central Recreation Center has significantly increased from FY13-14 to FY14-15.
 - o In FY13-14 the total reservations at the Efland-Cheeks Community Center were 111 and in FY14-15 **(as of February 24, 2015, or 67% of the fiscal year)** the total reservations at the Efland-Cheeks Community Center increased to 119
 - o In FY13-14 the total reservations at the Central Recreation Center was 178 and in FY14-15 **(as of February 24, 2015, or 67% of the fiscal year)** the total reservations at the Central Recreation Center increased to 215.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Development and implementation of a wide range of recreation programs, for youth and adults.					
Healthy Lifestyle Programs	125	145	145	145	145

Department of Environment, Agriculture, Parks & Recreation – continued

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Healthy Lifestyle Participants	4,583	4,547	4,500	5,800	5,200
Service: Recreation Division facility management and rental supervision					
Recreation Facility Reservation	492	656	600	800	750
Recreation Facility Revenue	\$47,688	\$56,616	\$51,500	\$64,595	\$60,000
Recreation Facility Attendance	143,755	229,705	225,000	250,000	235,000

FY 2015-16 Objectives

- Improve communication with registered participants regarding schedule changes and cancellations by configuring and utilizing the new text messaging function in the Rec Trac reservation software system.
- Develop a systematic facilities management program that standardizes inspection, repair, maintenance, and usage of County-operated Recreation Facilities that includes the Central Recreation Center, Efland-Cheeks Community Center, Cedar Grove Community Center, Soccer.com Concession Stand and Trailer, and Recreation Division managed restroom trailer. The purpose of this program would be to improve safety, customer service and aesthetics of all Recreation Division operated facilities.
- Conduct semi-annual staff development workshops attended by full-time staff, part-time programming staff, part-time facilities staff and part-time concessionaires. Topics of this workshop may include: team building, site specific training, safety training, program implementation, customer service training, and leadership development.

Budget Highlights

The FY15-16 Manager's Recommended Budget includes:

- New Position Recommended: Community Centers Coordinator (1.0) FTE, effective October 1, 2015 (\$42,514). The new position will support the additional programming at the Efland-Cheeks Community Center and the opening of the new Cedar Grove community center. The position will ensure accessibility and availability of community centers and programming. Additionally, the position will enable an equitable level of service at the two community centers and allow for interaction and sharing of resources.
- Personnel Increase: Seasonal Staff (\$42,654) reflects an increase to comply with approved Living Wage and an increase in hours to support increasing demand for recreational activities, concessions, and facility rentals as well as the opening of the Cedar Grove Community Center
- Operations Increase: (\$21,147) for additional supplies and services to support increasing demand for recreational activities and concessions as well as the opening of the Cedar Grove Community Center
- Revenue Increase: (\$53,086) anticipated additional fee revenue associated with: athletics, recreation programs, facility rentals, and athletic rentals

Department of Environment, Agriculture, Parks & Recreation – continued

Department of Environment, Agriculture, Parks and Recreation: Parks Division

Major Services

- Operate and maintain eight County Parks comprising 709 acres, including one park (Blackwood Farm Park) which opens on a limited basis this spring. Assist in the conservation and management of five land-banked future park sites that comprise 373 acres and three nature preserves (plus public open spaces) that total 400 acres. These areas are operated and maintained by 8.75 full-time staff.
- Maintain and manage County grounds and “landscape areas” totaling over 70 acres at 17 different locations, with two full-time staff.
- Continuously strive to improve the quality and aesthetics of all County parks and public open spaces, including athletic fields and facilities. Increase athletic field availability while maintaining and improving field conditions, park safety and patron experience.
- Perform needed management of County nature preserves working in conjunction with the Land Conservation Manager and the Land Management Team. This involves minimal enhancements to help ensure that natural resource values are conserved for both future generations and current wildlife inhabitants.
- Improve, expand and conduct nature programs and special events to various age groups and schools, promoting nature awareness and appreciation and environmental stewardship.
- Maintain all County play structures to meet or exceed codes and standards that are required by the National Playground Safety Institute, the National Park and Recreation Association and the American Society of Testing Materials.
- Promote a high level of safety, efficiency and professionalism through training, seminars, obtaining and maintaining licenses, and certifications - as well as conducting monthly safety and training meetings.

FY 2014-15 Outcomes

- All County Parks, public open spaces and ground and landscape areas are maintained to a high standard within the framework of existing resources.
- Athletic fields at County parks remain open longer, providing for a longer playing season while being maintained to a high standard.
- Nature programming classes provided throughout the year, resulting in an increase in programming and public involvement. Numerous special events conducted in adherence with special recognition and awareness dates, such as Earth Day, Arbor Day and the National Stargazing event.
- County Playgrounds meet or exceed all safety standards and regulations set by the industry.
- Prompt and timely response to work orders pertaining to missing, damaged or new County road signs.
- Monthly Safety and training meetings for Division staff ensuring that employees are instructed and updated on proper maintenance procedures, safety standards and County rules and regulations.
- Participate as part of County Inclement Weather Response Team to ensure safety of working environments during and after storm events.

Department of Environment, Agriculture, Parks & Recreation – continued

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Over 1,500 acres of County parks, nature preserves, open space and landscape areas					
Park acreage managed	557 acres	557	709	709	804
Grounds, landscaped acreage maintained	60	70	70	78	78
Stewardship support & management of Lands Legacy future park and nature preserve sites (# of sites)	6	6	8	8	9
Service: Inspect and maintain all County Facilities & Playgrounds					
Number of various athletic fields & Playgrounds maintained	44	44	44	44	45
Conduct at a minimum, monthly inspections (% completed)	100%	100%	100%	100%	100%
Meet or exceed all NPSI & ASTM codes and regulations	100%	100%	100%	100%	100%

FY 2015-16 Objectives

- Maintain all County parks and grounds and landscape areas, manage or assist in conservation stewardship of County future park sites, nature preserves and open space. Total of over 1,500 acres.
- Maintain all park play structures to meet or exceed all industry safety and maintenance standards
- Continue to develop and implement “specialized” maintenance programs to address critical components of park maintenance, such as meadow management and forest management.
- Operate Blackwood Farm Park for a first full year of operation
- Work with partner jurisdictions to complete trails and park amenities at the Hollow Rock Park and Natural Area (part of the New Hope Preserve). Complete trails and parking at the Seven Mile Creek Access Area (part of the Upper Eno Preserve).
- Conduct Arbor Day celebrations, star-gazing and continue/expand nature programs.
- Explore potential for primitive camping, disc golf and orienteering courses at County parks in conjunction with the Parks and Recreation Council.
- Participate in planning and implement facility improvements planned at RiverPark, and in repair and renovations at designated parks.
- Continue to actively participate in the Boy Scouts of America “Eagle Scout” award program by providing opportunities for Eagle Scout projects at County parks.

Budget Highlights

The FY15-16 Manager’s Recommended Budget includes:

- The Parks Division has been able to address the opening of new parks and managed lands, and new landscape and grounds needs, in recent years with minimal staff resource additions. For FY15-16 additional staff resources have been recommended to address increased responsibilities, increases in facility usage and rentals, and the need for a full-time staff person at Blackwood Farm Park (which has resulted in a net loss of 0.25 FTE for other parks staffing). DEAPR is asking to take the current 30 hours per week position (originally approved for Blackwood Farm Park, now

Department of Environment, Agriculture, Parks & Recreation – continued

within the Parks “Mobile Crew”) to 40 hours, and for increased seasonal staff funding. These additional resources will be needed to maintain the current and expected level of service to the public and park patrons.

- FY15-16 will see the first full year of operation for Blackwood Farm Park, and may see portions of the Hollow Rock Park and Natural Area opened. There are also plans to make improvements to River Park and repairs and renovations to selected other facilities as needed and prioritized.
- Position Extension Recommended: Parks Conservation Tech I position is currently a 0.75 FTE, recommending to extend the position to 1.0 FTE (\$10,680) to support Blackwood Farm Park opening
- Personnel Increase: (\$11,307) to comply with approved Living Wage for seasonal staff
- Operations Increase: (\$40,647) for additional supplies and services to support increasing demand for activities and opening of the Blackwood Farm Park
- Revenue Increase: (\$11,000) The annual Trail Head Run resulted in a donation in FY14-15. A donation in FY15-16 is anticipated.

Department of Environment, Agriculture, Parks and Recreation: Natural and Cultural Resources Division

Major Services

- The Natural and Cultural Resources (NCR) Division provides a wide range of services in the areas of land conservation, water resources policy analysis and data, protection of significant historic/cultural resources, 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 Historic 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 share information on water resources in Orange County, including: reservoir levels, surface water data, drought information (historic/current), water conservation, stormwater and erosion control information, and weather.
- 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. The division also works every four years with the Commission for the Environment to develop a “**State of the Environment Report**,” the latest of which was just published and presented in October 2014.

Department of Environment, Agriculture, Parks & Recreation – continued

- 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 2014-15 Outcomes

- Completed permanent conservation easement that expands protection of Upper Eno River riparian buffers (Davis 3.5 acres) and later amended both the Volpe and Davis easements.
- Completed the Orange County State of the Environment 2014 report and convened the Orange County Environmental Summit (October 2014)
- Worked with other jurisdictions to initiate a two-year pilot to evaluate the use of an EPA-approved herbicide to manage hydrilla, an aquatic weed causing adverse impacts to the Eno River.
- Installed three new groundwater monitoring wells for the Orange County Well Net
- Completed the designation of White Cross School as an Orange County Local Historic Landmark
- Helped to plan, organize, and conduct the 2015 Agricultural Summit
- Prepared the Orange County State of the Environment 2014 report (presented in October 2014)

Outcome Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Estimate	2015-16 Projected
Land conserved through Lands Legacy Program (acres)	41	49	44	44	137
Funds (or donative value) received for completing County land conservation	\$105,000	\$136,000	\$0	\$0	\$180,000
Ground water monitoring wells established by Orange Well Net	0	3	1	1	0
Local Historic Landmarks designated	1	1	1	1	2
National Historic Registry nominations completed	0	0	1	1	1

FY 2015-16 Fiscal Year Objectives

- Complete Year 2 of 3 of a comprehensive update of the County's historic properties inventory that will improve information on Orange County web site and for use in planned County-Hillsborough publication on the architecture of Orange County (using matching funds from NC DCR)
- Complete two farmland conservation easements with federal/state grant funds
- Acquire land for the future Bingham District Park and other identified priorities in the adopted Lands Legacy Action Plan
- Complete Year 1 of a two-year effort to combat aquatic weed (Hydrilla) in the Eno River
- Initiate master plan for Hillsborough to Haw River segment of the NC Mountains-to-Sea Trail
- Designate two new Orange County Local Historic Landmarks

Department of Environment, Agriculture, Parks & Recreation – continued

- Complete the multi-jurisdictional Interlocal Agreement for the Hollow Rock Natural Area and Park (part of the New Hope Preserve), and define management structure and operating approach for the new facility as it prepares to open.
- Help plan and conduct 2016 Agricultural Summit

Budget Highlights

- No significant budget changes in FY15-16

Department of Environment, Agriculture, Parks and Recreation: Soil and Water Conservation Division

Major Services

- Provide technical assistance to citizens concerning; agricultural land use recommendations, develop agriculture conservation plans, nutrient management planning, design and implement agriculture sediment and erosion control best management practices to meet US Department of Agriculture (USDA) standards. Best management practices improve water quality by reducing soil erosion, nitrogen and phosphorus delivery to streams, fencing livestock from streams, and improving or improving riparian stream buffers.
- Administer state and federal cost share and/or grant funding programs (10+ sources of funding) that focus on improving water quality and protecting natural resources; process applications, determine funding needs, develop funding contracts, manage and distribute funds based on qualifying measures for agricultural and non-agricultural landowners.
- Provide information, technical assistance, and develop contracts for agricultural landowners to meet the State mandated nutrient reductions in the Jordan Lake and Falls Lake watersheds (covers over 95% of Orange County). Participate in Orange County focus group (H2Orange) to meet watershed rules.
- Promote Federal and State farmland preservation programs; encourage preservation and conservation of agriculture lands and natural areas, assist with seeking federal and state grants for conservation easement funding.
- Administer the Orange County Voluntary Agricultural District (VAD) and Enhanced Voluntary Agricultural District (EVAD) Programs, for qualifying farmers; process applications, verify farm eligibility, report to Orange County Agricultural Preservation Board and BOCC for approvals, develop conservation agreements, record agreements with Orange County Land Records.
- Enhance citizen awareness of Natural Resource Conservation through educational programs such as developing and sponsoring workshops for landowners and farmers, Orange County Agricultural Summit, K-12 classroom presentations, environmental field days for 7th graders, (plan and sponsor Earth Walk for 45 years), local, area and State Envirothon (middle and high school environmental education contest with 800+ student participation—5-6 teams from Orange County), develop outdoor classrooms at schools, and Farm to Table 4th grade field trip at future Blackwood Farm Park.

Department of Environment, Agriculture, Parks and Recreation

FY 2014-15 Outcomes

- Assess treatment needs for animal operations and cropland based on water quality and soil erosion issues; provide technical and financial assistance to landowners; planning, designing, and 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 includes sediment and nutrient reduction, wildlife enhancement, water quality improvement; and reforestation through available cost share/incentive 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 the abandoned well closure program as funds are available, working directly with and using guidelines from Orange County Environmental Health and the NC Division of Water Resources.
- Assist DEAPR/Natural and Cultural Resources division with technical assistance, development and review of agricultural conservation plans, assist with monitoring and status reviews of conservation easements, assist with letters of support and seeking state and federal funding for the Orange County agricultural conservation easement program.
- Increase agricultural awareness and protection of farmland through enrollment in the Orange County VAD/EVAD program available to agricultural operations by increasing enrolled acres, recorded documentation with Land Records, and installation of visible VAD signs in the rural county areas.
- Promote natural resources educational opportunities by assisting schools, teachers, home-school groups; develop outdoor classrooms, farm trips, mini-grants program, teachers' workshops, environmental field days, regional, state and national Envirothon contest, and free resource materials to educators. Develop outdoor classrooms and pollinator gardens at schools to increase awareness of storm water runoff, water quality concerns, and natural resources; assist with 4th grade Farm to Table event at Blackwood Farm.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Administering, contracting and implementing funding programs to install BMP are to reduce soil erosion, reduce nitrogen and phosphorus movement into water systems, and protect natural resources.					
State funds encumbered /contracted for BMP's for agriculture	\$123,233	123,233	\$111,443	\$114,445	\$98,730
Federal USDA-EQIP funding for BMP's for agriculture	\$120,000	50,000	\$100,000	100,000	75,000
State funds encumbered/contracted with urban land users	\$5,276	\$4,481	\$4,000	\$11,070	\$6,000
Service: Increase participation in Farmland preservation programs to protect agriculture.					
Farmland Enrolled in VAD/EVAD program (per year enrollment acres)	3,098 acres	1,613 acres	2,600 acres	1,200 acres	1,500 acres
Service: Increase outreach program participation to inform citizens of natural resource programs and through educational programs.					
Number of individuals participated	2,400	2,550	2,600	2,700	2,800

Department of Environment, Agriculture, Parks and Recreation

FY 2015-16 Objectives

- Increase awareness and advance County, state and federal programs that provide education, technical and financial assistance to agricultural and non-agricultural landowners, public and private, to protect Orange County's natural resources.
- Provide technical assistance and implement best management practices (BMP's) that will improve soil and water quality in all watersheds, reduce sediment and nutrient run off into streams from agricultural lands, meet the state mandated required nutrient reductions goals in the Jordan Lake and Falls Lake watersheds. Provide watershed BMP updates and technical information to Orange County, NCDA-Soil and Water Conservation, NC Division of Water Resources, and NC Environmental Management Commission as requested.
- Assist DEAPR/Natural and Cultural Resources division with review of conservation plans and securing state and federal funding for the Orange County Farm Preservation program, and assist with monitoring and status reviews of current conservation easements.
- Increase awareness and enrollment acres in the VAD/EVAD program to qualifying agricultural operations. Develop and record conservation agreements with landowners to protect and enhance County agriculture lands. Install signs on farms throughout county.
- Increase awareness to citizens about the importance of conservation and preservation of natural resources through educational programs and workshops, for students and adults.

Budget Highlights

- The FY15-16 Manager's Recommended Budget includes personnel increase, as four positions were reclassified in FY14-15

Grant Project Fund: Historic Preservation Commission's (HPC) Historic Resources Inventory (Multi-Year Project)

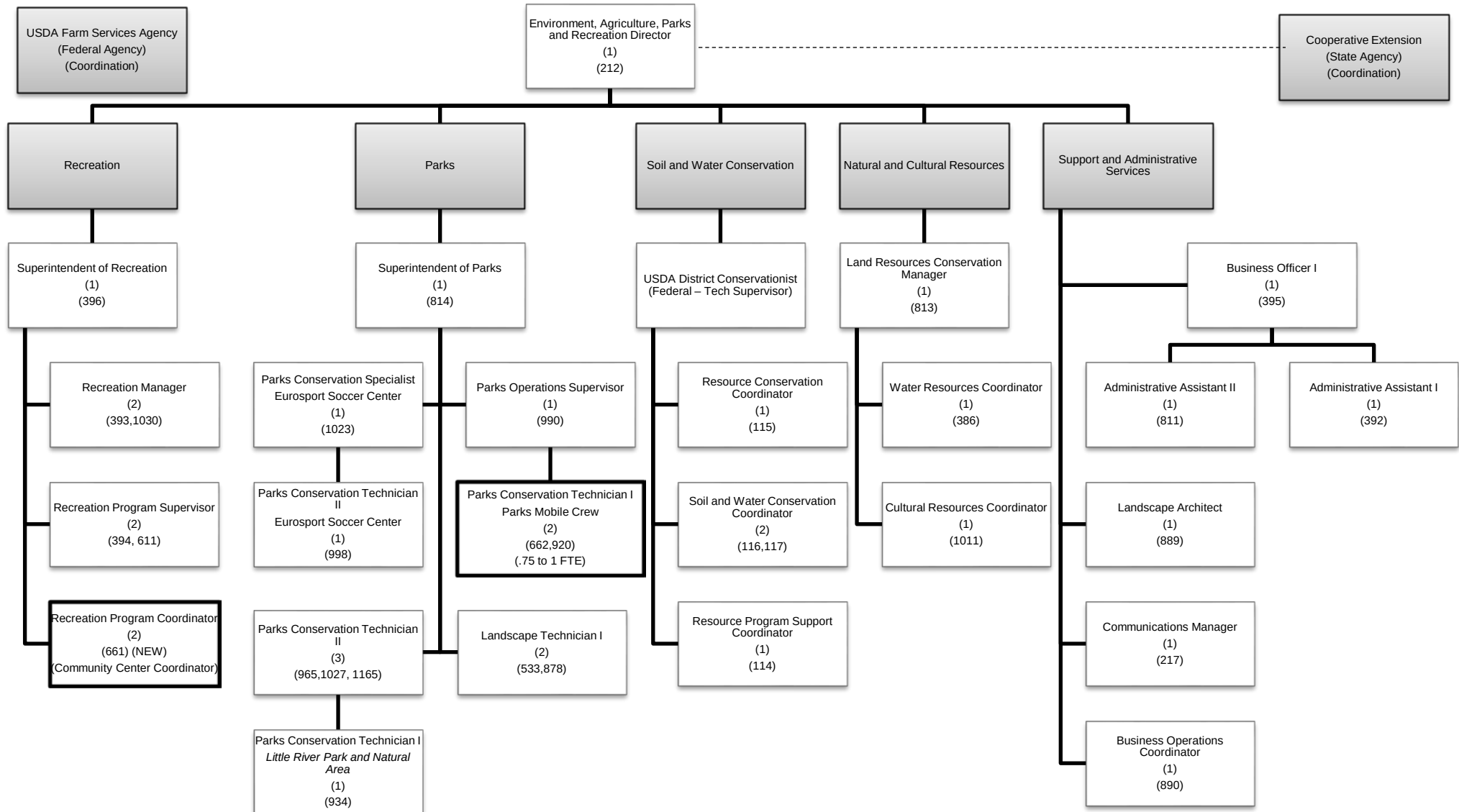
- Two federal-matching grants will support a countywide historic resources inventory and the production of a high-quality book that portrays the County's historic resources.
- The three-year project is partially funded through the State's Certified Local Government (CLG) program grants, which are being secured by the Historic Preservation Commission (HPC).
- In FY15-16, project consultants will complete an inventory in urban ETJ areas and prepare the book manuscript. In FY16-17, DEAPR will partner with the Town of Hillsborough to prepare the final manuscript, photography and illustrations for publication in 2018. The project team carried out the inventory update for rural areas as the first phase of the project in FY14-15.

Budget Highlights

The FY15-16 Manager's Recommended Budget includes:

- The three-year project will cost \$97,500. The County will contribute a total of \$40,000; CLG will contribute \$27,500; and private grants, sponsorships and manuscript purchases will fund the remainder (\$30,000).
- The FY15-16 budget totals \$20,000; the County will contribute \$15,000 and the CLG will contribute \$5,000. The FY14-15 budget totaled \$25,000; the County contributed \$10,000 and the CLG grant contributed \$15,000. The County's contribution is budgeted in the Transfers to Other Funds section, of the Recommended Budget.

Department of Environment, Agriculture, Parks & Recreation



Debt Service

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
<i>Debt Service (General Fund)</i>						
Principal - Schools General Obliga	7,234,871	7,026,010	7,026,010	7,026,010	6,993,715	6,993,715
Principal - Non-General Obligation	4,366,779	5,307,899	5,307,899	5,307,899	4,942,271	4,942,271
Interest - Schools General Obliga	1,660,148	1,930,978	1,930,978	1,930,978	1,376,157	1,376,157
Interest - Non-General Obligation	2,950,708	2,344,097	2,344,097	2,344,097	2,334,773	2,334,773
Total School Debt Service	\$16,212,506	\$ 16,608,984	\$16,608,984	\$ 16,608,984	\$ 15,646,916	\$ 15,646,916
Principal - County General Obliga	1,820,130	1,873,990	1,873,990	1,873,990	2,081,285	2,081,285
Interest - County General Obliga	976,222	927,923	927,923	927,923	673,924	673,924
Principal - Non-General Obligation	4,373,064	5,009,396	5,009,396	5,009,396	5,986,899	5,986,899
Interest - Non-General Obligation	2,102,950	2,109,013	2,109,013	2,109,013	2,524,670	2,524,670
Total County Debt Service	\$9,272,365	\$ 9,920,322	\$9,920,322	\$ 9,920,322	\$ 11,266,778	\$ 11,266,778
Total Debt Service Expenditure	\$ 25,484,871	\$ 26,529,306	\$ 26,529,306	\$ 26,529,306	\$ 26,913,694	\$ 26,913,694

These funds repay principal and interest due on non-enterprise fund debt. This includes outstanding voter approved General Obligation (GO) 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 2015-16 recommended General Fund Budget equals \$30,896,417 compared to our anticipated debt service payments of \$26,913,694. 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 2015-16			
	Per County's Adopted Debt Management Policy	Legal Debt Limit per NC General Statute	As Included in FY 2015-16 Recommended Budget
Annual Debt Service Payments as a Percentage of General Fund Expenditures	No greater than 15%	N/A	13.0%
Total Outstanding Debt as a Percentage of Total Assessed Valuation	No greater than 3%	No greater than 8%	1.28%

Bond Ratings

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

- Fitch – AAA with a positive outlook
- Standards and Poors – AAA with a positive outlook
- Moody's – Aaa with a positive outlook

Economic Development

Economic Development: (919) 245 - 2325

Website: <http://GrowInOrangeNC.com>

Arts Commission: (919) 968 - 2011

Website: www.artsorange.org

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Category (General Fund)						Account: 600
Personnel Services	285,115	427,860	427,860	318,477	431,725	431,725
Operations	47,300	83,850	88,616	77,539	83,850	83,850
Capital Outlay	855	0	3,800	0	0	0
Total Expenditures	\$ 333,270	\$ 511,710	\$ 520,276	\$ 396,016	\$ 515,575	\$ 515,575
Offsetting Revenues	0	0	0	0	0	0
County Costs (net)	\$ 333,270	\$ 511,710	\$ 520,276	\$ 396,016	\$ 515,575	\$ 515,575
Arts Commission (Visitors Bureau Fund)						Account: 6005
Personnel Services	61,899	59,615	59,615	63,245	65,410	65,410
Operations	71,970	81,083	81,083	78,034	81,010	81,010
Capital Outlay	-	0	0	0	25,000	0
Total Expenditures	\$ 133,869	\$ 140,698	\$ 140,698	\$ 141,279	\$ 171,420	\$ 146,420
Offsetting Revenues	(30,726)	(30,951)	(30,951)	(30,951)	(30,878)	(30,878)
County Costs (net)	\$ 103,143	\$ 109,747	\$ 109,747	\$ 110,328	\$ 140,542	\$ 115,542
Total Economic Development and Related Expenditures	\$ 467,139	\$ 652,408	\$ 660,974	\$ 537,295	\$ 686,995	\$ 661,995

Division Summary

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Program (General Fund)						
Economic Development	333,270	511,710	520,276	396,016	515,575	515,575
Total Expenditures	\$ 333,270	\$ 511,710	\$ 520,276	\$ 396,016	\$ 515,575	\$ 515,575
County Costs (net)	\$ 333,270	\$ 511,710	\$ 520,276	\$ 396,016	\$ 515,575	\$ 515,575
Total Expenditures	\$ 333,270	\$ 511,710	\$ 520,276	\$ 396,016	\$ 515,575	\$ 515,575
Visitors Bureau Fund						
Arts Commission	133,869	140,698	140,698	141,279	171,420	146,420
Total Expenditures	\$ 133,869	\$ 140,698	\$ 140,698	\$ 141,279	\$ 171,420	\$ 146,420
Offsetting Revenue	(30,726)	(30,951)	(30,951)	(30,951)	(30,878)	(30,878)
County Costs (net)	\$ 103,143	\$ 109,747	\$ 109,747	\$ 110,328	\$ 140,542	\$ 115,542
Total Expenditures	\$ 467,139	\$ 652,408	\$ 660,974	\$ 537,295	\$ 686,995	\$ 661,995

Mission Statement

The Economic Development Department works to diversify Orange County's economy through the retention and recruitment of business, retail, clean light industrial manufacturing, mixed use commercial and office development and redevelopment, support of agricultural ventures and farming related local food systems, promotion of small business start-ups and retention with grants and loans, entrepreneurial incubator start-ups, high technology investments in sustainable technologies that create stable jobs for county residents, and which pay a living wage or higher, and the strategic review and support of desired higher density development. A primary goal of the department is to increase

Economic Development – continued

the County's employment opportunities, and non-residential tax base with new business oriented retail and property tax revenues. Orange County encourages the attraction of growth oriented businesses with potential to enhance the County's and residents' financial well-being and quality of life.

Major Services

- Operate targeted business promotion and retention programs that strengthen the local economy through targeted business recruitment that generates new capital investment, and job growth with skills, benefits and at a salary at or above the County's living wage.
- Provide guidance to new, expanding, and relocating businesses such as entrepreneurs, high-tech light manufacturing, commercial, agriculture, arts, and tourism ventures.
- Oversee activities of the Chapel Hill/Orange County Visitors Bureau and the Orange County Arts Commission, which each have their own advisory boards & budgets funded from local hotel occupancy tax revenues.
- Provide grants and loan financing for small businesses, local entrepreneurs and agriculture ventures through Orange County's Small Business Loan Program, the Business Investment Grant, and the Agriculture Economic Development Grant. These loan and grant programs for small local businesses are funded by Article 46's ¼ cent sales tax revenues for economic development, and not from the General Fund.
- Provide county-wide businesses, local chambers of commerce, locally elected leadership and County-wide residents with economic and demographic data and related economic development assistance via the Department's website, public presentations and printed materials, etc.
- Market the county's available commercial and industrial buildings, and economic development construction sites to prospective businesses, investors, State of North Carolina corporate site selection business recruiters, and site selection consultants.

FY 2014-15 Outcomes

- Outreach Effort: Increased by 15% the County's number of actual site visits made by prospective investors and business project site searches. Engaged with the North Carolina Department of Commerce and the State of N.C.'s newly privatized recruiting agency (now called the Economic Development Partnership of North Carolina) and with private & utility industrial/commercial site selection consultants, with our marketing efforts.
- Further refined the department's marketing materials, departmental web site, networking contacts, and visible presence at County and statewide economic development events.
- Increased the County's visitation by business prospects to review the County's Economic Development Districts. Site & building data sheets of available real estate were further developed.
- Added two professional FTE staff positions as a result of approval by the BOCC – Agriculture Economic Developer, & Business Retention Economic Developer.
- Gave close assistance to the County's recent industrial recruiting success – Morinaga America Foods, Inc. – in areas of road and utility infrastructure, and staffing events.

Economic Development – continued

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Attract new economic opportunities to Orange County.					
# of Inquiries Received from Commercial & Industrial Prospects	1	20	25	25	25
Change in frequency of visits by commercial, retail & industrial prospects, compared to the prior year	5%	5%	20%	20%	20%
Service: Market Orange County's business advantages through business development and job growth.					
Visitors to Department's Web Site	75,000	72,900	98,000	98,000	98,000
Number of Businesses in Orange County	3,793	3,793	3,748	3,800	3,800
Orange County residents employed	65,908	70,299	72,000	71,000	71,000
Service: Provide guidance and resources to new, expanding and relocating businesses.					
Orange County's Small Business Loan (approvals/applications)	2/5	3/5	3/8	3/8	2/5
Percentage increase of existing business (visitation/interview)	10%	15%	25%	25%	20%
Service: Increase the economic vitality of Orange County through leveraging of partnership with NC Department of Commerce					
Industrial site selection proposals submitted to the N.C. Dept. of Commerce	1	18	20	20	25
Current Projects: Recruitment & Support	N/A	1	6	8	10
Service: Foster recruitment and retention of a skilled workforce – attract skilled workers to match requirements of key industries.					
Orange County's Unemployment Rate	6.7%	3.7%	4.5%	3.9%	3.9%
Orange County's Available Workforce	65,908	72,399	72,000	73,000	73,000

FY 2015-16 Objectives

- Continue to increase the percentage of corporate inquiries received from retail, commercial & industrial prospects, and boost the number of actual prospect visits made to Orange County, by 20% each.
- Update and expand the Department's inventory of marketing materials, advertising outreach efforts, and networking opportunities focused in a targeted plan of business retention and expansion, and the recruitment of new businesses. Implement a quarterly e-newsletter.
- Continue to market the County's 3 Economic Development Districts (EDDs) to prospective business prospects.
- Task the newly hired Agriculture Economic Development Coordinator to work with all related aspects of the County's agricultural sector, to include exploration of a food hub, a food council, and seamless coordination with the County's Agriculture Cooperative Extension office, local farmers' markets, grocery coops, restaurants, Piedmont Food & Agriculture Processing Center (PFAP), food truck vendors, and local farming producers in the County.
- Find new ways to expand the demand for the Orange County Small Business Loan Program, Business Investment Grant program, & Agriculture Economic Development Grant Program to small businesses and farming operations throughout the County.

Economic Development – continued

- Visit with all tenants of the “Chapel Hill LaUNCH Innovation Center” incubator, and the “Piedmont Food & Agriculture Food processing Center” to assist in retention & growth support.
- Provide continued assistance to the Orange County Visitors Bureau, the Orange County Arts Commission and their respective advisory boards.
- Assist the County’s newest industry – Morinaga America Foods, Inc. – with various support operations leading up to the Company’s planned Open House event in Sept./Oct. 2015.

Budget Highlights

- No significant budget changes in FY15-16.

Economic Development – Visitors Bureau Fund – Arts Commission

Major Services

- Write grants primarily to NC Arts Council for funding and distribute arts grants to nonprofit organizations, schools and individuals 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 and arts organizations, including its online component
- Offer free workshops RE: professional/skills development for artists and arts administrators (Artists’ Salons, Grants Information Sessions, training on 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.)

FY 2014-15 Outcomes

- Increased public awareness of local arts events, programs & individual artists’ work primarily by online arts calendar. Created and distributed 12 monthly e-newsletters to our current (as of 2/11/15) database of 3,052 records. Distributed 8,000 Artists’ Salon postcards annually to area artists (via direct mail), nonprofit art organizations and for-profit arts organizations and area libraries. Each OCAC press release goes out to 680 media/residents (as of 2/11/15) via Public Affairs listserv. OCAC press releases also are emailed to the OCAC database of area artists and arts organizations. Fielded approx. 1,000 information and referral requests.
- Increased Number of Page Visits (up by 37.14%) and increased Percent of New Visits (up 81.05%) since the previous year. The Average Visit Duration decreased slightly since the previous year from 1:10 minutes to 1:02 minutes for website www.artsorange.org
- Increased Number of Pages Per Visit from 5.89 to 5.98 and increased Percent of New Visits from 71.94% to 83.05% since the previous year. Average Visit Duration decreased slightly since the previous year from 8:11 minutes to 8:03 minutes for online arts calendar www.ExploreChapelHillARTS.com
- Increased quality of grant application (to increase likeliness of funding) from artists and arts organizations by conducting 2 grant-writing sessions annually and consulting with potential grant applicants as needed.

Economic Development – continued

- Increased quality of professional/skills development workshops for artists and arts organizations by securing excellent presenters with expertise in art-related topics.
- Increased arts audiences through collaborations with arts, cultural & community groups: North Carolina Arts Council, Town of Chapel Hill Public Art & Cultural Arts Office, Town of Chapel Hill Recreation and Parks Department, Chapel Hill Downtown Partnership, The ArtsCenter, Durham Arts Council, Raleigh Arts Commission, United Arts Council of Raleigh/Wake County, Alamance County Arts Council, Chatham Arts, Fayetteville/Cumberland County Arts Council, Person County Arts Council, Granville County Arts Council

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Increased Communication Efforts					
E-Newsletter (monthly) emailed to database (3,052 email addresses as of 2/11/15)	Not Available	Not Available	24,500	36,624	45,000
Visits (Sessions) on Online Arts Calendar (Clicks to ExploreChapelHillARTS.com and clicks to our content on entire EverWondr Network as of 2/11/15)	71,394	97,783	77,000	97,783	102,800
Impressions on Entire EverWondr Network (# of times content displayed on a page but not clicked)	1,588,359	1,885,722	1,750,000	1,885,722	1,923,400
Visits (Sessions) on OCAC Website (artsorange.org) (as of 2/11/15)	2,152	2,040	2,000	2,380	2,700
Service: Increased # of Grant Applications Received					
# of Grant Applications Received - Fall & Spring (as of 2/11/15)	70	52	70	55	57
# of Grant Applications Funded – Fall & Spring (as of 2/11/15)	42	44	42	46	48

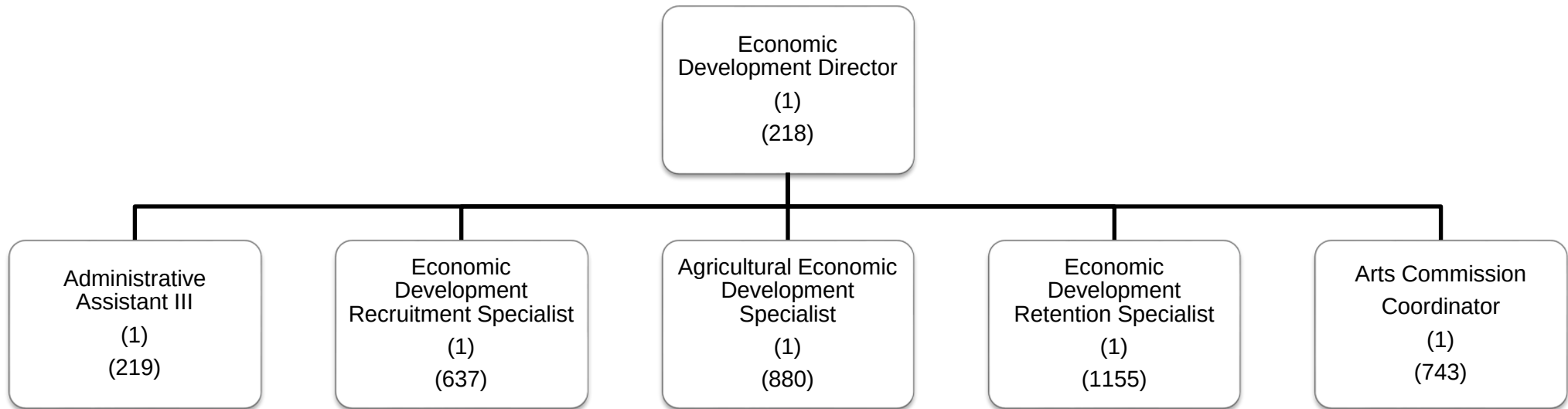
FY 2015-16 Objectives

- Strengthen the OCAC's role as an informational source for the arts (online arts calendar, new responsive WordPress website design for OCAC's website currently in test mode on lbiblio.org, increased advertising)
- Expand opportunities for support of the arts in economic development in Orange County
- Increase collaboration with arts agencies in additional counties via online arts calendar expanding to include additional artists and arts organizations

Budget Highlights

- No significant budget changes in FY15-16

Economic Development (Including Arts Commission)



Education

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
Local School Systems						
Current Expenses (General Fund)						
Orange County Schools	25,060,154	28,081,028	28,081,028	28,081,028	28,080,975	28,489,252
Chapel Hill/Carrboro City Schools	40,019,098	44,066,106	44,066,106	44,066,106	47,595,297	44,696,828
Total Current Expenses (General Fund)	\$ 65,079,252	\$ 72,147,134	\$ 72,147,134	\$ 72,147,134	\$ 75,676,272	\$ 73,186,080
Recurring Capital						
Orange County Schools	1,155,000	1,167,600	1,167,600	1,167,600	1,167,600	1,167,900
Chapel Hill/Carrboro City Schools	1,845,000	1,832,400	1,832,400	1,832,400	1,832,400	1,832,100
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	5,268,980	3,724,849	4,341,366	4,341,366	3,724,849	3,724,849
Total Long Range Capital Expenses	\$ 5,268,980	\$ 3,724,849	\$ 4,341,366	\$ 4,341,366	\$ 3,724,849	\$ 3,724,849
Debt Service						
Interest Non-GO Bonds	2,950,708	2,344,097	2,344,097	2,344,097	2,334,773	2,334,773
Principal & Interest GO Bonds	8,895,019	8,956,988	8,956,988	8,956,988	8,369,872	8,369,872
Principal Non-GO Bonds	4,366,779	5,307,899	5,307,899	5,307,899	4,942,271	4,942,271
Total Debt Service Expenses	\$ 16,212,506	\$ 16,608,984	\$ 16,608,984	\$ 16,608,984	\$ 15,646,916	\$ 15,646,916
Other School-Related Programs						
School Health Nursing Initiative	678,808	697,380	697,380	697,380	705,000	705,000
School Resource Officers ⁽¹⁾	285,332	285,332	285,332	285,332	291,039	291,039
School Social Workers	530,186	0	0	0	0	0
Reserve for Fair Funding for Scho	988,000	988,000	988,000	988,000	988,000	988,000
Total Other School-Related Programs	\$ 2,482,325	\$ 1,970,712	\$ 1,970,712	\$ 1,970,712	\$ 1,984,039	\$ 1,984,039
Total Local School Systems Expenses	\$ 92,043,063	\$ 97,451,679	\$ 98,068,196	\$ 98,068,196	\$ 100,032,076	\$ 97,541,884
Durham Technical Community College (DTCC)						
Current Expenses (General Fund)						
Durham Technical Community Co	540,000	557,280	557,280	557,280	621,875	621,875
Total Current Expenses (General Fund)	\$ 540,000	\$ 557,280	\$ 557,280	\$ 557,280	\$ 621,875	\$ 621,875
Recurring Capital						
Durham Technical Community Co	50,000	155,000	155,000	155,000	130,000	130,000
Total Recurring Capital Expenses	\$ 50,000	\$ 155,000	\$ 155,000	\$ 155,000	\$ 130,000	\$ 130,000
Debt Service						
Principal & Interest Non-GO Bond	295,843	295,843	295,843	295,843	295,843	295,843
Total Debt Service Expenses	\$ 295,843	\$ 295,843	\$ 295,843	\$ 295,843	\$ 295,843	\$ 295,843
Total Durham Technical Community College	\$ 885,843	\$ 1,008,123	\$ 1,008,123	\$ 1,008,123	\$ 1,047,718	\$ 1,047,718
Total Education Expenditures	\$ 92,928,907	\$ 98,459,802	\$ 99,076,319	\$ 99,076,319	\$ 101,079,794	\$ 98,589,602

⁽¹⁾ Represents net County costs for the Sheriff's Office to provide School Resource Officers for Orange County Schools (OCS); includes payment of \$180,000 from OCS.

Note: In addition to the funding outlined here, in fiscal year 2015-16 Chapel Hill Carrboro City Schools anticipate receiving approximately \$22.09 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 2015-16 totals 7,526, a decrease of 172 students from the March 2014 projections. The district has experienced a growing number of charter students, with a current enrollment of 475 students. Over the past several years, the number of charter students included in the district's local funding allocation has been maintained at a 254 enrollment. The Manager's Recommended FY 2015-16 Budget includes phasing in over a two year period to cover the growth of charter students, by funding an additional 110 charter students in FY 2015-16, and completing the planned phasing in of the additional charter school students in FY 2016-17. Out of district students are budgeted at 89 students, which is the same as budgeted in the current fiscal year. This brings the total district enrollment to 7,801 for FY 2015-16.

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

The Chapel Hill-Carrboro City School District DPI projections total 12,203, reflecting a decrease of 150 when compared to the March 2014 projections. The district has experienced a growing number of charter students, with a current enrollment of 217 students. Over the past several years, the number of charter students included in the district's local funding allocation has been maintained at a 117 enrollment. The Manager's Recommended FY 2015-16 Budget includes phasing in over a two year period to cover the growth of charter students, by funding an additional 50 charter students in FY 2015-16, and completing the planned phasing in of the additional 50 students in FY 2016-17. Out of district students are budgeted at 131, which is the same as budgeted in the current fiscal year. This brings the total district enrollment to 12,239 for FY 2015-16.

2015-16 Enrollment Projections

	CHCCS	OCS	Total
March 2015 Department of Public Instruction ADM Planning #s	12,203	7,526	19,729
Less: Out of District	<u>131</u>	<u>89</u>	<u>220</u>
	12,072	7,437	19,509
Plus: Budgeted Charter Students	<u>167</u>	<u>364</u>	<u>531</u>
Total Budgeted Students	12,239	7,801	20,040
	61.07%	38.93%	

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 recommended fiscal year 2015-16 budget provides \$3,652 per student for each of the 20,040 students in the two school systems. This represents an \$81 per pupil increase from the \$3,571 per pupil approved for fiscal year 2014-15.

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

The recommended budget increases the current year funding level by \$408,224 and brings the total appropriation in current expense funding to \$28,489,252.

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

For the Chapel Hill-Carrboro City Schools, the recommended budget increases the current year funding level by \$630,722 and brings the total current expense funding for the District to \$44,696,828.

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

The special district tax rate for the Chapel Hill Carrboro City Schools is recommended to remain at 20.84 cents per \$100 assessed value for FY 2015-16. Each penny on the Chapel Hill-Carrboro district tax rate for fiscal year 2015-16 is expected to produce \$1,060,189. Anticipated revenue from this special tax is estimated to generate \$1,805 per student for the district. Projected revenue from district tax proceeds for fiscal year 2015-16 totals \$22,094,343.

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 approximately 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 2015-16, the recommended budget provides total funding for recurring capital at \$3.0 million. Of the total, recurring capital for the Chapel Hill-Carrboro City Schools equals \$1,832,100, and Orange County Schools' allocation is \$1,167,900.

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 recommended budget provides a total of \$1,047,718 to DTCC for fiscal year 2015-16. This includes current expense funding of \$621,875, recurring capital of \$130,000 and debt service of \$295,843.

May 7, 2015

Mr. Bonnie Hammersley,
Orange County Manager
200 South Cameron St.
PO Box 8181,
Hillsborough, NC 27278

Dear Ms. Hammersley:

This is a corrected version of the letter I originally sent you on March 13. That letter accompanied Durham Technical Community College's Budget Request from Orange County for the 2015-16 fiscal year. The College's request reflects a net increase of \$29,000 (5.6%) over last year, including an increase of approximately \$54,000 current operating funds and a reduction of \$25,000 in capital outlay. Below are the specific items that constitute the bulk of this increase.

Current Operating Funds: As you may know, in 2011 Durham County voters approved a local sales and use tax increase to support the Durham Public Schools, the North Carolina Museum of Life and Science, and Durham Technical Community College. Durham Tech uses the bulk of the proceeds for our portion of that tax to provide financial support for Durham residents who attend the college. However, the college also uses these local funds to support two other initiatives that we propose be expanded to Orange County.

First, in an effort to better inform Durham high school students about postsecondary education options available to the (including Durham Tech) we use these local funds to employ public school liaisons. These liaisons spend the bulk of their time in Durham high schools, orienting students to postsecondary options and assisting them in applying for federal financial aid. We are focusing our efforts on young people who may not have considered postsecondary education as a viable option and who may not be currently supported by high school guidance counselors. We propose replicating this initiative in Orange County. Therefore, we request \$48,778 for salary and benefits in new funds for a public school liaison in Orange County.

In addition, Durham Tech uses a portion of the Durham sales and use tax proceeds to pay the testing fee for any Durham resident who attempts the General Education Diploma (GED) high school equivalency assessment. (Costs for this test have doubled in the past year.) We therefore request \$5,000 in new funds to cover the cost of this test for Orange County residents.

Capital Outlay: We propose a net reduction of our Capital Outlay expenses in the coming year. First, we are requesting an additional \$20,000 to update the external signage at the Orange County Campus. As you may know, Durham Tech recently completed a "rebranding" effort that included the creation of a new logo. External signage on our Durham County Campus has been updated to reflect this new brand, which was paid for with Durham County funds.

On the other hand, last year you provided us with \$80,000 to update our Campus Master Plan. This year we request an additional \$10,000 to complete that effort. An earlier version of our budget request erroneously labelled this an increase of \$10,000, when in fact it is a reduction of \$70,000 (\$10,000 this year as opposed to \$80,000 last year).

Finally, we are including funds to support a modest two percent increase for those employees whose salaries are paid with Orange County funds. These employees provide maintenance, repair, housekeeping and security services for the campus.

We look forward to meeting with the Orange County Board of Commissioners to discuss our budget needs and to answer any questions they may have. Meanwhile, please call me at 919-536-7250 ext. 6004 if you have any questions about this letter or the attached budget request.

Sincerely,

A handwritten signature in blue ink, appearing to read 'W. Ingram', with a long horizontal flourish extending to the right.

William G. Ingram
President

C: Matt Williams, Vice President, Finance and Administrative Services
Penny Gluck, Executive Dean, Orange County
Allison Chambers, Budget Administrative Coordinator

DURHAM TECHNICAL COMMUNITY COLLEGE
Orange County Budget Request
For Fiscal Year 2015-16

	Current FY 2014-15		FY 2015-16	2015-16
	Requested	Appropriated	Total Request	New Items
A. Operations - Current Expense				
1 Salaries & Benefits:				
Professional Salaries	75,000	75,000	111,500	35,000 College Liasion
Service,Maintenance, Skilled	100,000	100,000	102,000	
FICA	13,388	13,388	16,333	2,678 College Liasion
Retirement	24,943	24,943	33,093	5,450 College Liasion
Medical Insurance	15,000	15,000	20,650	5,650 College Liasion
Longevity	1,200	1,200	1,500	
Workers Compensation & Unemployment	2,500	2,500	3,000	Increase in Workers Comp Rate
Group Dental	2,500	2,500	2,500	
Employee Life Insurance	200	200	200	
Students (CWS & FSEOG)	3,000	3,000	3,000	
Sub-Total Salaries & Benefits	237,730	237,730	293,775	48,778
2 Contractual Services:				
Institutional Development				
Waste Removal	2,800	2,800	2,800	
Equipment Maintenance	5,000	5,000	5,000	
Security	-	-	-	
Janitorial Service/Maintenance Service	70,000	70,000	70,000	
Uniform Laundry Services			-	
Building Maintenance	26,000	26,000	26,000	
Landscaping	30,000	30,000	30,000	
Sub-Total Contractual Services	133,800	133,800	133,800	
3 Legal Fees:				
Legal Fees	8,000	8,000	8,000	
Sub-Total Legal Fees	8,000	8,000	8,000	
4 Insurance:				
Property & Liability Insurance	12,500	12,500	12,500	
Sub-Total Insurance	12,500	12,500	12,500	

	Current FY 2014-15		FY 2015-16
	Requested	Appropriated	Total Request
5 Rental:			
Facility Services	2,500	2,500	2,500
6 Utilities:			
Natural Gas	17,500	17,500	17,500
Electricity	60,000	60,000	60,000
Water	2,750	2,750	3,300
Telephone	20,000	20,000	23,000
Sub-Total Utilities	100,250	100,250	103,800
7 Advertising, Publicity, Public Relations:			
Institutional Dues	6,000	6,000	6,000
Printing and Binding Publications	2,500	2,500	2,500
Advertising and Publicity	5,000	5,000	5,000
Sub-Total Advertising, Publicity, Public Relations - - -	13,500	13,500	13,500
8 Repairs:			
Equipment	7,500	7,500	7,500
Facilities	10,000	10,000	10,000
Sub-Total Repairs	17,500	17,500	17,500
9 Travel:			
Maintenance and Housekeeping	2,500	2,500	2,500
Other Support Personnel	5,000	5,000	5,000
Sub-Total	7,500	7,500	7,500
10 Supplies:			
Operations	10,000	10,000	10,000
Maintenance	2,500	2,500	2,500
General Institution	2,500	2,500	2,500
Sub-Total Supplies	15,000	15,000	15,000
11 Other Expense:			
Motor Vehicle Operation	1,500	1,500	1,500
Misc. Items	7,500	7,500	12,500
Sub-Total Other Expense	9,000	9,000	14,000
TOTAL CURRENT EXPENSE	557,280	557,280	621,875
			11.6%
			5,000 GED Fees
			5,000
			53,778

B. Capital Outlay

Campus Signage	25,000	25,000	45,000	20,000
College Masterplan Update	80,000	80,000	10,000	(70,000)
Recurring Budget				
Equipment	35,000	35,000	60,000	25,000
Contingency Fund	15,000	15,000	15,000	
			-	
TOTAL CAPITAL OUTLAY	155,000	155,000	130,000	(25,000)
TOTAL CURRENT EXPENSE & CAPITAL OUTLAY	712,280	712,280	751,875	28,778
			5.6%	



Board of Education's Budget Request

2015-2016

April 9, 2015

TABLE OF CONTENTS

	Page
Budget Message	
Budget Message	1-1
Organizational Chart	1-7
Board Members and Principal Officials	1-8
Principals	1-9
Budget Calendar	1-10
 2015-16 Budgets	
Combined Operating Budget	2-1
Local Revenue Projections	2-2
Local Fund Budget Summary	2-3
2015-2016 Continuation& Expansion Budget	2-5
Local Fund Revenue History	2-7
State Fund Revenue Projection	2-8
State Fund Budget Summary	2-9
Federal Fund Revenue Projection	2-12
Federal Fund Budget Summary	2-13
Community Schools Budget Summary	2-15
Child Nutrition Budget Summary	2-17
Recurring Capital Budget Summary	2-19
 Capital Improvement Plan	
2015-2025 Capital Investments Plan	3-1

Statistical Profile

Chapel Hill-Carrboro City Schools:

Financial Perspective-All Fund Types	4-1
Net Assets by Component	4-2
Changes in Net Assets	4-3
Governmental Funds (Changes in Fund Balances)	4-5
Governmental Funds (Fund Balances)	4-6
Proprietary Fund-Food Services Operations (Revenues by Source)	4-7
Proprietary Fund-Food Service Operations (Expenses by Category)	4-8
Average Daily Membership	4-9
Student Statistics	4-10
Operational Expenditures Per Pupil	4-11
Full-time Employees	4-12
School Building Data	4-13

Appendix

Local Allotment Formulas	A-1
State Allotment Formulas	B-1
Revenue Sources Glossary	C-1
Description of Operating Budget Function Codes	D-1
Description of Recurring Capital Budget Categories	E-1

BUDGET MESSAGE

Chapel Hill – Carrboro City Schools

2015-16 Operating Budget Message

The district has begun the 2015-16 budget cycle in a more fiscally stable position than we were a year ago. We are thankful for the Board of Orange County Commissioners continued support of public education in Orange County. Because of their willingness to increase County revenues, the district was able to avoid a \$2.2 million budget reduction for this school year.

The continued reduction of State funding for public schools continues to be a major concern. At this time, we have the usual uncertainty about the State budget. A shortfall in State revenue has been projected for this year which could negatively impact State budget allocations for next year. We do not expect, at this time, that the State will impose any budget reductions prior to June 30.

Last week we received the State projected student enrollment for 2015-16 which is 150 students less than was projected for this year. With the lower than projected student enrollment for this year and the adjustment to the lower number for next year, we will receive a base budget adjustment from the State. Our Local revenues will also be affected by the lower enrollment projections.

Over the past several years we have had a significant loss of state revenue. It is likely that we will continue to see these reductions. We know that Drivers Education has already been targeted to be cut next fiscal year and some teacher assistant funding is currently non-recurring. We anticipate losing a percentage of our E-Rate telecommunications reimbursements over the next few years until it is phased out. Virtual Charter Schools are expected to further erode State funding to public schools and we will have to share a portion of Local funds.

The district has continued the usual budget development process for 2015-16. We asked principals and administrators to identify budget needs to support the district's long range plan and focus on instructional excellence as well as other critical needs areas. Because of the generous support from the County Commissioners for this fiscal year, we realize that our budget request for next year must be tightly aligned with the State and Federal mandates, and the district Strategic Plan.

The attached budget recommendation is a very conservative budget request. State mandates and funding needs to maintain current services represent the majority of the budget request. The expansion requests represent additional funding needed to accomplish Strategic Plan initiatives. We have identified and recommend that the Board accept a budget reduction of \$230,476 at this time. Our requests and reductions are described in greater detail below.

Local Revenues and Expenditure Changes and Recommendations

The State has estimated that our enrollment will decrease by 150 students next year. At the current per pupil expenditure level, the projected decrease in revenue would be \$536,650. An

additional \$326,517 of revenue growth is estimated from the inflationary increase in the special district tax.

The district is requesting the County to provide additional funding for Charter School students. The County has held funding for Charter School at 117 students for several years. The district estimates paying the County per pupil rate for 218 charter school students this year. Because the district's enrollment was over projected by the Department of Public Instruction this year, the district has the Local funding available to pay the charter schools this year without eroding the budget for district students. In future years when the district meets the enrollment projection the Local budget will not have sufficient budget to cover payments for the higher number of Charter students. The current budget for charter school payments was inadequate last year.

There will also be a required per pupil payment to Virtual Charter Schools next year of \$790. It is expected that some home-schooled students will participate in the Virtual Charter Schools next year. We do not have a good estimate of how many resident students will participate in Virtual Charter Schools at this time, but this payment will further erode the Local budget.

Mandated Cost Increases and Continuation of Current Services

The Superintendent's recommended budget includes mandated cost increases and continuation expenses for medical insurance and retirement match, along with a placeholder for an anticipated State pay raise to increase the entry level teacher salary from \$33,000 to \$35,000. This would be a 6% pay raise for this salary level. The district's budget request includes a 6% raise for this group of locally paid teachers and a 2% raise for all other locally paid employees including the increase in the Local supplement for State-paid personnel. At this time we have placed \$1,165,269 in our request to fund an increase of our local portion of employees' salary increases.

Cost increases for the employer matching retirement (\$222,650) and health insurance payments (\$40,740) for locally paid employees are included at a combined cost of \$263,390. Funding to cover health insurance matching for temporary staffing, as required by the Affordable Care Act, is included in the amount of \$54,750. To meet State and Federal requirements in ESL teaching, translation services, and health services, a budget request for \$ 276,072 is included.

As mentioned previously, a budget increase the Charter School payment budget is needed in the amount of the revenue increase request - \$357,100. The district has always placed teachers with National Board certification on State funds since State funding for teachers is based on a position allotment and not a dollar amount. Teachers who have been hired into instructional support positions on the Local budget are held harmless and the district must pick up the cost of the 12% National Board stipend locally. A budget request for \$50,000 is included to cover the cost of these local stipends.

State funding for Driver Education is due to sunset on June 30, 2015. A budget request for \$210,000 is included to continue the Driver Education program at no cost to students. The Board could consider implementing a fee to offset the Local cost. The cost increase of SRO contracts with the towns is included for \$100,000. Salary and benefit rate changes for the police officers drives up the cost of the contracts. We also have required services, such as transportation for EC

Pre-K students and translation expenses, that are increasing due to additional students and the continued growth of ESL students/families.

Priority Related Expansion Requests

Careful review and consideration of the district wide budget requests was performed to arrive at the \$1.66 million of expansion budget requests. Our primary focus was around the priorities identified at the Board Planning Conference and our Strategic Plan, specifically:

Board Priority: Professional Development Needs

Project ADVANCE: Planning and implementation support: Goal 4 of the district's strategic plan focuses on the professional development needs identified by teachers in our district. Specifically, the strategies are:

- 4.1 Create a model for career and financial advancement based on instructional excellence and professional growth
- 4.3 Create new systems and practices and/or adjust current systems and practices that will sustain effective professional development and proven research based practices

Over the past three years, teachers and administrators have been working to develop a new model for professional growth, leadership, compensation and career advancement. Our ADVANCE model has been created and shared with the General Assembly for possible pilot consideration. This is an enormous undertaking and will require a significant investment of time and resources to move from our model to implementation. We are not requesting additional funding for 2015-16 as we can reallocate funding used during the model development process towards implementation.

Learning Focused/Understanding by Design (UBD) training: Goal 1 of our strategic plan focuses on instructional excellence focused on thinking and problem solving in every classroom. One of the goal's primary strategies is to develop a research-based curriculum template from which all written curricula will be aligned. UBD is the preferred method for developing our curriculum as it focuses on helping teachers identify learning goals, helps teachers create meaningful assessments to measure student progress, and most importantly, helps teachers develop meaningful and engaging lessons designed to make students think and problem solve. Another Goal 1 strategy focuses on developing common expectations of all our professionals. Lesson planning is an expectation that we have for all of our teachers. Administrators, teachers, and instructional coaches are being trained on effective lesson plan development. They are being trained on the high yield strategies that when implemented, will increase student achievement, and on a monitoring system that will ensure implementation and accountability. In total, we are requesting \$150,000 for these priority professional development offerings. We need to continue to invest in our teachers and leaders by providing them with the tools and skills they need successfully elevate student achievement.

Board Priority: Curriculum Development and Support

Unit Lesson Design and Unit Lesson Purchases: This request also supports Goal 1 of our strategic plan. Teachers and students deserve a well-articulated and defined curriculum. Without a well-defined curriculum, effective lesson planning occurs less frequently and student learning expectations can vary among teachers and across schools. With the foundational training and continued training in UBD (described above), some of our teachers have begun to develop unit lessons and common-formative assessments. Developing excellent unit lessons takes time, collaboration, and focus. While these activities can sometimes be scheduled during teacher work days or at common planning times, we need to move at a quicker pace. We are requesting funding to provide release time or summer stipends for teachers to dedicate concentrated blocks of time to the initiative. We may also purchase some exemplary units to complement what our teachers create. In total we are requesting \$30,000 for this work next year.

Board Priority: Supports for Students and Equity

Equal Opportunity Schools Support: Our ongoing work and Goal 2 of our strategic plan has focused on the elimination of the achievement gap. One of the strategies, Strategy 2.3 seeks to create support systems and opportunities for typically under-enrolled segments of the student population to advance to Honors and AP level classes. Two of our three comprehensive high schools (ECHHS and CHS) began this work with a grant 2 years ago. We have seen increased enrollment and increased success in minority student participation in AP courses at these schools, however, we need to sustain the work. We have requested funding for these schools to provide stipends for counselors and teachers to advise and support minority students who are taking or are interested in taking an advanced level course for the first time. We will begin to support this effort at Chapel Hill High School next year with the remaining grant funding.

Change Middle School ISS positions to become Positive Behavior and Student Support Specialist: We have requested funding to support students at the middle school level. We previously reported data that demonstrates minority students are disproportionately disciplined and suspended. We are recommending to change the In-school Suspension (ISS) position at the middle school level to be a Positive Behavior and Student Support Specialist. This position would still be responsible for ISS, but an important focus will be to keep kids out of ISS or from being suspended from school. The position is aimed at creating a positive behavior culture at the school and helping kids recover after a mistake. This position would work closely with classroom teachers, school administration, counselors, social workers, and other student services professionals.

Counseling Program and Mental Health Review: Goal 3 includes a strategy that calls for external program review for one major program area each year. Due to budget limitations last year, we delayed our Guidance and Mental Health program review. It remains a priority to review this program area and make recommendations for improvements to support all students.

Board Priority: Advocating for our Employees

Teacher and School Employee Wage and Salary Increases and Support for Human Resources and Teacher Recruitment: The Great Recession and state funding decisions for public education have negatively impacted our ability to recruit and retain staff. Employees have endured years of frozen salaries and reduced benefits while the cost of living continues to rise. Last year, the General Assembly authorized a sizeable wage increase for less experienced teachers, but provided very little to many of our teachers, administrators, and classified employees. Fortunately, the Board and County Commissioners supported a property tax increase that compensated for those who received little by the state. We still have a recruiting disadvantage as North Carolina average teacher salaries rank among the lowest in the country. Last year our teacher turnover was the highest it had been in nearly a decade. We need to do whatever we can to address this issue and retain and attract great staff. We have requested funding to match an average of a 2% wage increase and match the anticipated larger increase for less experienced teachers. Funding is also requested to address inequities with administrator and classified employee pay, along with a goal to ensure all employees receive a rate of pay equivalent to the county's living wage rate. Finally we are seeking financial support for our Human Resources department in recruiting efforts, employee relations matters, and general operational needs.

Board Priority: Technology Support

4 Technicians for the Technology Department: We must continue to invest in and support digital learning and technology in our schools, as it is essential for our students to receive a 21st century education. Our technology investment needs technical support to ensure it is ready and working when students and teachers are engaged in instruction. Currently our district supports nearly 10,000 devices in 23 separate facilities with 10 technicians (a ratio of 1 technician for nearly 1,000 devices). This is well above best practice (DPI recommends 1 technician for every 400 devices). As a result, our technology facilitators (certified teachers whose primary role is to help infuse technology into the classroom and support digital learning initiatives) are troubleshooting technology issues and making technology repairs as opposed to the work they were hired to do. Our request is to provide 4 additional technology technicians and lower our ratio to 1 technician for every 700 devices.

The great majority of our expansion request (\$1.34 million of \$1.61 million) focused on aforementioned identified priorities. We are also recommending some additional expansion requests (\$268,258) that we feel are needed for the district to support district efficiencies, safety, and for services, materials, and equipment that have been underfunded.

Detailed justifications for most of the expansion requests were included in budget documents presented during the Board's Planning Conference.

Fund Balance

Preliminary projections of this year's undesignated fund balance indicate that the Board can continue to assign \$1 million to balance the 2015-16 budget and maintain an unassigned fund balance that is near the 5.5% fund balance target recommended by the County Commissioners.

Budget Reductions

We are recommending a total of \$230,476 in budget reductions. The loss of longevity pay to instructional staff, as determined by the General Assembly, accounts for the majority of the reduction total. The local supplement match for the anticipated loss of five teaching positions from the enrollment decline will save the district \$24,326. Fewer students will also reduce the per student local operating budget allocations to schools by \$6,150.

Other Information

The district will reallocate \$25,000 from the utility budget to provide an operating budget for the Sustainability Program. Three years ago, the district transitioned existing reading teachers and coaches into Literacy Coaches. It was shared that we intended to eventually transition each school to a single Literacy Coach and allow for the budget neutral hiring of a Math Coach. Some of our schools may be ready for that transition. Elementary schools will be given the option to exchange a literacy coach position to acquire a full-time Math coach. More discussions will be held with elementary level principals to discuss their school's readiness for this transition. The current year's budget includes \$150,000 in contracted services that was used to develop the ADVANCE Program. The district plans to reallocate these funds next year to cover the costs for planning, implementation, and administration.

In summary, the district is beginning this budget cycle in a more financially stable position than last year, but we continue to have budgetary needs. State mandates and reductions, and cost increases continue to drive our budget requests. The total local budget increase for 2015-16 is \$3,906,539 or a 5.6% overall budget increase. As the General Assembly unfolds the State's 2015-16 budget, adjustments to the administration's budget request may be necessary.

Sincerely,



Thomas A. Forcella
Superintendent

2014-2015 - Central Office and School Administrators (COSA)

Superintendent's Office

Tom Forcella

Jeff Nash
Mary Roberts
Amatullah Stanback
Julie Hennis

Superintendent

Executive Director, Community Relations
Director Community Schools (After-School)
Coordinator, BRMA
Coordinator, Volunteers

Information Technology Division

Vacant

Doug Noell
Debby Atwater

Chief Technology Officer

Director, IT Operations
Director, Digital Learning and Library Services

Instructional Services Division

Magda Parvey

Diane Villwock
Sherri Martin
Steven Weber
Valerie Reinhardt
Vacant
Debby Atwater
Kathi Breweur
Vacant
Scarlett Steinert
Sheldon Lanier
Camille House
Christy Stanley
Elaine Watson-Grant
Helen Atkins
Kelli Briggs
Linda Joseph
LuAnn Malik
Tony Srithai
Brenda Whitman

Sherron Leplin

Spencer Register
Kerry Moore
Thea Wilson
Alisha Schiltz
Michele Leykum
Nancy Kueffer

Assistant Superintendent, Instructional Services

Executive Director, Testing and Program Evaluation
Executive Director, High School Programs and PD
Executive Director, Curriculum and Instruction
Executive Director, Leadership and Middle School Program
Executive Director, PD Career Advancement
Director, Digital Learning and Library Services
Director, Career & Technical Education (CTE)
Director, Title I
Director, Healthful Living & Athletics
Director, Equity and AVID
Coordinator, Gifted Education/2e
Coordinator, English Language Arts (7-12) and Social Studies
Coordinator, Dual Language & World Language
Coordinator, ESL
Coordinator, English Language Arts (K-6)
Coordinator, Nurse
Coordinator, Math
Coordinator, Science
Coordinator, Arts (P/T)
Senior Executive Director, Exceptional Children
Assistant Director, Exceptional Children
Director, HeadStart/Pre-K
Coordinator, Preschool Disabilities/Early Intervention
Coordinator, RtI and 504
Coordinator, EC System Level
Coordinator, EC Compliance and PBIS

Support Services Division

Todd LoFrese

Bill Mullin
Jim Ellis
Liz Cartano
Catherine Mau
Jeff Reilly

Ruby Pittman

Jonathan Scott
Vacant

Arasi Adkins

Mary Gunderson
Vacant

Assistant Superintendent, Support Services

Executive Director, Facilities Management
Director, Transportation
Director, Child Nutrition
Coordinator, Student Enrollment
Coordinator, Safe Schools/Student Records/Sch Social Workers/Homebound
Senior Executive Director, Budget & Finance
Director, Accounting
Coordinator, Grants
Senior Executive Director, Human Resources
Coordinator, Teacher Recruitment & Support
Coordinator, Employee Relations and Compliance

CHAPEL HILL-CARRBORO CITY SCHOOLS
Board of Education Members and Principal Officials

Mike Kelly, Chair

Andrew Davidson, Vice Chair

Jamezetta Bedford

Michelle (Shell) Brownstein

James Barrett

David Saussy

Annetta Streater

Tom Forcella, Superintendent

Magda Parvey, Assistant Superintendent
for Instructional Services

Todd LoFrese, Assistant Superintendent
for Support Services

Ruby Pittman, Executive Director of Budget and Finance

Lincoln Center
750 South Merritt Mill Road
Chapel Hill, NC 27516
(919) 967-8211

March 5, 2015

Chapel Hill –Carrboro City Schools Principals

Principals

Jillian Laserna	Carrboro Elementary School
Marny Ruben	Seawell Elementary School
Lewis A. Ware	Estes Hills Elementary School
Victoria Creamer	Ephesus Road Elementary School
Darlene Ryan	Glenwood Elementary School
Emily Bivins	Frank Porter Graham
Patrenia McDowell	McDougle Elementary School
Amy Rickard	Morris Grove Elementary School
Cheryl Carnahan	Northside Elementary School
Janice Croasmun	Rashkis Elementary School
Crystal Epps	Scroggs Elementary School
Beverly Rudolph	Culbreth Middle School
Debra Scott	McDougle Middle School
Rydell Harrison	Phillips Middle School
Phillip Holmes	Smith Middle School
Laverne Mattocks	Carrboro High School
Eileen Tully	East Chapel Hill High School
Sulura Jackson	Chapel Hill High School
John Williams	Phoenix Academy High School
Nancy Yoder	Hospital School, UNC Hospital

Chapel Hill-Carrboro City Schools 2015-16 Budget Development Calendar

November 18, 2014	Kick off budget request process with schools and departments
January 6, 2015	Schools and Administrative Department submit new budget requests
January 9, 2015	Present the district budget requests to the Cabinet
January 13-16, 2015	Departmental budget review sessions
February 9-10, 2015	Superintendent presents budget to Board of Education, Board Planning Conference, February 10
March 5, 2015	Board of Education work session on the budget, Town Hall, Chapel Hill, NC at 7:00 pm
March 19, 2015	Board of Education work session and public hearing on the budget, Town Hall, Chapel Hill, NC at 7:00 pm
April 16, 2015	Board of Education approves budget to be submitted to the County Commissioners, Town Hall
April 28, 2015	Present budget to BOCC at joint meeting of school boards at Hillsborough Commons (Whitted Bldg) Hillsborough at 7:00 pm
May 14, 2015	County Commissioners' Budget Work Session, Hillsborough Commons (Whitted Bldg) Hillsborough at 7:00 pm
May 19, 2015	County Commissioners' Regular Meeting, Manager Presents 2015-16 Budget, Southern Human Services, Chapel Hill, NC at 7:00pm
May 21, 2015	County Commissioners' Budget Public Hearing, Hillsborough Commons (Whitted Bldg) Hillsborough, NC at 7:00 pm
May 28, 2015	County Commissioners' Budget Work Session, Southern Human Services Center on Homestead Road, Chapel Hill at 7:00 pm

Chapel Hill-Carrboro City Schools 2015-16 Local Fund Budget Calendar

June 4, 2015	County Commissioners' Budget Work Session, Southern Human Services Center on Homestead Road, Chapel Hill at 7:00 pm
June 9, 2015	County Commissioners' Budget Work Session, Hillsborough Commons (Whitted Bldg) Hillsborough, NC at 7:00 pm
June 11, 2015	County Commissioners/Budget Work Session, Southern Human Services Center on Homestead Road, Chapel Hill at 7:00 pm
June 16, 2015	County Commissioners' approve budget at regular meeting, Southern Human Services Center on Homestead Road, Chapel Hill at 7:00 pm
July, 2015	Board of Education approves Budget resolutions for all Fund Codes

2015-16 BUDGETS

Combined Operating Budget Revenues and Expenditures

REVENUE	2013-2014	2013-2014	2014-2015	2014-2015	2015-2016
	BUDGET	ACTUAL	BUDGET	ESTIMATE	SUPT RECOM
Total Local Revenue	67,205,662	65,568,894	69,350,886	69,376,817	73,257,425
Total State Revenue	63,388,137	58,450,091	59,064,223	63,674,000	66,857,700
Total Federal Revenue	5,056,913	3,956,840	5,624,802	4,400,000	4,749,000
TOTAL REVENUE	\$ 135,650,712	\$ 127,975,825	\$ 134,039,911	\$ 137,450,817	\$ 144,864,125

ALLOCATIONS INSTRUCTIONAL PROGRAMS	2013-2014	2013-2014	2014-2015	2014-2015	2015-2016
	BUDGET	ACTUAL	BUDGET	ESTIMATE	SUPT RECOM
Regular Instructional Programs	\$ 69,625,268	\$ 60,546,421	\$ 68,002,153	\$ 69,406,610	\$ 71,735,685
Special Programs	18,654,475	19,576,112	18,698,124	18,821,668	20,064,130
Alternative Prog. and Services	5,684,895	5,233,828	5,519,988	6,021,732	6,444,951
Co-Curricular Activities	1,903,408	2,074,750	2,086,729	2,086,729	2,183,237
School Leadership	4,337,752	4,296,738	3,809,085	4,577,085	4,743,871
School Based Support Services	11,987,126	11,948,362	12,091,156	11,035,354	11,561,853
Other	772,832	638,689	676,520	692,511	840,096
TOTAL INSTRUCTIONAL PROG.	112,965,756	104,314,900	110,883,755	112,641,689	117,573,823

SUPPORT SERVICES	2013-2014	2013-2014	2014-2015	2014-2015	2015-2016
	BUDGET	ACTUAL	BUDGET	ESTIMATE	SUPT RECOM
Instructional Support Services	2,623,285	2,579,948	2,869,505	2,832,374	3,076,452
Administrative Leadership	3,031,294	3,163,979	3,469,677	3,781,699	3,906,281
Technology Support Services	1,904,231	2,054,085	2,120,097	2,114,097	2,332,254
Operational Support Services	11,652,182	12,904,330	10,930,337	12,533,337	13,788,420
Financial and Human Services	1,935,032	1,848,904	2,031,088	2,031,088	2,483,091
TOTAL SUPPORT SERVICES	21,146,024	22,551,246	21,420,704	23,292,595	25,586,498

OTHER SERVICES	2013-2014	2013-2014	2014-2015	2014-2015	2015-2016
	BUDGET	ACTUAL	BUDGET	ESTIMATE	SUPT RECOM
Community Relations	238,569	218,024	254,922	254,922	258,784
Charter School Funds	554,680	686,779	554,680	554,680	911,780
Child Nutrition Supp./Transfers	269,461	249,793	270,000	270,000	270,000
Community Schools Transfers	11,761	-	-	-	-
State Textbooks		102,121			175,000
Other	464,461	96,335	655,850	411,000	88,239
TOTAL OTHER SERVICES	1,538,932	1,353,052	1,735,452	1,490,602	1,703,803

TOTAL OPERATING EXPENSES	\$ 135,650,712	\$ 128,219,198	\$ 134,039,911	\$ 137,424,886	\$ 144,864,125

<i>Per Pupil Expenditures</i>	\$ 11,081	10,551	\$ 10,863	\$ 11,364	\$ 11,788

Orange County Budget Office form

CHAPEL HILL - CARRBORO CITY SCHOOLS

2015-2016 Local Fund Revenue Projections

\$302 per pupil increase

	2013-14	2013-14	2014-15	2014-15	2014-15
Projected Student Enrollment	<u>BUDGET</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>SUPT RECOM</u>
State projection of Students	12,256	12,166	12,353	12,107	12,203
Less: Out-of-County Tuition Paid	(131)	(131)	(131)	(131)	(131)
Existing Charter School students	117	117	117	117	217
Total County Resident Students	12,242	12,152	12,339	12,093	12,289
County Appropriation	\$ 3,167	\$ 3,293	\$ 3,571	\$ 3,571	\$ 3,873
Special District Tax	\$ 1,577	\$ 1,825	\$ 1,764	\$ 1,764	\$ 1,798
	2013-14	2013-14	2014-15	2014-15	2014-15
LOCAL REVENUES	<u>BUDGET</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>SUPT RECOM</u>
County Appropriation	40,019,098	40,019,098	44,066,106	44,066,106	47,595,297
Special District Tax	21,446,134	22,173,813	21,767,826	21,767,826	22,094,343
Prior Year Special District Tax	300,000	158,344	300,000	250,000	250,000
Fair Funding	494,000	494,000	494,000	494,000	494,000
Sales Tax Revenue	75,000	108,388	75,000	75,000	75,000
Tuition - Regular School	170,000	178,040	170,000	170,000	170,000
Tuition - Preschool	380,000	503,389	380,000	440,000	440,000
Fines & Forfeitures	375,000	333,973	375,000	350,000	340,000
ABC Revenue	41,800	41,800	41,800	45,300	45,300
Interest Earned on Investments	50,000	38,313	50,000	25,000	25,000
Medicaid Reimbursements	325,000	164,602	325,000	527,436	450,000
Miscellaneous Revenue	196,717	156,719	196,154	56,149	168,484
Indirect Cost	110,000	144,161	110,000	110,000	110,000
Appropriated Fund Balance	3,222,913	1,054,255	1,000,000	1,000,000	1,000,000
TOTAL LOCAL REVENUES	\$ 67,205,662	\$ 65,568,894	\$ 69,350,886	\$ 69,376,817	\$ 73,257,425

Budget Assumptions

1. Appropriation is based on the State's projected enrollment of 12,203.
2. The County required increase in the per pupil appropriation is \$302 per student; from \$3571 to \$3873.
3. The projected 2015-2016 district tax one cent valuation amount is \$1,060,189. The special district tax rate remains at \$.2084.
4. Assumes the County will fund the request at 217 Charter students.
5. Assumes the County will continue the Fair Funding allocation of \$494,000 to each district.
6. Carol Woods contribution of \$30,000 is included in the miscellaneous revenue projection for 2015-16.
7. Uses \$1,000,000 of Local fund balance to balance the 2015-2016 budget.
8. Alcohol and Beverage Commission grant in the amount of \$45,300 is expected in 2015-16.

Orange County Budget Office form

Local Fund Budget Summary

Summary by Purpose Code

	2013-2014	2013-2014	2014-2015	2014-2015	2015-2016
INSTRUCTIONAL	<u>BUDGET</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>SUPT RECOM</u>
5110 Regular Instructional Services	22,158,447	20,018,999	23,145,908	23,145,908	24,235,277
5112 Cultural Arts Services	185,783	147,435	212,653	212,653	265,548
5113 Physical Education Curricular Services	261,264	74,667	274,123	274,123	280,092
5114 Foreign Language Curricular Services	155,297	119,111	163,127	163,127	166,589
5116 Homebound/Hospitalized Curricular Ser.	556,068	168,164	578,817	578,817	591,447
5120 CTE Curricular Services	378,741	370,528	388,152	388,152	447,089
5210 Special Populations Services	7,178,516	8,231,299	7,754,560	7,754,560	7,908,928
5211 EC Homebound Curricular Services	6,120	-	6,304	6,304	6,430
5220 CTE Children w/Disabilities Curricular	495,821	22,460	35,110	35,110	35,882
5230 Pre-K Children w/Disabilities Curricular	274,730	121,895	188,075	188,075	241,984
5240 Speech and Language	739,550	697,533	683,514	683,514	698,736
5260 Academically Gifted	1,027,760	1,085,464	754,224	754,224	770,861
5270 ESL Services	987,548	1,266,773	972,781	972,781	1,212,854
5310 Alternative Instructional Services	222,620	135,957	195,223	195,223	198,722
5320 Attendance/Social Work Services	698,075	743,760	725,097	725,097	738,905
5330 Remedial and Supplemental	248,070	501,309	386,280	386,280	392,690
5340 Pre-K Services	508,046	726,723	527,475	527,475	567,143
5353 Summer School	86,646	60,249	77,657	77,657	79,092
5401 Principal's Office	1,117,429	962,636	1,060,455	1,060,455	1,076,996
5402 Assistant Principal	907,606	983,417	927,630	927,630	948,425
5404 School Building Support	1,423,205	1,927,899	1,378,655	1,378,655	1,407,602
5501 Athletics	1,426,017	1,553,176	1,454,432	1,454,432	1,543,475
5502 Cultural Arts	195,588	195,469	200,802	200,802	204,912
5503 School Clubs/Student Organizations	281,803	326,105	282,829	282,829	284,766
5504 Before/After School Care	148,463	98,721	148,666	148,666	150,083
5810 Education Media	1,073,999	1,132,774	1,111,138	1,111,138	1,134,779
5820 Student Accounting	455,280	648,619	468,216	468,216	477,958
5830 Guidance Services	1,939,485	1,758,483	2,024,783	2,024,783	2,162,524
5840 Health Services	934,285	1,260,756	1,302,659	1,302,659	1,337,714
5841 ABC/Health Services	38,011	54,233	41,800	41,800	41,885
5850 Safety and Security	1,067,922	1,195,159	1,163,746	1,163,746	1,278,477
5860 Instructional Technology	70,000	3,178	72,100	72,100	73,542
5870 Staff Development	479,194	398,987	454,194	454,194	605,154
5890 Volunteer Services	279,838	193,978	196,526	196,526	199,942
5000 TOTAL INSTRUCT.SERVICES	48,007,226	47,185,916	49,357,710	49,357,711	51,766,501
SUPPORT SERVICES					
6110 Regular Curricular Support	1,137,109	851,802	873,490	873,490	1,148,512
6113 Physical Education Support	95,088	76,436	95,436	95,436	97,572
6115 Technology Curricular Support	108,782	94,795	96,421	96,421	98,580
6120 CTE Curricular Support	128,811	108,809	135,406	135,406	138,450
6100 Sub-total Regular Instruction Support	1,469,790	1,131,842	1,200,753	1,200,753	1,483,114

Local Fund Budget Summary

Summary by Purpose Code

	2013-2014	2013-2014	2014-2015	2014-2015	2015-2016
SUPPORT SERVICES (continued)	BUDGET	ACTUAL	BUDGET	ESTIMATE	SUPT RECOM
6201 Children w/Disabilities Support	76,982	226,231	147,803	147,803	151,269
6207 ESL Support	71,629	54,697	71,629	71,629	71,629
6200 Sub-total Special Populations Support	148,611	280,928	219,432	219,432	222,898
6304 Pre-K Readiness/Remedial Services	30,362	37,646	32,508	32,508	33,239
6300 Sub-Total Admin. Staff/Alternative Prog.	30,362	37,646	32,508	32,508	33,239
6400 Technology Support	1,904,231	1,980,284	2,046,097	2,046,097	2,260,854
6510 Telephones	119,083	67,998	119,083	119,083	119,083
6520 Printing and Copying Services	329,485	301,425	512,349	512,349	512,403
6530 Public Utility and Energy Serv (new)	3,788,586	3,686,876	3,788,586	3,788,586	3,788,586
6540 Custodial Services	2,006,317	1,418,975	1,558,576	1,558,576	1,565,880
6550 Transportation	760,570	899,710	785,130	785,130	799,807
6580 Maintenance of Plant	2,696,696	2,887,845	2,866,613	2,866,613	2,904,511
6500 Sub-total Operational Support	9,700,737	9,262,829	9,630,337	9,630,337	9,690,270
6611 Financial Services	783,595	899,126	870,863	870,863	938,587
6613 Risk Management	311,000	254,284	311,000	311,000	311,000
6621 Human Resource Services	535,570	695,494	849,225	849,225	1,233,504
6600 Sub-total Financial/Human Resources	1,630,165	1,848,904	2,031,088	2,031,088	2,483,091
6720 Research and Evaluation	376,490	375,576	464,681	464,681	487,151
6700 Sub-total Student Accountability	376,490	375,576	464,681	464,681	487,151
6910 Board or Education	65,563	83,380	65,563	65,563	65,594
6920 Legal Services	100,000	65,772	100,000	100,000	100,000
6930 Audit Services	60,000	52,584	60,000	60,000	60,000
6941 Office of the Superintendent	233,108	194,359	240,595	240,595	244,666
6942 Assistant Supt of Instruction	1,741,693	1,492,495	1,814,122	1,814,122	1,898,614
6943 Assistant Supt of Supp Serv	454,111	672,914	853,397	853,397	865,868
6950 Public Relations	238,569	218,024	254,922	254,922	258,784
6900 Sub-total Other Support	2,893,044	2,779,528	3,388,599	3,388,599	3,493,526
7200 Nutrition Services		33,204			
6000 TOTAL SYSTEMWIDE SUPPORT	18,153,430	17,730,741	19,013,495	19,013,495	20,154,143
TRANSFERS					
8100 Charter School Funds	554,680	686,779	554,680	554,680	911,780
8100 Child Nutrition Transfers	225,000	208,829	225,000	225,000	225,000
8400 Transfers to Community Schools	11,761	-			
8100 Other Transfers	200,000		200,000	200,000	200,000
8400 Intrafund Transfers					
TOTAL LOCAL FUND BUDGET	67,152,097	65,812,267	69,350,886	69,350,886	73,257,425

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CHAPEL HILL - CARRBORO CITY SCHOOLS
2015-2016 CONTINUATION/EXPANSION BUDGET REQUEST

2015-16 DPI Student Enrollment Projection	12,203
2014-15 DPI Student Enrollment Projection	<u>12,353</u>
Projected Student Enrollment Growth	(150)

LOCAL FUND EXPENSES:

<u>State/Federal Mandates</u>	<u>Amount</u>
2% State Pay Raise - Min. salary of \$35,000 for teachers (6%) and 2% for others	\$ 1,165,269
Anticipated increase in employee health insurance from \$5378 to \$5475, effective 1/1/16	40,740
Anticipated increase in employer state retirement match from 15.21% to 15.82%, estimate	222,650
Health Insurance increase from Affordable Health Care Act, 10 FTEs	54,750
ESL Teaching Positions to meet new requirements (3 FTEs)	220,072
Translation Services	50,000
Epinephrine auto injectors	<u>6,000</u>
Subtotal	\$ 1,759,481

Continuation of Current Services

Charter School Enrollment Growth - Revenue Sharing	\$ 357,100
National Boards Stipend for Teachers moved to Local Positions	50,000
Driver Training (loss of State funds 7/1/15) - Placeholder	210,000
SRO contractual increases	<u>100,000</u>
Subtotal	\$ 717,100

TOTAL CONTINUATION REQUESTS **2,476,581**

Priority Related Expansion Requests

Counseling Program and Mental Health Review	\$ 50,000
Classified Employee Pay Study Salary Adjustments and Living Wage Adjustments (\$12.76)	236,500
Administrative Employee Pay Study Salary Adjustments	250,000
HR Compliance Position	95,000
HR Signing Bonuses	40,000
Math curriculum materials	69,000
Unit Design/Unit Purchases	30,000
Learning Focused Lesson Planning/UBD Professional Development	150,000
CHS and ECHHS AP Counselor/Teacher Stipends (Equal Opportunity Schools Support)	44,280
UNC Hospital School Literacy Materials	6,000
Restore classified ISS position at MS to Positive Behavior and Student Support Specialist	190,000
Technology - 4 additional Technology Assistant positions	<u>181,396</u>
Subtotal	\$ 1,342,176

CHAPEL HILL - CARRBORO CITY SCHOOLS 2015-2016 CONTINUATION/EXPANSION BUDGET REQUEST

Other Recommended Expansion Requests

PreK/Head Start Program - Salary and Benefits budget shortfall	28,574
EC PreK Transportation	50,000
Mandarin Immersion middle school allocation (.4 FTE)	28,400
Science kit contractual increase	19,087
Accounts payable technician	50,500
Nurse Coordinator from 10 to 11 months	5,300
High School Athletic Directors and Trainers increased to 12 months	72,097
Testing Services, Materials, and Supplies	14,300
Arts Education Instrument Repairs, Replacements, Supplies	50,000
Subtotal	\$ 318,258

TOTAL EXPANSION REQUESTS **\$ 1,660,434**

GRAND TOTAL OF CONTINUATION AND EXPANSION REQUESTS **\$ 4,137,015**

BUDGET REDUCTIONS:

Discontinuation of longevity pay for certified staff	\$ (200,000)
Reduction in Local supplement for state teacher position loss - 5 FTEs	(24,326)
Operating budget reductions due to lower ADM (\$41 x 150)	(6,150)
TOTAL OF BUDGET REDUCTIONS	\$ (230,476)

ADDITIONAL REVENUES NEEDED **\$ 3,906,539**

LESS PROJECTED LOCAL FUND REVENUE INCREASES:

1.5% Inflationary increase in Special District Tax Revenue	\$ 326,517
Net Change in all other Local Revenues	50,830
GRAND TOTAL - REVENUES	\$ 377,347

BUDGET SHORTFALL **\$ 3,529,191**

BUDGET REALLOCATIONS:

Reduce Utility budget by \$25,000 to fund Sustainability supplies, software, hardware

Elem. School Staffing Adjustments based on school need;exchange 1 Literacy Coach for a full-time Math coach

Reallocate \$150,000 contracted services to Project ADVANCE, planning, implementation, and administration

Local Fund Revenue History

Year	County Appropriation Per Pupil	Increase	Special District Tax per \$100 Value District Tax	District Tax Per Pupil
	1,057			
1990-91	1,175	118	0.1775	
1991-92	1,310	135	0.1735	
1992-93	1,310	-	0.1735	
1993-94	1,363	53	0.1575	*
1994-95	1,451	88	0.1540	
1995-96	1,571	120	0.1540	
1996-97	1,782	211	0.1900	
1997-98	1,889	107	0.1790	*
1998-99	2,040	151	0.1920	
1999-00	2,256	216	0.2200	
2000-01	2,395	139	0.2200	
2001-02	2,437	42	0.2020	*
2002-03	2,516	79	0.1920	
2003-04	2,566	50	0.2000	
2004-05	2,623	57	0.2000	
2005-06	2,796	173	0.1834	*
2006-07	2,957	161	0.1885	
2007-08	3,069	112	0.2035	
2008-09	3,200	131	0.2300	
2009-10	3,096	(104)	0.1884	*
2010-11	3,096	-	0.1884	1,593
2011-12	3,102	6	0.1884	1,571
2012-13	3,167	65	0.1884	1,605
2013-14	3,269	102	0.1884	1,577
2014-15	3,269	102	0.2084	1,752
2015-16	3,571	302	0.2084	1,764

For 2015-2016:

A \$.01 Special District Tax increase is estimated to generate \$1,060,189 in additional revenue .

A \$.01 County General Fund Property Tax rate increase is estimated to generate \$1,638,241 of additional revenue. The ad valorem tax rate is 87.8 cents per \$100 of assessed valuation.

* Re-valuation year of property tax values

2015-16 State Fund Revenue Projection

	2013-2014	2013-2014	2014-2015	2014-2015	2015-2016
	<u>BUDGET</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>SUPT RECOM</u>
Revenue	\$ 62,585,367	\$ 58,347,970	\$ 58,889,223	\$ 63,674,000	\$ 66,682,700
State Textbook Revenue	802,770	102,121	175,000	-	175,000
Total Revenue	\$ 63,388,137	\$ 58,450,091	\$ 59,064,223	\$ 63,674,000	\$ 66,857,700

* No State Planning Allotment received to date.

Orange County Budget Office form

State Fund Budget Summary

Summary by Purpose Code

	2013-2014	2013-2014	2014-2015	2014-2015	2015-2016
<u>INSTRUCTIONAL</u>	<u>BUDGET</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>SUPT RECOM</u>
5110 Regular Instructional Services	39,966,852	35,355,069	38,000,000	38,160,000	40,070,250
5112 Cultural Arts Services	272,528	240,980	200,000	389,000	408,450
5113 Physical Education Curr. Serv.	78,683	59,562	80,000	83,000	87,150
5114 Foreign Language Curr. Serv.	166,321	183,223	171,000	177,000	185,850
5116 Homebound/Hospitalized Curr.	792,623	712,561	800,000	921,000	967,050
5120 CTE Curricular Services	3,601,204	2,817,411	3,239,094	3,631,000	3,812,550
5210 Children w/Disab. Curr. Serv.	3,364,485	3,798,314	3,500,000	3,800,000	3,990,000
5220 CTE Children w/Disab. Curr.				10,000	10,500
5240 Speech & Language Path. Ser.	770,900	679,389	700,000	768,000	806,400
5260 Acad/Intell. Gifted Curricular	604,121	626,663	600,000	649,100	681,555
5270 LEP Curricular Services	1,256,696	1,216,031	1,200,000	1,300,000	1,365,000
5310 Alternative Instructional Prog.	588,059	545,813	500,000	574,000	602,700
5320 Attendance and Social Work	879,798	816,124	800,000	900,000	945,000
5330 Remedial & Suppl. K-12 Serv.	383,468	270,807	400,000	687,000	721,350
5353 Summer School Instruction	547,000	417,056	400,000	767,000	805,350
5401 Principal's Office	1,612,750	1,432,810	1,100,000	1,649,000	1,731,450
5402 Assistant Principal	699,967	917,875	721,000	940,000	987,000
5404 School Building Support		56,827		45,800	48,090
5810 Educational Media Services	570,746	631,866	588,000	672,000	705,600
5820 Attendance - Social Work	180,169	174,439	200,000	191,000	200,550
5830 Guidance Services	1,601,147	1,850,455	1,500,000	1,333,000	1,399,650
5840 Health Services	928,186	965,890	900,000	1,008,000	1,058,400
5850 Safety & Security Support		8,136			-
5860 Instructional Technology	167,151	169,392	175,000	197,000	206,850
5870 Staff Development		5,140			
5000 INSTRUCTIONAL SERVICES	59,032,854	53,951,833	55,774,094	58,851,900	61,796,745

	2013-2014	2013-2014	2014-2015	2014-2015	2015-2016
<u>SUPPORT SERVICES</u>	<u>BUDGET</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>SUPT RECOM</u>
6110 Regular Curricular Support	108,253	165,061	110,000	216,000	226,800
6120 CTE Support	39,822	50,669	41,000	48,000	50,400
6201 Children w/Disability Support	105,088	156,952	108,000	149,000	156,450
6400 Technology Support		73,801	74,000	68,000	71,400
6540 Custodial Services	1,951,445	2,184,821	1,300,000	2,167,000	2,275,350
	251,302	-			
6550 Transportation	1,478,093	1,456,680	1,276,129	1,736,000	1,822,800
6941 Office of the Superintendent	158,180	157,442	117,000	167,100	175,455
6942 Asst. Supt. for Instruction	116,549	115,157	116,000	120,500	126,525

State Fund Budget Summary

Summary by Purpose Code

	2013-2014	2013-2014	2014-2015	2014-2015	2015-2016
SUPPORT SERVICES	BUDGET	ACTUAL	BUDGET	ESTIMATE	SUPT RECOM
6943 Asst. Supt. for Support Serv.	102,090	99,843	103,000	105,500	110,775
6000 SUPPORT SERVICES	4,310,822	4,460,426	3,245,129	4,777,100	5,015,955
7200 Child Nutrition Services	44,461	40,964	45,000	45,000	45,000
8100 Transfers		(3,132)			
TOTAL	\$ 63,388,137	\$ 58,450,091	\$ 59,064,223	\$ 63,674,000	\$ 66,857,700

Orange County Budget Office form

Summary of Changes State Fund 2014-2016

- * The 2051-16 State Planning Allotment has not been received to date.
- * The estimated State retirement rate is 15.82%.
- * The employer health insurance match rate is projected to increase from \$5,378 to \$5,475 per FTE.
- * The State's enrollment projection for the district for 2015-16 is 12,203 students; a 150 student decrease over 2014-15 projection.

2015-2016 Federal Fund Revenue Projection

	2013-2014	2013-2014	2014-2015	2014-2015	2015-2016
	BUDGET	ACTUAL	BUDGET	ESTIMATE	SUPT RECOM
Federal Revenue	\$ 5,056,913	\$ 3,956,840	\$ 5,624,802	\$ 4,400,000	\$ 4,749,000

*No Federal Planning Allotments have been received to date. The amounts indicated are only estimates.

		<u>Estimated</u> <u>2015-16</u> <u>Allotment</u>	<u>Estimated</u> <u>Carryover</u> <u>Amount</u>	<u>Projected</u> <u>Total</u>
<u>Projected 2015-16 Federal Grant Allotments</u>				
PRC017	Career Technical Education - Program Improvement	\$ 82,000	\$ -	\$ 82,000
PRC049	IDEA-VI-B - Preschool Handicapped	36,000	20,000	56,000
PRC050	Title I	1,100,000	250,000	1,350,000
PRC060	IDEA VI-B, Handicapped	1,735,000	400,000	2,135,000
PRC070	IDEA - Early Intervening Services	320,000	85,000	405,000
PRC103	Improving Teacher Quality	200,000	-	200,000
PRC104	Language Acquisition - State Grant	225,000	150,000	375,000
PRC111	Language Acquisition	46,000	100,000	146,000
Total		\$ 3,744,000	\$ 1,005,000	\$ 4,749,000

Orange County Budget Office form

Federal Fund Budget Summary

Summary by Purpose Code

	2013-2014	2013-2014	2014-2015	2014-2015	2015-2016
<u>INSTRUCTIONAL</u>	<u>BUDGET</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>SUPT RECOM</u>
5110 Regular Instructional Services	\$ 966,903	\$ 299,138	\$ 600,000	\$ 300,000	\$ 350,000
5120 CTE Curricular Services	80,000	81,694	84,209	84,209	80,000
5210 Children w/Disabilities Curriculum	1,498,228	1,574,857	1,133,393	1,350,000	1,400,000
5230 Pre-K Children w/Disab. Curr.	260,000	170,537	260,000	170,000	260,000
5240 Speech and Language Pathology	100,000	141,018	130,000	150,000	150,000
5270 ESL Services	90,000	75,700	780,163	230,000	525,000
5320 Attendance and Social Work	80,000	72,161	123,979	102,000	100,000
5330 Remedial and Suppl. K-12 Serv.	1,375,113	918,285	1,334,277	1,050,000	1,244,000
5350 Extended Day/Year Instruc.	68,000	25,584	50,000	30,000	50,000
5840 Health Services	50,000	59,392	50,000	32,000	50,000
5850 Safety and Security Support					
5870 Staff Development	5,800		5,800	5,800	
5880 Parent Involvement Services	8,000	45,724	20,000	35,991	35,000
5000 INSTRUCTIONAL SERVICES	4,582,044	3,464,090	4,571,821	3,540,000	4,244,000

	2013-2014	2013-2014	2014-2015	2014-2015	2015-2016
<u>SUPPORT SERVICES</u>	<u>BUDGET</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>SUPT RECOM</u>
6120 CTE Support			3,000	3,000	3000
6200 Instructional Staff	170,000	206,625	485,825	180,000	170,000
6201 Children w/Disabilities Support	134,869	100,904	133,306	170,000	135,000
6301 Alt Progs & Services Supp	40,000			40,000	
6550 Transportation	20,000	73,745	20,000	44,000	40,000
6940 Leadership Services		12,009		12,000	60,000
6000 SUPPORT SERVICES	364,869	393,283	642,131	449,000	405,000

7200 Child Nutrition Services					
8100 Transfers	110,000	99,467	48,817	111,000	100,000
8200 Other - Unbudgeted			362,033	300,000	

TOTAL	\$ 5,056,913	\$ 3,956,840	\$ 5,624,802	\$ 4,400,000	\$ 4,749,000

Orange County Budget Office form

Summary of Changes Federal Fund 2015-2016

- * No Federal Planning Allotments have been received from DPI to date.

- * Budget estimates have been provided assuming that no major reductions will occur in grant funded for 2015-16. Less carryover in the individual grants is projected.

- * The 2014-15 Federal budget represents the final allotments on expiring carryover grant funds in program areas such as Race to the Top and Title IVB Preschool.

Community Schools Fund Budget Summary

	2013-14 <u>ACTUAL</u>	2014-15 <u>BUDGET</u>	2015-16 <u>PROPOSED</u>	Percent <u>Change</u>
REVENUE				
After-school program	\$ 1,339,235	\$ 1,400,418	\$ 1,409,017	0.6%
Summer Camp	156,841	152,971	157,114	2.7%
Summer Youth Enrichment	36,900	30,500	33,000	8.2%
District tuition assistance	11,761	-	-	0.0%
Facility rental	38,239	50,000	50,000	0.0%
Interest Income	-	-	-	
Fund Balance Appropriated	<u>20,000</u>	<u>60,000</u>	<u>26,000</u>	
Total Revenue	\$ 1,602,976	\$ 1,693,889	\$ 1,675,131	-1.1%
OPERATING EXPENSES				
Salaries, wages and benefits	\$ 1,372,159	\$ 1,461,826	\$ 1,443,291	-1.3%
Supplies	60,092	66,737	55,328	-17.1%
Food	115,130	115,362	116,162	0.7%
Purchased services/activities	<u>55,595</u>	<u>49,964</u>	<u>60,350</u>	20.8%
Total Expenses	\$ 1,602,976	\$ 1,693,889	\$ 1,675,131	-1.1%
After-school program enrollment	625	645	634	-1.7%

Summary of Changes Community Schools Fund For 2015-16

Changes in Revenue

- * Changes in revenue are due to Summer Camp tuition increase and an increase in expected Summer Youth Enrichment enrollment

Changes in Expenses

- * Changes in operating expenses are due to expected increases in the rate to 16.39% and health insurance to \$5,485 per FTE and anticipated annual leave payouts

Child Nutrition Fund Budget Summary

	2013-14 <u>ACTUAL</u>	2014-15 <u>BUDGET</u>	2015-16 <u>PROPOSED</u>
REVENUE			
Sales of meals and supplemental sales	\$ 1,813,784	\$ 1,805,710	\$ 1,727,394
Federal reimbursements	2,272,477	2,136,021	2,220,678
Catering and miscellaneous	-	-	-
Summer Program	-	-	-
Chartwells Guarantee	-	-	-
Indirect cost	308,700	308,700	308,700
School district subsidy	225,000	225,000	225,000
Chartwells reimbursement	-	-	-
	<u>\$ 4,619,961</u>	<u>\$ 4,475,431</u>	<u>\$ 4,481,771</u>
OPERATING EXPENSES			
Food	\$ -	\$ -	\$ -
Salaries, wages and benefits	1,172,685	1,167,749	1,124,554
Supplies	233,968	150,000	133,973
Administrative expenses	2,904,608	2,848,983	2,914,544
Chartwells contract reimbursements	-	-	-
Indirect cost	<u>308,700</u>	<u>308,700</u>	<u>308,700</u>
TOTAL OPERATING EXPENSES	\$ 4,619,961	\$ 4,475,432	\$ 4,481,771

**Summary of Changes
Child Nutrition Services Fund
For 2015-16**

Changes in Revenue

- * Reduction in sale of meals
- * Increase in Federal Reimbursements

Changes in Expenses

- * Reduction in salary and benefit expenses
- * Reduction in supplies projection
- * Increase in administrative expenses

Summary of Recurring Capital Budget

School District

Fiscal Year 2015-2016

		Category			Funding Amount
Capital Item	Justification/Description	Category 1 - Buildings & Grounds	Category 2 - Furniture & Equipment	Category 3 Vehicles	Superintendent's Recommended
School					
Carrboro Elementary	furniture/equipment		X		5,365
Ephesus Elementary	"		X		4,857
Estes Hills Elementary	"		X		5,804
FP Graham Elementary	"		X		6,289
Glenwood Elementary	"		X		5,579
McDougle Elementary	"		X		5,241
Morris Grove			X		6,052
Northside Elementary			X		5,939
Rashkis Elementary	"		X		6,199
Scroggs Elementary	"		X		6,142
Seawell Elementary	"		X		5,342
Culbreth Middle	"		X		8,137
McDougle Middle	"		X		7,607
Phillips Middle	"		X		7,810
Smith Middle	"		X		9,354
Carrboro High	"		X		10,233
Chapel Hill High	"		X		16,567
East Chapel Hill High	"		X		16,308
Hospital School	"		X		564
Total					139,387
District Projects					
Technology Equipment	MIS Department Expenses		X		250,000
Classroom Furniture	Facilities Management Dept.		X		20,000
Child Nutrition Equip.	Child Nutrition Department		X		40,000
Custodial Supp/Equip	Facilities Management Dept.		X		20,000
Administrative Equip.	Administrative Tech. Dept.		X		55,000
Print Shop Equipment	Support Services Division		X		3,500
Cafeteria Equipment	Facilities Management Dept.		X		5,000
Equipment	Support Services Division		X		50,000
Cultural Arts Equip.	Instructional Services		X		5,500
Total					449,000
District Projects					
Site Development	Drainage/Safety Improvements	X			107,733
Renovations	Painting, IAQ, Electrical, etc.	X			673,360
Floor Coverings	Carpet/Tile Installations	X			20,000
Roof Replacement	CIP Supplement	X			
Roof Repairs	District Repairs	X			81,920
Playgrounds/Playfields	Safety Comp./Major Maint.	X			240,000
Total					1,123,013

Summary of Recurring Capital Budget

School District

Fiscal Year 2015-2016

		Category			Funding Amount
Capital Item	Justification/Description	Category 1 - Buildings & Grounds	Category 2 - Furniture & Equipment	Category 3 - Vehicles	Superintendent's Recommended
District Projects					
District Vehicles	Maintenance Dept. Trucks				36,000
Transportation Vehicles	Transportation Department				60,000
Contingency	Unknown Expenses				25,000
Total					\$ 121,000

Total Recurring Capital		\$ 1,832,400

2015-2025
CAPITAL INVESTMENTS PLAN

EXPENDITURES	PENDING 2014-15 Budgeted Lottery Funded Projects	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year	Years 6 to 10
		2015-16	2016-17	2017-18	2018-19	2019-20	Total	2019-24
PROJECT TITLE								
ADA Requirements		45,000	35,000	35,000	35,000	35,000	185,000	335,000
Abatement Projects								
District Abatement Projects	25,000	35,000	35,000	50,000	50,000	50,000	220,000	337,500
Phillips: Remove Asbestos Floor Tile			125,000				125,000	
CHHS: Remove Asbestos Floor Tile			175,000				175,000	
Athletic Facilities								550,000
CHHS: Athletic Track and Field Improvements		200,000				200,000	400,000	
Carrboro HS: Athletic Track		100,000					100,000	
ECHHS: Field Improvements						200,188	200,188	
Classroom/Building Improvements								450,000
Estes Hills: Media Center and Classroom Improvements		75,000					75,000	
Ephesus: Classroom Casework				150,000			150,000	
Scroggs: Classroom Casework				150,000				
Seawell: PODs Casework/Bathrooms					150,000		150,000	
McDougle: Stage Curtains		40,000					40,000	
Phillips: 4 Science Classrooms Casework				100,000			100,000	
CTE: Classroom Upgrades		250,000					250,000	
Doors/Hardware/Canopies								
District Hardware and Door Replacements		75,000					75,000	175,000
Seawell: Expand canopies								120,000
FPG: Canopy at Kiss n Go and Bus Circle				75,000			75,000	
Ephesus: Canopy at Kiss and Go					75,000		75,000	
Electrical Systems								
All Schools: Increase Electrical Distribution	53,944	165,000	175,000	175,000	175,000	200,000	890,000	980,000
Energy Efficiency/Lighting Improvements								
FPG: Lighting Upgrades/Efficiency					155,000		155,000	
Ephesus: Lighting Upgrades/Efficiency				125,000			125,000	
CHHS: Auditorium/Gym Lighting Upgrades				121,609			121,609	
Fire/Safety/Security Systems								
Security Systems Upgrades/Expansions and Signs	100,000	100,000		75,000		150,000	325,000	250,000
Indoor Air Quality Improvements								
District IAQ Projects			50,000		50,000	50,000	150,000	150,000
Mobile Classrooms/Rental Space		128,000	131,000	134,000	137,000	140,000	670,000	730,000
Paving/Parking Lots/Driveways/Walkways	80,000							
CHHS: Student Parking Lots			140,852		150,000		290,852	200,000
ECHHS: Bus Driveway and Parking Lot	80,000						-	
Roofing/Building Waterproofing Projects								
Scroggs: Flat Roof Sections Replacement			350,383				350,383	
ECHHS: Brick pointing/window seals/roof repairs	365,000	78,294					78,294	330,000
Window Replacements								
Ephesus: replace Windows in Original Bld							-	150,000
Seawell: Replace Classroom/Bld Windows							-	200,000
Culbreth: Replace Classroom/Bld Windows			155,211				155,211	
CHHS: Window Replacements			120,000				120,000	350,000

PROJECT TITLE	PENDING	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year	Years 6 to 10
	2014-15 Budgeted Lottery Funded Projects	2015-16	2016-17	2017-18	2018-19	2019-20	Total	2019-24
Mechanical Systems								2,768,877
Carrboro Elm: 1978 Electric Boiler/Cooling Tower				85,000			85,000	
Ephesus: 1991 Addition-HVAC Improvements				55,000			55,000	
Estes Hills: Multi Purpose 1988 Building Boiler					60,000		60,000	
Glenwood: Multi Purpose 1988 Building Boiler					60,000		60,000	
Glenwood: Multi Purpose Bld - 2 air handlers			80,000				80,000	
FPG: Primary Building Boiler Replacement					57,602		57,602	
FPG: Upgrade Handicap Lifts		75,000					75,000	
McDougle Complex: Cooling Tower Replacement		70,000					70,000	75,000
McDougle Complex: Chillers Replaced-20 plus yea					120,000	300,000	420,000	75,000
Scroggs: Cooling Tower							-	75,000
Scroggs: Classroom Air Ventilators Humidity Control					332,743		332,743	
Seawell: Lawlor Building Boiler							-	
Seawell: 9 Heat Pumps for PODs		119,088					119,088	
Culbreth: Roof Top Units				259,156			259,156	
Culbreth: Digital HVAC Controls	125,000						-	
Phillips: Expand Digital HVAC Controls							-	75,000
CHHS: Auditorium HVAC						300,000	300,000	
							-	
Technology: Total of Listed Categories		1,555,382	1,572,445	1,589,765	1,607,344	1,625,187	7,950,123	8,429,800
Network Infrastructure		552,161	558,218	564,367	570,607	576,941		
Enterprise Software		152,427	154,100	155,797	157,520	159,268		
Instructional Computers & Technology		777,691	786,223	794,883	803,672	812,594		
Administrative Computers		46,661	47,173	47,693	48,220	48,756		
Network Printers		17,109	17,297	17,487	17,681	17,877		
Community Access Technology		9,333	9,434	9,538	9,644	9,751		
TOTAL EXPENDITURES - 10 YEAR CIP	828,944	3,110,764	3,144,891	3,179,530	3,214,689	3,250,375	15,900,249	16,806,177

FUNDING and ARTICLE 46 SALES TAX

	2014-15 Budget	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year	Years 6 to 10
		2015-16	2016-17	2017-18	2018-19	2019-20	Total	2019-24
CIP FUNDING SOURCES:								
Long Range Pay-As-You-Go Funds - Projects	2,275,138	2,275,138	2,309,265	2,343,904	2,379,063	2,414,749	11,722,118	12,628,047
Lottery Funds - Budgeted	828,944	835,626	835,626	835,626	835,626	835,626	4,178,130	4,178,130
TOTAL CIP FUNDING	3,104,082	3,110,764	3,144,891	3,179,530	3,214,689	3,250,375	15,900,248	16,806,177

OTHER FUNDING:

Article 46 Sales Tax - 1/4 Cent		865,482	878,464	891,641	905,016	918,591	4,459,194	4,803,815
Article 46 Sales Tax Projects as Follows:								
-Technology: Student Access Computing Devices		432,741	439,232	445,821	452,508	459,296	2,229,597	2,401,908
-Improvements at Older Schools:							-	2,401,907
Kitchen Equipment Replacements		93,010					93,010	
Walkways		100,000					100,000	
Culbreth: light fixture replacement program		239,731					239,731	
CHHS: Haynes Theater Audio/Lighting Systems			439,232				439,232	
ECHHS: Theater Audio/Lighting Systems				445,821			445,821	
District: light fixture replacement program					452,508	459,296	911,804	

CHAPEL HILL - CARRBORO CITY SCHOOLS
CAPITAL INVESTMENTS PLAN 2015 - 2025
UNFUNDED - New Schools and Expansions Needed for Increased Capacity

UNFUNDED NEW SCHOOLS and EXPANSIONS pg 1 of 1

PROJECTS:		10 YEAR UNFUNDED NEW SCHOOLS										TEN YEAR TOTAL
		Year 1 2015-16	Year 2 2016-17	Year 3 2017-18	Year 4 2018-19	Year 5 2019-20	Year 6 2020-21	Year 7 2021-22	Year 8 2022-23	Year 9 2023-24	Year 10 2024-25	
	OPENS:											
Lincoln Center - Pre K inc. capacity +189	Aug. 2018	750,000	2,141,700	10,924,200	2,249,100							16,065,000
Chapel Hill HS - inc. capacity +105	Aug. 2019	2,725,500	13,627,500	32,706,000	5,451,000							54,510,000
Ephesus - inc. capacity +137 (complete Pre-K before	Aug. 2020			777,000	3,885,000	9,324,000	1,554,000					15,540,000
Seawell - inc. capacity +119 (complete Ephesus before	Aug. 2022					787,000	3,935,000	9,444,000	1,574,000			15,740,000
Middle School #5 - inc. capacity +732	Aug. 2023						1,577,115	9,024,601	36,484,948	6,233,577		53,320,241
Phillips MS	Aug. 2024								480,500	2,402,500	6,727,000	9,610,000
Culbreth MS	Aug. 2024								357,500	1,787,500	5,005,000	7,150,000
Estes Hills - inc. capacity +58 (complete Seawell before	Aug. 2024							836,500	4,182,500	10,038,000	1,673,000	16,730,000
Carrboro Elm. - inc. capacity +52 (complete Estes before	Aug. 2024							680,000	3,400,000	8,160,000	1,360,000	13,600,000
FP Graham	Aug. 2024							510,000	2,550,000	6,120,000	1,020,000	10,200,000
Glenwood		700,000	500,000	500,000								1,700,000
TOTAL UNFUNDED PROJECTS		4,175,500	16,269,200	44,907,200	11,585,100	10,111,000	7,066,115	20,495,101	49,029,448	34,741,577	15,785,000	214,165,241

Notes:

- 1) Middle School #5 opening date is based on Nov. 15, 2014 enrollment SAPFO projections.
- 2) Middle School projections have been adjusted to account for 104 capacity increase at Culbreth MS as a result of the Science Classroom that opened in December 2014.
- 3) Nov. 15, 2014 SAPFO projections indicate the need for Elementary School #12 in 2023-24. Instead of building a new school, capacity would be increased in existing elementary schools.

FUNDED CAPITAL for Facilities (exc. Technology) Devoted to Other Schools

Pay As You Go	16,403,000
Article 46 Sales Tax	4,442,000
TOTAL CAPITAL	235,010,241

Note:

Based on current data, if elementary school capacities are increased by 555 as indicated above, the need for Elementary School #12 is estimated to be deferred until 2032-33

CHAPEL HILL - CARRBORO CITY SCHOOLS
CAPITAL INVESTMENTS PLAN 2015 - 2025
UNFUNDED - Major Projects

UNFUNDED MAJOR PROJECTS pg 1 of 3

PROJECTS:	10 YEAR UNFUNDED CAPITAL PROJECTS										TEN YEAR TOTAL
	Year 1 2015-16	Year 2 2016-17	Year 3 2017-18	Year 4 2018-19	Year 5 2019-20	Year 6 2020-21	Year 7 2021-22	Year 8 2022-23	Year 9 2023-24	Year 10 2024-25	
ADA Requirements											
Carboro Elm: Assessment Findings	437,320										437,320
Ephesus: Assessment Findings	146,000										146,000
Estes Hills: Assessment Findings	990,015										990,015
FPG: Assessment Findings	741,585										741,585
Glenwood: Assessment Findings	554,815										554,815
Seawell: Assessment Findings	594,880										594,880
Culbreth: Assessment Findings	971,100										971,100
Phillips: Assessment Findings	521,170										521,170
CHHS: Assessment Findings	1,253,460										1,253,460
Lincoln Center: Assessment Findings	170,000										170,000
Abatement Projects: Flooring replacements											
Carboro Elm: Assessment Findings	33,150										33,150
Ephesus: Assessment Findings	50,685										50,685
Estes Hills: Assessment Findings	400,196										400,196
FPG: Assessment Findings	3,000										3,000
Glenwood: Assessment Findings	348,219										348,219
Seawell: Assessment Findings	33,790										33,790
Culbreth: Assessment Findings	220,891										220,891
Phillips: Assessment Findings	793,050										793,050
CHHS: Assessment Findings	458,520										458,520
Lincoln Center: Assessment Findings	184,820										184,820
Athletic Facilities:											
CarboroHS: Stadium Visitor Bleachers					450,000						450,000
CarboroHS: Stadium Synthetic Field							1,250,000				1,250,000
CHHS: Stadium Visitor Bleachers					250,000						250,000
CHHS: Stadium Synthetic Field							1,250,000				1,250,000
CHHS: Soccer Field Improvements		250,000									250,000
CHHS: Athletic Fields			150,000								150,000
CHHS: Baseball Field Bathroom/Concession Bld							750,000				750,000
ECHHS: Stadium Synthetic Field							1,250,000				1,250,000
CHHS/ECHHS: Major Athletic Field Repairs				250,000							250,000
ECHHS: Stadium Visitor Bleachers					250,000						250,000
Carboro Elementary: Multi purpose field			125,000								125,000
Scroggs: Athletic Field				150,000							150,000
McDougle Mdi: Tennis Courts			500,000								500,000
Playfields(10): Provide Potable Water		150,000									150,000
Classroom/Interior Improvements:											
Carboro Elm: Assessment Findings	695,825										695,825
Ephesus: Assessment Findings	533,533										533,533
Estes Hills: Assessment Findings	761,535										761,535
FPG: Assessment Findings	524,810										524,810
Glenwood: Assessment Findings	828,099										828,099
Seawell: Assessment Findings	237,348										237,348
Culbreth: Assessment Findings	1,169,143										1,169,143
Phillips: Assessment Findings	2,038,725										2,038,725
CHHS: Assessment Findings	2,722,018										2,722,018
Lincoln Center: Assessment Findings	895,427										895,427
McDougle: Gymnasium Audio System				50,000							50,000
McDougle: Library carpet		45,000									45,000
McDougleMS: Casework									400,000		400,000
Smith: Cafeteria Sound Panels	50,000										50,000
ECHHS: Theater Lighting and Sound upgrade				375,000							375,000

UNFUNDED MAJOR PROJECTS pg 2 of 3

PROJECTS:	10 YEAR UNFUNDED CAPITAL PROJECTS										TEN YEAR TOTAL
	Year 1 2015-16	Year 2 2016-17	Year 3 2017-18	Year 4 2018-19	Year 5 2019-20	Year 6 2020-21	Year 7 2021-22	Year 8 2022-23	Year 9 2023-24	Year 10 2024-25	
Doors/Hardware/Canopies							100,000	100,000	100,000	100,000	400,000
Scroggs: Canopies-Mobile Units, other areas				175,000							175,000
Estes Hills: Expand Canopy			75,000								75,000
Ephesus: Canopy at Kiss and Go					125,000						125,000
FPG: Canopy at Bus Drop Off		95,000									95,000
Glenwood: Canopy at Kiss and Go				150,000							150,000
Scroggs: Canopy at Mobiles and Bus Drop Off					150,000						150,000
Exterior Improvements: Windows, Doors,											
Carboro Elm: Assessment Findings	141,102										141,102
Ephesus: Assessment Findings	104,416										104,416
Estes Hills: Assessment Findings	151,870										151,870
FPG: Assessment Findings	465,400										465,400
Glenwood: Assessment Findings	422,630										422,630
Seawell: Assessment Findings	366,470										366,470
Culbreth: Assessment Findings	45,367										45,367
Phillips: Assessment Findings	57,250										57,250
CHHS: Assessment Findings	380,610										380,610
Lincoln Center: Assessment Findings	65,845										65,845
Fire and Safety Systems											
System Upgrades for McDs, ECHHS, Scroggs, Smith, Rashkis			150,000			125,000		100,000		125,000	500,000
Mechanical Systems:											
Carboro Elm: Assessment Findings	1,401,650										1,401,650
Ephesus: Assessment Findings	2,172,471										2,172,471
Estes Hills: Assessment Findings	1,099,246										1,099,246
FPG: Assessment Findings	1,802,924										1,802,924
Glenwood: Assessment Findings	1,250,481										1,250,481
Seawell: Assessment Findings	1,047,771										1,047,771
Culbreth: Assessment Findings	2,789,536										2,789,536
Phillips: Assessment Findings	1,819,654										1,819,654
CHHS: Assessment Findings	6,114,507										6,114,507
Rashkis: Chillers and Cooling Towers										450,000	450,000
Scroggs: Chiller and Cooling Tower						500,000					500,000
Smith: 2 Chillers replaced								250,000			250,000
ECHHS: HVAC conversion to Digital						350,000					350,000
Site Improvements:Paving/Parking/Driveways/Stormwater Mgt.											
Carboro Elm: Assessment Findings	1,229,345										1,229,345
Ephesus: Assessment Findings	191,458										191,458
Estes Hills: Assessment Findings	825,825										825,825
FPG: Assessment Findings	648,375										648,375
Glenwood: Assessment Findings	480,025										480,025
Seawell: Assessment Findings	501,215										501,215
Culbreth: Assessment Findings	892,614										892,614
Phillips: Assessment Findings	1,434,680										1,434,680
CHHS: Assessment Findings	822,650										822,650
Lincoln Center: Assessment Findings	353,113										353,113
District: Playground Equipment Replacement		50,000		50,000		50,000		50,000			200,000

UNFUNDED MAJOR PROJECTS pg 3 of 3

PROJECTS:	10 YEAR UNFUNDED CAPITAL PROJECTS										TEN YEAR TOTAL
	Year 1 2015-16	Year 2 2016-17	Year 3 2017-18	Year 4 2018-19	Year 5 2019-20	Year 6 2020-21	Year 7 2021-22	Year 8 2022-23	Year 9 2023-24	Year 10 2024-25	
Rental Space - Administrative	75,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	1,290,000
Roofing and Waterproofing											
Rashkis: Repairs and seals (20 years)										1,500,000	1,500,000
Scroggs: repairs and seals (20 years)						750,000					750,000
Smith: repairs and seals (15 years)		1,700,000									1,700,000
ECHHS: repairs and seals (20 years)			1,500,000								1,500,000
Technology											
1:1 Student Laptop Initiative	2,061,717	1,972,529	2,437,719	1,948,087	1,303,503	1,909,377	2,373,819	1,882,239	1,528,651	1,218,359	18,636,000
Equity & Modernizing Classroom Instructional Technology	492,000	492,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,784,000
Building Additions											
McDougle Middle School: Auditorium		400,000	3,909,138	325,000							4,634,138
TOTAL UNFUNDED MAINTENANCE PROJECTS	51,070,346	5,289,529	9,081,857	3,708,087	2,638,503	4,044,377	3,458,819	6,367,239	2,263,651	3,628,359	91,550,767

NOTES:

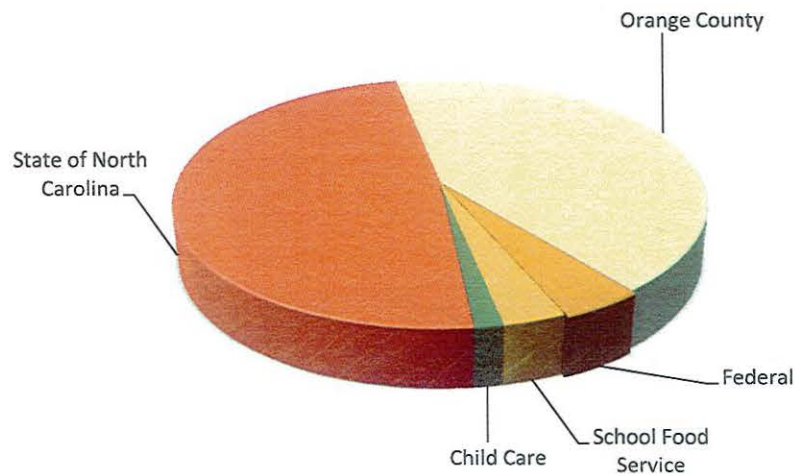
- 1) Only Level 1 recommendations from the Facilities Assessment report have been included in the Unfunded list and approximately 7,000,000 of these findings have been deducted because they are included in the 10 year F
- 2) All findings from the Facility Assessment are listed in Year 1 until a comprehensive financial plan is developed.

STATISTICAL PROFILE

Financial Perspective

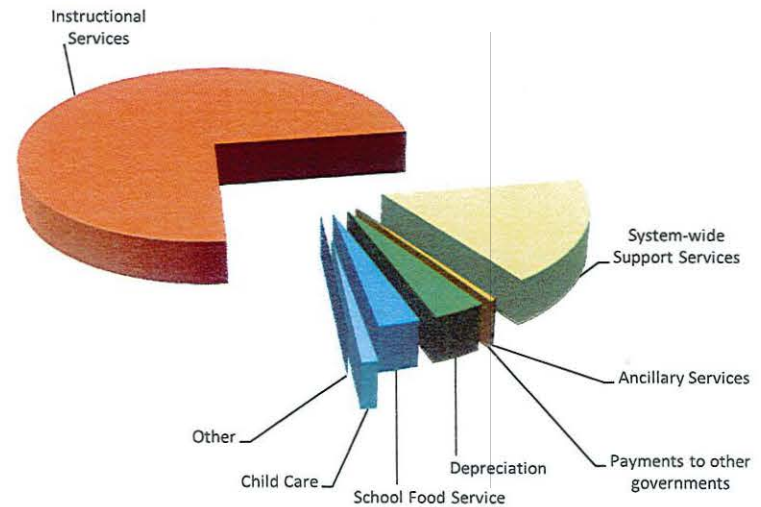
Governmental and Business-type Activities for Fiscal Year 2013-2014

Revenue Sources



State of North Carolina	\$ 58,878,531
Orange County	51,422,939
Federal	5,178,736
School Food Service	3,898,493
Child Care	1,838,115
Other	27,143,795
Total	\$ 148,360,609

Expenses



Instructional Services	\$ 109,586,544
System-wide Support Services	26,114,404
Ancillary Services	90,470
Payments to other governments	649,613
Depreciation	5,358,748
School Food Service	4,265,306
Child Care	1,629,050
Other	32,455
Total	\$ 147,726,590

Source: Chapel Hill-Carrboro City Board of Education, North Carolina, Annual Financial Report for the year ended June 30, 2014.

CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION

Net Position by Component

Last Ten Fiscal Years

Year Ended June 30	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Governmental activities:										
Net investment in capital assets	\$ 115,208,636	\$ 126,102,764	\$ 143,000,072	\$ 163,483,300	\$ 166,983,429	\$ 163,949,217	\$ 163,961,928	\$ 165,245,825	\$ 180,562,451	\$ 182,769,201
Restricted	838,723	820,219	828,491	880,818	899,663	1,496,810	3,023,739	3,403,894	2,943,181	3,733,701
Unrestricted (deficit)	(2,263,039)	(653,029)	387,063	162,415	41,399	1,790,409	4,081,358	3,355,228	(1,507,943)	(4,026,196)
	<u>\$ 113,784,320</u>	<u>\$ 126,269,954</u>	<u>\$ 144,215,626</u>	<u>\$ 164,526,533</u>	<u>\$ 167,924,491</u>	<u>\$ 167,236,436</u>	<u>\$ 171,067,025</u>	<u>\$ 172,004,947</u>	<u>\$ 181,997,689</u>	<u>\$ 182,476,706</u>
Business-type activities:										
Investment in capital assets	\$ 131,180	\$ 89,007	\$ 47,546	\$ 12,508	\$ 17,486	\$ 42,980	\$ 351,474	\$ 340,873	\$ 329,853	\$ 595,469
Unrestricted (deficit)	(170,427)	267,329	108,657	41,283	96,627	282,203	203,985	336,611	363,478	252,864
	<u>\$ (39,247)</u>	<u>\$ 356,336</u>	<u>\$ 156,203</u>	<u>\$ 53,791</u>	<u>\$ 114,113</u>	<u>\$ 325,183</u>	<u>\$ 555,459</u>	<u>\$ 677,484</u>	<u>\$ 693,331</u>	<u>\$ 848,333</u>
Government-wide:										
Net investment in capital assets	\$ 115,339,816	\$ 126,191,771	\$ 143,047,618	\$ 163,495,808	\$ 167,000,915	\$ 163,992,197	\$ 164,313,402	\$ 165,586,698	\$ 180,892,304	\$ 183,364,670
Restricted	838,723	820,219	828,491	880,818	899,663	1,496,810	3,023,739	3,403,894	2,943,181	3,733,701
Unrestricted (deficit)	(2,433,466)	(385,700)	495,720	203,698	138,026	2,072,612	4,285,343	3,691,839	(1,144,465)	(3,773,332)
	<u>\$ 113,745,073</u>	<u>\$ 126,626,290</u>	<u>\$ 144,371,829</u>	<u>\$ 164,580,324</u>	<u>\$ 168,038,604</u>	<u>\$ 167,561,619</u>	<u>\$ 171,622,484</u>	<u>\$ 172,682,431</u>	<u>\$ 182,691,020</u>	<u>\$ 183,325,039</u>

Source: Chapel Hill-Carrboro City Board of Education, North Carolina, Annual Financial Reports.

CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION

Changes in Net Position Last Ten Fiscal Years

Year Ended June 30	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Expenses:										
Governmental Activities:										
Instructional services	\$ 76,145,391	\$ 78,719,653	\$ 86,739,513	\$ 100,952,549	\$ 107,177,216	\$ 102,658,017	\$ 103,809,475	\$ 104,948,573	\$ 109,512,140	\$ 109,586,544
System-wide support services	25,583,561	25,141,611	27,399,783	21,027,599	22,067,945	23,000,808	22,689,231	23,529,956	26,104,923	26,114,404
Ancillary services	314,160	478,600	622,045	50,456	3,826	34,044	237,408	136,883	106,706	90,470
Payments to other governments	254,972	301,204	418,143	463,074	416,950	492,838	575,187	527,076	508,313	649,613
Interest on long-term debt	-	-	4,349	51,977	39,912	31,171	16,154	675	20,142	32,455
Unallocated depreciation expense	3,153,570	3,704,445	3,792,816	3,914,010	4,000,727	5,470,036	5,657,984	5,757,524	6,284,193	5,358,748
Total governmental activities	105,451,654	108,345,513	118,976,649	126,459,665	133,706,576	131,686,914	132,985,439	134,900,687	142,536,417	141,832,234
Business-type activities:										
School food service	3,196,780	3,373,744	3,870,536	4,225,769	4,076,671	4,218,982	3,957,877	4,009,913	4,174,046	4,265,306
Child Care	1,471,514	1,581,550	1,718,892	1,704,503	1,704,113	1,616,225	1,522,392	1,484,031	1,591,053	1,629,050
Total business-type activities	4,668,294	4,955,294	5,589,428	5,930,272	5,780,784	5,835,207	5,480,269	5,493,944	5,765,099	5,894,356
Total government-wide	\$ 110,119,948	\$ 113,300,807	\$ 124,566,077	\$ 132,389,937	\$ 139,487,360	\$ 137,522,121	\$ 138,465,708	\$ 140,394,631	\$ 148,301,516	\$ 147,726,590
Program Revenues:										
Governmental activities:										
Charges for services:										
Co-curricular	\$ 2,238,301	\$ 2,145,681	\$ 2,414,520	\$ -	\$ 2,739,392	\$ 2,665,694	\$ 2,655,827	\$ 2,712,319	\$ 2,900,197	\$ 2,626,915
Operational support	377,646	390,412	387,696	286,919	484,614	491,528	470,487	515,397	494,505	725,262
Operating grants and contributions	53,677,352	55,522,004	60,147,393	67,633,175	66,801,813	65,677,147	67,177,842	64,339,584	64,250,067	63,995,592
Capital grants and contributions	842,199	659,835	370,572	425,185	290,592	129,328	157,678	39,470	162,818	61,675
Total governmental activities	57,135,498	58,717,932	63,320,181	68,345,279	70,316,411	68,963,687	70,461,834	67,606,770	67,807,587	67,409,444
Business-type activities:										
Charges for services:										
School food service	1,673,683	1,816,782	1,990,981	2,017,352	2,012,280	1,913,553	1,913,273	1,861,576	1,785,164	1,720,720
Child care	1,492,568	1,703,659	1,703,572	1,660,945	1,820,931	1,837,025	1,645,250	1,749,274	1,872,606	1,838,115
Operating grants and contributions	1,095,463	1,252,370	1,539,327	1,737,831	1,595,932	1,685,927	1,648,292	1,863,465	2,055,701	2,177,773
Capital grants and contributions	-	-	-	-	-	31,955	-	-	-	-
Total business-type activities	4,261,714	4,772,811	5,233,880	5,416,128	5,429,143	5,468,460	5,206,815	5,474,315	5,713,471	5,736,608
Total government-wide	\$ 61,397,212	\$ 63,490,743	\$ 68,554,061	\$ 73,761,407	\$ 75,745,554	\$ 74,432,147	\$ 75,668,649	\$ 73,081,085	\$ 73,521,058	\$ 73,146,052
Net (Expense)/Revenue										
Governmental activities	\$ (48,316,156)	\$ (49,627,581)	\$ (55,656,468)	\$ (58,114,386)	\$ (63,390,165)	\$ (62,723,227)	\$ (62,523,605)	\$ (67,293,917)	\$ (74,728,830)	\$ (74,422,790)
Business-type activities	(406,580)	(182,483)	(355,548)	(514,144)	(351,641)	(366,747)	(273,454)	(19,629)	(51,628)	(157,748)
Total government-wide	\$ (48,722,736)	\$ (49,810,064)	\$ (56,012,016)	\$ (58,628,530)	\$ (63,741,806)	\$ (63,089,974)	\$ (62,797,059)	\$ (67,313,546)	\$ (74,780,458)	\$ (74,580,538)

CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION

Changes in Net Position (Continued) Last Ten Fiscal Years

Year Ended June 30	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
General Revenues and Other Changes in Net Position										
Governmental activities:										
Unrestricted county and city appropriations - operating	\$ 28,816,278	\$ 30,372,967	\$ 33,121,358	\$ 34,935,883	\$ 56,849,123	\$ 55,862,017	\$ 56,318,539	\$ 56,321,027	\$ 58,563,905	\$ 62,845,255
Unrestricted county appropriations - capital	5,664,955	16,865,918	24,015,067	25,561,903	9,171,128	5,845,381	8,615,211	10,115,516	24,379,684	10,909,841
Investment earnings, unrestricted	99,843	259,385	425,481	450,995	248,970	113,561	102,977	86,429	42,140	38,313
Miscellaneous, unrestricted	14,383,675	15,193,011	16,162,234	17,862,689	925,786	791,405	1,817,484	1,850,521	1,803,318	1,421,148
Transfers	(206,234)	(578,066)	(122,000)	(386,177)	(406,883)	(577,192)	(500,017)	(141,654)	(67,475)	(312,750)
Total governmental activities	48,758,517	62,113,215	73,602,140	78,425,293	66,788,124	62,035,172	66,354,194	68,231,839	84,721,572	74,901,807
Business-type activities:										
Investment earnings, unrestricted	-	-	-	25,555	5,079	625	3,713	-	-	-
Miscellaneous, unrestricted	-	-	33,415	-	-	-	-	-	-	-
Transfers	206,234	578,066	122,000	386,177	406,883	577,192	500,017	141,654	67,475	312,750
Total business-type activities	206,234	578,066	155,415	411,732	411,962	577,817	503,730	141,654	67,475	312,750
Total government-wide	\$ 48,964,751	\$ 62,691,281	\$ 73,757,555	\$ 78,837,025	\$ 67,200,086	\$ 62,612,989	\$ 66,857,924	\$ 68,373,493	\$ 84,789,047	\$ 75,214,557
Change in Net Position										
Governmental activities	\$ 442,361	\$ 12,485,634	\$ 17,945,672	\$ 20,310,907	\$ 3,397,959	\$ (688,055)	\$ 3,830,589	\$ 937,922	\$ 9,992,742	\$ 479,017
Business-type activities	(200,346)	395,583	(200,133)	(102,412)	60,321	211,070	230,276	122,025	15,847	155,002
Total government-wide	\$ 242,015	\$ 12,881,217	\$ 17,745,539	\$ 20,208,495	\$ 3,458,280	\$ (476,985)	\$ 4,060,865	\$ 1,059,947	\$ 10,008,589	\$ 634,019

Source: Chapel Hill-Carrboro City Board of Education, North Carolina, Annual Financial Reports.

Note: Expenses for 2007 and before are not comparable to 2008 (and after) expenses due to a change in the Uniform Chart of Accounts required to be used by all Local Education Agencies in North Carolina.

Chapel Hill-Carrboro City Board of Education
Governmental Funds
Changes in Fund Balances
Last Ten Fiscal Years

Year Ended June 30	2005	2006	2007	2008	2009
Revenues					
State of North Carolina	\$ 49,564,687	\$ 51,235,505	\$ 55,717,793	\$ 59,630,771	\$ 60,922,569
Orange County	34,481,233	47,238,885	57,136,424	60,497,786	47,036,977
U.S. Government	4,954,864	4,946,334	4,800,173	5,293,013	5,726,314
Other	17,253,167	18,154,810	19,541,912	21,863,500	23,959,296
Total revenues	106,253,951	121,575,534	137,196,302	147,285,070	137,645,156
Expenditures					
Instructional services	76,114,340	78,231,187	86,185,395	101,462,067	106,935,971
System-wide support services	21,628,707	22,607,917	23,611,655	18,627,203	19,848,927
Ancillary services	314,160	478,600	665,695	50,456	46,025
Non-programmed charges	-	467,526	526,474	591,395	579,216
Debt service - principal	797,250	388,575	410,122	463,568	629,600
Debt service - interest	-	-	-	52,378	44,450
Capital outlay	6,069,782	16,595,509	25,699,612	26,649,049	9,150,703
Total expenditures	104,924,239	118,769,314	137,098,953	147,896,116	137,234,892
Revenues over (under) expenditures	1,329,712	2,806,220	97,349	(611,046)	410,264
Other financing sources (uses)					
Transfers from (to) other funds	(206,234)	(578,066)	(122,000)	(386,177)	(398,639)
Installment purchase obligations	302,880	-	1,791,417	209,328	387,981
	96,646	(578,066)	1,669,417	(176,849)	(10,658)
Net change in fund balances	\$ 1,426,358	\$ 2,228,154	\$ 1,766,766	\$ (787,895)	\$ (10,658)
Ratio of debt service to non-capital expenditures	0.81%	0.38%	0.37%	0.43%	0.53%
Year Ended June 30	2010	2011	2012	2013	2014
Revenues					
State of North Carolina	\$ 55,475,547	\$ 55,543,828	\$ 58,808,280	\$ 58,911,178	\$ 58,878,531
Orange County	42,643,077	45,703,931	46,915,324	63,241,889	51,422,939
U.S. Government	9,864,399	11,791,692	5,570,774	5,501,707	5,178,736
Other	23,474,646	24,551,625	24,885,251	25,157,529	27,375,623
Total revenues	131,457,669	137,591,076	136,179,629	152,812,303	142,855,829
Expenditures					
Instructional services	102,689,608	103,771,701	105,428,842	108,523,623	108,971,020
System-wide support services	19,658,874	20,087,800	20,327,573	22,260,008	22,987,200
Ancillary services	34,044	237,408	136,883	106,706	90,470
Non-programmed charges	753,318	762,551	638,776	636,315	793,774
Debt service - principal	480,592	700,922	98,292	435,540	322,084
Debt service - interest	31,171	16,154	675	20,142	32,455
Capital outlay	5,118,725	8,071,720	10,097,491	26,258,936	10,409,996
Total expenditures	128,766,332	133,648,256	136,728,532	158,241,270	143,606,999
Revenues over (under) expenditures	2,691,337	3,942,820	(618,903)	(5,428,967)	(751,170)
Other financing sources (uses)					
Transfers from other funds	-	182,811	896,939	850,425	293,373
Transfers to other funds	(577,192)	-	(1,004,309)	(880,273)	(302,039)
Installment purchase obligations	-	-	-	1,608,547	-
Total other financing sources (uses)	(577,192)	182,811	(107,370)	1,578,699	(8,666)
Net change in fund balances	\$ 2,114,145	\$ 4,125,631	\$ (726,273)	\$ (3,850,268)	\$ (759,836)
Ratio of debt service to non-capital expenditures	0.42%	0.57%	0.08%	0.35%	0.27%

Source: Chapel Hill-Carrboro City Board of Education, North Carolina, Annual Financial Reports.

Note: Expenses for 2007 and before are not comparable to 2008 (and after) expenses due to a change in the Uniform Chart of Accounts required to be used by all Local Education Agencies in North Carolina.

CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION

Governmental Funds

Fund Balances

Last Ten Fiscal Years

Year Ended June 30	2005	2006	2007	2008	2009
General Fund					
Reserved	\$ 431,966	\$ 605,293	\$ 1,173,547	\$ 1,210,499	\$ 1,569,752
Unreserved	3,195,773	4,954,863	5,640,941	4,333,818	5,160,768
Total General Fund	\$ 3,627,739	\$ 5,560,156	\$ 6,814,488	\$ 5,544,317	\$ 6,730,520
All Other Governmental Funds					
Reserved	\$ 855,811	\$ 431,875	\$ 5,622,675	\$ 3,647,263	\$ 605,816
Unreserved (deficit), reported in					
Special Revenue Funds	838,723	818,723	828,491	880,818	899,663
Capital Projects Fund	(1,623,348)	(885,171)	(5,573,306)	(3,167,944)	(480,904)
Total all other governmental funds	\$ 71,186	\$ 365,427	\$ 877,860	\$ 1,360,137	\$ 1,024,575
Year Ended June 30	2010	2011	2012	2013	2014
General Fund					
Reserved	\$ 1,034,519	\$ -	\$ -	\$ -	\$ -
Unreserved	7,135,658	-	-	-	-
Nonspendable	-	1,080,333	972,818	941,271	1,120,202
Restricted	-	443,625	528,824	758,515	1,131,274
Assigned	-	3,652,913	3,222,913	3,222,913	1,000,000
Unassigned	-	6,675,445	6,123,908	2,841,362	3,458,330
Total General Fund	\$ 8,170,177	\$ 11,852,316	\$ 10,848,463	\$ 7,764,061	\$ 6,709,806
All Other Governmental Funds:					
Reserved	\$ 1,226,320	\$ -	\$ -	\$ -	\$ -
Unreserved (deficit), reported in					
Special Revenue Funds	875,082	-	-	-	-
Capital Projects Fund	(402,339)	-	-	-	-
Nonspendable	-	-	425	-	-
Restricted	-	2,580,114	2,875,070	2,184,666	2,602,427
Assigned, reported in					
Special Revenue Funds	-	28,970	11,169	-	-
Unassigned, reported in					
Special Revenue Funds	-	-	-	(63,868)	(187,210)
Total all other governmental funds	\$ 1,699,063	\$ 2,609,084	\$ 2,886,664	\$ 2,120,798	\$ 2,415,217

Source: Chapel Hill-Carrboro City Board of Education, North Carolina, Annual Financial Reports.

Note: Fund balances for 2010 and before are not comparable to 2011 (and after) fund balances due to the implementation of GASB 54 for the year ended June 30, 2011. The standard replaces the previous reserved and unreserved fund balance categories with the following five fund balance classifications: nonspendable, restricted, committed, assigned, and unassigned fund balance.

CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION

Proprietary Fund - Food Service Operations

Expenses by Category

Last Ten Fiscal Years

Expressed in Nominal Dollars										
Year ended June 30	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Purchased Food	\$ 1,311,961	\$ 1,291,420	\$ 1,302,493	\$ 1,466,999	\$ 1,599,210	\$ 1,658,249	\$ 26,124	\$ -	\$ -	\$ -
Salaries and Benefits	1,424,904	1,385,297	1,382,146	1,528,029	1,519,284	1,441,004	1,482,891	1,284,983	1,211,722	1,191,652
Other	705,132	900,887	1,185,897	1,230,741	1,124,426	1,375,225	2,665,169	2,867,543	3,099,171	3,227,685
Totals	\$ 3,441,997	\$ 3,577,604	\$ 3,870,536	\$ 4,225,769	\$ 4,242,920	\$ 4,474,478	\$ 4,174,184	\$ 4,152,526	\$ 4,310,893	\$ 4,419,337

Expressed in Constant Dollars										
Year ended June 30	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Purchased Food	\$ 674,530	\$ 636,481	\$ 625,141	\$ 670,429	\$ 741,429	\$ 760,787	\$ 11,574	\$ -	\$ -	\$ -
Salaries and Benefits	732,598	682,749	663,371	698,320	704,373	661,117	656,955	559,959	518,930	499,974
Other	362,536	444,005	569,180	562,457	521,309	630,938	1,180,731	1,249,594	1,327,245	1,354,219
Totals	\$ 1,769,664	\$ 1,763,235	\$ 1,857,692	\$ 1,931,206	\$ 1,967,111	\$ 2,052,842	\$ 1,849,260	\$ 1,809,553	\$ 1,846,175	\$ 1,854,193

Nominal dollars reflect actual dollars of the period of the transaction. Constant dollars reflect dollars having a constant general purchasing power as shown by the Consumer Price Index for All Urban Consumers (CPI-U) (Calendar years 1982-1984 = 100).

CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION

Proprietary Fund - Food Service Operations

Revenues by Source

Last Ten Fiscal Years

Expressed in Nominal Dollars										
Year ended June 30	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Food Sales	\$1,676,680	\$1,816,782	\$1,990,981	\$2,017,352	\$2,012,284	\$1,913,553	\$1,913,273	\$1,861,576	\$1,785,164	\$1,720,720
Federal Reimbursements	986,446	1,042,779	1,097,491	1,215,885	1,402,498	1,386,853	1,489,132	1,697,467	1,863,739	1,918,154
Federal Commodities	109,017	129,094	146,978	170,504	193,434	299,074	159,160	161,631	187,786	234,534
Other	245,217	261,951	294,858	351,442	166,249	255,466	216,307	142,613	174,474	174,031
State/Local Reimbursements	206,234	578,066	122,000	386,177	505,161	668,556	248,848	270,470	236,610	257,124
Totals	\$3,223,594	\$3,828,672	\$3,652,308	\$4,141,360	\$4,279,626	\$4,523,502	\$4,026,720	\$4,133,757	\$4,247,773	\$4,304,563

Expressed in Constant Dollars										
Year ended June 30	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Food Sales	\$ 862,046	\$ 895,408	\$ 955,585	\$ 921,944	\$ 932,939	\$ 877,918	\$ 847,624	\$ 811,222	\$ 764,511	\$ 721,951
Federal Reimbursements	507,170	513,937	526,748	555,668	650,229	636,273	659,719	739,708	798,161	804,787
Federal Commodities	56,050	63,624	70,543	77,922	89,680	137,212	70,512	70,434	80,421	98,402
Other	126,076	129,103	141,519	160,611	77,077	117,205	95,829	62,147	74,720	73,017
State/Local Reimbursements	106,033	284,902	58,555	176,486	234,204	306,726	110,245	117,863	101,330	107,880
Totals	\$1,657,375	\$1,886,974	\$1,752,950	\$1,892,631	\$1,984,129	\$2,075,334	\$1,688,100	\$1,739,227	\$1,744,423	\$1,733,020

Source: Chapel Hill-Carrboro City Board of Education, North Carolina, Annual Financial Reports.

Other revenue includes interest earned, gain on disposal of fixed assets, indirect costs not paid, and other revenue.

Nominal dollars reflect actual dollars of the period of the transaction. Constant dollars reflect dollars having a constant general purchasing power as shown by the Consumer Price Index for All Urban Consumers (CPI-U) (Calendar years 1982-1984 = 100).

CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION

Average Daily Membership

Last Ten Fiscal Years



CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION**Student Statistics
Last Ten Fiscal Years**

Year Ended June 30	Teaching Staff ⁽³⁾	Average Daily Membership	Pupil/ Teacher Ratio	Student Attendance Percentage ⁽¹⁾	Students Receiving Free/ Reduced Lunch Percentage ⁽²⁾
2014	894	12,166	1/14	96.46%	23.95%
2013	935	12,094	1/13	95.80%	27.09%
2012	993	11,905	1/12	96.00%	23.40%
2011	903	11,629	1/13	96.03%	22.15%
2010	892	11,504	1/13	96.01%	20.30%
2009	876	11,614	1/13	95.95%	20.70%
2008	897	11,395	1/13	95.84%	21.10%
2007	882	11,060	1/13	95.76%	21.00%
2006	873	10,973	1/13	96.08%	16.00%
2005	862	10,705	1/12	96.24%	14.30%

Sources:

(1) NC Department of Public Instruction Average Daily Attendance(ADA): Average Daily Membership(ADM) Ratio Reports

(2) NC Department of Public Instruction Free & Reduced Meals Application Data Reports. Information for 2014 obtained from Chapel Hill-Carrboro City Board of Education Student Data.

(3) North Carolina Public Schools Statistical Profile (2005-2014 Editions).

CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION

Operational Expenditures Per Pupil Expenditures by Function Last Ten Fiscal Years

EXPRESSED IN NOMINAL DOLLARS					
Year Ended June 30	2005	2006	2007	2008	2009
Average Daily Membership	10,705	10,973	11,060	11,395	11,614
Instructional	\$ 7,113	\$ 7,174	\$ 7,843	\$ 8,859	\$ 9,228
Support	2,390	2,291	2,477	1,845	1,900
Ancillary	29	44	56	4	-
Total Expenditures	\$ 9,532	\$ 9,509	\$ 10,376	\$ 10,708	\$ 11,128
EXPRESSED IN NOMINAL DOLLARS					
Year Ended June 30	2010	2011	2012	2013	2014
Average Daily Membership	11,504	11,629	11,905	12,094	12,166
Instructional	\$ 8,924	\$ 8,927	\$ 8,816	\$ 9,055	\$ 9,008
Support	1,999	1,951	1,976	2,159	2,147
Ancillary	3	20	11	9	7
Total Expenditures	\$ 10,926	\$ 10,898	\$ 10,803	\$ 11,223	\$ 11,162

EXPRESSED IN CONSTANT DOLLARS					
Year Ended June 30	2005	2006	2007	2008	2009
Instructional	\$ 3,657	\$ 3,536	\$ 3,764	\$ 4,049	\$ 4,278
Support	1,229	1,129	1,189	843	881
Ancillary	15	22	27	2	-
Total Expenditures	\$ 4,901	\$ 4,687	\$ 4,980	\$ 4,894	\$ 5,159
EXPRESSED IN CONSTANT DOLLARS					
Year Ended June 30	2010	2011	2012	2013	2014
Instructional	\$ 4,094	\$ 3,955	\$ 3,842	\$ 3,878	\$ 3,779
Support	917	864	861	925	901
Ancillary	1	9	5	4	3
Total Expenditures	\$ 5,012	\$ 4,828	\$ 4,708	\$ 4,807	\$ 4,683

Source: Chapel Hill-Carrboro City Board of Education, North Carolina, Annual Financial Reports.

The above operational expenditures per pupil include all governmental funds.

Note: Nominal dollars reflect actual dollars of the period of the transaction. Constant dollars reflect dollars having a constant general purchasing power as shown by the Consumer Price Index for All Urban Consumers (CPI-U) (Calendar years 1982-1984=100).

Note: Expenses for 2007 and before are not comparable to 2008 (and after) expenses due to a change in the Uniform Chart of Accounts required to be used by all Local Education Agencies in North Carolina.

CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION

Full-Time Equivalent Governmental Employees by Function/Program Last Ten Fiscal Years

Year ended June 30	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Officials, Admins, Mgrs	19	16	17	16	20	21	21	38	24	28
Principals	16	16	17	17	18	19	19	19	22	22
Asst. Principals, Non-Teaching	20	20	20	19	23	22	23	23	22	18
Total Administrators	55	52	54	52	61	62	63	80	68	68
Elementary Teachers	212	228	426	439	434	431	431	459	415	408
Secondary Teachers	383	372	205	209	206	204	206	261	144	142
Other Teachers	267	273	251	249	236	257	266	273	376	344
Total Teachers	862	873	882	897	876	892	903	993	935	894
Guidance	28	33	40	39	37	39	39	39	44	39
Psychological	9	9	8	9	11	9	9	9	8	7
Librarian, Audio Visual	27	15	30	14	18	32	32	32	33	32
Consultant, Supervisory	14	13	16	20	28	15	15	15	17	15
Other Professionals	82	87	108	85	94	126	126	127	149	157
Total Professionals	1,077	1,082	1,138	1,116	1,125	1,175	1,187	1,295	1,254	1,212
Teacher Assistants	324	331	361	347	350	356	356	359	359	397
Technicians	32	21	12	45	23	28	28	26	13	14
Clerical, Secretarial	82	93	100	112	110	114	114	155	104	109
Service Workers	86	137	152	177	132	115	115	119	104	117
Skilled Crafts	25	22	23	-	27	26	26	26	27	31
Totals	1,626	1,686	1,786	1,797	1,767	1,814	1,826	1,980	1,861	1,880

Source: North Carolina Public Schools Statistical Profile (2005-2014 Editions)

CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION

School Building Data

June 30, 2014

Site	Year Built	Square Footage	Capacity	Current Membership	Over/(Under) Capacity	Condition
<u>ELEMENTARY SCHOOLS</u>						
Carrboro Elementary	1957	61,562	533	459	(74)	Good
Ephesus Elementary	1972	73,096	448	422	(26)	Good
Estes Hills Elementary	1958	57,029	527	502	(25)	Good
FP Graham Elementary	1960	68,513	538	482	(56)	Good
Glenwood Elementary	1952	54,412	423	529	106	Good
McDougle Elementary	1996	99,920	564	499	(65)	Very Good
Morris Grove Elementary	2008	90,221	585	559	(26)	Excellent
Northside Elementary	2013	97,423	585	498	(87)	Excellent
Rashkis Elementary	2003	95,729	585	499	(86)	Excellent
Mary Scroggs Elementary	1999	92,900	575	561	(14)	Very Good
Seawell Elementary	1969	58,629	466	538	72	Good
<u>MIDDLE SCHOOLS</u>						
Culbreth Middle	1969	108,058	670	692	22	Good
McDougle Middle	1994	138,141	732	709	(23)	Very Good
Phillips Middle	1962	109,498	706	664	(42)	Good
Smith Middle	2001	136,054	732	790	58	Excellent
<u>HIGH SCHOOLS</u>						
Carrboro High School	2007	148,023	800	891	91	Excellent
Chapel Hill High	1966	254,551	1,520	1,401	(119)	Good
East Chapel Hill High	1996	267,549	1,515	1,384	(131)	Very Good
UNC Hospital School (School is a part of the UNC Hospitals Facilities)				43		
Phoenix Academy (Alternative School is a part of Lincoln)				30		
<u>ADMINISTRATIVE OFFICES</u>						
Transportation Center		5,089				
Lincoln Center		72,932				

APPENDIX

**Chapel Hill- Carrboro Schools
Allotment Formula – 2015-2016**

POSITION	ELEMENTARY	MIDDLE	HIGH SCHOOL	Proposed Changes TBD
Principal	1 for 12 months	1 for 12 months	1 @ 12 months	
Assistant Principal	1 for 12 months	1 for 12 months	1: up to 600 ADM 2: 601- 1250 ADM 3: 1251 -1750 ADM 4: 1751- 2250 ADM all @12 months	
Classroom teachers				
Kindergarten-Third	1:21 ADM			
Fourth- Fifth	1:28 ADM			1:26 ADM
Core subjects		1: 120 ADM (teaching 5 classes at 1:24)	1:140 ADM (5 sections at 1:28)	1:30 ADM @ High School
Mathematics			1: 120 ADM (teaching five 1:24)	
Vocational/ CTE		Dictated by the program	Dictated by the program MOE	
Electives		1: 140 ADM (5 sections at 1:28)	1: 140 ADM (teaching 5 sections at 1:28)	
Dept. chair			No additional planning period; \$1,200 stipend for 10 teachers per high school 08/09	
Academy Leader			No additional planning period; \$5,000 per Thematic Academy &\$5,000 for Finance Academy 09/10	
Small classes			2 FTE per school	
AVID IFL		.60 FTE per school	AVID teacher must have free coordination period .2 FTE	
IFL/Math Coach	2 FTE per school for ELA	1 FTE per school for math 1 FTE per school ELA	1 FTE per school for ELA	
Pre-K	Program allocation			
Pre-school Handicapped	Program allocation			
ESL	(systemwide) 1:40	(systemwide) 1:40	(systemwide) 1:40	
Cultural Arts: Music, PE, Art	Music @1 FTE per 30 classes PE @1 FTE per 20 classes ART @ 1 FTE per 30 classes	elective allocation	elective allocation	

POSITION	ELEMENTARY	MIDDLE	HIGH SCHOOL	Proposed Changes TBD
Elem Foreign Language	Serving grades 1-5 in 09-10 Allocation requires 3 periods @30 minutes per each 1-5 class or 1 FTE per 40 periods 1 FTE per 40 periods			
Media Specialist --	1 FTE per school	1 FTE per school		
Math/Science Teacher	.5 FTE per school			
Intervention Specialist	.5 FTE			
Guidance	1 FTE per school	1 FTE per grade 1 @ 11 MOE others @ 10.5 MOE	CHS ADM=3FTE CHHS ADM=5FTE ECHHS ADM =5FTE 1@ 12 MOE others @11 MOE	
Family Specialist	1 FTE per school	1 FTE per school	1: up to 1000 ADM 1.5: 1001-1500 ADM 2: 1501+ ADM .5 @ ECHHS 09-10	
In School Suspension		1 FTE (Teacher Assistant)	1 FTE (Teacher Assistant) per school	
Student Assistance			1 FTE @CHHS .5 FTE @ ECHHS & CHS 09-10	
Nurses	1 per school	1 per school	1 per school	
Athletic Director		Extra duty supplement	1 FTE per school @ 11 moe Assigned 2 teaching periods	

POSITION	ELEMENTARY	MIDDLE	HIGH SCHOOL	Proposed Changes TBD
Technology Specialist	1 FTE per school (11 MOE)	1 FTE per school (11 MOE)	1 FTE per school (12 MOE)	
504		Extra duty supplement	1 per school .5 FTE @ CHS 09-10	
Transition Facilitator			1 per school	
Program Facilitator	.50 FTE per school	.50 FTE per school	1 FTE per school	
Ex Ed - resource	1 FTE per 15 - 20 caseload	1 FTE per 20-25 caseload	1 FTE per 20-25 caseload	
Speech-language Path	1 FTE per 30 - 35 caseload	1 FTE per 30 - 35 caseload	1 FTE per 30 - 35 caseload	
Self-contained AIG (District - wide)	district program			
Gifted Specialist	1.5 FTE per school	1 FTE per school		Proposed .5 FTE reduction Elem/Mid
Occupational Therapist	System allocation	System allocation	System allocation	
Physical Therapist	System allocation	System allocation	System allocation	
Teacher Assistant	1 FTE per K-3 class @ 215 day school year .50 FTE per 4-5 @ 210 day school year	1:200 ADM @ 210 day school year	2: up to 1000 ADM 3: 1001+ ADM @ 210 day school year	
Ex Ed teacher assistant	per total student need @ 210 day school year	per total school need @ 210 day school year	per total school need @ 210 day school year	
Media assistant	1 FTE per school @ 210 day school year	1 FTE per school @ 210 day school year	1: up to 1000 ADM 1.5: 1001+ ADM @ 210 day school year	
Technology Assistant	.		1 @ each H.S.	1 additional @ each H.S.
Principal Secretary	1 per school @ 12 MOE	1 per school @ 12 MOE	1 per school @ 12 MOE	
AP Secretary			1 per AP @ 12 MOE	
Clerical assistant/ HS receptionist	.50 FTE: up to 500 ADM 1 FTE: 501+ ADM @ 11 MOE	1 per school @ 11 MOE	1 per school @ 12 MOE	
Technology Technician	.50 FTE per school @ 12 MOE	.50 FTE per school @ 12 MOE	.50 per school @ 12 MOE	
Network Support			District Allocation	
Theater Tech			1 FTE @ 12 MOE	

POSITION	ELEMENTARY	MIDDLE	HIGH SCHOOL	Proposed Changes TBD
Bookkeeper			1 FTE per school @ 12 MOE	
Data Manager	1 FTE per school @ 12 MOE	1 FTE per school @ 12 MOE	1 FTE per school @ 12 MOE	
Guidance Clerk		1 FTE per school @ 11 MOE	1: up to 1000 ADM 2: 1000+ ADM 1 @ 12 months other = 11 months	
Distance Learning Asst.			1 FTE	
Athletic Trainer			1 FTE 10 month year (August 1- May 30 th); 40 hr week	
Security Guard			2 FTE: school (1 FTE @ 6 hrs daily assigned after- school/ evening hours)	
Custodian	per formula based on square footage and ADM	per formula based on square footage and ADM	per formula based on square footage and ADM	

ADM: Average Daily Membership or average student enrollment

FTE: Full Time Equivalent of a position

MOE: Months of Employment

2015-16 NON-PERSONNEL BUDGET ALLOCATIONS TO SCHOOLS						
ACCOUNT	per	ELEM	MIDDLE	HIGH	HOSPITAL	No Changes for 2015-16 Budget
STATE FUNDS:						
Instructional Supplies	per student	28.38	28.38	28.38	28.38	initial allotment from state
Textbooks	per student	-	-	-	-	initial allotment from state
At-Risk	per student	10.00	10.00	10.00	10.00	initial allotment from state
School Technology	per student	-	-	-	-	
Duty Free Period	per school	-	-	-	-	
LOCAL FUNDS:						
Differentiated Pay	per cert staff	75.00	75.00	75.00	75.00	11-12 allotment reduction
Field Trips	per student	2.70	2.70	2.70	2.70	same as 09-10
Staff Development	per teacher	90.00	90.00	90.00	90.00	same as 09-10
Safe Schools/Violence Prevention	per school	-	11,700	16,200	-	same as 09-10
At Risk	per student	2.97	2.97	2.97	2.97	same as 09-10
Instructional Supplies	per student	11.55	19.95	19.95	19.95	\$3.27 per student increase
Cultural Arts	per school	893.00	2,768.00	4,419.00		same as 10-11
New Classroom Setup grades 1-12	per classrm	500.00	500.00	500.00	-	same as 00-01
New Classroom Setup Kindergarten	per classrm	1,000.00	-	-	-	same as 00-01
Technology software	per student	-	-	-	-	
Textbooks - special allotment				13,333		allocated \$40,000 in 06-07; div. by 3
Supplementary Books	per student	2.25	2.25	2.25	2.25	same as 09-10
Media Center Supplies	per student	11.34	11.34	11.34	11.34	same as 09-10
Co-curricular Activities	per school	-	14,400	48,600	-	same as 09-10
Co-curricular Activities	per student	-	-	16.09	-	same as 09-10
Travel - Asst. Principals	per Asst. Prin	430.00	430.00	430.00	-	same as 09-10
Travel - Principals	per Principal	1,215.00	1,215.00	1,215.00	1,215.00	same as 09-10
Telephone	per school size					same as 09-10
Administrative Supplies & Postage	per student	3.69	3.69	5.53	3.69	same as 09-10
Custodial Supplies Pre 1990	per square ft.	0.032	0.032	0.032	-	same as 10-11
Custodial Supplies Post 1990	per square ft.	0.020	0.020	0.020	-	same as 10-11
Copier/Equip Maintenance /Repair	District	-	-	-	-	District
SIT Funds	per school	1,028.00	1,028.00	1,028.00	514.00	same as 09-10
Commencement	high school			2,718.00		same as 09-10
Utilities - Electric	per history					increased 7% in 08-09
Utilities - Natural Gas	per history					increased 7% in 08-09
CAPITAL FUNDS						
						Total Reduction
Replacement Equipment/Furniture	per student	11.27	11.27	11.27	11.27	based on number of students
Purchase of Computer Hardware-60%	per student	58.66	35.15	35.15	35.15	based on number of students

Appendix B

NC State Department of Public Instruction

Allotment General Information FY 2015-16

State Fund Allotment Formulas

The State of North Carolina allots funds to public schools on the following basis:

Classroom Teachers

See Allotment Policy Manual, pages 43-49.

Dollars associated with these positions are based on each LEA's average teacher salary including benefits, rather than the statewide average teacher salary. This is a position allotment and you must stay within the positions, rather than the dollars, allotted. This calculation is necessary to determine your LEA's allotment per ADM for charter schools.

Instructional Support Personnel

1 position per 218.55 ADM.

Dollars associated with these positions are based on each LEA's average instruction support salary including benefits, rather than the statewide average salary. This is a position allotment and you must stay within the positions, rather than the dollars allotted. This calculation is necessary in order to determine your LEA's allotment per ADM for charter schools.

At-Risk Student Services

Each LEA receives the dollar equivalent of one resource officer (\$37,838) per high school. Of the remaining funds, 50% is distributed based on ADM (\$90.67 per ADM) and 50% is distributed based on number of poor children, per the Federal Title I Low Income poverty data (\$338.36 per poor child). Each LEA receives a minimum of the dollar equivalent of two teachers and two instructional support personnel (\$235,472). The new formula is fully implemented and the hold harmless no longer applies.

Central Office Administration

Increase by LEA FY 13-14 Initial Allotment is .25%.

Classroom Materials/Instructional Supplies/Equipment

\$28.38 per ADM plus \$2.69 per 8th and 9th grade ADM for PSAT funding..

Driver Education

\$191.92 per 9th grade ADM, includes private, charter, and federal schools.

Children with Special Needs

\$3,768.11 per funded headcount. Child count is comprised of the lesser of the December 1 handicapped headcount or 12.5% of the allotted ADM

Noninstructional Support (Clerical support, custodians and teacher substitute pay)

Distributed based on ADM (\$235.93 per ADM). \$6,000 per Textbook Commission member for Clerical Assistants.

School Building Administration

Principals: 1 per school with at least 100 ADM or at least 7 state paid teachers.

Assistant Principals: One month per 98.53 in ADM

School Technology

No longer funded.

Staff Development

No longer funded.

Teacher Assistants

\$971.75 per K-3 ADM

Textbooks

\$14.26 per ADM in grades K-12.

Transportation

Based on an efficiency rated formula and local operating plans.

Vocational Education Months of Employment (MOEs)

Base of 50 MOEs per LEA with remainder distributed based on 8-12 ADM.

-Hold harmless for merging LEAs. {Page 12 of the Allotment Policy Manual}

Dollars associated with these months are based on each LEA's average vocational education teacher salary including benefits, rather than the statewide average salary. This is a month of employment allotment and you must stay within the months, rather than the dollars, allotted. This calculation is necessary to determine your LEA's allotment per ADM for charter schools.

Vocational Education - Program Support

Base of \$10,000 per LEA with remainder distributed based on 8-12 ADM (\$33.85)

Federal Fund Allotment Formulas

Drug Free Schools and Communities

Funding for alcohol and other drug abuse prevention programs. 91% of total funds are distributed based on (1) 70% based on LEA and private school ADM and (2) 30% based on LEAs with the greatest need for additional funds.

IASA Title 1 - Reading

One of the largest federal grant for CHCCS is for the reading recovery program in the elementary schools. It provides funding to supplement and provide special help to educationally deprived children from low income families. Estimated funding projected by Washington.

IDEA Title VI-B Handicapped

Base Payment-Each LEA shall receive a base amount equal to a proportional share of 75% of the FY 1999-00 IDEA Title VI-B grant as calculated using the December 1998 headcount.

IDEA Title VI-B Preschool Handicapped

Base Payment-Each LEA shall receive a base amount equal to a proportional share of 75% of the FY 1997-98 IDEA Title VI-B Preschool Grant as calculated using the December 1996 headcount.

Vocational Education - Program Improvement

Seventy percent (70%) of available funds are allotted based on the child population in poverty ages 5-17 (\$48.08 per count). Thirty percent (30%) of available funds are allotted based on the age 5-17 population (\$3.89 per count).

IASA Title VI (formerly Chapter 2) Elementary and Secondary School Improvement Amendment of 1988

Funding to help implement innovative education programs. 60% of funding is based on ADM (\$3.71 per ADM), including private schools. 40% of funding is based on the December 1997 free lunch count (\$8.22 per count).

APPENDIX C

REVENUE SOURCES GLOSSARY

ABC Revenue	Local fund revenue given to the school district by the Orange County Alcoholic Beverage Control (ABC) Board. Funds are used to support programs of drug and alcohol abuse education.
Appropriated Fund Balance	A portion of the Local Fund Balance that is appropriated to be used to balance the budget. The Fund Balance is credited by the collection of prior years revenues that exceeded budgeted revenues and the under spending of prior years budgets. School Board policy dictates that Fund Balance that is in excess of 5.5% of the budget can be appropriated.
Community Schools	A new Fund that was formerly part of the Local Budget. Revenue is made up of after-school and summer camp and enrichment program fees charged to the participants of those programs.
County Appropriation	Local Fund revenue appropriated by the Orange County Commissioners on a per pupil basis. The source of the revenue is county property taxes. Amount is determined by July 1 of each year and paid in twelve equal payments.
Federal Appropriations	Federal Fund revenue received from the North Carolina Department of Instruction. Monies are held in the State Fund checking account and funded as needed by the State Treasurer.
Federal Reimbursements to the Child Nutrition Fund	Child Nutrition Fund revenues and donated commodities received from the Federal Government. The National School Lunch Act provides a per meal reimbursement on the sale of meals to students. It also provides reimbursement for free and reduced lunches for students whose family income falls below certain income levels.
Fines and Forfeitures	Local Fund revenue received from Orange County. The sources of the revenue are the fines and forfeitures assessed by the Orange County Courts.
Indirect Cost	Local Fund revenue received from federal grants for overhead expenses. Indirect costs are charged to the federal grants received through the State Department of Public Instruction as well as the Headstart and Outreach programs.

Appendix C
Revenue Sources Glossary

Interest Earned on Investments	Local Fund revenue earned by investing available monies in interests bearing checking accounts and certificates of deposit.
Miscellaneous Revenue	Local Fund revenues that are small and miscellaneous in nature.
Prior Year Special District Tax	Local Fund revenue received from Orange County for Special District Taxes taxed in the prior year but collected in the current year.
Facility Rentals	Revenue received from groups and individuals that rent school district property.
Sale of Meals	Child Nutrition Fund revenues received from the sale of meals to students and adults, and the sale of supplemental foods. Meal rates are approved by the School Board each Fall for Elementary, Middle and High School students and adults.
Special District Tax	Local Fund revenue received from Orange County. A Special District Property Tax is charged to property within the school district at a rate set by the Orange County Commissioners. Revenue is received as collected.
State Appropriations	State Fund revenue received from the North Carolina Department of Instruction. Monies are held in the State Fund checking account and funded as needed to the school district by the State Treasurer.
State Textbooks	State account used to order state approved textbooks. Allocated on a per pupil basis as counted on the tenth day of school each fall.
Tuition - Pre-School	Local Fund revenue received from tuition charged for the pre-kindergarten blended classes program.
Tuition - Regular School	Local Fund revenue received from parents of students who attend the CHCCS but live outside the district. The tuition rate is set each year to match the county and district tax revenues.
Tuition - Summer School	Local Fund revenue received from parents of students who attend the High School Summer School Enrichment programs.

Appendix D

Operating Budget

Description and Explanation of Line Items

Instructional (5000)

5110	Regular Curricular Services: Cost of activities that provide students in grades K-12 with learning experience to prepare them for activities as workers, citizens, and family members. They include cost of those individuals responsible for providing school curriculum development and coordination as well as lead teachers for regular instructional services. (Not included are those programs designed to improve or overcome physical, mental, social and/or emotional impediments to learning.
5200	Special Populations Services: Cost of activities for identifying and serving students (in accordance with state and federal regulations) having special physical, emotional, or mental impediments to learning. Also included are those students identified as needing specialized services such as limited English proficiency and gifted education. They include costs of those individuals responsible for providing school curriculum development and coordination as well as lead teachers for special populations services. (Certain categories of funds require that expenditures coded here must be in addition to regular allotments such as classroom teachers, textbooks, etc.)
5300	Alternative Programs and Services: Cost of activities designed to identify students likely to be unsuccessful in traditional classrooms and/or to drop out and to provide special alternative and/or additional learning opportunities for these at-risk students. They include cost of those individuals responsible for providing school curriculum development and coordination as well as lead teachers for alternative programs and services. Programs include summer school instruction, alcohol and drug prevention, extended day, services to help keep students in school as well as alternative educational settings, instructional delivery models, and supporting services for identified students.
5320	Attendance - Social Work Services: Includes salaries and supplements for family specialists, social workers, and supplies and travel
5830	Guidance Services: Includes salaries and supplements for guidance counselors,

Appendix D
Operating Budget Line Descriptions

- 5880 Educational Media Services:
Includes salaries and supplements for media specialists and their assistants
- 5890 Other Pupil Support Services:
Includes salaries and supplements for physical therapists and LEA Reps., contracted services, and supplies
- 5910 Other Instructional Programs - Employee Benefits:
Includes social security, retirement, health insurance, workman's compensation, and unemployment for all of the salaries in line 5000
- 5920 Other Instructional Programs - Additional Pay:
Includes longevity and disability for the salaries in line 5000
- 5870 Staff Development funds used within Instructional (5000) programs

Support Services (6000)

Instructional Staff (6200)

- 6942 Improvement of Instructional Services:
Includes salaries and supplements for staff members of the curriculum division, and office supplies and staff development

Administrative (6900)

- 6910 Board of Education:
Includes board membership dues, audit and legal fees, and workshop expenses
- 6941 Executive Administration:
Includes salaries and supplements for the Superintendent and Superintendent's office personnel, and office supplies and materials
- 6390 Other Administration Support

School Administration (6400)

- 6410 Office of the Principal:
Includes the salaries and supplements for principals and assistant principals, and travel, postage, telephone, supplies, and materials expenses for schools

Business Support (6500)

- 6510 Direction of Business Support Services:
Includes salaries and supplements for Support Services office personnel, staff development, and supplies

- 6520 Fiscal Services:
Includes salary and supplements for Finance department staff, contracted services, administrative postage and supplies

- 6540 Operation of Plant:
Includes custodian salaries and supplements, and custodial supplies, utilities, and insurance

- 6550 Transportation of Pupils:
Includes salaries and supplements for Transportation department, bus monitors and bus drivers, and office supplies and materials

- 6570 Internal Services:
Includes salaries and supplements for mail delivery clerk and printer, and printing supplies and materials

- 6580 Maintenance of Plant:
Includes maintenance departments salaries and supplements, and all maintenance materials, supplies and contracted services

Central Support (6600)

- 6620 Planning, Research, Development and Evaluation Services:
Includes supplies, and materials for planning and research

- 6630 Community Relations and Information Services:
Includes salaries and supplements for Administrative Assistant to the Superintendent and support personnel, and office supplies, and materials

- 6640 Human Resources:
Includes salaries and supplements for Human Resources office employees, and personnel operating expenses such as advertising and recruiting

Support Services Employee Benefits (6900)

6910	Other Support Services - Employee Benefits: Includes social security, retirement, health insurance, workman's compensation, and unemployment for all of the salaries in line 6000
6920	Other Support Services - Additional Pay: Includes longevity and disability for the salaries in line 6000
6930	Staff Development funds used within Support (6000) programs

Community Services (7000)

7000	Regular Community Services: Includes costs associated with Volunteers in Schools program, except fringe benefits
7910	Other Community Services: Includes Volunteer in Schools fringe benefits

Other

8200	Charter Schools: Local dollars per student sent to Charter Schools for residents of the district
9990	Contingency: Includes appropriations for use in circumstances not completely foreseen

Appendix E

Recurring Capital Outlay Budget

Description and Explanation of Line Items

9000 Capital Outlay:
Expenditures for acquiring fixed assets, including land or existing buildings, improvements of grounds, initial equipment, additional equipment, and replacement of equipment. Do not include any costs which may be coded one or more specific purpose functions. (i.e., purchase of transportation equipment would be coded to 6550, maintenance equipment would be coded to 6580 etc.

2015-16

Orange County Schools Local Current Expense Budget



The First Choice for Families

Orange County Schools

2015-16

District Vision

We envision a public school system that prepares all students to be creative, constructive thinkers who become healthy, productive and responsible members of our community and the world.

District Mission

Orange County Schools provides learning opportunities that develop resourceful citizens prepared to engage in an ever changing and diverse world.

Strategic Plan Goals 2015-2020

Orange County Schools will be the first choice for families

through the provision of engaging learning opportunities for all students to prepare them for citizenship, higher education and careers; and

through consistent and effective engagement with our diverse community; and

through retaining, recruiting, and developing a diverse professional team accountable for the learning opportunities for all students; and

through the provision of safe and sustainable operations and well-maintained facilities and equipment that support learning opportunities for all students; and

through the accountable, equitable, and transparent management of human and financial resources.

Table of Contents

Board of Education Members and Chief Officers.....	3
Message from the Superintendent.....	4
Organizational Chart.....	6
OCS Supporting Documents	
2014-15 OCS Budget.....	7
OCS Per-Pupil Appropriation.....	8
Enrollment.....	8
Local Funding.....	9
OCS Historical Profile.....	9
2015-16 Budget Supporting Documents	
County Appropriation Request.....	10
Budget Assumptions.....	11
Business Cases.....	13
2015-16 Budget	
Local Current Expense Budget.....	28
Budget Calendar.....	33
2016-26 Capital Investment Plan	Appendix 1

This budget is available at www.orange.k12.nc.us

Orange County Board of Education

Board of Education Members and Chief Officers

Dr. Stephen H. Halkiotis, Chair

Tony McKnight, Vice-Chair

Tom Carr

Donna Coffey

Dr. Deborah Piscitelli

Lawrence Sanders

Brenda Stephens

Dr. Del Burns, Temporary Superintendent

Pam Jones, Interim Deputy Superintendent

Patrick Abele, Chief Operations Officer

Donna Brinkley, Chief Finance Officer

Teresa Cunningham-Brown, Chief Human Resources Officer

Dr. Jacob Henry, Chief Academic Officer

Todd Jones, Chief Technology Officer

G. Seth Stephens, Chief Communications Officer

200 East King Street
Hillsborough, NC 27278
919.732.8126

Message from the Superintendent

April 13, 2015

To the Orange County Board of Commissioners:

The Orange County Schools 2015-2016 budget request that follows is presented for your review and consideration.

This budget request was developed following meetings with building-level and central services administrators and deliberations with the cabinet. It is important to note that less direction and information has been provided than in the past as a result of changes from the last legislative session. The North Carolina Department of Public Instruction is no longer providing initial planning allotments as in previous years. While not a factor in the requested budget for 2015-2016, District average daily membership growth has been moved from the continuation budget to the expansion budget. Also at this time estimates of potential salary increases and changes in employer-paid benefit costs have not been provided. Consequently the budget that follows is based only upon information that is known at this time. As additional information is available at the State level the impact on the requested budget will be calculated and reported.

As part of the AdvancED accreditation self-assessment review, the Orange County Schools Board of Education engaged citizens in a months-long process to develop a community vision for the District. In a parallel manner a mission and strategic plan goals were developed. The community engagement process has resulted in a clear direction for the District for the future. The Board of Education has adopted the vision, mission and goals included in this document which are now in policy.

Following six months of self-assessment regarding the standards required by AdvancED for accreditation, an external review committee identified a number of strengths of the District that included the strong relationship between the Board of Education and the Board of Commissioners, focused on students and schools. The community engagement process was listed as a "Powerful Practice" and the Board of Education was commended for empowering community stakeholders. Furthermore, collaboration and community engagement will be vital elements in the District's future growth opportunities.

The North Carolina Department of Public Instruction has provided projected student average daily membership for the coming year. The projection for the current year (2014-2015) was over-stated and the District did not meet the projection. For the coming year, the projection is 172 students lower. This will result in a projected loss of state funds of \$872,212. Funding in the amount of \$135,746 for Driver Education is scheduled to end June 30, 2015. Combined, the total projected reduction in state funds for 2015-2016 is slightly more than \$1 million. Applying the current local per pupil allotment to the projected number of students for 2015-2016 reduces the county appropriation by \$614,212 to \$27.5 million.

To balance the budget, considering the changes in both state and local revenue, expenditure reductions in the amount of \$1.2 million would be necessary. The Board of Education considered the impact of such reductions and has approved a budget request that includes an \$81 increase in the local per pupil amount. This increase would support the existing county appropriation amount of \$28.1 million.

Even with an increase there will necessarily be reductions in expenditures to balance the budget. Without the increase, expenditure reductions will expand to include safety initiatives, deferred maintenance projects and local at-risk student support funds.

Through the community visioning process and the development of a sound strategic plan the Orange County Schools Board of Education has embraced a clear direction for the District. In addition, the findings of the AdvancED external review team identify areas of need which will drive the allotment of resources in the coming years.

The Orange County Board of Commissioners' consistent and sustaining support for public education is clear. The Board of Education both recognizes and values the partnership with the Board of Commissioners in preparing students for the future and furthering the values of the community.

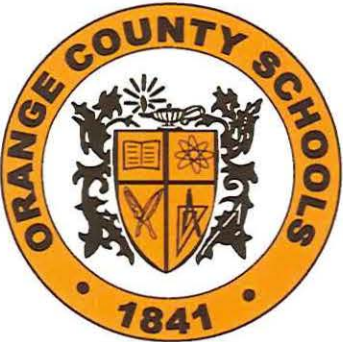
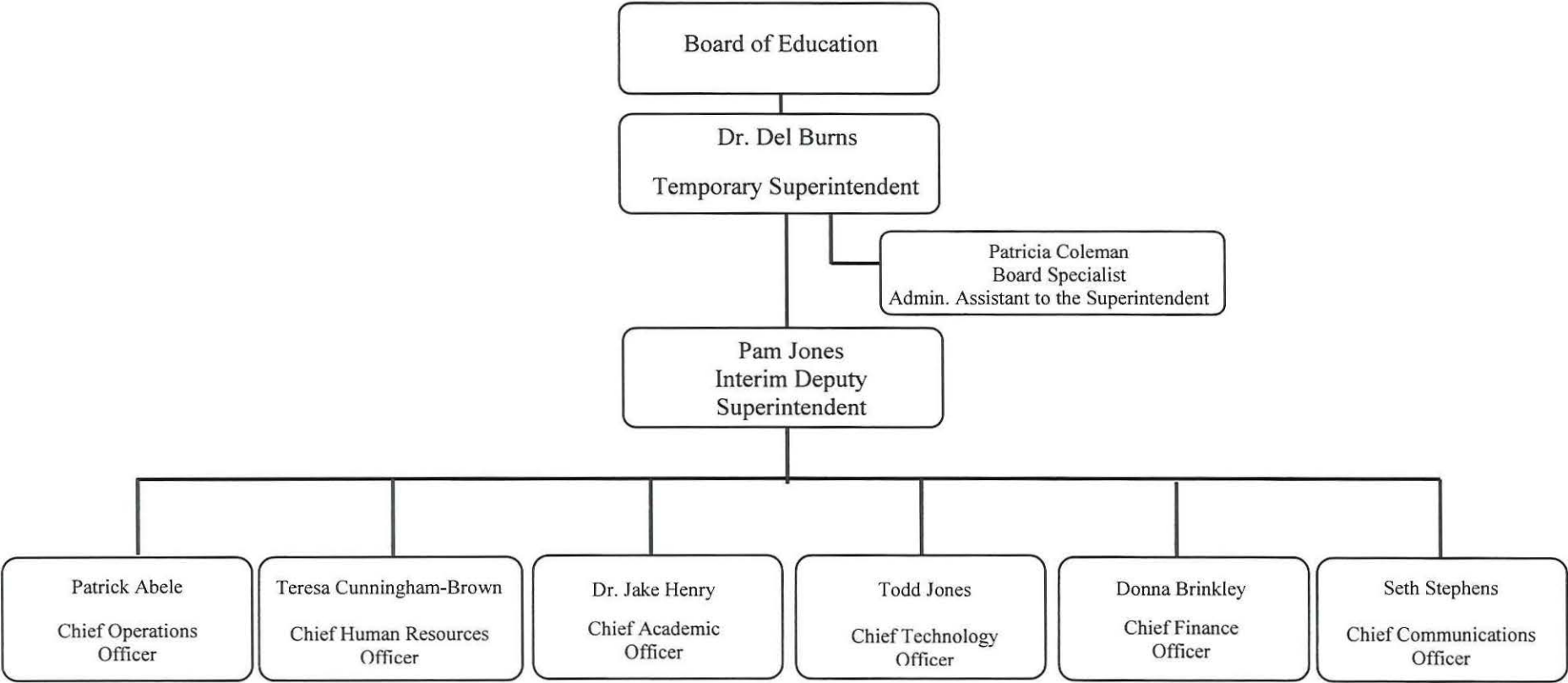
Respectfully Submitted,



Del Burns, Temporary Superintendent

Orange County Schools Superintendent's Cabinet Organizational Chart

BOE Approved 6/19/14



2014-2015 Orange County Schools Budget

Local:	\$31,509,181
State:	\$44,198,480
Federal:	\$ 3,642,513
Other Restricted:	\$ 1,856,837
Capital Improvement:	<u>\$ 6,853,978</u>

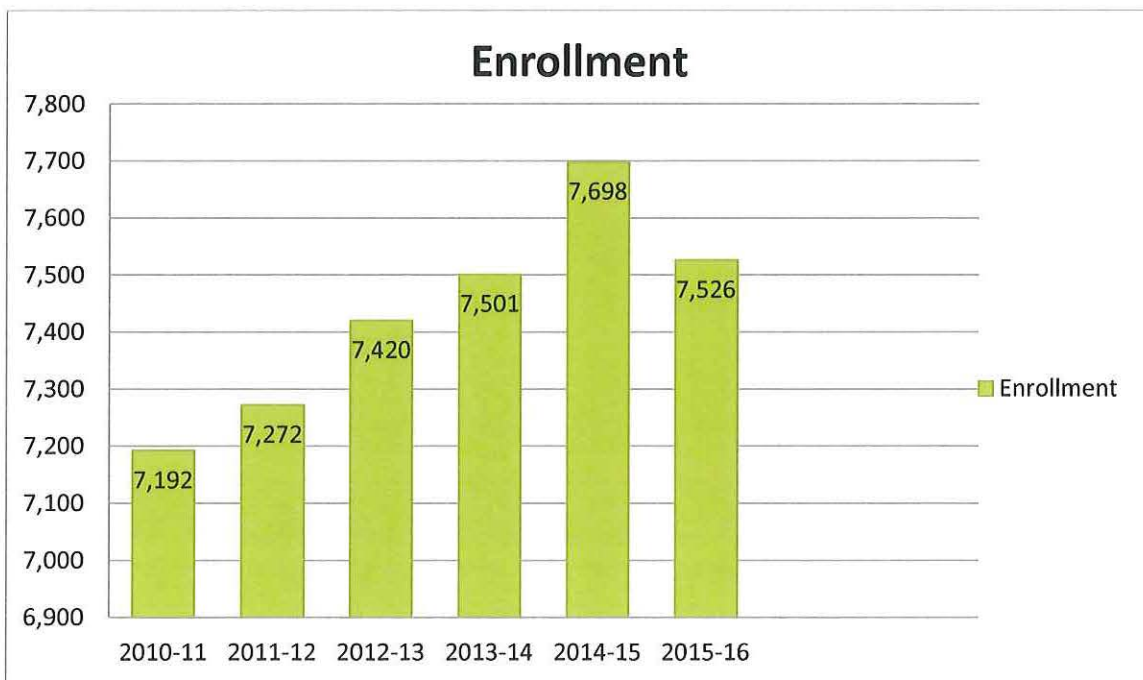
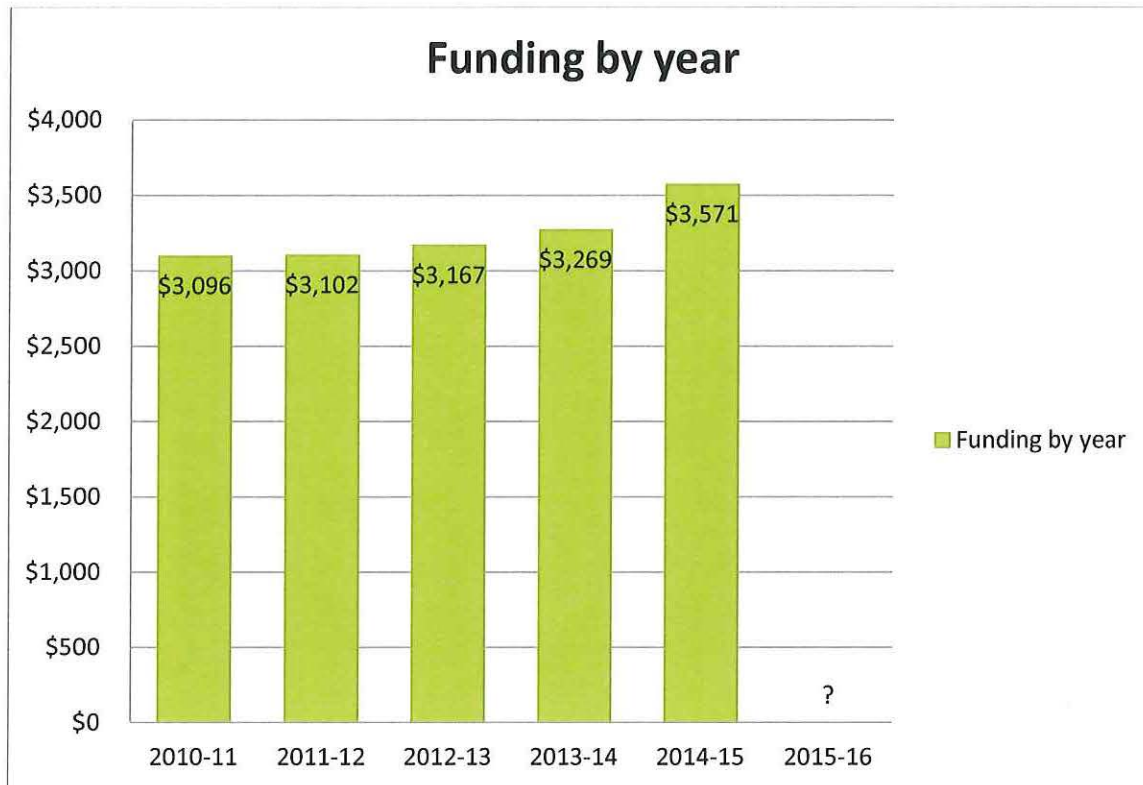
**Total Funding for the
2014-2015 School Year: \$88,060,989**

Local:	
County Appropriation	\$28,080,975 ¹
Fair Funding	\$ 494,000
Fines/Forfeitures	\$ 200,000
Interest	\$ 68,000
Fund Balance Appropriated	\$ 1,134,400
Fund Balance Carryover	<u>\$ 1,531,806</u>

**Total Operating Budget
Funding (Local) For 2014-2015: \$31,509,181**

¹ Considers charter schools and out of district students

Orange County Schools Per-Pupil Appropriation



*2015-16 projected enrollment

Local Funds Received by OCS

Year	Capital Funding (all sources)	Current Expense (includes Fair Funding)	Per Pupil Allocation	Total County Funding
2010-11	\$2,143,649	\$23,271,992	\$3,096	\$25,415,641
2011-12	\$2,186,854	\$23,563,574	\$3,102	\$25,750,428
2012-13	\$3,079,067	\$24,515,695	\$3,167	\$27,594,762
2013-14	\$3,079,067	\$25,554,154	\$3,269	\$28,633,221
2014-15	\$3,132,939	\$28,574,975	\$3,571	\$31,707,914

OCS Historical Profile

School Year	Teaching Staff	Students	Pupil/Teacher Ratio	Free and Reduced Lunch
2009-10	515	7,007	14:1	38.99%
2010-11	524	7,192	14:1	39.82%
2011-12	527	7,272	14:1	40.08%
2012-13	546	7,420	14:1	40.20%
2013-14	559	7,501	13:1	41.47%
2014-15	553	7,698	14:1	42.10%

2015-16 County Appropriation Request

2014-15 Per-Pupil Appropriation	\$3,571
2015-16 Projected Student Population	7,526
2015-16 Calculated Appropriation	\$27,466,763 ²
2015-16 Requested Per-Pupil Increase	\$81
2015-16 Requested Per-Pupil Appropriation	\$3,652
2015-16 Projected Student Population	7,526
2015-16 Requested Appropriation	\$28,080,975 ^{2,3}



² Considers charter schools and out of district students

³ The appropriation requested is the same as provided in 2014-15

2015-2016 BOARD OF EDUCATION'S APPROVED BUDGET

BUDGET ASSUMPTIONS:

2014-2015 ADM	7,698	
2015-2016 Projected ADM	7,526	
ADM Change	<u>(172)</u>	Students

Maintain 2014-2015 county appropriation of \$28.1M which would require an \$81 per pupil increase

Appropriated fund balance increased by \$370,916 to \$1,505,316

Reduction in force not considered

Planning allotments not available

Salary and benefits changes not available

PROJECTED REVENUE CHANGES:

\$	5,071	State Per Pupil Funding		
	(172)	Students		
\$	<u>(872,212)</u>	PROJECTED LOSS IN STATE FUNDING	\$	<u>(135,746)</u> PROJECTED LOSS IN DRIVER EDUCATION FUNDING

\$	-	PROJECTED LOSS IN LOCAL FUNDING	\$	<u>370,916</u> PROJECTED INCREASE IN FUND BALANCE APPROPRIATION

PROJECTED REVENUE SUMMARY:

\$	(1,007,958)	Loss in State Funding (Including Driver Education)
	-	Loss in Local Funding
	370,916	Increase in Fund Balance Appropriation
\$	<u>(637,042)</u>	TOTAL PROJECTED LOSS IN REVENUES

PROJECTED EXPENDITURE CHANGES:

(See Business Cases)

\$	(410,396)	7 Teachers
	(66,646)	2 Teacher Assistants
	(60,000)	Strategic Planning & Visioning/AdvancED Review
	(35,000)	IB Exams (State Paid 2015-16)
	(35,000)	Legal Services
	(30,000)	Superintendent Search
\$	<u>(637,042)</u>	TOTAL PROJECTED REDUCTION TO EXPENDITURES
\$	-	BALANCE

Alternate 2015-2016 Budget Scenario

BUDGET ASSUMPTIONS:

2014-2015 ADM	7,698
2015-2016 Projected ADM	7,526
ADM Change	<u>(172)</u> Students

No increase in per pupil funding equals a reduction in county appropriation of \$614,212 to OCS
 Appropriated fund balance increased by \$415,128 to \$1,549,528
 Reduction in force not considered
 Planning allotments not available
 Salary and benefits changes not available

PROJECTED REVENUE CHANGES:

\$	5,071	State Per Pupil Funding		
	(172)	Students		
\$	<u>(872,212)</u>	PROJECTED LOSS IN STATE FUNDING	\$	<u>(135,746)</u> PROJECTED LOSS IN DRIVER EDUCATION FUNDING
\$	3,571	Local Per Pupil Funding		
	(172)	Students		
\$	<u>(614,212)</u>	PROJECTED LOSS IN LOCAL FUNDING	\$	<u>415,128</u> PROJECTED INCREASE IN FUND BALANCE APPROPRIATION

PROJECTED REVENUE SUMMARY:

\$	(1,007,958)	Loss in State Funding (Including Driver Education)
	(614,212)	Loss in Local Funding
	415,128	Increase in Fund Balance Appropriation
\$	<u>(1,207,042)</u>	TOTAL PROJECTED LOSS IN REVENUES

PROJECTED EXPENDITURE CHANGES:

(See Business Cases)

\$	(320,000)	Safe Havens
	(150,000)	Facilities Assessment Projects
	(100,000)	Local At-Risk Funds
	(410,396)	7 Teachers
	(66,646)	2 Teacher Assistants
	(60,000)	Strategic Planning & Visioning/ AdvancED Review
	(35,000)	IB Exams (State Paid 2015-16)
	(35,000)	Legal Services
	(30,000)	Superintendent Search
\$	<u>(1,207,042)</u>	TOTAL PROJECTED REDUCTION TO EXPENDITURES
\$	<u>-</u>	BALANCE

Orange County Schools

Business Cases

2015-16



Initiative: State Per Pupil Funding Impact Due to Change in Average Daily Membership

Implementation Timeline and Budget

2015-2016	Amount	Notes
ADM Decrease of 172 Students	(\$872,212)	

Expected Results

ADM allotment-based funds for Orange County Schools will decrease.

Evidence or Reasoning for this Recommendation

State ADM-based funds for 2014-2015 were based on 7,698 students. On the 40th Day of school, the average daily membership was 7,498. The ADM projection for Orange County Schools for the 2015-2016 school year is 7,526 or 172 students less than the current year.



Initiative: Driver Education Funding

Implementation Timeline and Budget

2015-2016	Amount	Notes
Driver Education Funds Eliminated	(\$135,746)	

Expected Results

Orange County Schools will continue to pay for Driver Education using re-purposed local funds. Families will continue to pay \$40 to offset the cost which in OCS is approximately \$300. The state maximum that can be charged to families is \$65.

Evidence or Reasoning for this Recommendation

Driver Education funds have been phased out over a period of years. As a result, families have been required to pay a portion of the cost for students to participate in the program as school districts have been required to find funds to address the shortfall. North Carolina GS 115C-216 (b) states: "Inclusion of Expense in Budget. - The local boards of education shall include as an item of instructional service and as a part of the current expense fund of the budget of the high schools under their supervision, the expense necessary to offer the driver education course."



Initiative: Fund Balance Appropriation with \$81 Per Pupil Increase

Implementation Timeline and Budget

2015-2016	Amount	Notes
Fund Balance Appropriation	\$370,916	
Increase Required to Balance		

Expected Results

The 2014-2015 Adopted Budget includes \$1,134,400 in fund balance. With the increase, \$1,505,316 will be necessary to balance the 2015-2016 budget

Evidence or Reasoning for this Recommendation

The July 1, 2014 unassigned fund balance amount was \$2,498,886. Approximately 40% of the available unassigned fund balance would remain, assuming no changes between 2014-2015 and 2015-2016 fiscal years. In order to balance the budget in subsequent years either an increase in the county appropriation or additional budget reductions would be required to develop a balanced budget.



Initiative: 7 Teachers - Reduction in State ADM Allotment of Classroom Teachers

Implementation Timeline and Budget

2015-2016	Amount	Notes
7 State Allotted Regular Classroom Teachers	(\$410,396)	This amount is based upon the average teacher salary established by DPI.

Expected Results

Class sizes may be impacted as there will be slightly fewer teachers in the district; however, there will also be fewer students based on the 2015-2016 projection. OCS received an over-allotment in classroom teachers as the result of a projected student ADM that exceeded the actual ADM on the 40th Day of school. Allotments to schools for 2015-2016 will be based as in the past on the actual fifth month ADM of the preceding year. This may result in fewer or more regular classroom teacher positions allotted than in the 2014-2015 school year, depending upon the projected change in the ADM for each school. There may be a need to freeze vacant regular classroom positions for the coming year to balance the allotment numbers. There may also be a need to transfer regular classroom teachers based on any change in student ADM and allotment at the school level.

Evidence or Reasoning for this Recommendation

For 2014—2015 the Orange County Schools student ADM projection was 7,698 and the actual 40th Day ADM was 7,498. The projection for 2015-2016 is 7,526, or 172 students less than 2014-2015. The projection of 7 fewer regular classroom teachers is an estimate based on allotment formulas from the state remaining the same.



Initiative: 2 Teacher Assistants - Reduction in State ADM Allotment of Classroom Teacher Assistants

Implementation Timeline and Budget

2015-2016	Amount	Notes
2 State Allotted Regular Classroom Teacher Assistants	(\$66,646)	This amount is based upon the amount allotted for a teacher assistant

Expected Results

OCS received an over-allotment in regular classroom teacher assistants as result of a 2014-2015 projected ADM that exceeded the actual ADM on the 40th Day of school. The allotment of teacher assistants to schools for 2015-2016 will be based as in the past on the actual fifth month ADM of the preceding year. This may result in fewer or more regular classroom teacher assistant positions allotted to individual schools than in the 2014-2015 school year, depending upon the projected change in the ADM for each school. There may be a need to freeze vacant regular classroom teacher assistant positions for the coming year to balance the allotment numbers. There may also be a need to transfer regular classroom teacher assistants based on any change in student ADM and allotment at the school level.

Evidence or Reasoning for this Recommendation

For 2014—2015 the Orange County Schools ADM projection was 7,698 and the actual 40th Day ADM was 7,498. The projection for 2015-2016 is 7, 526, or 172 students less than 2014-2015. The projection of 2 fewer regular classroom teacher assistants is an estimate based on allotment formulas from the state remaining the same.



Initiative: Strategic Planning and Visioning / AdvancED Review

Implementation Timeline and Budget

2015-2016	Amount	Notes
Funding reduction for the Strategic Planning and Visioning initiative and the AdvancED Accreditation review	(\$60,000)	Both activities have been completed

Expected Results

The district has been engaged with the community to develop a vision for Orange County Schools. A mission and strategic plan goals have also been developed. All have been adopted by the Board of Education. The AdvancED accreditation review process will be completed in March, 2015.

Evidence or Reasoning for this Recommendation

The work to develop a vision, mission and strategic plan goals for Orange County Schools has prepared staff and the Board to take next steps with respect to all three components. The identified and to-be-identified next steps will be managed and led by the Board and the staff. AdvancED re-accreditation occurs in a five year cycle. It is anticipated that a future budget will include some amount, not necessarily the entire \$60,000 budgeted for this year, in order to fund activities related to the re-accreditation review.

Contact Person: Dr. Jake Henry, Chief Academic Officer



Initiative: IB Exams

Implementation Timeline and Budget Needed

2015-2016	Amount	Notes
Reduce budget to pay for IB exam fees.	(\$35,000)	

Expected Results

There should be no direct impact to the IB program as the funds being reduced were used to pay the cost of exam fees. Effective this school year, the state is covering the cost of IB fees therefore this expenditure is no longer needed.

Evidence or Reasoning for this Recommendation

Effective during the 2014-15 school year, the state is now covering the cost of IB exam fees. This is no longer an expense that needs to be budgeted for at the district level.

Contact Person: Dr. Jake Henry, Chief Academic Officer



Initiative: Legal Services

Implementation Timeline and Budget

2015-2016	Amount	Notes
Reduce budget for legal fees	(\$35,000)	

Expected Results

Staff will be able to rely more often upon approved standard form contracts. Only new agreements will require board attorney review.

Evidence or Reasoning for this Recommendation

A number of process improvements including a comprehensive legal review of discipline policies and procedures as well as student transfer and application policies and procedures have been undertaken this year and are expected to conclude by the end of the fiscal year. Attorney reviews of contracts and agreements are fewer as a result of the use of standard form contracts. Many agreements not previously reviewed have now been reviewed and approved by the Board. As a result fewer agreements will require attorney review.

Contact Person: Dr. Del Burns, Temporary Superintendent



Initiative: Superintendent Search

Implementation Timeline and Budget

2015-2016	Amount	Notes
Eliminate funding for superintendent search	(\$30,000)	

Expected Results

The process to select a new OCS Superintendent will successfully conclude by the end of the fiscal year.

Evidence or Reasoning for this Recommendation

The Board of Education is on schedule to select a new superintendent.



Initiative: Local Per Pupil Funding Impact Due to Change in Average Daily Membership

Implementation Timeline and Budget

2015-2016	Amount	Notes
ADM Decrease of 172 Students	(\$614,212)	

Expected Results

Local funds allotted on the basis of ADM will decrease.

Evidence or Reasoning for this Recommendation

Local ADM funds for 2014-2015 were based on 7,698 students. On the 40th Day of school, the average daily membership was 7,498. The ADM projection for Orange County Schools for the 2015-2016 school year is 7,526 or 172 students less than the current year.



Initiative: Fund Balance Appropriation without Increase in County Appropriation

Implementation Timeline and Budget

2015-2016	Amount	Notes
Fund Balance Appropriation	\$415,128	
Increase Required to Balance		

Expected Results

The 2014-2015 Adopted Budget includes \$1,134,400 in fund balance. With the increase, \$1,549,528 will be necessary to balance the 2015-2016 budget

Evidence or Reasoning for this Recommendation

The July 1, 2014 unassigned fund balance amount was \$2,498,886. Approximately 38% of the available unassigned fund balance would remain, assuming no changes between 2014-2015 and 2015-2016 fiscal years. In order to balance the budget in subsequent years either an increase in the county appropriation or additional budget reductions would be required to develop a balanced budget.



Initiative: Safe Havens

Implementation Timeline and Budget

2015-2016	Amount	Notes
A decrease in the Maintenance budget for funds identified to meet the Safe Havens report.	(\$320,000)	

Expected Results

The Orange County Schools previously completed a comprehensive analysis of safety needs through Safe Havens. The report indicated areas for investment in order to meet facility and safety standards. The use of previously allocated funds will be used to complete approved projects.

Evidence or Reasoning for this Recommendation

Funds appropriated in the 2014-2015 budget will be utilized to complete projects identified by Safe Havens. The district will continue to utilize current funds in addition to appropriated non-recurring funds for identified projects. Future funding will be requested when available to continue to meet the recommendations by Safe Havens.



Initiative: Facilities Assessment Projects

Implementation Timeline and Budget

2015-2016	Amount	Notes
A decrease in the Maintenance budget to address deferred maintenance and projects identified in the 2014 Facilities Assessment.	(\$150,000)	

Expected Results

During the 2013-2014 school year, the district completed a Comprehensive Facilities Assessment (CFA). The CFA identified a multitude of projects and areas of concern that need to be addressed. Many of the items recommended in the CFA are the result of deferred maintenance needs. The total estimate needed to address the needs identified in the CFA is approximately \$160,000,000. Use of funds allowed for initial deferred maintenance projects to be started in 2015.

Evidence or Reasoning for this Recommendation

Funds appropriated in the 2014-2015 budget will be utilized to complete projects identified in the CFA. Additional input and analysis of the CFA will allow staff to rank and prioritize projects by need. It is recommended funding be secured or appropriated when available for identified projects. Use of Capital Investment Project (CIP) and local funding will be used to further complete deferred maintenance projects.



Initiative: Local At-Risk Funds

Implementation Timeline and Budget Needed

2015-2016	Amount	Notes
Reduce local at-risk funding budget	(\$100,000)	

Expected Results

Schools are allocated instructional dollars from accounts such as state and local at-risk funds, as well as state and local instructional supplies and materials. Local at-risk funds are used by schools to provide services to students who are most at-risk of dropping out of school. This reduction may result in a smaller allocation of local at-risk funds to schools which could cause a reduction in services and resources provided to students.

Evidence or Reasoning for this Recommendation

This recommendation is being made because re-purposing of funds from other sources could lessen the impact of the reduction on school allotments. State at-risk funds could be re-purposed to make up for some of the shortfall at the school level. Additionally, schools could repurpose their funds from other sources to best meet the needs of their students.

Contact Person: Dr. Jake Henry, Chief Academic Officer

ORANGE COUNTY SCHOOLS
2015-2016 Local Current Expense Budget
 By PRC (Program Report Code)

		2014-2015 Budget	2015-2016 B.O.E. Approved Budget
<u>REVENUES</u>			
2.4110	County Appropriation	\$ 28,080,975	\$ 28,080,975
2.4110.007	County Appropriation - Fair Funding	494,000	494,000
2.4410	Fines & Forfeitures	200,000	200,000
2.4450	Interest	68,000	68,000
2.4910	Fund Balance Appropriated	1,134,400	1,505,316
2.4910	Fund Balance Carryover	1,531,806	65,000
	Projected Loss in State Revenues	-	(1,007,958)
TOTAL REVENUES		<u>\$ 31,509,181</u>	<u>\$ 29,405,333</u>

ORANGE COUNTY SCHOOLS

2015-2016 Local Current Expense Budget

<u>EXPENDITURES</u>		<u>2014-2015 Budget</u>	<u>2015-2016 B.O.E. Approved Budget</u>	
PRC 001	REGULAR CLASSROOM TEACHERS (Salaries, Supplements, Benefits, Matching Funds, 6th & 9th Grade Academies and Vocational Rehabilitation Match)	\$ 7,791,929	\$ 7,381,533	(1) Reduction of 7 Teachers @ \$410,396
PRC 002	CENTRAL OFFICE ADMINISTRATION (Salaries, Supplements and Benefits)	\$ 1,539,066	\$ 1,539,066	
PRC 003	NON-INSTRUCTIONAL SUPPORT (Custodial, Clerical, Technology, and Substitute Salaries, Benefits and Custodial Contracted Services)	\$ 4,568,415	\$ 4,568,415	
PRC 005	SCHOOL BUILDING ADMINISTRATION (Principal and Assistant Principal Salaries, Supplements, Benefits and Travel)	\$ 1,131,722	\$ 1,131,722	
PRC 007	INSTRUCTIONAL SUPPORT (Psychologists, Social Workers, Media Specialists, Guidance Counselors, Nurses, and Literacy Coaches Salaries and Benefits)	\$ 1,732,086	\$ 1,732,086	
PRC 009	NON-CONTRIBUTORY BENEFITS (Longevity, Bonus Leave Payout, Annual Leave Payout and Benefits, Unemployment Insurance, Worker's Comp. Insurance, Life Insurance and Vision Insurance)	\$ 697,772	\$ 697,772	
PRC 013	CAREER AND TECHNICAL EDUCATION (Voc Ed. Network Certification Tests, Workshops and Student and Employee Travel)	\$ 4,248	\$ 4,248	
PRC 015	TECHNOLOGY (Contracted Repairs and Maintenance, Travel and Staff Development)	\$ 381,750	\$ 18,500	(a) Remove 2014-15 Carryover for Technology @ \$350,000 (b) Remove 2014-15 Carryover for Assistive Technology @ \$13,250
PRC 024	DSSF (Supplement Pay)	\$ 15,677	\$ 15,677	
PRC 027	TEACHER ASSISTANTS K-3 (Salaries, Substitute Pay and Benefits)	\$ 407,028	\$ 340,382	(2) Reduction of 2 TAs @ \$66,646
PRC 032	EXCEPTIONAL CHILDREN (Salaries, Benefits, Contracted Services, Staff Development, Travel, Supplies & Materials and Furniture & Equipment)	\$ 1,316,653	\$ 1,316,653	
PRC 034	ACADEMICALLY GIFTED PROGRAM (Teachers, Substitutes, Benefits, Staff Development, and Supplies and Materials)	\$ 372,565	\$ 372,565	
PRC 035	SCHOOL FOOD SERVICES (Unpaid Charged Meals)	\$ 1,000	\$ 1,000	

ORANGE COUNTY SCHOOLS

2015-2016 Local Current Expense Budget

<u>EXPENDITURES</u>		<u>2014-2015 Budget</u>	<u>2015-2016 B.O.E. Approved Budget</u>	
PRC 036	TRANSFER TO CHARTER SCHOOLS (Per Pupil Allotment Sent to Charter Schools)	\$ 1,755,510	\$ 1,755,510	
PRC 050	TITLE I (Supplement Pay)	\$ 70,036	\$ 70,036	
PRC 054	ENGLISH AS A SECOND LANGUAGE (Teachers, Substitutes, Benefits, Travel and Supplies & Materials)	\$ 281,832	\$ 281,832	
PRC 056	TRANSPORTATION (Salaries and Benefits, Repair Parts and Materials, Fuel, Tires & Tubes and Equipment)	\$ 448,028	\$ 448,028	
PRC 060	IDEA TITLE VI-B (Supplement Pay)	\$ 165,862	\$ 165,862	
PRC 061	INSTRUCTIONAL SUPPLIES (Classroom Supplies & Materials and Library Books)	\$ 221,392	\$ 186,392	(3) Remove IB Exams @ \$35,000
PRC 069	AT RISK STUDENT SERVICES (Salaries, Benefits, Contracted Services, Staff Development, Travel and Supplies & Materials)	\$ 200,000	\$ 200,000	
PRC 103	TITLE II (Salary, Supplement and Benefits)	\$ 45,715	\$ 45,715	
PRC 701	AFTER SCHOOL PROGRAM (Middle School After School)	\$ 125,000	\$ 125,000	
PRC 706	NON-YELLOW BUS (Activity Buses and Bus Driver Supplements)	\$ 53,231	\$ 53,231	
PRC 801	CURRICULAR SERVICES (Salaries, Benefits, Contracted Services, Printing, Fieldtrips, Travel, Memberships, Supplies & Materials and Science Program Enhancements)	\$ 512,952	\$ 512,952	
PRC 802	OPERATION OF PLANT (Maintenance Salaries, Benefits, District Wide Utilities, Contracted Services, Security Monitoring, Maintenance Projects, Supplies & Materials and Gas & Oil)	\$ 4,554,679	\$ 3,567,828	Remove 2014-15 (c) Carryover for OHS Connector @ \$906,851 (d) Remove 2014-15 Carryover for Emergency Radios @ \$80,000
PRC 803	HUMAN RESOURCES (Criminal Records Check, Staff Development, Printing, Magellan Employee Assistance Program, Travel, HRMS Fees, Supplies, SubFinder, Recruitment Travel and Recruitment Materials)	\$ 184,252	\$ 184,252	
PRC 804	FINANCIAL SERVICES (Copier Costs, Contracted Services, Staff Development, Printing, Travel, Liability, Vehicle & Property Insurance, Student Accident & Boiler Ins., Office Supplies, Fidelity Bond, and Memberships)	\$ 471,565	\$ 471,565	
PRC 805	SUPPORT SERVICES (Mobile Communications, Staff Development and Supplies and Materials)	\$ 5,050	\$ 5,050	

ORANGE COUNTY SCHOOLS

2015-2016 Local Current Expense Budget

<u>EXPENDITURES</u>		<u>2014-2015 Budget</u>	<u>2015-2016 B.O.E. Approved Budget</u>	
PRC 806	DISTRICT SAFETY (Resource Officers and Reserve Officers)	\$ 180,000	\$ 180,000	
PRC 807	SAFE HAVENS (Access Control, Security Monitoring)	\$ 320,000	\$ 320,000	
PRC 808	FACILITIES STUDY IMPLEMENTATION (Additional Maintenance Position and Additional Maintenance Projects)	\$ 197,765	\$ 197,765	
PRC 850	PROJECT GRADUATION (Contracted Services and Supplies & Materials)	\$ 12,000	\$ 12,000	
PRC 851	CULTURAL ARTS (Supplements, Benefits, Contracted Services and Supplies & Materials)	\$ 86,699	\$ 86,699	
PRC 854	BAND (Band Instrument Repair and Band Grants to Schools)	\$ 67,240	\$ 67,240	
PRC 860	ATHLETICS (Supplements, Benefits, Catastrophic Insurance and Athletic Grants to Schools)	\$ 631,312	\$ 631,312	
PRC 861	CO-CURRICULAR CLUBS (Supplements, Benefits and Supplies and Materials)	\$ 49,682	\$ 49,682	
PRC 890	BOARD OF EDUCATION (Salaries, Benefits, Contracted Services, Workshops, Travel and Supplies)	\$ 91,675	\$ 61,675	(4) Remove Supt. Search Funding @ \$30,000
PRC 891	EXECUTIVE ADMINISTRATION (Awards & Recognitions, Office Postage, Supplies and Materials and Staff Development)	\$ 29,050	\$ 29,050	
PRC 892	BOARD AND ADMINISTRATION SUPPORT (Memberships & Fees, Legal Fees, Audit Fees and Leadership Development)	\$ 426,000	\$ 331,000	(5) Remove Strategic Planning/AdvancED @ \$60,000 (6) Reduce Legal Services Funding by \$35,000
PRC 900	PUBLIC RELATIONS (Salary, Benefits, Printing/Promotional Materials, Supplies, and Membership Fees)	\$ 87,997	\$ 87,997	
PRC 994	FUND BALANCE (C. W. Stanford HVAC Upgrade)	\$ 116,705	\$ -	Remove 2014-15 Carryover for C.W. Stanford HVAC @ \$116,705 (e)
PRC 000	DEBT SERVICE EXPENSE (Local Laptop Payment/Installment)	\$ 158,042	\$ 158,042	
TOTAL EXPENDITURES		<u>\$ 31,509,181</u>	<u>\$ 29,405,333</u>	

ORANGE COUNTY SCHOOLS

2015-2016 Local Current Expense Budget

2015-2016 Budget Reductions

- (1) Reduction of 7 Teachers @ \$410,396
- (2) Reduction of 2 TAs @ \$66,646
- (3) Remove IB Exams @ \$35,000
- (4) Remove Supt. Search Funding @ \$30,000
- (5) Remove Strategic Planning/AdvancED @ \$60,000
- (6) Reduce Legal Services Funding by \$35,000

2014-2015 Carryover of One Time Expenditures Removed From 2015-2016 Budget

- (a) Remove 2014-15 Carryover for Technology @ \$350,000
- (b) Remove 2014-15 Carryover for Assistive Technology @ \$13,250
- (c) Remove 2014-15 Carryover for OHS Connector @ \$906,851
- (d) Remove 2014-15 Carryover for Emergency Radios @ \$80,000
- (e) Remove 2014-15 Carryover for C.W. Stanford HVAC @ \$116,705

**Orange County Schools
Budget Calendar
Fiscal Year 2015-2016**

OCS – Board Presentation	January 26, 2015	OCS Board of Education presentation of Fiscal Year 2015-20 Capital Investment Plan
OCS – FY 2015-2020 Draft Capital Investment Plan	January 28, 2015	FY 2015-20 Draft Capital Investment Plan due to Orange County Financial Services from Orange County Schools
OCS – Board Approval	February 9, 2015	OCS Board of Education approval of Fiscal Year 2015-20 Capital Investment Plan
OCS – Approved Capital Investment Plan to County	February 10, 2015	Approved Capital Investment Plan due to County Commissioners
BOCC – County Manager meetings with BOCC and Schools	Mid February thru End of February, 2015	County Manager holds individual/small group meetings with BOCC and school districts
BOCC – Capital Investment Plan	March 5, 2015	County Manager presents 2015-2020 Capital Investment Plan to Board of County Commissioners (CIP/ Work Session)
OCS – Budget Recommendation	March 9, 2015	Formal presentation made to Board of Education by the Superintendent on “Budget Recommendations”
OCS – Budget Consideration (Public Hearing)	March 23, 2015 6:00 P.M.	Public Hearing – Capital Funds Budget And Local Current Expense Budget
OCS – Work Session	March 23, 2015 7:00 P.M.	Board of Education participates in Budget Work session
BOCC – CIP Follow-up	April 9, 2015	Capital Investment Plan follow-up with BOCC (Budget Work Session)
OCS – Board Approval	April 13, 2015	Board of Education Adopts Local Current Expense Budget
OCS – Budget Distribution	April 21, 2015	Budget due to County Commissioners From Orange County Schools
BOCC – Work Session	April 28, 2015	Boards of Education Fiscal Year 2015-16 Budget Presentations to BOCC @ Work Session
BOCC – Work Session	May 14, 2015	Board of County Commissioners participates in CIP follow-up and Budget Drivers for 2015-16. (Budget Work Session)
BOCC – County Manager Presents	May 19, 2015	County Manager presents Fiscal Year 2015-16 Annual Operating Budget to Board of County Commissioners
BOCC – Budget Consideration	May 21, 2015	Public Hearing – Orange County Budget and Capital Investment Plan Public Hearings
BOCC – Budget Consideration	May 28, 2015	Public Hearing – Orange County Budget and Capital Investment Plan Public Hearings
BOCC – Work Session Discussion of School Budgets	June 4, 2015	Board of County Commissioners Participates in Board of Education Budget Work Session
BOCC – County Commissioners Adoption of Budget	June 16, 2015	Board of County Commissioners adopts Fiscal Year 2015-16 Annual Operating Budget and 2015-20 Capital Investment Plan
OCS – Continuation Budget Approval	June 29, 2015	Board of Education adopts Continuation Budget

B.O.E. approved 1/12/15



Appendix 1

Capital Investment Plan

ORANGE COUNTY SCHOOLS
2016-2026 CAPITAL INVESTMENT PLAN

Scope of Work		YEAR 1 2015-16	Year 2 2016- 2017	Year 3 2017-2018	Year 4 2018-2019	Year 5 2019-2020	YEAR 6-10 SUMMARY
	Location						
ADA							
CONSTRUCT ADA ACCESSIBLE EGRESS ON SOUTH SIDE OF SCHOOL	CENTRAL						
PROVIDE RAMPS AT EGRESS PATHS	CP						
RESOLVE ADA HANDRAILS AT EGRESS	CP						
ADD RAMP FOR ACCESS TO ENTRANCE WHERE STEPS ARE LOCATED	EFLAND						
BUILDING 300--INSTALL RAMP TO MAKE THE REAR EXIT ACCESSIBLE	HES						
BUILDING 600-INSTALL RAMPS TO MAKE THE SIDE EXITS ACCESSIBLE	HES						
PROVIDE ACCESSIBLE SHOWER AND TOILET IN BOYS LOCKER AREA	CRHS	\$12,500					
ADD NEW RAMP AND HANDRAILS TO ENTRANCE AT SOUTHERN CLASSROOM WING	CWS	\$50,000					
CONSTRUCT ADA ACCESSIBLE RAMP TO PLAYGROUND	CENTRAL	\$75,000					
MODIFY CURRENT TOILET FACILITIES FOR ADA COMPLIANCE	COM RELATIONS	\$3,500					
ADD HANDICAPPED PARKING AND FRONT ENTRANCE ACCESSIBILITY	BOE		\$27,000				
ADD ACCESSIBLE RAMP AT KITCHEN	CP			\$16,000			
ADA RESTROOM IMPROVEMENTS AT VARIOUS SCHOOLS OUTLINED IN THE FACILITIES ASSESSMENT						\$100,000	
ATHLETIC FACILITIES/PLAYGROUNDS							
REPLACE WRESTLING MATS/SAFETY PADDING (MULTI-YEAR FUNDING)	DISTRICT-WIDE	\$25,000		\$25,000			
RESURFACE BASKETBALL COURTS	PATHWAYS	\$18,000					
IMPROVE SOCCER AND LACROSS FIELDS	CRHS	\$110,000	\$50,000				
RESURFACE BASKETBALL COURTS	CENTRAL		\$18,000				
RESURFACE PLAY AREA AT REAR OF SCHOOL	CENTRAL		\$20,000				

ORANGE COUNTY SCHOOLS
2016-2026 CAPITAL INVESTMENT PLAN

Scope of Work		YEAR 1 2015-16	Year 2 2016- 2017	Year 3 2017-2018	Year 4 2018-2019	Year 5 2019-2020	YEAR 6-10 SUMMARY
	Location						
RESURFACE BASKETBALL COURTS	CP		\$20,000				
REPLACE CONCRETE PAVEMENT FOR BASKETBALL COURTS	HES		\$50,000				
REPAVE WALKING TRACK	HES		\$30,000				
REPAVE WALKING TRACK	NEW HOPE			\$12,500			
ATHLETIC FACILITIES RESERVE						\$250,000	\$163,900.00
PLAYGROUND/PLAYZONE IMPROVEMENTS						\$100,000	
CLASSROOM/BUILDING IMPROVEMENTS							
IMPROVE SCIENCE CLASSROOM AD PREP ROOMS TO MEET CURRENT NCBOE STANDARDS	CRHS						
INSTALL DUCTED FUME HOODS	CRHS						
PROVIDE SEPARATE CHEMICAL PREP AREAS	CRHS						
IMPROVE SCIENCE CLASSROOM AD PREP ROOMS TO MEET CURRENT NCBOE STANDARDS	CWS						
IMPROVE SCIENCE CLASSROOM AD PREP ROOMS TO MEET CURRENT NCBOE STANDARDS	GHMS						
NEW FLOOR DRAIN (KITCHEN)	CP	\$1,600					
NEW FLOOR SINK (KITCHEN)	CP	\$4,500					
NEW LAVATORY IN KITCHEN WITH MIXING VALVE	CP	\$1,950					
NEW TROUGH DRAIN (KITCHEN)	CP	\$10,000					
REPLACE 2 COMPARTMENT PREP SINKS WITH 3 COMPARTMENT SINKS	CP	\$5,000					
UPGRADE FLOOR DRAINS NEAR STEAMER AND BRAISING PAN	CP	\$3,000					
ADD ADDITIONAL HAND SINK	CP	\$2,500					
REPLACE COLD STORAGE UNIT	CP	\$55,000					
REPLACE REACH-IN REFRIGERATORS	CP	\$13,000					
SITE WORK TO ADDRESS EROSION ISSUES AROUND CAMPUS; REPAIR WATER METER BOX AND COVER; DUMPSTER PAD AND ENCLOSURE	CRHS	\$25,000					

ORANGE COUNTY SCHOOLS
2016-2026 CAPITAL INVESTMENT PLAN

Scope of Work		YEAR 1 2015-16	Year 2 2016- 2017	Year 3 2017-2018	Year 4 2018-2019	Year 5 2019-2020	YEAR 6-10 SUMMARY
	Location						
DEFERRED MAINTENANCE WORK ON EXTERIOR SYSTEMS (SAND/PRIME/REPAINT TUBE SYSTEM AT FRONT ENTRANCE; REPAIR EFIS AND OTHER MISC ITEMS ON EXTERIOR OF BUILDING	CRHS	\$15,000					
ADD FLOOR TROUGH NEAR BRAISING PAN	EFLAND		\$5,000				
NEW TROUGH DRAIN (KITCHEN)	EFLAND		\$10,000				
REPLACE ALL PREP TABLES	HES		\$12,000				
REPLACE COLD STORAGE UNIT	HES		\$55,000				
REPLACE FLOOR DRAIN AT STEAMER AND BRAISER	OHS			\$2,500			
UPGRADE SCIENCE CLASSROOMS TO MEET CURRENT DPI STANDARDS	ALS				\$250,000		
UPGRADE SCIENCE CLASSROOMS TO MEET CURRENT DPI STANDARDS	CWS				\$235,000		
FOOD SERVICE EQUIPMENT/KITCHEN UPGRADES VARIOUS FACILITIES						\$200,000	\$200,000.00
HAZARDOUS MATERIALS ABATEMENT							
HAZARDOUS MATERIALS ABATEMENT VARIOUS FACILITIES (MULTI-YEAR FUNDING)				\$50,000		\$100,000	\$500,000.00
ENERGY EFFICIENCY/LIGHTING IMPROVEMENTS							
CONVERT GYMNASIUM LIGHTING TO LED--ALL SCHOOLS		\$54,133	\$174,000	\$125,800			
FIRE/SAFETY/SECURITY SYSTEMS							
NEW FIRE ALARM SYSTEM --25 STATION	MAINT		\$35,000				
INSTALL NEW SPRINKLER SYSTEM	TRANSPORTATION						\$140,000.00
MECHANICAL SYSTEMS							
NEW KITCHEN HOOD EXHAUST & SUPPLY FAN/DUCTWORK	CENTRAL						

ORANGE COUNTY SCHOOLS
2016-2026 CAPITAL INVESTMENT PLAN

Scope of Work		YEAR 1 2015-16	Year 2 2016- 2017	Year 3 2017-2018	Year 4 2018-2019	Year 5 2019-2020	YEAR 6-10 SUMMARY
	Location						
NEW KITCHEN HOOD EXHAUST & SUPPLY FAN/DUCTWORK	CP						
NEW KITCHEN HOOD EXHAUST & SUPPLY FAN/DUCTWORK	CWS						
NEW KITCHEN HOOD EXHAUST & SUPPLY FAN/DUCTWORK	GRADY BROWN						
NEW KITCHEN HOOD EXHAUST & SUPPLY FAN/DUCTWORK	HES						
ANALYSIS OF STEAM LINE ALTERNATIVES; EMERGENCY REPAIRS TO STEAM LINES	OHS						
NEW SUPPLY FAN W/ HEAT FOR KITCHEN HOOD	EFLAND						
REPLACE HVAC AT KITCHEN	EFLAND						
NEW DISHWASHER EXHAUST FAN AND DUCTWORK	CP	\$3,500					
NEW ROOFTOP WATER SOURCE HEAT PUMPS	EFLAND			\$252,000			
NEW ZONE DAMPER SYSTEM	EFLAND			\$162,700			
ENERGY MANAGEMENT SYSTEM	EFLAND			\$292,900			
HVAC RESERVE			\$140,000		\$453,722	\$237,133	\$3,759,440.00
NEW BUILDING CONSTRUCTION							
ADD CLASSROOM WING (PRICE INCLUDES FULL PROJECT COSTS)	CRHS		\$12,583,000				
ELEMENTARY #8--NON PROTOTYPICAL DESIGN							\$28,000,000.00
ROOFING PROJECTS							
100 WING	OHS						
PIPE EXISTING PVC DRAIN TO NEAREST UNDERGROUND SYSTEM	CWS						
BACK CLASSROOMS ROOF REPLACEMENT	EFLAND						
REPAIR EXPOSED AND RECESSED DOWNSPOUTS AND GUTTER LEAKS	OHS						
200 BUILDING	GRADY BROWN	\$269,000					
CAFETERIA	GRADY BROWN	\$165,000					

ORANGE COUNTY SCHOOLS
2016-2026 CAPITAL INVESTMENT PLAN

Scope of Work		YEAR 1 2015-16	Year 2 2016- 2017	Year 3 2017-2018	Year 4 2018-2019	Year 5 2019-2020	YEAR 6-10 SUMMARY
	Location						
200 WING (MULTI YEAR FUNDING)	OHS	\$90,000	\$130,000				
REPLACE DAMAGED DOWNSPOUTS	CP	\$2,200					
PROVIDE BOOT AND UNDERGROUND STORM PIPING FOR DOWNSPOUT	GRADY BROWN	\$20,000					
300 BUILDING ROOFING	GRADY BROWN		\$310,000				
500 BUILDING ROOFING	GRADY BROWN		\$137,000				
ROOF STUDY	DISTRICT	\$50,000					
ROOF RESERVE							\$956,500.00
REPLACE SHINGLE ROOF	BOE			\$35,000			
MEDIA CENTER ROOF REPLACEMENT	CENTRAL			\$300,000			
ART/MUSIC CLASSROOM ROOF REPLACEMENT	CENTRAL				\$80,000		
CAFETERIA ROOF REPLACEMENT	CENTRAL				\$52,000		
GYMNASIUM ROOF REPLACEMENT	CENTRAL				\$80,000		
CONNECT DOWNSPOUTS UNDERGROUND AWAY FROM BUILDING	EFLAND				\$7,500		
BACK CLASSROOMS ROOF REPLACEMENT	CP					\$300,000	
OFFICE/CLASSROOMS	CP					\$175,000	
BUILDING 400 ROOF REPLACEMENT	HES						\$175,000.00
AUDITORIUM/ENTRANCE ROOF REPLACEMENT	OHS						\$395,000.00
GYM/OFFICE ROOF REPLACEMENT	OHS						\$395,000.00
AUDITORIUM ROOF REPLACEMENT	ALS						\$130,000.00
CAFETERIA/CLASSROOMS ROOF REPLACEMENT	ALS						\$502,000.00
GYM/LOCKER ROOMS ROOF REPLACEMENT	ALS						\$235,000.00
OFFICE/MAIN ENTRY ROOF REPLACEMENT	ALS						\$30,000.00
UPPER CLASSROOMS/ROOF REPLACEMENT	ALS						\$878,000.00
SCHOOL SAFETY /SECURITY							
IMPLEMENTATION OF SCHOOL SAFETY INITATIVES (ITEMIZED VIA ANNUAL WORKPLAN)		\$300,328	\$269,197	\$323,906	\$300,000	\$300,000	\$1,763,900.00
REPLACE PERIMETER FENCING	HES	\$35,000					
WINDOW REPLACEMENTS							

2016 PAY-AS-YOU-GO FUNDING

ORANGE COUNTY SCHOOLS
2016-2026 CAPITAL INVESTMENT PLAN

Scope of Work		YEAR 1 2015-16	Year 2 2016- 2017	Year 3 2017-2018	Year 4 2018-2019	Year 5 2019-2020	YEAR 6-10 SUMMARY
	Location						
REPLACE WINDOWS	GRADY BROWN				\$220,000		
VEHICLE REPLACEMENT							
REPLACEMENT VEHICLES/MAINTENANCE TO SUPPORT RESTORED STAFF POSITION		\$30,000					
		2015-16	2016-17	2017-18	2018-19	2019-20	2020-2026
AVAILABLE FUNDING		\$1,449,711	\$1,522,197	\$1,598,306	\$1,678,222	\$1,762,133	\$10,223,740.00
AMOUNT ALLOCATED		\$1,449,711	\$14,075,197	\$1,598,306	\$1,678,222	\$1,762,133	\$38,223,740.00
UNFUNDED PROJECTS		\$0	-\$12,553,000	\$0	\$0	\$0	-\$28,000,000.00
TOTAL AVAILABLE FUNDING FROM COUNTY:							
PAY-AS-YOU-GO		\$1,449,711	\$1,522,197	\$1,598,306	\$1,678,222	\$1,762,133	\$10,223,740.76
LOTTERY (SEPARATE SCHEDULE OF PROJECTS ATTACHED)		\$520,736	\$520,736	\$520,736	\$520,736	\$520,736	\$2,603,680.00
ARTICLE 46 SALES TAX (SEPARATE SCHEDULE OF PROJECTS ATTACHED)		\$541,807	\$568,897	\$597,342	\$627,209	\$658,570	\$3,820,964.53
GRAND TOTAL ANNUAL ALLOCATION		\$2,512,254	\$2,611,830	\$2,716,385	\$2,826,167	\$2,941,439	

40

ORANGE COUNTY SCHOOLS
2016-2026 LOTTERY FUNDING

Scope of Work	Location	YEAR 1 2015-16	Year 2 2016- 2017	Year 3 2017-2018	Year 4 2018-2019	Year 5 2019-2020	YEARS 6-10 SUMMARY
DISTRICT: TECHNOLOGY UPGRADES		\$500,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
SCHOOL SAFETY INITIATIVES		\$20,736	\$43,400	\$13,400	\$13,400		
REPLACE COLD STORAGE UNIT	CENTRAL		\$50,000				
REPLACE REACH-IN REFRIGERATORS	CENTRAL		\$20,000				
REPLACE COOKING EQUIPMENT	CENTRAL		\$75,000				
REPLACE DISHWASHER CONDENSATE HOOD	CENTRAL		\$1,500				
ADD DRYING RACKS	CENTRAL		\$1,500				
REPLACE FLOOR DRAIN AT STEAMER AND BRAISER	CENTRAL		\$2,500				
REPLACE PREP SINKS TO 3-COMPARTMENT SINKS	CENTRAL		\$12,000				
ADD FLOOR TROUGH NEAR BRAISING PAN AND STEAMER	HES		\$3,000				
NEW TROUGH DRAIN (KITCHEN)	HES		\$10,000				
ADD FLOOR TROUGH NEAR BRAISING PAN	CWS		\$50				
NEW EXTERIOR GREASE TRAP (KITCHEN)	CWS		\$15,000				
NEW FLOOR SINK (KITCHEN)	CWS		\$6,750				
NEW LAVATORY (KITCHEN)	CWS		\$4,000				
NEW TROUGH DRAIN (KITCHEN)	CWS		\$10,000				
REPLACE 2 COMPARTMENT SINKS AND ADD GREASE TRAP	CWS		\$12,000				
ADD NEW 60 QT MIXER	CWS		\$10,000				

ORANGE COUNTY SCHOOLS
2016-2026 LOTTERY FUNDING

Scope of Work	Location	YEAR 1 2015-16	Year 2 2016- 2017	Year 3 2017-2018	Year 4 2018-2019	Year 5 2019-2020	YEARS 6-10 SUMMARY
REPLACE COLD STORAGE UNIT	CWS		\$50,000				
REPLACE STEAMER	CWS		\$35,000				
ADD HOT FOOD CABINET	CWS		\$5,000				
REPLACE ICEMAKER	CWS		\$8,500				
ADD DRYING RACKS	CWS		\$1,500				
REPLACE COLD STORAGE UNIT	OHS		\$44,036				
ADD FLOOR TROUGH NEAR BRAISING PAN	GRADY BROWN			\$5,000			
ADD LIFT OUT GUARD RAILS AND HANDRAILS AT THE STEP OF THE MAIN KITCHEN LOADING DOCK	GRADY BROWN			\$4,000			
ISOLATE DISH WASH ROOM FROM PREP AREA	GRADY BROWN			\$20,000			
NEW TROUGH DRAIN (KITCHEN)	GRADY BROWN			\$10,000			
REPLACE POT WASH SINK	GRADY BROWN			\$6,000			
REPLACE PREP SINKS	GRADY BROWN			\$6,000			
ADD AIR CURTAIN ON RECEIVING UNIT	GRADY BROWN			\$2,000			
REPLACE COLD STORAGE UNIT	GRADY BROWN			\$75,000			
REPLACE FOOD SLICER	GRADY BROWN			\$4,500			
REPLACE CASTERS ON DRY STORAGE SHELVING	GRADY BROWN			\$1,600			
ADD 1-COMPARTMENT COMBI-OVEN	GRADY BROWN			\$22,500			
ADD TWO MOBILE VAN PACKS	GRADY BROWN			\$2,000			
REPAIR SERVING LINE COMPUTER EQUIPMEMNT	GRADY BROWN			\$3,500			
REPLACE SERVING EQUIPMENT CASTERS AND CASTER TROUGH	NEW HOPE			\$5,000			
REPLACE OUTDATED COOKING EQUIPMENT	OHS			\$75,000			

ORANGE COUNTY SCHOOLS
2016-2026 LOTTERY FUNDING

Scope of Work	Location	YEAR 1 2015-16	Year 2 2016- 2017	Year 3 2017-2018	Year 4 2018-2019	Year 5 2019-2020	YEARS 6-10 SUMMARY
ADD TWO HOT FOOD CABINETS	OHS			\$10,000			
REPLACE FOOD SLICER	OHS			\$2,000			
ADD DRYING RACKS	OHS			\$2,000			
REPLACE MERCHANDISING REFRIGERATOR	OHS			\$20,000			
REPLACE HOT WELLS IN SERVING EQUIPMENT	OHS			\$11,000			
REPLACE COLD WELLS IN SERVING EQUIPMENT	OHS			\$6,000			
REPLACE HOOD AND FIRE SUPPRESSION SYSTEM	OHS			\$16,000			
ADD DRYING RACKS	PATHWAYS			\$1,500			
UPGRADE SERVING LINE EQUIPMENT	CENTRAL			\$20,000			
ADD PASS-THROUGH REFRIGERATOR	CENTRAL			\$4,500			
SERVING LINE EQUIPMENT MODIFICATIONS	ALS			\$5,600			
NEW SERVING LINE COUNTERS	CRHS			\$35,000			
REPLACE COOKING EQUIPMENT	EFLAND			\$18,000			
REPLACE SERVING EQUIPMENT CASTERS AND CASTER TROUGH	EFLAND			\$4,800			
ADD PASS THROUGH MOBILE HOT CABINET	EFLAND			\$8,836			
UPGRADE/ADD STEAMER & BRASING PAN	CP				\$40,000		
UPGRADE DISHWASHING AREA	CP				\$1,500		
UPGRADE SERVING LINE EQUIPMENT	CP				\$5,000		
ACTIVITY BUS REPLACEMENT					\$300,000		
CIP PROJECT CONTINGENCY					\$60,836		

ORANGE COUNTY SCHOOLS
2016-2026 LOTTERY FUNDING

Scope of Work	Location	YEAR 1 2015-16	Year 2 2016- 2017	Year 3 2017-2018	Year 4 2018-2019	Year 5 2019-2020	YEARS 6-10 SUMMARY
ABATEMENT PROJECT: CARPET/MASTIC CAMPUS WIDE: NEW HOPE AND AL STANBACK						\$420,736	\$30,000
ADA: OHS TOILET RENOVATIONS (MULTI YEAR FUNDING)							\$510,736
DEFERRED MAINTENANCE RESERVE							\$1,562,944
TOTAL COUNTY ALLOCATION		\$520,736	\$520,736	\$520,736	\$520,736	\$520,736	\$5,207,360
PROJECT TOTAL		\$520,736	\$520,736	\$520,736	\$520,736	\$520,736	\$5,207,360
AVAILABLE FOR ALLOCATION		\$0	\$0	\$0	\$0	\$0	\$0

44

45

45

Emergency Services

Phone Number: (919) 245-6100

Website: http://www.orangecountync.gov/departments/board_of_elections/index.php

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Category (General Fund)						Account: 750
Personnel Services	7,157,078	8,442,488	8,442,488	7,951,227	8,790,374	8,715,073
Operations	1,157,963	1,395,430	1,415,739	1,327,906	1,426,054	1,380,252
Capital Outlay	508,402	86,851	129,602	112,745	169,737	50,989
Total Expenditures	\$ 8,823,443	\$ 9,924,769	\$ 9,987,828	\$ 9,391,878	\$ 10,386,165	\$ 10,146,314
Offsetting Revenues	(2,767,630)	(2,240,215)	(2,240,965)	(2,223,621)	(2,490,215)	(2,490,215)
County Costs (net)	\$ 6,055,813	\$ 7,684,554	\$ 7,746,863	\$ 7,168,257	\$ 7,895,950	\$ 7,656,099
Emergency Telephone Fund						Account: 7551
Overhead	19,556	19,556	19,556	0	19,556	19,556
Personnel Services	128,681	122,264	122,264	126,240	126,460	126,460
Operations	243,455	661,962	782,946	453,854	774,083	774,083
Capital Outlay	0	53,259	139,306	95,034	5,000	5,000
Total Expenditures	\$ 391,693	\$ 857,041	\$ 1,064,072	\$ 675,128	\$ 925,099	\$ 925,099
Offsetting Revenues	(486,248)	(857,041)	(1,064,072)	(562,338)	(925,099)	(925,099)
County Costs (net)	\$ (94,555)	\$ 0	\$ (0)	\$ 112,790	\$ 0	\$ 0
Total Emergency Services and Related Expenditures	\$ 9,215,136	\$ 10,781,810	\$ 11,051,900	\$ 10,067,006	\$ 11,311,264	\$ 11,071,413

Division Summary

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Program (General Fund)						
Administration	1,034,173	1,248,438	1,260,432	1,207,557	1,217,758	1,201,556
Emergency Medical Services	5,551,827	5,623,994	5,672,660	5,495,927	5,944,946	5,760,666
Fire Marshal	245,376	274,774	277,174	272,278	300,368	290,898
Telecommunications	1,992,068	2,777,563	2,777,563	2,416,117	2,923,093	2,893,194
Total Expenditures	\$ 8,823,443	\$ 9,924,769	\$ 9,987,828	\$ 9,391,878	\$ 10,386,165	\$ 10,146,314
Offsetting Revenue	(2,767,630)	(2,240,215)	(2,240,965)	(2,223,621)	(2,490,215)	(2,490,215)
County Costs (net)	\$ 6,055,813	\$ 7,684,554	\$ 7,746,863	\$ 7,168,257	\$ 7,895,950	\$ 7,656,099
Total Expenditures	\$ 8,823,443	\$ 9,924,769	\$ 9,987,828	\$ 9,391,878	\$ 10,386,165	\$ 10,146,314
Emergency Telephone Fund						
Emergency Telephone System	391,693	857,041	1,064,072	675,128	925,099	925,099
Total Expenditures	\$ 391,693	\$ 857,041	\$ 1,064,072	\$ 675,128	\$ 925,099	\$ 925,099
Offsetting Revenue	(486,248)	(857,041)	(1,064,072)	(562,338)	(925,099)	(925,099)
County Costs (net)	\$ (94,555)	\$ 0	\$ (0)	\$ 112,790	\$ 0	\$ 0
Total Expenditures	\$ 9,215,136	\$ 10,781,810	\$ 11,051,900	\$ 10,067,006	\$ 11,311,264	\$ 11,071,413

Vision Statement

"A Prepared, Coordinated, and Integrated Emergency Services System"

Emergency Services - continued

Mission Statement

The OCES Administrative Division is responsible for delivering superior customer service and support for our internal and external customers.

The Emergency Management Division will coordinate with partner agencies to ensure that Orange County is prepared to respond to and recover from all natural, technological, and man-made emergencies. We will provide the leadership and support to reduce the loss of life and property through an all-hazards emergency management program of prevention, mitigation, preparedness, response, and recovery throughout Orange County.

Administrative Division (including Emergency Management)

Major Services

- Comprehensive and Integrated Emergency Management Program (Planning, Training, Exercises for All-Hazards)
- OC Alerts
- Management of ES Fleet (including Ambulances)
- Warehouse & Logistics Management
- Facilities Support and Maintenance
- Departmental Issued Attire and Personal Protective Equipment
- Capital Projects
- Radio and Radio System Maintenance/Operation

FY 2014-15 Outcomes

- Initiated Regional Hazard Mitigation Plan
- Completed the Phase I of implementing new uniforms for all staff
- Conducted Active Shooter training for Fire, Law Enforcement, EMS, and Schools
- Conducted discussion and operations based Active Shooter exercises
- Reinstated the Orange County Local Emergency Planning Committee (LEPC).
- In coordination with FEMA and State Emergency Management, completed all of the required documentation to successfully receive reimbursement for unanticipated expenses relating to the Presidentially Declared Disaster for the March, 2014 Ice Storm.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Emergency Management					
Number of Disaster/Emergency Exercises Conducted	4	5	6	5	4
Number of Emergency Plans Update/Developed	5	5	3 (Large Plans)	2	3
Percentage of County Departments that were provided one-on-one consultation on disaster responsibilities.	75%	75%	100%	100%	100%

Emergency Services - continued

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Number of Training Opportunities for County Staff and Stakeholders (NEW)	N/A	N/A	1	4	4
Local Emergency Planning Committee (LEPC) Meetings	2	2	4	3	3
Number of times the Emergency Operations Center was activated before the hazard/event occurred (NEW)	N/A	N/A	3	5	4

FY 2015-16 Objectives

- Co-locate one (1) ambulance with Eno Fire Department
- Complete Phase II of the uniform initiative
- Complete the Regional Hazard Mitigation Plan
- Complete 9-1-1 Center back-up facility
- Retain consultant for countywide radio system guidance

Budget Highlights

- Staff leadership training continues to be a priority in forging a culture change within the organization. A significant portion of the training/development budget is to support this critical initiative.
- The FY15-16 Manager Recommended Budget includes an increase of \$12,000 in the Motor Pool account in this division for the motor vehicle surcharge from \$.08/mile to \$.10/mile. Emergency Services budgets all motor pool costs through the Administration division.

Fire Marshal Division

Major Services

- Administer fire protection program using the N.C. Fire Prevention Code and National Fire Protection Association Standards by conducting fire inspections and issuing permits
- Administer life safety/fire prevention programs for Orange County
- Assists fire departments with long-range planning and insurance certification
- Investigate fires to determine cause and origin and provide emergency response to incidents

FY 2014-15 Outcomes

- Outline measurable results anticipated, by Feb 1, 2016.
- Reduced fire insurance premiums for some residents by realigning fire insurance districts for reduced response distances.
- Maintain yearly inspection quota on average of 300
- Educated Orange County employees on fire evacuation procedures and emergency training as scheduled with the Emergency Workgroup

Emergency Services - continued

- Achieved a reduced rating in the Insurance Protection class of Orange Grove Fire Department from 9 to 6
- Provided basic water rescue equipment to six departments.
- Improved budget strategies by providing a more accurate count of time spent on services provided. Strategic Goal #6

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Inspections					
Fire Inspections	295	326	326	282	290
Number of man hours for inspections	1,674	1,770	1,956	1,228	1,275
Service: Investigations					
Fire Investigations	120	125	140	130	135
Number of man hours for investigations	310	315	350	328.5	340

FY 2015-16 Objectives

- Reduce amount of time allocated for inspection work by utilizing technologies that streamline the inspection process and paperwork. Strategic Plan Goal #4.
- Continue to increase rescue services in the county through local fire departments and SORS with personnel, equipment and training. Strategic Plan Goal #1
- Increase participation through training and on-scene opportunities in the Fire Investigation Task Force

Budget Highlights

- The FY15-16 Manager Recommended Budget includes an increase of \$20,972, for a total of \$46,775 in the Rescue Services account. This increase will provide water rescue equipment to the 4 fire departments that did not receive equipment in the FY14-15 Commissioner Approved Budget and will also allow for the purchase of other specialized rescue equipment.

Communications Division

Major Services

- 24 hours Public Safety Answering Point (PSAP) for citizens requiring emergency and non-emergency assistance.
- Dispatch all law enforcement, EMS and fire resources to respond to the needs of the community and partner counties. Monitor and respond to all public safety agency requests through various mediums of communication to provide information and oversee safety of responders.
- Coordinate and dispatch medical calls through the use of Emergency Medical Dispatch (EMD) through protocol assessment to provide the most accurate resource and provide pre-

Emergency Services - continued

arrival and post-dispatch instructions to the caller/patient until medically trained personnel arrive on scene. Fire and Law Enforcement Protocols are being implemented in 2014.

- Maintain all 9-1-1 records and produce duplicated recordings/logs/database information as requested by the agencies, citizens, businesses and attorneys as outlined by NC GS 132-1.4 and GS 132-1.5.

FY 2014-15 Outcomes

- Successfully implemented the new Sentinel Phone System in preparation for NG9-1-1 capabilities.
- Successfully outfitted 9-1-1 consoles with 6 monitors per console to provide better visuals on maps, Automatic Vehicle Location (AVL) and resource management.
- Installed dividers between identified consoles to provide noise reduction.
- Installed 6 situation monitors to display activity statistics.
- Implemented Paramount ProQA software which is an upgrade to provide 3 protocols for the telecommunicators: Emergency Medical Dispatch (active), Emergency Fire Dispatch (in-progress) and Emergency Police Dispatch (in-progress).
- Successfully tested Text29-1-1 with all wireless providers and will launch on April 1, 2015 making it available to the public and agencies.
- Signed Interlocal Agreement between Alamance County and Orange County to provide a network between Computer Aided Dispatch systems to allow the sharing of CAD information. Both IT Departments are working on establishing the VPN connections to be completed by March, 2015.
- Started the initial process of creating a 9-1-1 Backup Center Plan as required by the NC 9-1-1 Board under General Statute 62A. Currently in discussions with Orange County Asset Management, IT and Intrado/Motorola to outfit a backup location in the event of failure at the Primary 9-1-1 Center.
- Contract between Intrado and Orange County Emergency Services to provide Advanced 9-1-1 services providing more routes for backup and redundancy for the 9-1-1 call receiving system was signed and the project is currently in Phase 1 with setup of infrastructure.
- Implementation of the Emergency Fire Dispatch Protocols began in December 2014. The Executive Fire Course was successful. The Fire Chief's Council assigned fire representatives and a rescue representative to assign definitions to all call types that have been completed. We will have the official kickoff on February 25, 2015 and Emergency Fire Dispatch training for Telecommunicators will be in March of 2015 with the protocols going live on April 7 – 8, 2015.
- Implementation of the Emergency Police Dispatch Protocols began in December 2014. The Executive Law Enforcement Course was successful. The Sheriff and Law Enforcement Chiefs will assign law enforcement representatives to assign definitions to all call types by March 31, 2015. We will have the official kickoff on February 25, 2015 (in conjunction with Fire Chiefs) and Emergency Police Dispatch telecommunicator training is May 5-6, 2015. Go-live is May 27-28, 2015.
- Utilized EcATS as the standard measuring tool for accuracy of 9-1-1 call volume, average duration of calls, ring to answer percentage. EcATS responded to the requests of all

Emergency Services - continued

Communication Managers to create the ability to run stats for individual shifts in a specified time period rather than as a 24 hour period.

- Finalized new hiring process utilizing LESI (Law Enforcement Services, Inc.) with OnLine Personal History Questionnaire and post-offer psychological for selected candidates. Successfully redesigned the application and posting process and received 170 applications in January 2015.
- Retention rate is at 79.31%. The national average is at 81%. We lost 6 experienced staff:
 Retirement – 1
 Changed Profession – 1
 Higher Pay at another Communications Center – 2
 Termination – 2

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: In compliance with NC 9-1-1 Board's operating standards for all 9-1-1 PSAPS, ninety (90) percent of emergency 911 calls received on emergency lines shall be answered within ten 14 (10) seconds, and ninety-five (95) percent of emergency 911 calls received on emergency lines shall be answered within twenty (20) seconds. Compliance shall be evaluated monthly using data from the previous month via EcATS.					
Compliance 90% <10 seconds ring to answer; Target is 98%	87%	100%	92%	96%	96%
Performance Measures: EcATS (9-1-1 State Funded Statistics Software))	No	Yes	Yes	Yes	Yes
Service: Decrease the average duration of a 9-1-1 call to 90 seconds or less in comparison with the national standard.					
Target = 105 seconds	Not Measurable	Not Measurable	89 seconds	110 seconds	105 seconds
Performance Measure: EcATS	Not Measurable		Yes	Yes	Yes

FY 2015-16 Objectives

- We will have a 9-1-1 Backup Center Infrastructure in place by June 2016. The 9-1-1 Backup Plan will be completed by April, 2015 and submitted to the NC 9-1-1 Board for approval.
- The NG 9-1-1 project led by Intrado/Motorola will be completed in October – December, 2015.
- Orange County Emergency Services is in discussion with Durham Emergency Communications to enter into an Interlocal Agreement to allow the sharing of CAD information. We hope to have the agreement in place by December, 2015.
- Continue to improve telecommunicator workspace with installation of KVM switches (allows 1 keyboard and 1 mouse to manage 4 computers), MCC7500 interface (allows the telecommunicator to activate agency pagers from CAD); situation monitors are installed and will be live with statistics by October, 2015.
- Attend professional conferences and meetings to assure that our staff are provided the most current technology trends and training.
- Work with the State through the 9-1-1 Board to identify how to successfully hire and retain employees to reduce the turnover rate effecting the nation. This will be done through actively participating on the committees established by the 9-1-1 Board and providing documentation from colleagues across the country who have workable solutions.

Emergency Services - continued

- Continue working on reducing dispatch times by streamlining processes, providing better protocols, hiring and retaining staff, and increasing training from online to classroom.

Budget Highlights

- The FY15-16 Manager Recommended Budget includes the movement of a 1.0 FTE ES Systems Technician position from the Administration division into the Communications division. The total FTE count is not affected by this transfer; however the budgets associated with each division are affected.
- The FY15-16 Manager Recommended Budget includes a \$10,000 increase in the Certifications & Licenses account due to an increase in initial certifications for new hires and a necessary update to Emergency Police Dispatch (EPD) and Emergency Fire Dispatch (EFD) certifications.
- The FY15-16 Manager Recommended Budget includes an increase in the Telephone account of the Emergency Telephone Fund of \$103,272; this increase is to support NextGen 911 capabilities (for text to 911).

EMS Division

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.
- Coordinate state mandated continuing medical education for EMS staff, medical responders, and community partners.
- Manage EMS Medical Services providers throughout the county through ordinance franchise process.
- Prepare for and respond to EMS Surge and/or Mass Casualty providing medical services throughout the region.

FY 2014-15 Outcomes

- EMS responded to 13,551 requests for service, provided medical care to 11,067 patients and transported 8804 patients.
- Working with the Department on Aging and UNC Hospitals we have continued the Stay Up and Active falls prevention program. To date over 1,000 at risk patients have been identified. Twenty-five secondary home visits were made with twenty-four follow up visits made by the Department on Aging. EMS has selected six paramedics, including an EMS Supervisor to continue the growth of the Stay Up Stay Active program. These Community Paramedics have participated in joint training to continue the Stay Up Stay Active home visits.
- In partnership with Durham Technical Community College, the paramedic academy continued to enable OCES to recruit and train three additional paramedics. These

Emergency Services - continued

paramedics agree to provide a minimum of two years of productive service to the County at the culmination of their training.

- EMS, in partnership with the Orange County Department of Social Services Work First program has recruited our third EMS Apprentice who is expected to complete her Emergency Medical Technician training in May of 2015.
- Four EMS Assistant Supervisors were recruited and were reclassified to EMS Supervisor in January 2015. EMS now staffs supervisors geographically which allows supervisors to participate in training exercises with the Fire Departments, and to be available for major incidents. This addition addresses a 2012 EMS Study Recommendation.
- Four Field Training Officers were selected as EMS Adopted the Nationally recognized EMS Field Training Evaluation Program. Newly hired EMS candidates are now participating in a four to six week EMS Academy that equips them with essential system knowledge prior to working with trainers in the field.
- In partnership with local Fire Departments, Police Departments and South Orange Rescue Squad, Orange County created a local credentialing system for agencies to voluntarily and consistently expand EMS service levels.
- In response to increasing accidental overdose deaths throughout North Carolina, EMS worked closely with the Health Department to develop an innovative law enforcement naloxone program. The Orange County Sheriff's Department and Carrboro Police Department received training and a supply of naloxone to expand the level of care provided to an at risk population.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Emergency Medical Services					
Total Calls for Service	13,132	12,554	13,000	13,551	14,000
Number of Ambulance Move Up Calls	1,302	1,156	1,000	1,162	1,000
Service: Emergency Medical Services					
Response Time (Average)	8:46	08:53	08:30	09:37	08:45
Response Time (90 th percentile)	15:40	15:51	15:00	16:45	16:00
Average Wheels Rolling Time	01:05	00:45	01:00	00:48	01:00
Wheels Rolling Time (90 th percentile)	02:22	01:29	01:30	01:33	01:30

FY 2015-16 Objectives

- EMS will incorporate active learning methodologies that will enhance the knowledge, skills, and expertise of our field providers.
- The 2015/16 Paramedic Academy will allow EMS to recruit up to six additional paramedics. This recruitment will assist in the filling of current vacant positions in light of the continued national paramedic shortage.

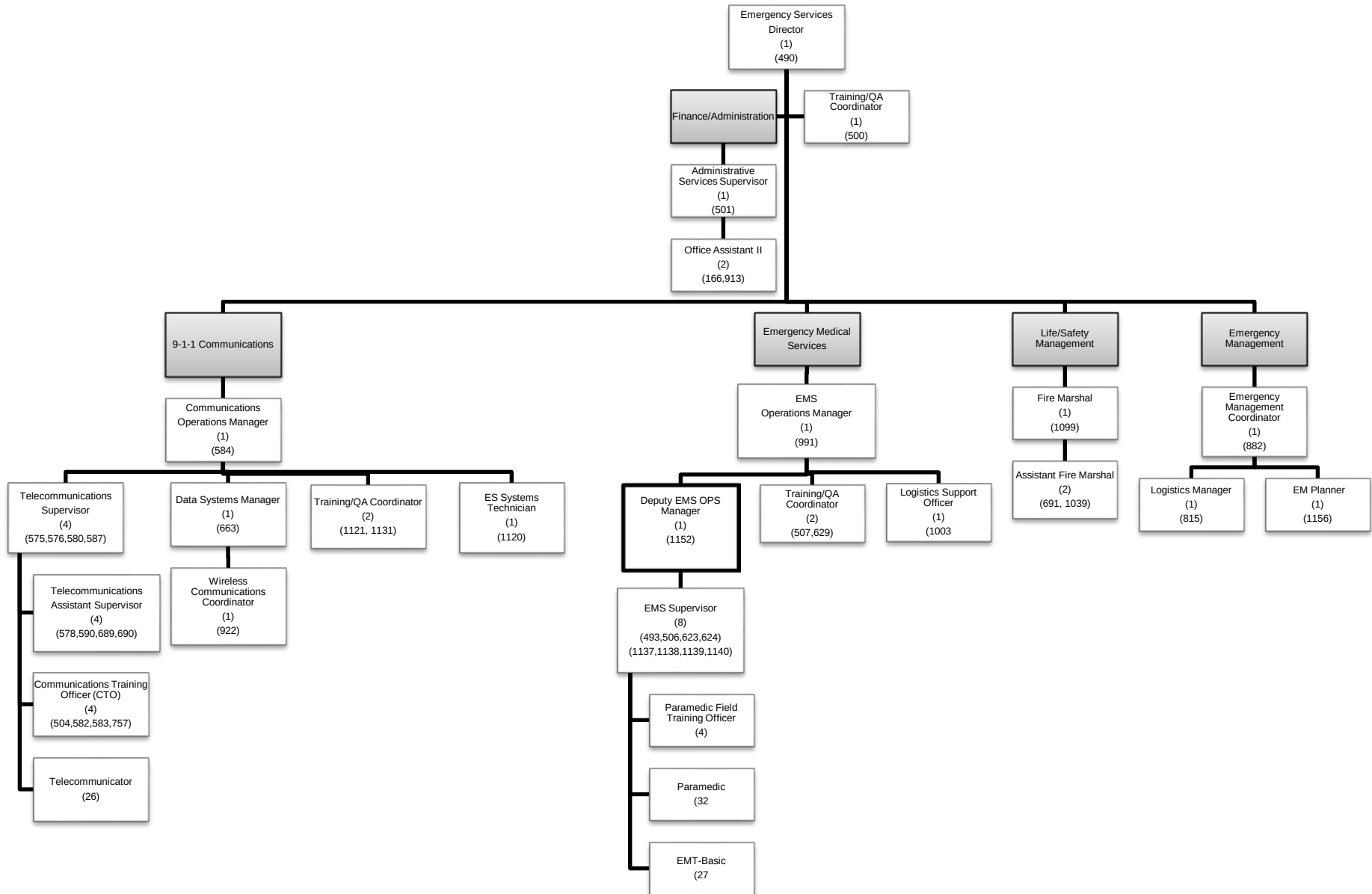
Emergency Services - continued

- EMS will work with the Health Department and Local Law Enforcement agencies to expand naloxone capabilities.
- EMS will expand services to our Northern districts by increasing the hours of Medic 5 to make it a 24 hour ambulance. EMS plans to co-locate with the Eno Fire Department from 6pm to 6am and continue our co-location with Orange Rural from 6am to 6pm.

Budget Highlights

- The FY15-16 Manager Recommended Budget includes a reclassification of the 0.5 FTE Public Health Preparedness Coordinator to a 1.0 FTE Deputy EMS Operations Manager. This position is recommended to start on January 1, 2016 in order to help offset some of the increased costs. The total County cost for this position is \$27,758, including \$4,952 in operating expenditures and one-time start-up costs. This reclassification is actually a net savings to the County in total cost for this fiscal year, as the 1.0 FTE Deputy EMS Operations Manager will only have a half-year of costs in this fiscal year.
- The FY15-16 Manager Recommended Budget includes \$50,864 in Capital Outlay. These items include replacement of ambulance equipment, an interactive smart board for training and meetings, and furniture for EMS co-location sites.
- The FY15-16 Manager Recommended Budget includes an increase of \$250,000 in EMS Charges. This increase is due to an increase in current year actuals that is expected to continue in the future.

Emergency Services



Finance and Administrative Services

Phone Number: (919) 245 - 2450

Website: www.orangecountync.gov/departments/finance_and_administrative_services.php

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
<i>By Category (General Fund)</i>						Account: 230
Personnel Services	1,086,521	1,161,010	1,161,010	1,055,950	1,156,040	1,156,040
Operations	2,187,605	2,201,107	2,205,797	2,098,283	2,245,810	2,245,810
Capital Outlay	2,117	2,000	2,000	2,000	0	0
Total Expenditures	\$ 3,276,244	\$ 3,364,117	\$ 3,368,807	\$ 3,156,233	\$ 3,401,850	\$ 3,401,850
County Costs (net)	\$ 3,276,244	\$ 3,364,117	\$ 3,368,807	\$ 3,156,233	\$ 3,401,850	\$ 3,401,850
Total Finance and Administrative Services and Related Expenditures						
	\$ 3,276,244	\$ 3,364,117	\$ 3,368,807	\$ 3,156,233	\$ 3,401,850	\$ 3,401,850

Division Summary

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
<i>By Program (General Fund)</i>						
Budget Office	342,432	343,478	343,478	321,425	349,188	349,188
Finance Office	811,767	913,008	913,570	788,321	898,732	898,732
Risk Management	2,122,045	2,107,631	2,111,760	2,046,487	2,153,930	2,153,930
Total Expenditures	\$ 3,276,244	\$ 3,364,117	\$ 3,368,807	\$ 3,156,233	\$ 3,401,850	\$ 3,401,850
County Costs (net)	\$ 3,276,244	\$ 3,364,117	\$ 3,368,807	\$ 3,156,233	\$ 3,401,850	\$ 3,401,850
Total Expenditures						
	\$ 3,276,244	\$ 3,364,117	\$ 3,368,807	\$ 3,156,233	\$ 3,401,850	\$ 3,401,850

Mission Statement

The Finance and Administrative Services department provides budgetary, fiscal and internal business policy guidance, financial accountability, stability, and integrity of the County's resources. Through fiscal and operational practices and procedures, the department can achieve and fund the goals and priorities of the County and its citizens.

Finance and Administrative Services: Finance and Purchasing Division

Major Services

- Maintain the County's sound financial condition through accounting and fiscal controls, in accordance with Generally Accepted Accounting Principles (GAAP) and North Carolina General Statutes.
- Ensure revenues are properly deposited and reported, and maintain 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.

Finance and Administrative Services – continued

- Debt management to include prompt payment of debt service; plan, execute, oversee debt issuance and monitor debt parameters for compliance with policy.
- Responsible for grant financial compliance and internal audits.
- Responsible for encumbering and purchasing of County goods and services..

FY 2014-15 Outcomes

- Annual Audit: Issued Comprehensive Annual Financial Report (CAFR), as required by the Local Government Commission, by October 31, 2014. No management letter concerns or comments. Retained the GFOA Certificate of Achievement for Excellence to Financial Reporting.
- Financial Condition: Maintained Standards and Poors bond ratings at AAA. Improved Moody's Investor Services rating at Aaa with a Positive Outlook, and maintained Fitch Rating at AAA.
- Policy Compliance: The FY13-14 audit reported unassigned fund balance at 18.9% of General Fund expenditures. Anticipate unassigned fund balance at 17%, by year-end.
- Outstanding purchase orders reduced, for the third consecutive year.
- Met target of payroll completion, two days prior to payday (100%).

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Maintain a financially sound condition, according to legal statutes and accounting standards.					
Unassigned Fund Balance, as percent of General Fund Expenditures (Target: $\geq 17\%$)	22.0%	18.9%	17.0%	17.0%	17.0%
Debt Service, as a percent of General Fund expenditures (Target: $\leq 15\%$)	14.9%	13.3%	13.2%	13.1%	12.9%

FY 2015-16 Objectives

- Complete the County's CAFR by October 31, 2015.
- Fund balance meets budgeted goals of 17 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, Retain the GFOA Certificate of Achievement for Excellence to Financial Reporting.
- Ensure timely payment of debt service. Plan, execute and oversee debt issuance to comply with the Fiscal Control Act and ensure fund availability for designated capital projects.

Budget Highlights

- No significant budget changes in FY15-16

Finance and Administrative Services – continued

Finance and Administrative Services: Budget Division

Major Services

- Meet all timelines, as required by the North Carolina Local Government Budget and Fiscal Control Act, and as established by the Board of County Commissioners (BOCC).
- Produce the County's annual operating budget and five-year Capital Investment Plan (CIP).
- Provide analytical support for special projects, including service delivery models, cost analysis, fee study analysis, and performance measurement.
- Manage the logistics of the Outside Agency and Fire Districts funding processes.

FY 2014-15 Outcomes

- Published the Approved Operating and CIP Budgets and delivered to the BOCC prior to their first BOCC meeting, in FY14-15 .
- Improved performance measure quality, in Operating Budget document. Worked with County Departments to create more concise and quantifiable performance measures.

FY 2015-16 Objectives

- Publish Approved Operating and CIP Budget by the first BOCC meeting, in FY15-16.
- Increase County financial updates, through BOCC meeting materials and website publications (e.g. monthly Article 46 Quarter-Cent Sales Tax collections, posted on website).

Budget Highlights

- No significant budget changes in FY15-16

Finance and Administrative Services: Risk Management Division

Major Services

- Provides management of enterprise risk for Orange County including work related injuries, auto liability, general liability, equipment and property losses, professional, pollution and other exposures
- Maintain all liability insurance and resolves County insurance claims. Mitigate and maintain all insurance claims and County risk.
- Develops and maintains a Countywide Loss Prevention Program.

FY 2014-15 Outcomes

- OSHA Recordable Work-related Incidents: OSHA recordable losses were reduced by 53%.
- Loss Prevention/Safety Compliance: A Countywide Risk Management Committee has been established for the purpose of evaluating risk, establishing goals, communicating safety information and training and serving as a liaison to the divisions/work units. The committee's goal for 2015 is to work toward OSHA compliance throughout the county. The committee has been

Finance and Administrative Services – continued

instrumental in assessing location need and installation of First Aid cabinets throughout the county. The completion of a Countywide Safety Manual is anticipated by June 30th, 2015. Job Hazard Analysis train-the-trainer has been conducted with completion of all job analysis within the county targeted for 5/20/15.

- Emergency Action Preparedness: Coordinates the efforts of the Emergency Action Preparedness Committee in conjunction with AMS and EMS, including site security surveys and training. To date, Link, WCOB, Gateway, DSS, Solid Waste, both Senior Centers and Animal Control have completed the training.
- Insurance and Claim Administration Assessment: In conjunction with the Finance Director and an interview panel comprised of directors and a representative from the legal department, completed insurance broker interviews and selected Willis as Orange County's broker of record for liability insurance.
- In conjunction with our broker, completed a thorough assessment of the County's current insurance coverage, and claims administration services with recommendations for presentation to the County Manager.
- Employee Training and Evaluation: Facilitated the offering of the OSHA 10 Hour Certification Program, which was completed by 32 Orange County Employees. Provided Global Harmonization (Hazard Communication), Eye Wash, Body Mechanics and Bloodborne Pathogen training to departments upon request. Developed and provided a Medication Management training program for foster parents.

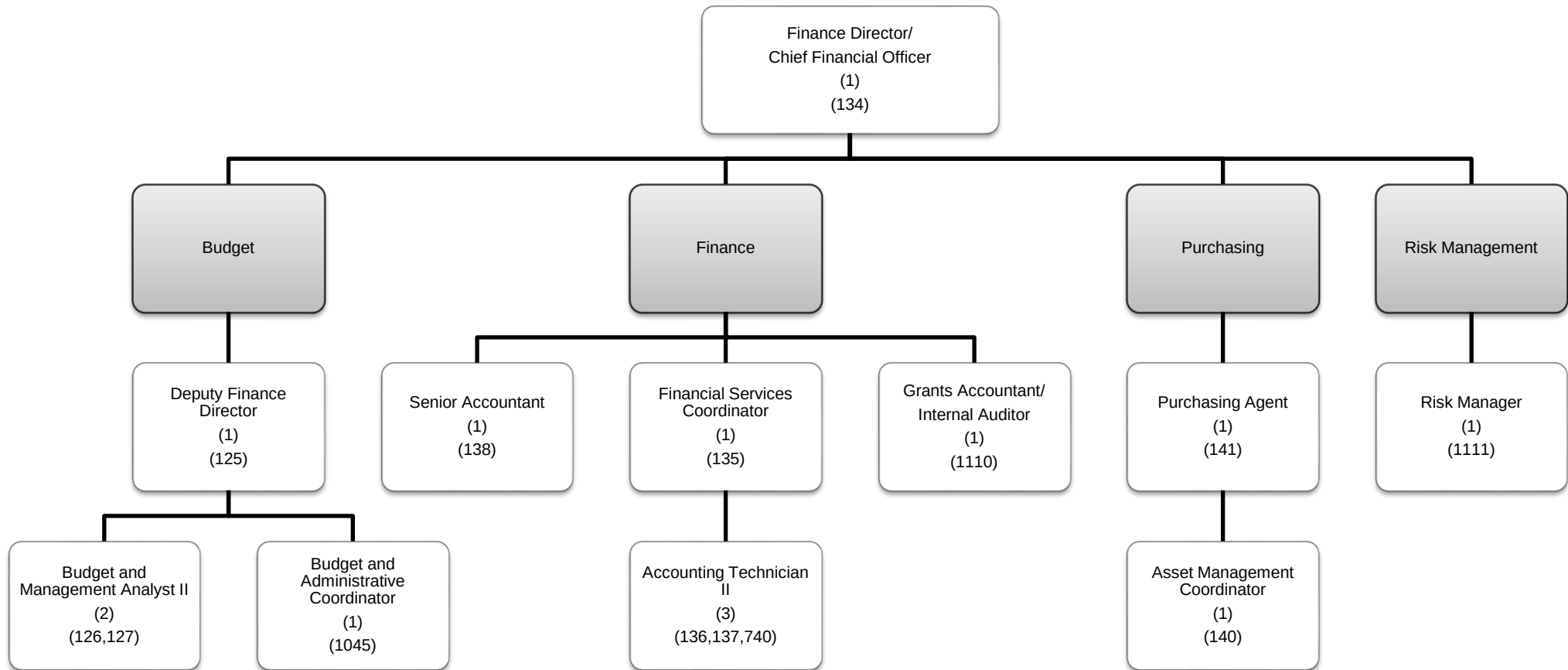
FY 2015-16 Objectives

- Employee Safety: Work with Orange County divisions/work units to insure that each division has a functional safety manual and safety program that complies with OSHA's requirements, mitigates losses and promotes the health and safety of employees.
- Work with our broker and County division leaders to complete the update of the County insurance schedule.

Budget Highlights

- Operations Increase: \$58,000 for Liability Broker fee. In FY14-15, Willis Group Holdings PLC, was selected to assist the County in conducting an in depth review of our risk transfer, loss mitigation and loss prevention strategies. Their services include assessing the adequacy of insurance coverages currently in place, representing the County in the insurance marketplace, assisting with evaluation of loss retention structures, claim management as well as development and implementation of loss prevention goals and strategies.

Finance and Administrative Services



Fire Districts

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
Fire Districts (Fire District Fund)						
Cedar Grove	204,527	207,379	207,379	207,379	211,310	211,310
Chapel Hill	276,927	272,374	272,374	272,374	276,473	276,473
Damascus	82,329	83,089	83,089	83,089	104,148	104,148
Efland	473,961	478,248	478,248	478,248	486,470	486,470
Eno	572,361	573,746	573,746	573,746	589,746	589,746
Little River	172,989	173,540	173,540	173,540	177,365	177,365
New Hope	557,516	566,639	601,639	601,639	581,176	581,176
Orange Grove	454,823	456,232	481,232	481,232	465,042	465,042
Orange Rural	1,007,032	947,020	972,020	972,020	1,087,113	1,087,113
South Orange	509,684	516,460	516,460	516,460	527,741	527,741
Southern Triangle	164,905	172,285	172,285	172,285	220,680	220,680
White Cross	331,144	406,876	439,376	439,376	416,729	416,729
Total Fire District Expenditures	\$ 4,808,198	\$ 4,853,888	\$ 4,971,388	\$ 4,971,388	\$ 5,143,993	\$ 5,143,993
Offsetting Revenue	\$ (4,991,407)	\$ (4,853,888)	\$ (4,971,388)	\$ (5,150,566)	\$ (5,143,993)	\$ (5,143,993)
Net County Cost	\$ (183,209)	\$ 0	\$ 0	\$ (179,178)	\$ 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 450 firefighters and first responders contributing more than 55,000 training and service hours in Orange County.

Fire Districts - continued

Cedar Grove Fire District

\$211,310

- The tax rate for this district is recommended to remain at 7.36 cents for FY 2015-16.
- In FY 2014-15, the department has ordered the building for the addition to Station #2, which includes a training room, break room and Chiefs' office; had six(6) new members join the department; installed a generator at Station #2; continued replacing older turn-out gear, pagers and fire suppression equipment; and continued to work on lowering their insurance rating.
- In FY 2015-16, the department plans to complete the addition to Station #2; the department hopes to have the addition paid for when it is completed, employ a part-time paid person during the daytime hours when coverage is needed the most, continue to work on lowering the district's insurance rating, and continue to train firefighters for level I & II certifications.
- 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; their goal is to keep engines and tankers on a rotation that will not allow them to be more than 20 years old before replacing them.

Greater Chapel Hill Fire Service District

\$276,473

- This is one of three new Fire Service Districts that replaced existing Fire Protection Districts in FY 2013-14.
- The Town of Chapel Hill provides fire protection for the Greater Chapel Hill Fire Service District.
- On February 27, 2013, the Chapel Hill Town Council voted unanimously to enter into a service agreement to extend the Town's current fire district into the affected neighborhoods for a period of 5 years with a 15.00 cent tax levy per one-hundred dollar valuation of real and personal property.
- The tax rate for this district is recommended to remain at 15.00 cents for FY 2015-16.

Damascus Fire District

\$104,148

Southern Triangle Fire Service District

\$220,680

- The North Chatham Fire Department will continue to contract with Orange County to provide fire services to the citizens in both the Damascus Fire Protection District and the new Southern Triangle Fire Service District within Orange County. There will be a separate agreement for the Damascus Fire Protection District since a different NC General Statute provides the County authority to contract for Fire Protection.
- The Southern Triangle Fire Service District was one of three new Fire Service Districts that replaced Fire Protection Districts in FY 2013-14. There were no changes to the Damascus Fire Protection District.
- The tax rate for both the Damascus Fire Protection District and the Southern Triangle Fire Service District is recommended to increase by 2.20 cents (from a current rate of 8.80 cents to 11.00 cents) for FY 2015-16. This increase will be used to help cover increased personnel and operating costs associated with the opening of 2 new stations in FY 2014-15, replacement of self-contained breathing apparatus, and to help cover costs associated with fire engine replacements.

Fire Districts - continued

Efland Fire District

\$486,470

- The tax rate for this district is recommended to remain at 7.00 cents for FY 2015-16.
- In FY 2014-15, the department had two members complete the Durham Tech Fire Academy; three members complete the Emergency Medical Technician class; added asphalt to the driveway at Station #2, and paved with concrete the parking lot at Station #1; upgrades the brush truck with a new pump and 300 gallon water tank with a 10 gallon foam tank; purchased a new 60" ram for vehicle extraction and a generator to power Station #2; and completed their annual 9s inspection successfully.
- In FY 2015-16, the department plans to add a new pick-up truck for running EMS calls; update their SCA compressor that is over 30 years old; and add 5 new self-contained breathing apparatus that meet new firefighter standards.
- Their Five-Year plan includes preparing to have firefighters sleeping quarters at a station; work on a schedule for apparatus replacement; re-work the reserve fund tracking for apparatus, air packs, and other areas to ensure they can maintain their capital assets. It is likely there will be a need for a future budget increase in order to maintain what the department has, as well as to handle anticipated additional call volume.

Eno Fire District

\$589,746

- The tax rate for this district is recommended to remain at 7.99 cents for FY 2015-16.
- In FY 2014-15, the department lowered their ISO rating from 9 to 7; put in service a new 1800 gallon Elliptical Tanker; and certified 5 additional personnel for water rescue.
- In FY 2015-16, the department plans to complete their new building behind Station #1; purchase a new EMS/Water Rescue unit; purchase new turnout gear to replace gear no longer compliant; purchase of new walkies and pagers; add a third paid person for Monday to Friday shifts; and purchase additional dress uniforms.
- Their Five-Year plan includes acquiring new land to relocate Station #1; purchase of new Pumper/Tankers; purchase new extrication tools; and to have a third paid person 7 days a week.

Little River Fire District

\$177,365

- The tax rate for this district is recommended to remain at 4.06 cents for FY 2015-16.
- In FY 2014-15, the department maintained their ISO rating, reprogrammed radios; provided additional water points; recruited additional volunteers; added a Smart TV to training room for training activities; and worked on securing a possible grant award to purchase additional firefighting equipment.
- In FY 2015-16, the department plans to lower their ISO rating, purchase additional firefighting equipment, is grant is awarded; renovate walls and reseal floors in the bay; continue to recruit volunteers; purchase additional turnout gear to meet updated standards; and investigate the feasibility of purchasing land for Station #2.
- Their Five-Year plan includes maintain/lowering their ISO rating; paving of parking lot; investigate feasibility of part-time staff; purchase additional portable radios to meet standards; recruit additional firefighters; purchase a new fire engine to replace a 1994 model; and replace roof on fire station.

Fire Districts - continued

New Hope Fire District

\$581,176

- The tax rate for this district is recommended to remain at 9.95 cents for FY 2015-16.
- In FY 2014-15, the department received four new members and have four prospective members who have applied for membership; continued training firefighters to maintain certifications; members attended area fire schools for technical rescue training and other specialized courses; three members completed the Medical Responder course; the department provided fire prevention/safety programs to over 300 children and 100 adults at schools, fire station tours, and other events in the community; put in service a new 2,000 gallon elliptical tanker to enhance fire protection; and partnered with Piedmont Electric Membership Corporation to obtain an interest free loan to purchase the tanker, which allowed the department to save a considerable amount of funds in finance charges.
- In FY 2015-16, the department plans to continue to train firefighters to maintain firefighter certifications and train new members to receive their firefighter certifications; ensure that all members receive hazmat training and bloodborne pathogens training to meet OSHA requirements. Send members to specialized training courses at area fire schools; continue recruitment and retention program; host training events with mutual aid departments to meet ISO requirements and enhance fire protection delivery services in the district; provide NIMS training to all members; continue to apply for grants to help offset increasing operational and equipment costs; order a fire engine to replace a first out engine that needs replacing due to lack of replacement parts; and begin a replacement program for 25 self-contained breathing apparatus that will have to be replaced in FY 2019-20 to meet NFPA standards and DOT requirements. This replacement process will require a request for a tax rate increase in FY 2016-17.
- Their Five-Year plan includes replacing a first out Engine, continue standards based training and specialized training classes; continue OSHA required training programs; continue to apply for grants for protective equipment, self-contained breathing apparatus, and communications equipment; develop and implement strategic plans to increase efficiency, maintain volunteers and provide quality services to the district; and replace 25 self-contained breathing apparatus as required by NFPA and DOT.

Orange Grove Fire District

\$465,042

- The tax rate for this district is recommended to remain at 6.00 cents for FY 2015-16.
- In FY 2014-15, the department completed their ISO inspection with a rating of 6; paid off outstanding note on an engine; refined working arrangements with Orange County Emergency Services to house Medic 9 ambulance at Station #1; and received several new members.
- In FY 2015-16, the department plans to purchase and deploy a new 2,000 gallon tanker; purchase 10 sets of turnout gear to replace aging sets; purchase additional equipment needed for future ISO inspection; recruit 5 additional members to replace retiring personnel; replace equipment on engines; integrate 8 new EMRs into their First Responder program; and add part-time staff on weekends for additional coverage.
- Their Five-Year plan includes ISO improvement plan with goal of reducing homeowner insurance costs, continue collaboration with other county fire departments, continue working relationships with the County, continue and expand member training program to reach 1503 standards, and acquire equipment to comply with NFPA, and update aging equipment.

Fire Districts - continued

Orange Rural Fire District

\$1,087,113

- The tax rate for this district is recommended to increase by 1.00 cent (from a current 7.36 cents to 8.36 cents) for FY 2015-16. This rate increase is to cover the replacement of air packs that no longer meet the current NFPA standards; to help cover funding to equip a replacement engine; and due to a decline in volunteers, the department has added three new positions and are planning to add three additional positions in the coming year.
- In FY 2014-15, the department worked with the Town of Hillsborough to establish an emergency trail marking system for the River Walk; hired three additional firefighters; placed a new pumper in service; regarded ISO classification; hosted the a citizens academy in conjunction with the Town of Hillsborough; replace a service truck; sent two firefighters to pump school to perform in house maintenance on pumps; certified ten members to swift water rescue; completed a financial audit; and secured a zero percent loan for a truck purchase.
- In FY 2015-16, the department plans to hire three additional firefighters, replace an engine; complete interior construction of Station #3; upgrade air packs to meet new standards; and coordinate with the Town of Hillsborough to replace an aged pumper.
- Their Five-Year plan includes hiring a full-time Fire Chief, coordinate with the Town of Hillsborough to construct Station #4, seek a re-grade of the district's ISO classification.

South Orange Fire Service District

\$527,741

- The Town of Carrboro will continue to provide fire protection for the South Orange Fire Insurance District. Fire protection for residents in this district is provided under contract between the County and the Town of Carrboro Fire Department.
- On December 4, 2012, the Town of Carrboro Board of Alderman voted to approve a resolution to modify the existing South Orange Fire Insurance District. This is one of three new Fire Service Districts that replaced existing Fire Protection Districts in FY 2013-14.
- The tax rate for this Service District is recommended to remain at 10.00 cents for FY 2015-16.

Southern Triangle Fire Service 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 Fire Protection District.

White Cross Fire District

\$416,729

- The tax rate for this district is recommended to remain at 11.00 cents for FY 2015-16.
- In FY 2014-15, the department completed the construction of Station #2 and it has provided improved response times and had a significant impact on the reduction of homeowners insurance premiums; have negotiated and entered into an agreement with Orange Grove Volunteer Fire Company to provide insurance coverage to areas outside of 6 road miles in the western part of the district (the department now has 99% of its district covered by a rated insurance district; added a service truck to have a rapid deployment of extraction equipment; improve fuel spill mitigation capabilities, and the ability to have a mobile breathing air supply that allows them to fill self-contained breathing apparatus on scene and increased ISO capabilities; completed 99% of the training room outfit project and has hosted several Durham Tech Firefighter classes; submitted a request to have an ISO re-grade to improve ISO 7 rating (the re-

Fire Districts - continued

grade is scheduled for August 2015; and held a record number of public education events, thus increasing their community outreach.

- In FY 2015-16, the department plans to complete the ISO re-grade with an improved rating; continue to work on increasing their technical rescue capabilities and start the process of becoming credentialed as a medium duty rescue provider; begin the process of moving towards being an EMT level provider from medical responder; begin purchasing additional equipment needed to achieve medium rescue capabilities through the NC Rescue Association; replace generator at Station #1 with a larger kilowatt version and automatic transfer switch, and then move the current generator to Station #2.
- Their Five-Year plan includes working on a plan to replace a 1987 pumper/tanker and a 2000 model command vehicle; continue the process of increasing its capabilities for technical rescue; and continue its implementation plan of replacing their self-contained breathing apparatus, portable radio, and turnout gear.

ISO Grades for each Fire District

Fire Districts	0-5 miles	5 to 6 miles	6 miles or greater
Cedar Grove	9E	9E	10
Greater Chapel Hill	3	9E	10
Damascus	6	9E	10
Efland	6	9E	10
Eno	9E	9E	10
Little River	7	9E	10
New Hope	6	9E	10
Orange Grove	9E	9E	10
Orange Rural	6	9E	10
South Orange	5	9E	10
Southern Triangle	6	9E	10
White Cross	7	9E	10

*Grades based on ISO ratings as of January, 2014

Health Department

Phone Number: (919) 245-2400

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

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Category (General Fund)						Account: 410
Personnel Services	6,457,495	6,669,916	6,639,916	6,589,798	7,032,713	6,929,183
Operations	1,184,308	1,240,310	1,382,169	1,214,541	1,438,572	1,666,033
Capital Outlay	7,735	0	18,873	23,527	15,704	5,300
Total Expenditures	\$ 7,649,539	\$ 7,910,226	\$ 8,040,958	\$ 7,827,866	\$ 8,486,989	\$ 8,600,516
Offsetting Revenues	(2,220,928)	(2,238,907)	(2,330,434)	(2,407,269)	(2,586,343)	(2,579,143)
County Costs (net)	\$ 5,428,611	\$ 5,671,319	\$ 5,710,524	\$ 5,420,597	\$ 5,900,646	\$ 6,021,373
Other Related Programs (Grant Fund)						
Personnel Services	64,627	61,267	61,267	61,267	126,039	126,039
Operations	4,022	4,307	4,478	44,307	2,535	2,535
Capital Outlay	0	0	0	2,500	0	0
Others	0	0	0	0	0	0
Total Expenditures	\$ 68,649	\$ 65,574	\$ 65,745	\$ 108,074	\$ 128,574	\$ 128,574
Offsetting Revenues	(67,233)	(65,574)	(65,745)	(112,968)	(128,574)	(128,574)
County Costs (net)	\$ 1,416	\$ 0	\$ (0)	\$ (4,894)	\$ 0	\$ 0
Total Health Department and Related Expenditures	\$ 7,718,188	\$ 7,975,800	\$ 8,106,703	\$ 7,935,940	\$ 8,615,563	\$ 8,729,090

Division Summary

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Program (General Fund)						
Central Administrative Services	924,442	910,561	912,706	921,224	1,061,500	1,061,500
Dental	852,349	923,506	917,506	917,670	1,136,938	1,136,938
Environmental Health	1,375,297	1,366,985	1,418,485	1,338,828	1,431,818	1,431,818
Personal Health	3,964,575	4,216,409	4,282,529	4,161,435	4,425,382	4,288,909
Promotion and Education	532,874	492,765	509,732	488,709	431,351	681,351
Risk Management	3	0	0	0	0	0
Total Expenditures	\$ 7,649,539	\$ 7,910,226	\$ 8,040,958	\$ 7,827,866	\$ 8,486,989	\$ 8,600,516
Offsetting Revenue	(2,220,928)	(2,238,907)	(2,330,434)	(2,407,269)	(2,586,343)	(2,579,143)
County Costs (net)	\$ 5,428,611	\$ 5,671,319	\$ 5,710,524	\$ 5,420,597	\$ 5,900,646	\$ 6,021,373
Total Expenditures	\$ 7,649,539	\$ 7,910,226	\$ 8,040,958	\$ 7,827,866	\$ 8,486,989	\$ 8,600,516
Health Grant Projects (Grant Fund)						
Dental	0	0	0	0	0	0
Personal Health	67,233	65,574	65,745	65,574	65,574	65,574
Promotion and Education	1,416	149,364	85,155	70,599	63,000	63,000
Total Expenditures	\$ 68,649	\$ 214,938	\$ 150,900	\$ 136,173	\$ 128,574	\$ 128,574
Offsetting Revenue	(67,233)	(214,938)	(150,900)	(118,646)	(128,574)	(128,574)
County Costs (net)	\$ 0	\$ 0	\$ 0	\$ 17,527	\$ 0	\$ 0
Total Expenditures	\$ 7,718,188	\$ 8,125,164	\$ 8,191,858	\$ 7,964,039	\$ 8,615,563	\$ 8,729,090

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.

Financial and Administrative Services Division

Major Services

- Provide administrative, financial reporting, statistical analysis, and technical support services to the Orange County Health Department and the Board of Health.
- Provide fiscal and audit compliance for an \$8.1 million annual budget.
- Process all birth and death certificates, burial transit permits and other vital records in compliance with state general statutes.
- Assist Health Department Divisions with development, implementation, and maintenance of program audits, and continuous quality improvement plans.
- Coordinate Health Department HIPAA privacy and security policies, training requirements, strategic planning, and accreditation standards.

FY 2014-15 Outcomes

- Implemented Program Based Accounting system for the department.
- Developed a unified Debt Set-Off program for all divisions within the department.
- Improved Medicaid billing accuracy, which resulted in a 49% increase in Medicaid revenues over the prior fiscal year.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Vital Records is charged with completing, verifying information, and obtaining the signature of the Health Director on all birth and death certificates before they are sent to the Register of Deeds.					
Birth Certificates Processed	4,200	2,243	3,850	3,500	3,200
Death Certificates Processed	1,600	1,289	1,424	1,325	1,300

FY 2015-16 Objectives

- Increase operational efficiencies within the Health Department through the use of technology, and Quality Improvement initiatives.
- Maintain accuracy and timeliness in financial reporting, and audit compliance.
- Ensure all state, federal and grant funds are expended in accordance with requirements, maximizing appropriate use of these funds.
- Collaborate with other departments and outside agencies such as the University of North Carolina at Chapel Hill and the Town of Chapel Hill to implement programs to better benefit the community.

Health Department – continued

Budget Highlights

- The FY15-16 Manager Recommended Budget includes the transfer of a 1.0 FTE Communications Manager into the Finance and Administrative Operations division from the Health Promotion & Education division. There is no change in total FTE due to this transfer, but the budgets of both divisions are affected.
- The FY15-16 Manager Recommended Budget includes an increase in the Contract Services line of \$30,000; this increase will be used for a joint project with the University of North Carolina at Chapel Hill and the Town of Chapel Hill for Alcohol Prevention.

Dental Health Division

Major Services

- Provide routine dental treatment including fillings, extractions and cleanings to residents of Orange County primarily to patients who are Medicaid eligible and to those who meet the Federal Poverty Guidelines.
- Provide preventative dental services with a primary focus on children through application of fluoride varnish and dental sealants.
- Provide emergency dental treatment to patients who experience pain/infection and swelling.
- Provide dental education to Orange County residents, emphasizing childcare facilities and elementary schools with a higher percentage of children on free or reduced lunch program.

FY 2014-15 Outcomes

- Provided oral health education in Orange County schools.
- Provided oral health care to economically disadvantaged children and adults by providing dental care for Orange County residents eligible for Medicaid, Health Choice or the sliding fee program.
- Provided dental services to children age 0 to 5 and prenatal residents of Orange County through implementation of UNC School of Dentistry's Baby Oral Health Program (bOHP) and Prenatal Oral Health Program (pOHP).
- Recipient of Blue Cross Blue Shield of NC Foundation's technical assistant award to learn Quality Improvement for efficiently strengthening the oral health safety net for pregnant women and children in Orange County.
- Recipient of Delta Dental NC Foundation's Smart Smiles Program award to assist with the Baby Oral Health Program operating costs.
- Sealant rate decreased due to Medicaid and Health Choice change in reimbursement.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Provide dental screenings and education in Orange County Schools					
Number children received education in Orange County Schools	n/a	400	400	166	200
Service: Provide dental care to economically disadvantaged Orange County Residents**					
Number of total dental patient visits	4,766	6,506	6,400	6,500	8,500

Health Department – continued

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Percent of Medicaid or Health Choice visits**	28%	28%	35%	35%	45%
Percent self-pay visits	65%	62%	50%	62%	45%
Number of sealants	1,500	804	1,500	1,000	1,200
Service: Increase number of hygiene visits by adding part-time dental hygienist					
Total number of hygiene visits with one dental hygienist	1,037	930	32 hrs/wk 1,000	32 hrs/wk 1,000	Remove measure
Additional hygiene visits with 2nd hygienist	548	811	40 hrs/wk 1,100	40 hrs/wk 1,100	Remove measure
Service: Increase total percentage of pediatric patients serviced					
Total percentage of pediatric patient visits	n/a	n/a	n/a	35%	80%
Percentage of pediatric visits age 0 to 3 years old	n/a	n/a	n/a	12%	30%
Percentage of pediatric visits age 4 to 17 years	n/a	n/a	n/a	88%	70%
Service: Increase total number of dental services provided to prenatal patients					
Total number of services provided to prenatal patients	n/a	n/a	n/a	n/a	600

FY 2015-16 Objectives

- Continue to provide dental health education for school-aged children in Orange County schools. Projected number decreased due to limited staff availability to perform this outreach.
- Increase number of Medicaid and Health Choice pediatric patients that receive dental care
- Increase percentage of pediatric visits for children age 0 to 3 (bOHP services include parental education and infant examination).
- Increase number of sealants placed with increased number of pediatric patients.
- Increase number of dental services provided to prenatal patients through implementation of Prenatal Oral Health Program.
- Increase number of patients serviced that have private dental insurance.

Budget Highlights

- The FY15-16 Manager Recommended Budget includes the addition of a 1.0 FTE Dentist, 1.0 FTE Dental Assistant, and the increase of a current 0.5 FTE Office Assistant I to a 1.0 FTE Office Assistant I. These positions form an additional dental “team” and will allow for an increased number of patients to be seen at the dental clinic. The total cost of these positions, which function as a dental team, is \$212,546, including \$8,574 in operating expenses and one-time start-up costs. The net County cost for these positions is \$27,271, as they will bring in revenues by allowing the dental clinic to see additional patients. Additionally, the revenue brought in by these positions has been budgeted conservatively, since this will be a new team that takes some time to get up to speed and operating at maximum efficiency. In future fiscal years, it is highly likely that these positions will bring in revenues equal to the County personnel and operating cost.

Health Department – continued

- The FY15-16 Manager Recommended Budget has an increase in revenues for the Dental Health division. This increase is a result of continued billing efficiencies, participation in Orange County's delinquent account collection program, and revenue generated through the additional dental team.
- The Health Department will continue marketing dental services to Orange County employees to help increase private dental insurance revenue.

Health Promotion and Education Services

Major Services

- Community assessment, engagement, and coalition building.
- Policy development, planning, evaluation and implementation for community health priorities.
- Health-related grant support, program development and referral services for community partners.

FY 2014-15 Outcomes

- Completed the 2014 State of the County Health Report which meets the Accreditation requirement to inform and provide the community with relevant and current health data.
- Conducted Health Literacy training for health care providers as part of implementation of Healthy Carolinians annual action plans and Board of Health Strategic Plan focusing on access to care.
- Partnered with Emergency Services to provide naloxone training for 2 out of 4 local law enforcement agencies. Carrboro Police Department reported first use of naloxone in the southeast, January 2015.
- Partnered with Carolina Farm Stewards, Center for Environmental Farming Systems', UNC Center for Health Promotion & Disease Prevention, and OC Cooperative Extension to convene the Orange County Food Policy Planning Group.
- Served as the backbone organization for the Family Success Alliance team and convened 8 meetings of the FSA Advisory Council to guide the planning phase of the project and established three work groups: Governance, Communication and Evaluation.
- Coordinated an application process for the Family Success Alliance by identifying and engaging six high needs neighborhoods or "zones" with the FSA Advisory Council selecting two zones to pilot the project.
- Conducted a gap analysis of the two pilot zones for the Family Success Alliance.
- Collaborated with zone partners to present a report of community priorities and solutions along the cradle to college/career pipeline to the Family Success Alliance.
- Produced innovative Smoke-free Public Places Rule advertising and outreach with Buzz Rides; UNC student-run business of electric vehicles used to transport students home from the downtown area in the late evening and at weekend sporting events around campus.
- Produced videos to educate and empower the residents and town/county employees to approach others about smoking in areas where it is prohibited. Videos linked to website for easy access by residents and municipal partners.

Health Department – continued

- Improved access to cessation resources for the most vulnerable with OC Partners for Tobacco Cessation pilot launched with Freedom House. Received approval for mental health provider cessation training from NC Substance Abuse Professional Practice Board.
- In collaboration with TRU Youth and Chapel Hill Housing Department, surveyed 336 residential units at 13 communities about their interest in smoke-free housing policy change.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Community Health Assessment					
Community Health Assessment/State of the County Health Report	1	1	1	1	1
Service: Policy Development					
New health-related policy or practice implemented	1	2	2	2	2

FY 2015-16 Objectives

- Continue to execute Board of Health Strategic Plan in concert with Healthy Carolinians' annual action plans with four new health policy, practice or intervention being implemented.
- Coordinate, assess, update, and develop the Community Health Assessment to identify new and emerging health priorities to provide information for effective strategic community health planning.
- Evaluate the department and county implementation of naloxone access policies and train remaining LEO agencies for full deployment in Orange County.
- Based on evaluation data, expand smoking cessation programs to increase satisfaction, reach of vulnerable populations, and quit rates.
- Continue to provide technical assistance and cessation support for smoke-free multi-unit housing initiatives.
- Continue to train TRU Youth to advocate for tobacco prevention and control including housing and retail.
- Explore the health impact of asthma within the Family Success Alliance Zones.
- Coordinate programming and policy strategies in the two pilot zones of the Family Success Alliance to support child and family success.
- Seek increased grant funding to build programming capacity in the two pilot zones of the Family Success Alliance and to support collective impact development and trainings for the Advisory Council, work groups and partners.
- Plan and implement Health Literacy training for consumers as part of implementation of Healthy Carolinians annual action plans and Board of Health Strategic Plan focusing on access to care and how to get the most out of your doctor's visit.
- Provide health education and information through communications channels including: outreach events; the website; social media; earned media; and paid advertising.

Health Department – continued

Budget Highlights

- The FY15-16 Manager Recommended Budget includes the transfer of the 1.0 FTE Communications Manager out of the Health Promotion & Education division, this reduces the division's overall personnel budget.
- The FY15-16 Manager Recommended Budget includes \$250,000 in the Family Success Alliance line item within this division. In prior years, this account has started with no budget and funds have been transferred in via the Social Justice Fund. This allocation will provide sufficient funds for the Family Success Alliance account for the entire year, no additional transfers should be necessary .
- The FY15-16 Manager Recommended Budget includes an increase of \$13,476 in state revenue due to an allocation increase for the Healthy Carolinians program.

Environmental Health

Major Services

- Assuring proper construction and operation of septic systems and wells through permitting, evaluation, and inspection.
- Providing water sampling services for private water supply wells.
- Assuring proper food-handling and food safety in restaurants and other businesses through permitting, evaluation, and inspection. Evaluation and inspection of childcare centers, rest homes, and schools and other establishments.
- Environmental investigation and assuring abatement of childhood lead hazards.
- Assuring safe public swimming pools through permitting and regular inspections.
- Assuring proper operating of septic systems and safe water supplies in mobile home parks via an annual inspection.

FY 2014-15 Outcomes

- Increase efforts in septic system inspections program (WTMP) to accomplish 100% of the required WTMP inspections while catching up on delinquent inspections from the previous two years accounting for a >100% outcome.
- Increase collection rate for WTMP fees and Mobile Home Park fees from less than 70% to 98% using the continued process implemented with the County Attorney's office.
- Achieve 100% inspection rate in the Food & Lodging Program.
- Newly constructed wells are sampled within 30 days of the issuance of the Certificate of Completion and results are reported to the owners.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Inspection and permitting of on-site wastewater systems (septic systems)					
Collection rate for WTMP fees	97%	97%	95%	98%	97%
Failure rate of septic systems observed during WTMP inspections	7%	6%	5%	5%	5%
Number of septic system repairs completed	110	135	100	100	100

Health Department – continued

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Number of septic systems permitted and approved for use	211	153	200	170	161
Percentage (number) of existing septic systems inspected in WTMP program	131% *	94%	100%	100%	100%
Average time required for issuing permits (in days)	15	13	12	12	12
Service: Inspection, permitting and sampling water supply wells					
Number of wells constructed and approved for use	218	133	180	160	168
Number of water samples collected and results reported to well owners	1,190	1,219	1,000	900	1,000
Service: Inspection and permitting of restaurants and other establishments					
Percentage of restaurant inspections completed	100%	100%	100%	100%	100%
New restaurant permits issued	36	52	30	30	40
Review time for new restaurant plans (in days)	30	30	30	30	30
Public Swimming Pools Inspected	128	138	138	140	145
Day Cares Inspected	116	160	160	160	160

*Two years' worth of inspections were completed in calendar year 2012 in order to make up for inspections delayed from prior year accounting for > 100% of required inspections completed.

FY 2015-16 Objectives

- Inspections: Complete 100% of the required Septic System program and Food & Lodging program inspections.
- Maintain database of wells and water sample records by address.
- Maintain at least a 95% collection rate for WTMP fees by adhering to the collection process developed with the county attorney's office.
- Improved Customer Service:
 - o Reduce time from application to permit issuance to 12 days or less
 - o Reduce response time for complaints to within 48 hours

Budget Highlights

- The FY15-16 Manager Recommended Budget includes fee increases for all on-site wastewater and well programs in an effort to achieve full cost recovery within three years through a phased increase approach. The FY15-16 budgeted fee revenue equates to an 11% increase over the FY14-15 fee revenue.
- Revenues from new permits in the on-site wastewater and well program are on a slow increase reflecting more activity in real estate, housing starts, and land development. 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.

Health Department – continued

Personal Health Division

Major Services

- Investigation, prevention and control of communicable diseases.
- Preventive clinical services: Immunizations, Family Planning, Breast and Cervical Cancer Screening, Prenatal and Well Child care.
- Diagnosis and treatment of acute and chronic health conditions.
- Diagnosis/treatment services for sexually transmitted infections and tuberculosis.
- Care coordination/management services for at-risk pregnant women and children with special health care needs; post-partum/newborn home visiting services.
- Education and support services for pregnant women and mothers of infants.
- Medical Nutrition Therapy and Diabetes Self-Management Education.
- Management of language services, training, policies, and outreach.

FY 2014-2015 Outcomes

- Over 200 staff hours spent on Ebola response.
- 96% of Health Department employees received influenza vaccination.
- Began offering Pre-Exposure HIV Prophylaxis (PrEP) to individuals determined to be at high-risk for HIV.
- Began offering the WISEWOMAN Program to provide eligible women with the knowledge and skills to prevent, delay, and control chronic diseases.
- 55 women screened for breast and cervical cancer.
- Provided diagnostic testing for 25 women with abnormal cervical cancer screenings.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Projected	2015-16 Budget
Service: Detection, Control and Prevention of Communicable Disease *					
% of patients with latent TB infection completing treatment	80% (CY12)	80% (CY13)	80% (CY 14)	92%	92%
% of 2-3 year old health department clients with up-to-date immunizations	97% Oct.12-Sept 13)	97% (Oct. 13- Sept. 14)	95%	95%	95%
Service: Provide Preventive and Primary Health Care to underserved residents of Orange County					
% of prenatal clients with newborn weighing >2500gms (5 lb. 8 oz.)	93%	94%	96%	97%	97%
# of primary care visits	1,025	979	880	1,300	1,400
Service: Provide Population based Pregnancy Care Management and Care Coordination for Children					
% of pregnant women with a priority risk factor served in case management programs who receive an assessment.	79%	91%	95%	95%	95%

Health Department – continued

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Projected	2015-16 Budget
% of NICU infant graduates who had their first primary care provider (PCP) visit within 30 days.	88%	88%	90% No new data since March 2013	90% No new data	90%

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Projected	2015-16 Budget
Service: Provide Diabetes Self-Management Education (DSME) Classes					
% completing 9 of 10 hours of DSME program	78%	80%	80%	83%	83%
% with improved blood glucose control at the 3mos f/u appointment (completing all 10 hours of DSME)	78%	79%	65%	80%	80%

*Communicable Disease data is tracked by calendar year.

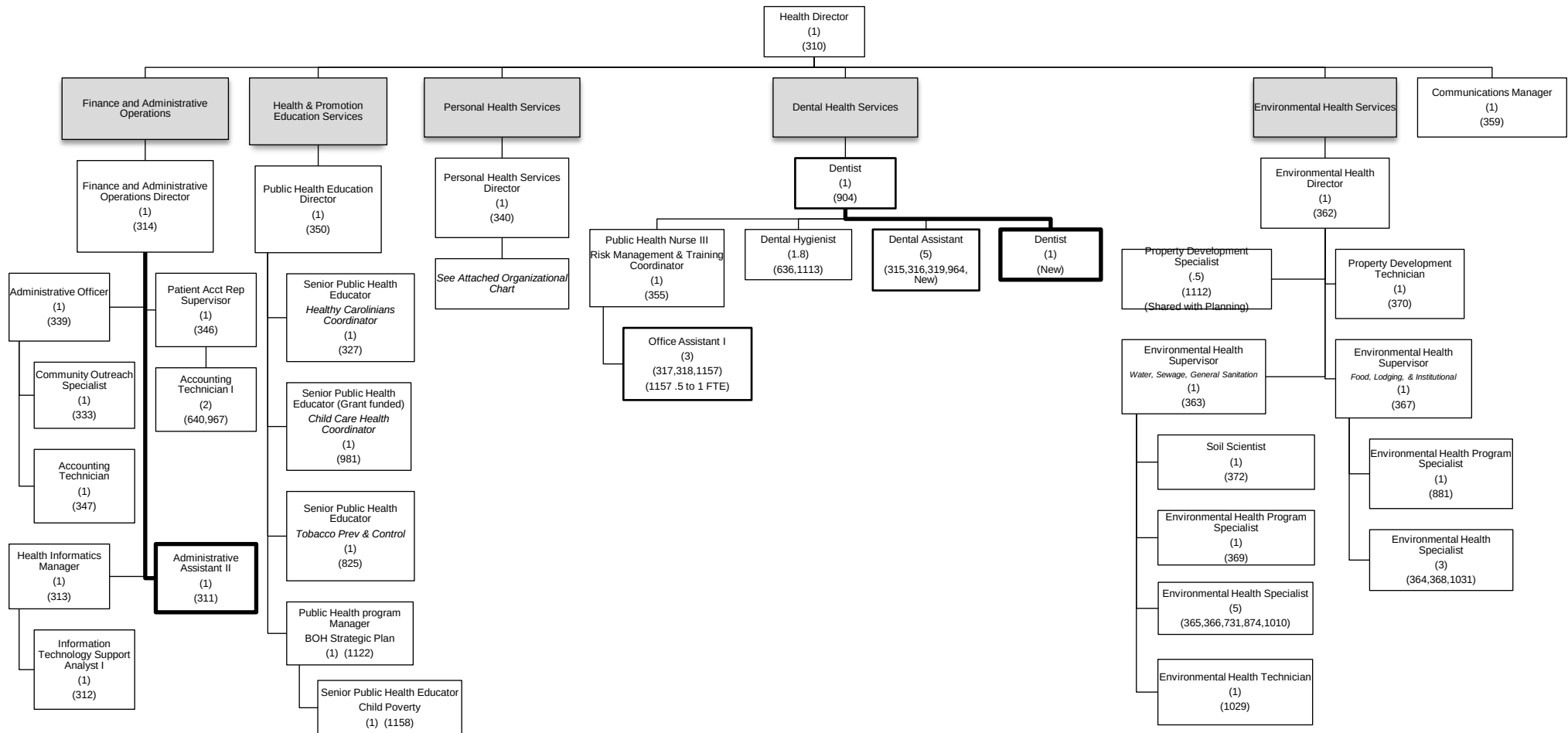
FY 15-16 Objectives

- Screen 90 eligible women for breast cancer and cervical cancer.
- Provide diagnostic testing for 50 women with abnormal cervical cancer screenings.
- Provide Wisewoman Program services to 22 eligible women.
- Maintain 96% influenza vaccination rate among Health Department employees.
- Increase service levels in all clinical programs by 8%.

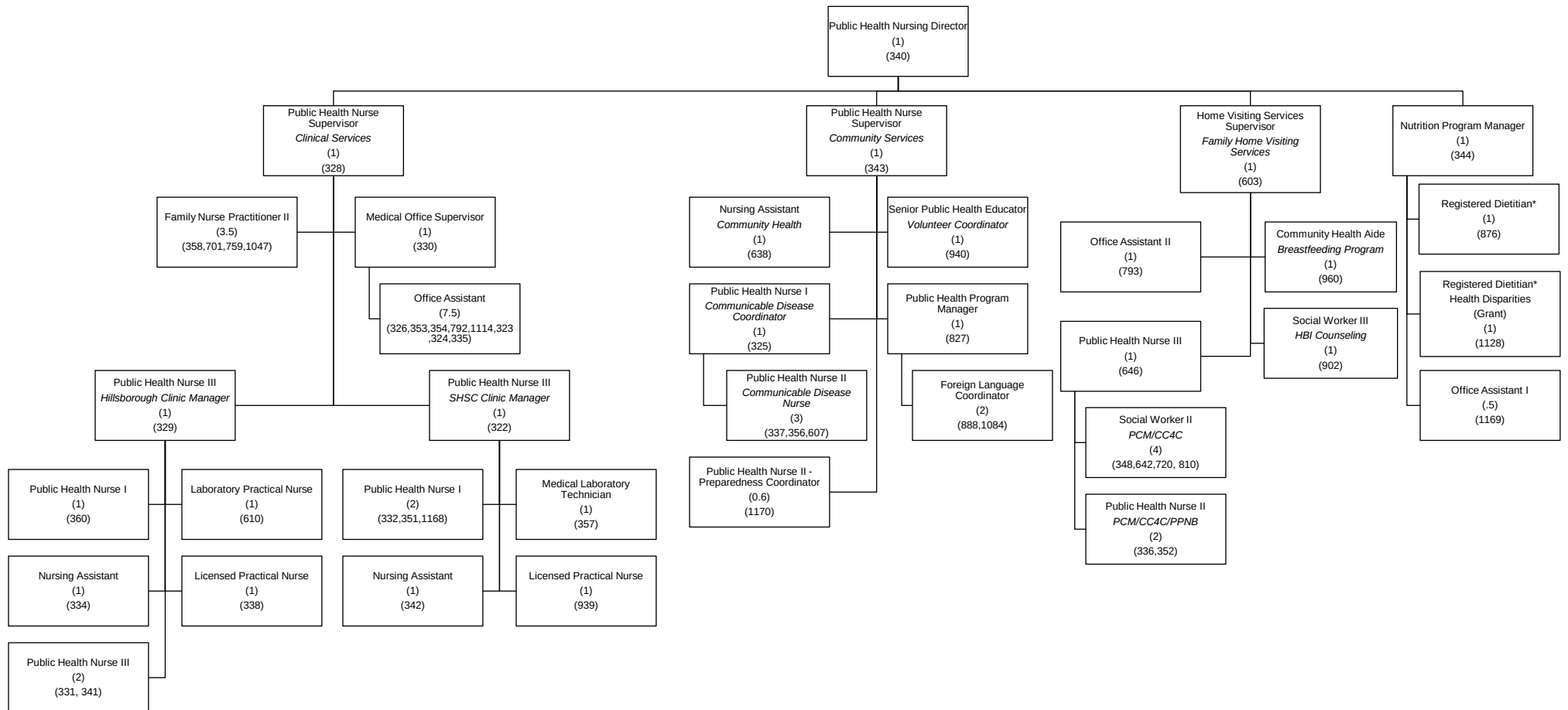
Budget Highlights

- The FY15-16 Manager Recommended Budget includes \$39,676 in additional funds for Ebola preparedness and tracking and \$17,125 in additional funds for Breast and Cervical Cancer Prevention Program scans.
- The FY15-16 Manager Recommended Budget includes an increase in state revenues of \$68,832 due to Meaningful Use funds related to the mandated Electronic Medical Records system and additional Brea and Cervical Cancer Control Program Funding.

Health Department



Health Department – Personal Health Services Division



Housing, Human Rights and Community Development

Phone Number (919) 245 - 2490

Website: www.orangecountync.gov/departments/hhrdc/index.php

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Category (General Fund)						Account: 460
Personnel Services	195,743	184,029	184,029	198,623	192,323	192,323
Operations	10,681	26,250	26,250	20,500	26,500	26,500
Capital Outlay	0	0	0	0	0	0
Total Expenditures	\$ 206,425	\$ 210,279	\$ 210,279	\$ 219,123	\$ 218,823	\$ 218,823
Offsetting Revenues	0	0	0	0	0	0
County Costs (net)	\$ 206,425	\$ 210,279	\$ 210,279	\$ 219,123	\$ 218,823	\$ 218,823
(Section 8 - Housing Fund)						Account: 4800
Personnel Services	499,645	495,902	495,902	380,008	533,903	533,903
Operations	20,177	50,178	50,178	55,020	52,200	52,200
Capital Outlay	0	0	0	0	0	0
Rental Assistance	3,426,758	4,023,449	4,023,449	4,010,669	4,321,595	4,321,595
Total Expenditures	\$ 3,946,579	\$ 4,569,529	\$ 4,569,529	\$ 4,445,697	\$ 4,907,698	\$ 4,907,698
Offsetting Revenues	(3,417,666)	(4,376,597)	(4,376,597)	(4,387,970)	(4,659,912)	(4,659,912)
County Costs (net)	\$ 528,913	\$ 192,932	\$ 192,932	\$ 57,727	\$ 247,786	\$ 247,786
Total Housing, Human Rights and Community Development and Related Expenditures	\$ 4,153,004	\$ 4,779,808	\$ 4,779,808	\$ 4,664,820	\$ 5,126,521	\$ 5,126,521

Division Summary

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Program (General Fund)						
Human Rights and Relations	206,425	210,279	210,279	219,123	218,823	218,823
Total Expenditures	\$ 206,425	\$ 210,279	\$ 210,279	\$ 219,123	\$ 218,823	\$ 218,823
Offsetting Revenue	0	0	0	0	0	0
County Costs (net)	\$ 206,425	\$ 210,279	\$ 210,279	\$ 219,123	\$ 218,823	\$ 218,823
Total Expenditures	\$ 206,425	\$ 210,279	\$ 210,279	\$ 219,123	\$ 218,823	\$ 218,823
Other Funds (Housing and Community Development)						
Housing and Community Development	3,946,579	4,569,529	4,569,529	4,445,697	4,907,698	4,907,698
Total Expenditures	\$ 3,946,579	\$ 4,569,529	\$ 4,569,529	\$ 4,445,697	\$ 4,907,698	\$ 4,907,698
Offsetting Revenue	(3,417,666)	(4,376,597)	(4,376,597)	(4,387,970)	(4,659,912)	(4,659,912)
County Costs (net)	\$ 528,913	\$ 192,932	\$ 192,932	\$ 57,727	\$ 247,786	\$ 247,786
Total Expenditures	\$ 4,153,004	\$ 4,779,808	\$ 4,779,808	\$ 4,664,820	\$ 5,126,521	\$ 5,126,521

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.

Housing, Human Rights and Community Development – continued

Housing, Human Rights and Community Development: 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 2014-15 Outcomes

- Provided rent subsidies to an average of 590 low-income families to enable them to obtain standard, affordable rental housing in the County.
- Provide complete program information to interested landlords and clients, thereby, increasing the number of units available for rent by program participants.
- Began full implementation of a Section 8 Homeownership Program for low-income program voucher holders. One Section 8 voucher holder purchased a home during the year.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-2015 Projected	2015-16 Budget
Service: Provide rent subsidies to low-income families and individuals leasing standard housing in the County.					
Number of eligibility interviews, rental subsidies to low-income households, and annual housing inspections administered	623	610	615	590	610

FY 2015-16 Fiscal Year Objectives

- Provide rent subsidies to an average of 610 low-income families to enable them to obtain standard, affordable rental housing in the County.
- Provide complete program information to interested landlords and clients, thereby, increasing the number of units available for rent by program participants.
- Secure at least two (2) additional homebuyers in the Section 8 Homeownership Program.

Budget Highlights

The FY15-16 Manager's Recommended Budget includes:

- Revenue Increase: Federal funding is budgeted for a 6.5% increase (\$283,315). This remains below levels of funding before Federal sequestration.
- New Position Recommended: Management Assistant position (1.0) FTE, effective July 1, 2015 (\$72,906). The new position will assist with development of an affordable housing plan and collaborate with the Towns to address affordable housing needs. Additionally, the position will provide assistance in meeting federal compliance and reporting requirements for annual funding, for the Section 8 Housing Choice Voucher program and the HOME program.

Housing, Human Rights and Community Development – continued

Housing, Human Rights and Community Development: HOME Investment Partnership Program

Major Services

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

FY 2014 – 15 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 including those who were homeless or at risk of homelessness.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Housing Rehabilitation Program					
Number of substandard housing units repaired	12	12	6	30	30
Service: First-Time Homebuyer Programs					
Number of new first-time homebuyers	10	10	15	11	11
Service: New Construction Partnership					
Number of housing units constructed for purchase by low – moderate income families			4	11	11

FY 2015-16 Fiscal Year Objectives

- Provide first-time homebuyer opportunities for 11 low and moderate income families.
- Acquire two housing units for rental by low-to-moderate income families.

Budget Highlights

- Revenue Decrease: Due to Federal budget cut there was an 11% reduction in HOME program funding for FY15-16. Current funding remains below levels of funding before Federal sequestration.

Housing, Human Rights and Community Development – continued

Housing, Human Rights and Community Development: Urgent Repair Program

Major Services

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

FY 2014-15 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.
- Complete inspections as needed for Rapid Re-housing services provided through the Department of Social Services.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: 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.					
Number of dwelling units with immediate health, safety, or accessibility issues.	22	17	20	20	25

FY 2015-16 Fiscal Year Objectives

- Repair 25 dwelling units occupied by disabled and/or elderly residents that contain health, safety, or accessibility issues.

Budget Highlights

- Funding for Urgent Repair costs was decreased by \$15,000 to \$60,000, in FY13-14, recommending FY15-16 funding be increased to earlier level, by \$15,000, to keep up with cost of repairs and better meet need and demand for service, particularly to those that are elderly and/or disabled.

Housing, Human Rights and Community Development: Orange County Partnership to End Homelessness Program

The Orange County Partnership to End Homelessness program can now be found in the County Manager's Office.

Housing, Human Rights and Community Development – continued

Housing, Human Rights and Community Development: Human Relations Division

Major Services

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

FY 2014 - 2015 Outcomes

- Received twenty fair housing complaint inquiries and six (6) were accepted for investigation. Closed four (4) housing discrimination and an additional two (2) complaints are expected to be settled.
- Conducted eleven fair housing workshops or presentations to non-profit community based organizations in the County as well as tabling at local festivals and fairs. Participated in three (3) Regional Fair Housing Month programs.
- Assisted the Human Relations Commission with 1) Human Relations Month activities; 2) the 25th Annual Pauli Murray Award Ceremony; 3) Annual Community Read and 4) Monitoring human rights and relations issues and advising the Board of County Commissioners as necessary.
- Created and distributed fair housing brochures translated in Burmese and Karen languages and participated in fair housing outreach activities in partnership with the Karen Community of North Carolina.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Prevent discriminatory practices in housing and public accommodations.					
Number of Complaints Received	15	27	10	10	10
Number of Cases Initiated	6	9	10	6	10
Number of Workshops and Presentations	20	36	20	15	20
Service: Provide technical assistance and training regarding equal opportunity, fair housing, equal access and civil rights.					
Organizations and Agencies receiving technical assistance	10	10	15	10	15
Service: Assess the needs and conduct outreach to Limited English Proficient (LEP) communities.					
Number of LEP Outreach Activities	10	8	10	10	10

Housing, Human Rights and Community Development – continued

FY 2015 - 16 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.
- 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.
- Increase educational outreach in the community regarding the Orange County Civil Rights Ordinance and protected classes including sexual orientation.

Budget Highlights

- No significant budget changes in FY15-16

Total Community Development Program Budgets for FY 2015-16:

1. Urgent Repair Program - \$146,809*

Expenditures

Urgent Repairs	\$ 75,000
Operations	\$ 8,200
Program Administration	\$ 63,609
Total	\$ 146,809

*Note: The Urgent Repair Program is fully-funded by County General Fund revenues.

2. HOME Program - \$444,916

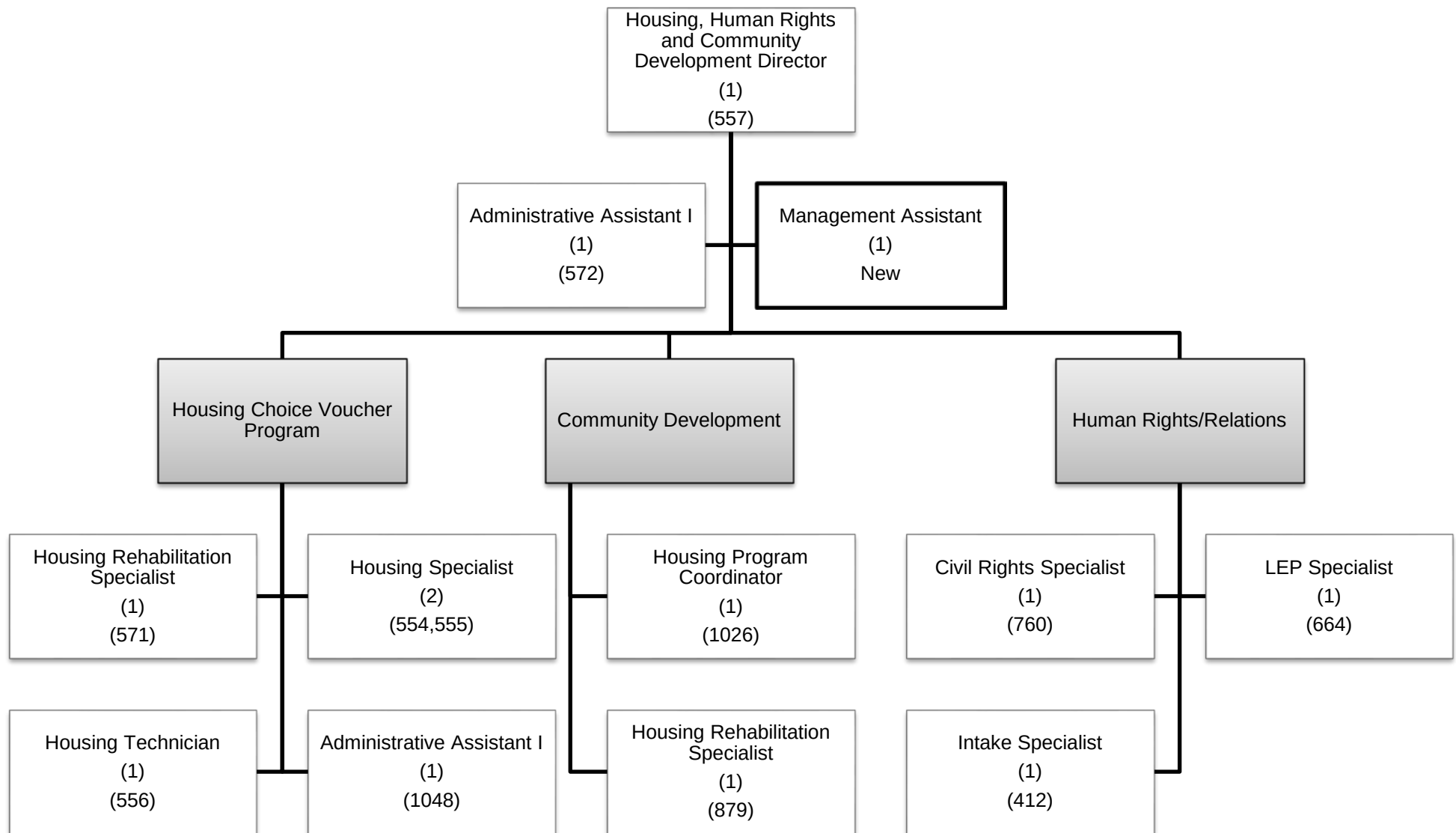
Expenditures

Program Administration	\$63,461
Homeownership Assistance – Habitat for Humanity	\$100,455
Acquisition – Empowerment – McMasters St.	\$30,000
Acquisition – Empowerment – Terrell Rd.	\$46,500
New Construction - DHIC	\$154,500
Rental Assistance – Housing for New Hope	\$50,000
Total	\$444,916

Revenues

Orange County Match	\$59,642
Town of Chapel Hill	\$28,766
Town of Carrboro	\$10,524
Town of Hillsborough	\$3,508
Program Income	\$30,644
HUD Grant	\$311,832
Total	\$444,916

Housing, Human Rights & Community Development



FY2015-16 Recommended

Human Resources Department

Phone Number: (919) 245-2550

Website: www.orangecountync.gov/departments/hhr/d/index.php

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Category (General Fund)						Account: 250
Personnel Services	560,669	692,071	692,071	711,826	838,080	838,080
Operations	61,241	87,945	93,531	90,745	116,274	107,047
Capital Outlay	0	0	0	0	0	0
Total Expenditures	\$ 621,910	\$ 780,016	\$ 785,602	\$ 802,571	\$ 954,354	\$ 945,127
County Costs (net)	\$ 621,910	\$ 780,016	\$ 785,602	\$ 802,571	\$ 954,354	\$ 945,127
Total Human Resources and Related Expenditures	\$ 621,910	\$ 780,016	\$ 785,602	\$ 802,571	\$ 954,354	\$ 945,127

Mission Statement

The mission of the human resource department is to support the goals and challenges of Orange County by providing a full-range of comprehensive human resource services and programs which promotes an inclusive culture and work environment that is characterized by fair treatment of staff, open communications, personal accountability, trust and mutual respect. We will enable Orange County to attract, develop and retain a competent, diverse and customer service orientated workforce. The Human Resources Department is committed to working with the Board of County Commissioners, the County Manager and Departments in identifying and responding to its changing needs and will seek and provide solutions to workplace issues that support and optimize the operating principles of Orange County. We will provide leadership and guidance in the development, implementation, and equitable administration of policies and procedures, thus fostering a positive work environment

Major Services

- Ensuring that employees are given the tools, training and motivation to operate in the most efficient and effective manner.
- Promoting and recruiting the best qualified people, recognizing and encouraging the value of diversity in the workplace.
- Providing a competitive salary and benefits package and developing the full potential of our workforce by providing training and development for career enhancement.
- Providing a work atmosphere that is safe, healthy, and secure and conscious of long-term family and community goals.
- Establishing, administering and effectively communicating sound policies, rules and practices that treat employees with dignity and equality while maintaining company compliance with employment and benefit laws and the Orange County Code of Ordinances.

FY 2014-15 Outcomes

- The demographics of our current workforce are comparable to the Orange County Population. Orange County's workforce is comprised of 45.1% male and 54.8% female compared to Orange County's population at 47.1% and 52.9% respectively. Further, the Orange County workforce is 70% Caucasian, 24% African American, 4.5% Hispanic or Latino and 0.6% Asian. The Orange County population is 78% Caucasian, 12% African American, 8% Hispanic or Latino and 7.5%

Human Resources Department – continued

Asian. The largest variance between Orange County's workforce and residents are in the Asian and Hispanic or Latino populations.

- Human Resources completed a total of 25 classification and equity reviews since July 1, 2014 and approximately 15 requests are being reviewed.
- In FY14-15, the turnaround time to fill vacancy request has decreased to 60 days. In FY13-14, Human Resources reviewed 58 workforce requests, taking approximately 12 days to approve request and 93 days to fill vacancy request.
- In February 2015, the Health Insurance Advisory Committee participated in the Request for Proposal (RFP) process for the selection of a Broker of Record for the administration of benefit programs and other voluntary programs for employees and retirees.
- Open Enrollment was held on October 20, 2014 through November 2, 2014; in addition Employee Benefits conducted an Employee Financial Health Day and coordinated Flu Clinics and Mammogram Days at UNC Hospitals-Hillsborough. Also, held open enrollment on April 20, 2015 through May 2, 2015 because of the change in plan year to July 1, 2015. Individual meetings were available to all employees by a Benefits Counselor, 99 percent participation was achieved by the end of enrollment.
- Coordinated the *Walk4Life* ten-week walking challenge. A total of 178 employees registered for the program and 75 submitted logs after 5 weeks, 50 employees submitted logs after 10 weeks, and 10 of the participants represented Orange County in the Aging Stride 5K. Many employees continue to walk or exercise and have reported weight loss, reduced need for medication, and lower stress levels.
- Presented the FISH! Customer Service training to all employees at the Link Government Building, a division at Department of Social Services, Tax Administration and the Library. Additionally, served as a keynote speaker at the Eastern Piedmont Tax Association Meetings.
- Coordinated efforts to implement meetings with Human Resource Directors in Chapel Hill, Carrboro, Hillsborough and OWASA.
- Partnered with OC Public Library to create an Employee Leadership collection and the Sheriff's Office to establish leadership program.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Training					
Training courses offered	118	101	150	120	150
Employees completing New Employee Orientation in first 30 days of employment (not including the Sheriff's Office)	100%	100%	100%	100%	100%
Total number of training participants	591	731	900	850	1000
Service: Recruitment and Selection					
Applications processed	9,256	7,980	10,000	7,562	8,000
Number of Recruitments / Postings	238	154	104	208	200
Percentage of Minorities in Workforce	34.2%	39.9%	34.5%	34.5%	38.0%
Service: Employee Relations					
Annual Turnover Rate	13.9%	8.0%	14.0%	12.0%	12.0%
Total # of Permanent Full Time Employees		820	839	850	865

Human Resources Department – continued

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Percentage of employees still employed with the County after 2 years	79.5%	65%	75%	70%	70%
Service: Benefits & Wellness					
Percentage of employees completing the online Health Assessment*	44% (397)	25%	25%	8% as of 12/31/14	25%
*With the loss of incentives in January 2014, fewer employees voluntarily took the Health Assessment.					

FY 2015-16 Objectives

- Ensure that workforce planning and employment activities and compensation and benefits programs are compliant with applicable federal and state laws and regulations and the Orange County Code of Ordinances.
- Evaluate compensation policies/programs including pay structures, performance based pay, internal and external equity and benefit programs and provide information and proposed resolution if applicable to the County Manager and the Board of County Commissioners.
- Conduct job analyses to create and/or update job descriptions and identify job competencies as essential criteria for hiring, retaining and promoting County employees. Ensure that positions are appropriately classified and graded and that employees are compensated accordingly.
- Develop, implement and evaluate recruitment, hiring, orientation, succession planning, retention and organizational exit programs necessary to ensure a workforce's ability to achieve Orange County's organizational goals and objectives. The challenges are to recruit skilled talent in a timely manner, to improve the quality of the recruitment, to keep dated on recruitment techniques and to promote an organizational branding. Research has shown that companies with stronger employer brands tend to have both much lower turnover rates and costs per hire.
- Develop, implement and evaluate activities and programs that address employee training and development, talent acquisition and performance management to ensure that the knowledge, skills, abilities and performance of the workforce meet current and future county and individual needs. The challenges are to invest more in training and leadership development as one means of improving Orange County's internal-hiring efforts, to increase employee engagement to deter good talent from leaving employment and provide leadership and the means to invest in internal hiring to retain best performers.
- Establish, update and communicate workplace policies and procedures including the Employee Handbook and the Work Planning and Performance Review System. Define concrete steps for conducting better performance reviews, and practical strategies to increase and promote employee engagement; including discovering the true root of employee disengagement and fostering trust while focusing on improving the WPPR process.
- Develop and maintain a diverse workforce that exemplifies a commitment to EEO policies and to ensure compliance with our affirmative action policy, which is to promote equal access to employment by protected groups and to continually evaluate our recruiting practices for potential adverse impact.
- Continue to administer an online hiring process that provides timely updates to applicants and to ensure equal access to employment by all prospective applicants.

Human Resources Department – continued

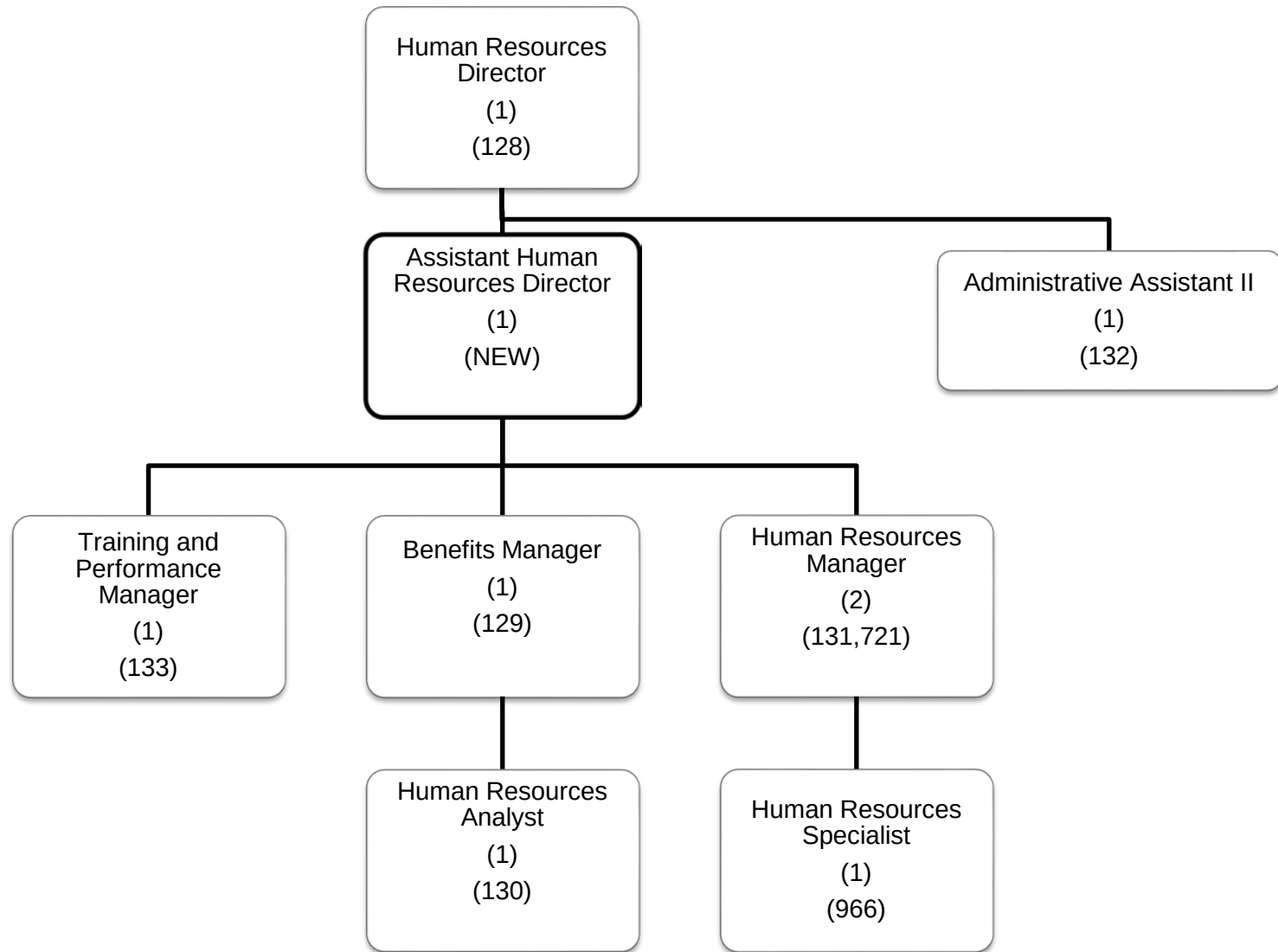
- Solicit employee feedback on health insurance programs to ensure the appropriate balance of the needs of employees and fiscal responsibility.
- Maintain a competitive salary structure that encourages employees and their families to live and work in Orange County.
- Provide a strong training commitment to all employees.
- Develop and implement a Supervisor Training Certificate Program for all current supervisors mentor and enhance the growth of potential supervisors and to provide a leadership program for management executives.
- Encourage all Directors to embrace the FISH! customer service philosophy and to train leaders and employees appropriately.
- Enhance the culture of well-being through wellness initiatives and education. Includes on-going wellness programs to improve employees' overall well-being, reduce medical and dental claims and increase productivity (decrease absenteeism and increase employee engagement). Activities may include nutrition and fitness challenges, educational programs, and incentives for participating in biometric screenings and other events. Incentives have been shown to increase participation in activities.
- Ensure that classifications with physical requirements are evaluated and updated appropriately through the Fit for Duty program.
- Continue to provide employee recognition programs to ensure the Orange County employees know the importance of their positions and the value they bring and have within Orange County government.
- Implement a system to better outline measureable goals for next fiscal year.

Budget Highlights

The FY15-16 Manager's Recommended Budget includes:

- New Position Recommended: Assistant Human Resources Director (1.0) FTE, effective July 1, 2015 (\$84,832). The new position will develop a compensation system beginning in FY15-16 that is sustainable, affordable and equitable and focuses on identified and prioritized needs.
- Operations Increase: (\$25,000) recommended for analytic tools for the appropriate modeling of compensation review associated with the recommended position above

Human Resources



Information Technologies

Phone Number: (919) 245 – 2280

Website: http://www.orangecountync.gov/departments/information_technologies/index.php

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
<i>By Category (General Fund)</i>						Account: 315
Personnel Services	799,030	1,391,860	1,391,860	1,215,932	1,505,649	1,505,649
Operations	1,043,065	1,229,720	1,266,212	1,255,002	1,520,980	1,353,580
Capital Outlay	11,903	0	4,000	3,200	36,000	36,000
Total Expenditures	\$ 1,853,998	\$ 2,621,580	\$ 2,662,072	\$ 2,474,134	\$ 3,062,629	\$ 2,895,229
<i>Offsetting Revenues</i>	<i>(10,831)</i>	<i>(19,645)</i>	<i>(19,645)</i>	<i>(19,645)</i>	<i>(19,645)</i>	<i>(19,645)</i>
County Costs (net)	\$ 1,843,167	\$ 2,601,935	\$ 2,642,427	\$ 2,454,489	\$ 3,042,984	\$ 2,875,584
Total Information Technologies and Related Expenditures	\$ 1,853,998	\$ 2,621,580	\$ 2,662,072	\$ 2,474,134	\$ 3,062,629	\$ 2,895,229

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, data and voice 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
- VoIP Phone System
- Inter-local IT Engineering Support (Hillsborough, Carrboro and Chapel Hill Police Departments connecting back through the Computer Aided Dispatch System)

Collaborative Efforts

- Inter-local IT Engineering Support (Hillsborough, Carrboro and Chapel Hill Police Departments connecting back through the Computer Aided Dispatch system)
- Inter-local IT Support (Hillsborough Permits Plus support)
- Work with Chapel Hill IT on Tax Office Expansion Project
- Hillsborough / Time Warner Downtown Wireless Project
- Health's and Planning's Central Permitting Project
- County-wide Internet Initiative (State and Residents)

Information Technologies – continued

- Departmental Support Services
- Chapel Hill Digital Inclusion Effort

FY 2014-15 Outcomes

- 310 Unit PC Replacements (150 Virtual, 80 Laptops, 80 Desktops)
- Virtual Desktop Implementation
- Disk-based Backup System
- SHCS Meeting Room Video Upgrades (A/V Room)
- Central Permitting Process Review Completed and Now Under Contract
- Website Upgrade and Redesign Completed
- Enterprise Scanning Project (HR, Environmental Health, Emergency Services)
- Expanded Wireless Services (Hillsborough, Little River, Hillsborough Commons, Rogers Road Community Center)

Performance Measures	2012-2013 Actual	2013-2014 Actual	2014-2015 Budget	2014-2015 Projected	2015-2016 Budget
Service: Network and VoIP					
Network Uptime	99.80%	98.80%	99.90%	99.30%	99.90%
Service: Help Desk					
Incoming Trouble Tickets	8,800	9,400	12,500	13,000	15,000
Service Call Resolution within Targets	80%	61%	80%	74%	80%
Service: Disaster Recovery					
Data Backup Success Rates	96.10%	93.60%	97.00%	98.10%	99.90%

FY 2015-16 Objectives

- Emergency Services VoIP
- Central Permitting
- Increase Centralized Data Storage via SAN
- PC Replacements 200 units
- County-wide Scanning Project
- Expand Internet Availability to Orange County Residents
- Payment Card Industry(PCI) Gap Analysis and Partial Remediation

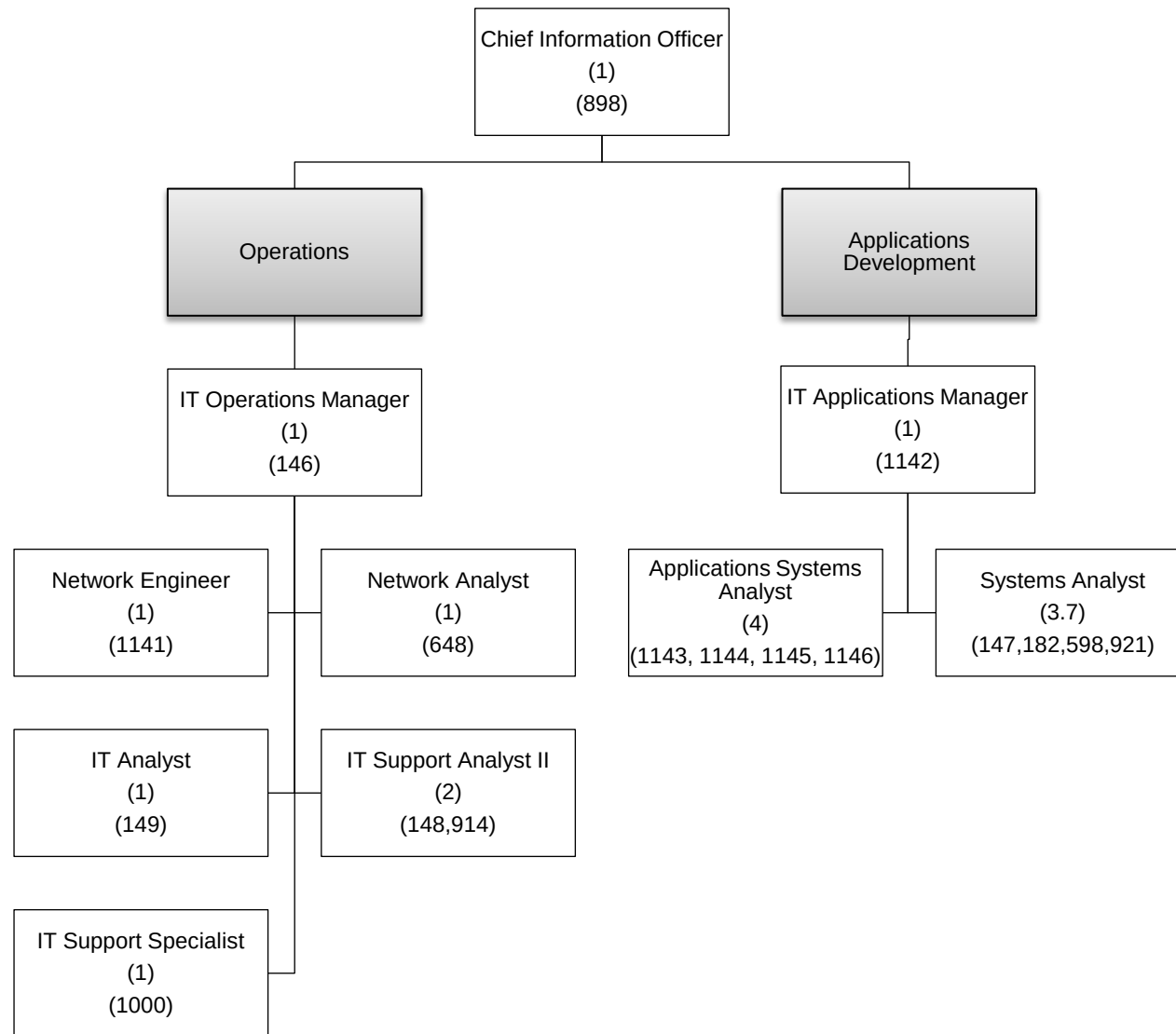
Budget Highlights

- The FY15-16 Manager Recommended Budget includes increases in software licensing and maintenance fees due to ongoing software improvements and purchases. The increased number of supported devices and various hardware upgrades have impacted this line item.

Information Technologies – continued

- The FY15-16 Manager Recommended Budget includes funds within the contract services account for Rural Broadband planning. Additionally, funds are included for expansion of network services at 3 new locations:
 - o Cedar Grove Community Center (county network expansion and wireless Internet)
 - o Fairview Park (wireless Internet)
 - o Rogers Road Community Center (wireless Internet).

Information Technologies



Library Services

Phone Number: (919) 245 2525

Website: www.orangecountync.gov/departments/library/index.php

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Category (General Fund)						Account: 500
Personnel Services	1,504,920	1,544,607	1,544,607	1,569,475	1,694,903	1,691,978
Operations	311,230	349,037	348,423	340,515	403,972	388,952
Capital Outlay	9,272	17,070	34,025	34,025	26,550	1,000
Total Expenditures	\$ 1,825,422	\$ 1,910,714	\$ 1,927,055	\$ 1,944,015	\$ 2,125,425	\$ 2,081,930
Offsetting Revenues	(149,815)	(133,850)	(150,191)	(149,770)	(141,850)	(141,850)
County Costs (net)	\$ 1,675,606	\$ 1,776,864	\$ 1,776,864	\$ 1,794,245	\$ 1,983,575	\$ 1,940,080
Total Library Services and Related Expenditures	\$ 1,825,422	\$ 1,910,714	\$ 1,927,055	\$ 1,944,015	\$ 2,125,425	\$ 2,081,930

Division Summary

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Program (General Fund)						
Carrboro Library	137,880	145,191	145,191	151,535	152,285	152,285
Cedar Grove Library	0	0	0	0	0	0
Cybrary	54,490	56,889	56,889	58,456	63,783	63,783
Main Library	1,633,051	1,708,634	1,724,975	1,734,024	1,909,357	1,865,862
Total Expenditures	\$ 1,825,422	\$ 1,910,714	\$ 1,927,055	\$ 1,944,015	\$ 2,125,425	\$ 2,081,930
Offsetting Revenue	(149,815)	(133,850)	(150,191)	(149,770)	(141,850)	(141,850)
County Costs (net)	\$ 1,675,606	\$ 1,776,864	\$ 1,776,864	\$ 1,794,245	\$ 1,983,575	\$ 1,940,080
Total Expenditures	\$ 1,825,422	\$ 1,910,714	\$ 1,927,055	\$ 1,944,015	\$ 2,125,425	\$ 2,081,930

Mission Statement

Our mission statement reflects the commitment we are making to the residents of Orange County:

The Orange County Public Library aims to be the heart of the community by being a welcoming gathering place for all; having a clear focus on the future and responding with creativity and innovation; offering relevant services, programs, collections and technologies; serving the entire community through collaborative efforts with organizations, educational institutions, and town and County governments; providing free and equal access to the resources and materials community members need to be informed and engaged

Major Services: System-wide

Library Collections and Materials

- With more than 100,000 print and audiovisual items, in addition to a digital collection of databases and e-books, OCPL offers the community a rich array of materials. Building on this collection, our team will improve the effectiveness of collection development through systematic evaluation and a responsive, community-oriented assessment process. Implementing this priority will provide a diverse collection that is easy to access and is well promoted.

Community Connections

Library Services

- OCPL recognizes we can achieve more in partnership with others than we can on our own. By taking a thoughtful approach to initiating and expanding relationships with government and community groups, as well as individuals, OCPL can reach underserved populations and those not currently using the library. Elevating public awareness of the library's services is also crucial to connecting the library with the Orange County community.

Services and Community Space

- OCPL wants to provide the very best experience for our library customers. This means interactions with library staff are overwhelmingly positive and that staff always “find a way to yes” when assisting customers. The best library experience also means offering programs with cultural, educational and enjoyment value, that appeal to the community, and are offered at convenient times for the intended audience. Finally, an outstanding library experience is grounded in being in a physical space that is conveniently located, attractive and maximized for current and future use.

Technology Tools and Training

- OCPL plays an important, democratizing role in the community by providing Orange County residents free access to various technology tools and training. However, technology will be deployed to further OCPL's mission and not just for the sake of having the ‘latest and greatest.’

Major Services: Main Library

FY 2014-15 Outcomes:

- Implemented 10 Second Survey to gather feedback from customers on a wide variety of topics. Received over 700 responses to inform the library in decision making about current and future services.
- Implemented a successful volunteer program with over 18 volunteers providing over 1000 hours in the first year.
- Expanded outreach in to the community through Little Free Library in Cedar Grove Park. Serviced on the Thursday courier route, the Little Free Library has been replenished and staff have seen consistent activity.
- Library adopted the ‘Find a Way to Yes’ service model that supports our commitment to high quality and personalized service. This has been a win-win for both staff and the customer.
- Launched new programming strategies in our youth services division focusing on early family literacy.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Strategic Priority #1 - Library Collections and Materials					
Percentage of collection circulated/checked out in the last year	69%	74%	74%	74%	76%
Items checked out annually per capita (NC Average: 3.06)	5.49	5.22	5.6	5.4	5.6
Average annual use per item	3.92	4.0	4.1	4.1	4.1
Cost to library per item checked out (NC Average: \$4.83)	N/A	\$3.72	\$3.65	\$3.88	\$3.65
Percentage of customers satisfied with collections and materials	N/A	85%	70%	80%	85%

Library Services

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Strategic Priority #2 – Community Connections					
Number of agency partner activities	10	27	20	27	45
Number of volunteers	7	18	25	20	25
Number of marketing outlet connections	5	5	10	7	10
Number of new registrations outside of municipal precincts (rural Orange)	2,542	2,550	2,600	2,600	2,600
Percentage of volunteers rating job as meaningful and worthwhile	N/A	65%	65%	70%	75%
Percentage of customers aware of library services and activities	N/A	50%	55%	85%	80%
Service: Strategic Priority #3 – Services and Community Space					
Overall programming attendance (per year)	8,746	7,857	8,700	8,700	9,000
Programming attendance per capita (NC Average: .27)	.12	.10	.12	.12	.13
Active library card holders, as a percentage of population (NC Average: 55.7%)	19,338 (26%)	22,182 (26%)	28,000 (34%)	22,500 (27%)	23,000 (28%)
Percentage of customers satisfied with quality of staff assistance	N/A	86%	60%	75%	80%
Service: Priority #4 – Technology Tools and Training					
Number of personalized technical assistance appointments (per month)	5	8	10	12	12
Total program attendance at technology classes	108	125	140	140	140
Percentage of staff demonstrating technology competency	N/A	65%	65%	65%	70%
Percentage of participants satisfied with technology class usefulness	N/A	80%	60%	75%	75%

Data Source Method: Library Circulation Records, Partner/Volunteer Evaluations, Customer Service Surveys.

Note: North Carolina averages obtained from the State Library of North Carolina Annual Statistics FY2013.

FY 2015-16 Objectives

- Meeting customer request by expanding digital collections, including eBooks and launching e-audio. Hope to add in FY16-17 streaming video and music
- Expanding Overdrive eBook collection for youth
- Focus programming and services in youth on early literacy and *Every Child Ready to Read*
- Increase percentage of patron of registration by 10% and increase online renewals by 50%
- Retain 60+% self-check usage, and to increase renewals at self-checkout by 50%

Library Services

- Expand services by implementing a stand-alone kiosk at Cedar Grove Community Center

Budget Highlights

The FY15-16 Manager's Recommended Budget includes:

- Personnel Increase: (\$19,895) for temporary personnel, to comply with approved Living Wage and additional 300 hours for research related to addressing families in poverty through literacy and outreach strategies
- Operations Increase: (\$37,024) across multiple areas, in support of strategic plan, including: materials for Cedar Grove Kiosk ,advertising projects, Literacy Corner for Youth Services, and e-audio

Library Services: 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 sources.
- 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.
- Contract with CCHSS includes predetermined set hours of operation and stipends for janitorial service and technology support.
- Current hours of operation – 26 hours

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
3:30pm – 8pm	3:30pm – 8pm	3:30pm – 8pm	3:30pm – 8pm		10am – 2pm	1pm – 5pm

FY 2014-15 Outcomes

- Continue to staff both Cybrary and Carrboro McDougle with longer shifts and rotation of staff, providing enhanced staff efficiency and improved customer service, for both branches.
- All staff trained on emergency preparedness for Fire, Medical, Weather, Emergency, etc.
- Expanded work on Southern Branch criteria to include the public input and assessment phase

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Increase usage of CBL					
Circulation of materials	42,066	28,560	30,000	32,000	38,000

Library Services

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Average number of computer users per public internet	220	357	500	419	500
Library visits	22,924	21,254	21,000	22,000	23,000

FY 2015-16 Objectives

- Provide support for ongoing work with the Manager's Office toward identifying a site for the Southern Branch Library.

Budget Highlights

- Operations Increase: (\$2,404) across multiple areas, in support of strategic plan in FY15-16

Library Services: 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 sources.
- 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.
- Current hours of operation – 39 hours per week

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
9am – 4pm	9am-4pm	9am – 4pm	9am – 4pm	9am – 4pm	10am – 2pm	closed

FY 2014-15 Outcomes

- Continue to staff both Cybrary and Carrboro McDougale with longer shifts and rotation of staff, providing enhanced staff efficiency and improved customer service, for both branches.
- All staff trained on emergency preparedness for Fire, Medical, Weather, Emergency, etc.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Support library services including technology and research assistance.					
Average number of computer users per public computer.	1,236	1,151	1,500	1,800	1,500
Library Visits annually	16,171	15,177	16,000	16,000	16,500

Library Services

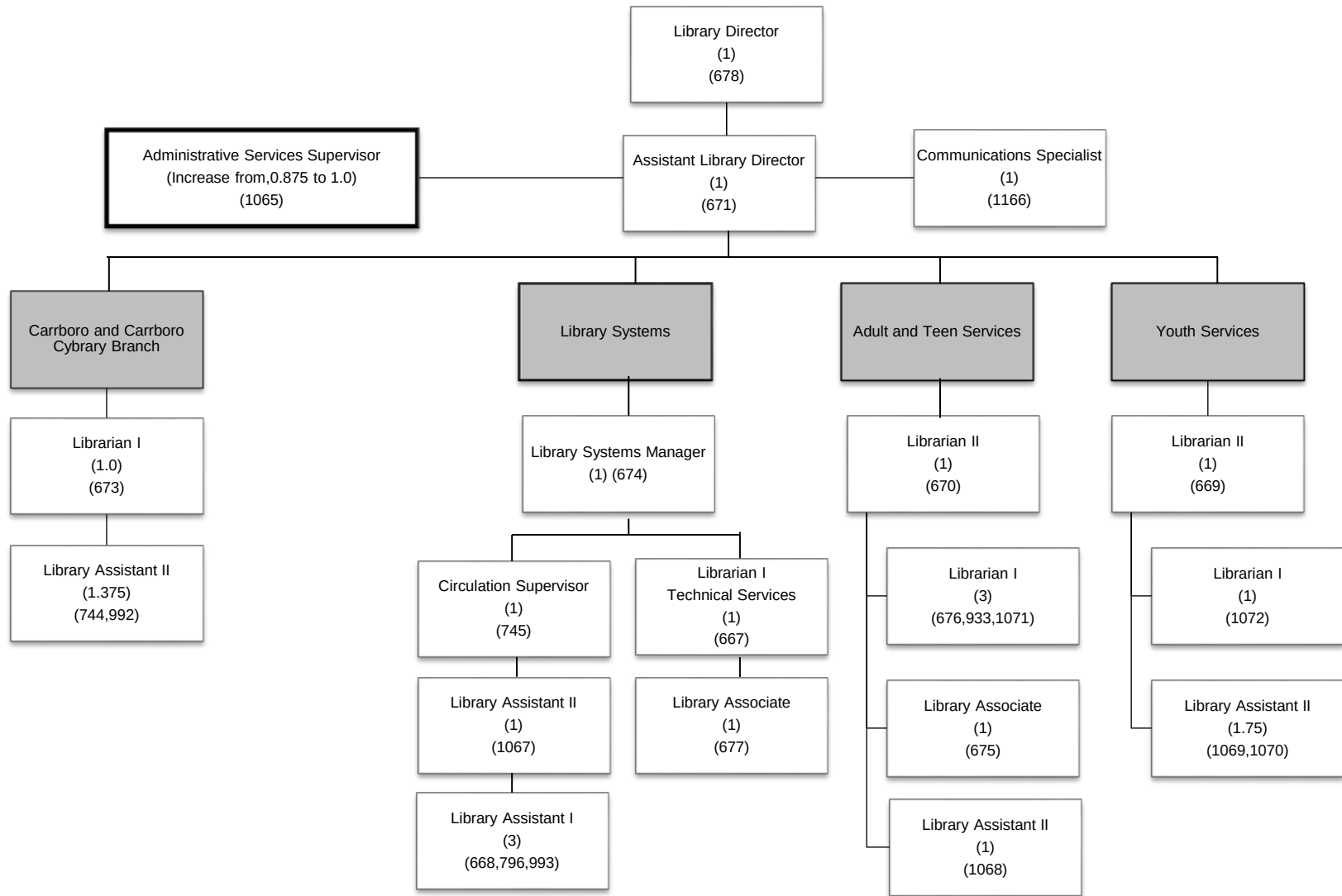
FY 2015-16 Objectives

- Provide support for ongoing work with the Manager's Office toward identifying a site for the Southern Branch Library.

Budget Highlights

- Operations Increase: (\$1,101) across multiple areas, in support of strategic plan in FY15-16

Library Services



FY2015-16 Recommended

Non-Departmental Summary

Governing and Management

Listed below are appropriations for non-departmental Governing and Management related funds and entities.						
	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
Governing and Management						
SW Programs Fee for Co. Prop.	3,538	3,600	3,600	3,600	3,600	3,600
SW Programs Fee in Lieu of Tax	75,112	40,000	40,000	61,000	60,000	40,000
401 K Plan Enhancement	0	800,000	800,000	0	600,000	600,000
ASCAP	1,055	1,000	1,000	1,000	1,000	1,000
Drug Testing	10,930	14,000	25,123	16,325	16,500	16,500
Employee Development	33,075	56,000	51,000	40,000	94,500	74,500
Health Incentives Program	2,621	48,200	48,200	25,000	35,750	35,750
Health/Dental Ins. Increase	0	423,446	423,446	0	140,000	140,000
Living Wage Adjustment	0	72,790	72,790	0	0	0
Manager's Miscellaneous	6,737	20,000	20,463	17,000	20,000	20,000
Pay Plan Equity Retention	0	30,000	30,000	0	30,000	30,000
Recruitment/Selection	19,650	28,500	13,175	15,000	28,500	28,500
Retiree Health Insurance	1,032,238	1,813,180	1,813,180	1,805,387	2,037,765	2,037,765
Salary-Wage Increase/Merit Pay	0	1,675,000	1,675,000	0	1,604,015	1,604,015
Salary Savings	0	0	0	0	0	-750,000
School Collaboration Consultant	1,658	2,000	2,000	1,700	2,000	2,000
Sportsplex Mbrship - Co. Share	44,196	39,932	39,932	40,000	39,932	39,932
Tax Bill Inserts	0	0	0	0	4,000	4,000
Triangle J Dues	21,240	23,300	32,300	31,238	23,300	23,300
Tuition Refunds	21,371	15,000	33,000	35,000	40,000	40,000
Governing and Management Total	\$ 1,273,421	\$ 5,105,948	\$ 5,124,208	\$ 2,092,250	\$ 4,780,862	\$ 4,010,862

Governing and Management Non-Departmentals

Solid Waste Programs Fee for County Property **\$3,600**

These funds cover the Solid Waste Programs fee assessed to County properties.

Solid Waste Program Fee-in-Lieu of Taxes **\$40,000**

These funds cover the Solid Waste Program fees assessed to property owners in Orange County, who have been granted a waiver by the County due to their financial inability to pay.

401K Plan Enhancement **\$600,000**

These funds continue the County match of employees' contributions of up to \$63.00 per pay period (for a maximum annual County contribution of \$1,512) for all general (non-sworn law enforcement officer) employees. See Appendix A for more details.

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.

Drug Testing **\$16,500**

These funds provide for the actual costs of drug and alcohol tests as well as for the administration of the random testing program and Federal reporting. The increase is to provide drug and alcohol reasonable suspicion training for supervisors, managers, and directors.

Employee Development/Computer Training **\$74,500**

Funds 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. The training needs assessment, completed in 2014, demonstrated the need for Orange County to invest in leadership development of supervisors and managers. The funding increase will allow the County to partner with UNC School of Government to provide a robust supervisor leadership development training. The training will be administered by the MAPS Group. It will be a five (5) day training for 30 supervisors, twice a year.

Health Incentives Program **\$35,750**

Continues the wellness program started in FY 2014-15 to improve employees' health, reduce their medical and dental claims and increase productivity (decreased sick leave usage).

Health and Dental Insurance Increase **\$140,000**

The Health Insurance increase of \$100,000 is for the mitigation of the impact of deductibles paid by employees because of the plan change from a calendar year to a fiscal year. These costs represent making employees whole by giving credit to those who have already paid toward their deductible in the first six months of 2015. The Dental Insurance increase of \$40,000 is to cover an expected rate increase of 15% for plan year FY 2015-16 in order to sustain an adequate reserve for future claims. See Appendix A for more details.

Governing and Management Non-Departmentals - continued

Living Wage Adjustment **\$0**

There is no recommended Living Wage increase for FY 2015-16. The rate would remain at the current rate of \$12.76/hour. See Appendix A for more details.

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.

Pay Plan Equity Retention **\$30,000**

Funds are used to award position reclassifications or equity/retention salary adjustments to address establishing or re-establishing equitable salary relationships among employees in a work unit or in related work units or to support retention.

Recruitment and Selection **\$28,500**

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

Retiree Health Insurance **\$2,037,765**

Funds an increase of \$221,000 for retiree healthcare benefits. This amount represents an estimated 10 percent increase for Medicare Supplemental premiums. The increase is further impacted by an increase in the total number of employees retiring as well as pre-65 retirees becoming Medicare eligible. See Appendix A for more details.

Salary – Wage Increase and Merit Pay Adjustments **\$1,604,015**

Funds for a Wage increase of 2.00%, effective July 1, 2015, and an employee performance award of between \$500 and \$1,000, effective with WPPR Review Dates from July 1, 2015 to June 30, 2016. See Appendix A for more details.

Salary Savings **(\$750,000)**

Eliminates the 6 month Hiring Delay and implements a Salary attrition savings of \$750,000, based on 1.5% of personnel costs.

School Collaboration Consultant **\$2,000**

To cover mediation costs associated with school district collaboration meetings.

Sportsplex Membership – County Share **\$39,932**

Funding to offer discounted Sportsplex memberships to permanent County employees.

Triangle J Council of Government (TJCOG) – Dues **\$23,300**

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

Tuition Refunds **\$40,000**

These funds reimburse County employees for tuition, fees and books for job related courses. With this incentive, employees can pursue educational qualifications to enhance their professional growth, achieve higher-level positions and enrich current employment. This funding increase is recommended due to the increased number of employees currently participating in the program.

Non-Departmental Summary

General Services

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

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
General Services						
Contribution for Sanitation Svs.	1,869,496	1,856,543	1,856,543	1,856,543	1,718,018	1,718,018
Dmv Collection Charges	170,089	0	0	180,000	0	0
Stormwater Fees For Co. Propert	14,544	15,000	15,000	17,000	17,500	17,500
General Services Total	\$ 2,054,129	\$ 1,871,543	\$ 1,871,543	\$ 2,053,543	\$ 1,735,518	\$ 1,735,518

General Services Non-Departmentals

Contribution for Sanitation Services

\$1,718,018

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 related Sanitation operations.

DMV Collection Charges

\$0

Fee for collection of Motor Vehicle Taxes, by the State of North Carolina.

Stormwater Fees for County Property

\$17,500

These funds provide for payment to the Town of Chapel Hill for stormwater utility fees assessed to County properties.

Non-Departmental Summary

Community and Environment

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

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
Community and Environment						
Blackwood and Cate Opers.	4,490	0	0	0	0	0
Comprehensive P&R Master Plan	580	0	9,000	3,000	0	0
DCHC Metropolitan Planning ORg	27,055	28,956	28,956	28,956	30,000	30,000
Fairview Communtiy Watch	0	0	0	0	4,000	2,000
Farmer Foodshare	5,000	5,000	5,000	5,000	10,000	5,000
Econ. Dev. Partnership of NC	0	15,000	15,000	0	15,000	15,000
Hills/Orange Strategic Plan	0	10,000	10,000	10,000	10,000	10,000
Jordan Lake Partnership Dues	2,500	8,900	63,803	50,533	8,000	8,000
Jordan Lake Water Storage Dues	2,249	11,200	11,200	2,400	4,000	4,000
Lake Orange	2,702	18,740	18,740	18,740	18,740	18,740
Partnership-Dvpmnt & Infrastructur	5,000	2,500	2,500	2,500	2,500	2,500
Pied. Conservation Council Dues	2,000	2,000	2,000	2,000	2,000	2,000
Resrve For Planning Initiatives	0	0	12,405	9,000	12,400	12,400
RT Regional Partnership	20,367	0	0	0	0	0
Rural Planning Organization	7,500	8,000	8,000	7,500	7,500	7,500
TJCOG Water Quality	13,119	13,119	13,119	13,119	13,119	13,119
Upper Neuse River Basin Dues	78,341	96,236	96,236	96,236	102,166	102,166
Community and Environment						
Total	\$ 170,902	\$ 219,651	\$ 295,959	\$ 248,984	\$ 239,425	\$ 232,425

Community and Environment

Non-Departmentals

Blackwood, Twin Creeks (Cate) and Millhouse Operations **\$0**

These funds provide the necessary operating costs associated with utility service costs and security system service at the farmhouses located at future park sites. Building stabilization and repair is funded from another source. Beginning in FY 2014-15, operating expenses for Blackwood Farm Park, and all other park projects, were moved to the Department of the Environment, Agriculture, Parks and Recreation's budget, within the Parks Division.

Comprehensive Parks and Recreation Master Plan **\$0**

These funds provide for a temporary or contract staff person for data collection, research, graphics, and drafting of the Comprehensive Parks and Recreation Master Plan. This Master Plan was completed in FY 2014-15.

Durham-Chapel Hill-Carrboro (DCHC) Metropolitan Planning Organization **\$30,000**

The Durham-Chapel Hill-Carrboro Metropolitan Planning Organization (DCHC-MPO) is the regional organization responsible for transportation planning for the western part of the Research Triangle area. The DCHC urbanized planning area covers all of Durham County, a portion of Orange County including the Towns of Chapel Hill, Carrboro, and Hillsborough, and Northeast Chatham County. The DCHC MPO receives federal funds for planning purposes, which require a 20% local match. Historically, the City of Durham has paid 100% of this match. Beginning in budget year FY2013-14, all member agencies were asked to share in these costs based on population within their planning jurisdiction.

Fairview Community Watch **\$2,000**

Making the Fairview Community a safe, healthy, fair and enjoyable place to live.

Farmer Foodshare **\$5,000**

Farmer Foodshare connects farm fresh food with agencies that serve the hungry. Formed by the farmers and shoppers of the Carrboro Farmers' Market, the agency provides fresh food to agencies, such as food pantries and local schools, that needed the healthiest possible food in their programs.

Economic Development Partnership of NC **\$15,000**

Funds have been previously budgeted to the Friends of North Carolina and Research Triangle Regional Partnership to assist Orange County in networking and marketing with the State's business recruitment staff and events. The business recruitment part of the NC Department of Commerce has been privatized to form the new recruiting agency, Economic Development Partnership of NC (EDPNC). EDPNC is located in Cary, and has begun to take donations in exchange for networking and marketing assistance.

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.

Community and Environment Non-Departmentals - continued

Jordan Lake Partnership Dues

\$8,000

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.” Funds in this account are used to pay Jordan Lake Partnership dues.

Jordan Lake Water Storage Allocation Dues

\$4,000

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 previously held plus 3 mgd Level II as part of the new supply request. 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.

Lake Orange

\$18,740

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.

Partnership for Development and Infrastructure

\$2,500

The mission of the Partnership, which is an advisory committee of the Triangle J Council of Governments, 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. A BOCC member is on the committee and the Planning Department serves as a supporting liaison.

Piedmont Conservation Council (PCC) Dues

\$2,000

Originally set up by the USDA as part of a national network of Resource and Development Councils, PCC leverages people and resources for innovative projects that promote conservation and sustainable communities. The PCC Council is comprised of three representatives from Alamance, Caswell, Chatham, Durham, Guilford, Orange, Randolph, Rockingham, and Wake Counties. These Council members provide technical expertise and local connections, as well as identify new Council initiatives. Each county also has a member that serves on the Executive Board that makes regular business decisions and oversees the daily operations of PCC.

Reserve for Planning Initiatives

\$12,400

Research Triangle Regional Partnership

\$0

The Research Triangle Regional Partnership is a non-profit partnership organization consisting of sixteen (16) counties in the Research Triangle region. The organization’s mission is to market the region for the economic benefit of its communities. Beginning in FY 2014-15, the County discontinued its involvement with the partnership since the RTRP’s revised dues formula doubled the previous year’s contribution of \$20,367 with no additional County benefits, to a new annual fee (set at 30 cents per capita for FY 2014-2015) of approximately \$41,000. For FY 2014-2015, the Orange County Economic Development office recommended that the County consider switching to a lower cost economic development marketing partnership directly with the North Carolina Department of Commerce and its’ “Friends of North Carolina” corporate recruiting non-profit marketing agency.

Community and Environment Non-Departmentals - continued

Rural Planning Organization (RPO)

\$7,500

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.

Triangle J Council of Government (TJCOG) - Water Supply Monitoring Project

\$13,119

The greater Research Triangle Area is a six-county region within the upper Cape Fear and upper Neuse River Basins in North Carolina. Two multipurpose reservoirs, eight smaller reservoirs, and six rivers supply water for the 30 municipalities in the area.

Because of this reliance on surface water for water supply and the potential impact of growth on the quality of the region's water supply sources, local governments in the region recognize that water-quality monitoring is crucial to the protection of the Triangle Area's surface-water resources. With assistance from the U.S. Geological Survey (USGS), the Project has collected and analyzed water-quality samples from reservoirs and streams and collected continuous discharge record from streams in the study area for more than 20 years.

The Triangle Area Water Supply Monitoring Project was established to provide local governments with water-quality and stream flow data that could be used to protect and monitor the area's surface-water supplies. Specific goals of the Project are to:

1. Supplement existing data on major ions, nutrients, and trace elements to enable determination of long-term trends;
2. Examine differences in water quality among water supplies within the region, especially differences among smaller upland sources, large multipurpose reservoirs, and run-of-river supplies;
3. Provide tributary loading and in-lake data for predictive modeling of Falls and Jordan Lakes; and
4. Establish a database for the presence of synthetic organic compounds in surface water in the region.

Upper Neuse River Basin Dues

\$102,166

These funds provide for Orange County to remain a member of the Upper Neuse River Basin Association. Starting in FY 2013-14, activities undertaken by the UNRBA over the next five to ten years, to alter Stage II of the Falls Lake Rules, will require substantial funding. UNRBA has contracted with Cardo ENTRIX to conduct a comprehensive surface water monitoring project over a four-year period (2015-18), the purpose of which is to collect better data needed to revise the State's nutrient reduction goals that will be required of all local governments in the Upper Neuse watershed (including Orange County).

Non-Departmental Summary

Human Services

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

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
Human Services						
A Helping Hand	2,000	2,000	2,000	2,000	15,000	2,000
Big Brothers Big Sisters	2,000	2,000	2,000	2,000	6,000	2,000
Boys & Girls Club-Eastern Piedm	1,250	2,000	2,000	2,000	0	0
Bridge II Sports	0	2,500	2,500	2,500	8,000	2,500
CH/Carrboro Meals on Wheels	2,000	10,000	10,000	10,000	15,000	10,000
CH/Carrboro YMCA Boomerang	5,000	5,000	5,000	5,000	7,000	5,000
Charles House	15,000	15,000	15,000	15,000	25,000	15,000
Club Nova	75,000	75,000	75,000	75,000	80,000	75,000
Communities in Schools-OC	102,000	102,000	102,000	102,000	107,000	66,800
Community Empowerment Fund	5,000	5,000	5,000	5,000	7,500	5,000
Community Home Trust	149,000	149,000	149,000	149,000	231,000	231,000
Compass Center	59,500	64,500	64,500	0	65,000	64,500
Dispute Settlement Center	76,000	76,000	76,000	76,000	80,000	76,000
Duke Homecare & Hospice	1,000	1,000	1,000	1,000	1,200	1,000
El Centro Hispano	20,000	20,000	20,000	20,000	30,000	20,000
El Futuro	27,500	27,500	27,500	27,500	27,500	27,500
EmPOWERment	15,000	20,000	20,000	20,000	20,000	20,000
Freedom House	29,000	29,000	29,000	29,000	30,000	29,000
Habitat for Humanity	20,000	20,000	20,000	20,000	25,000	20,000
Housing for New Hope	20,000	22,000	22,000	22,000	22,500	22,000
Human Rights Ctr. CH/Carrboro	250	1,000	1,000	1,000	3,400	1,000
Human Services Forum	2,007	5,000	5,000	200	5,000	5,000
Impact Fee Reimbursement	0	175,000	175,000	125,000	175,000	175,000
Inter-Faith Council for Social Ser	41,000	41,000	41,000	41,000	48,449	41,000
KidSCOpe	75,000	75,000	75,000	75,000	85,000	75,000
Ligo Dojo Of Budo Karate	0	2,000	2,000	2,000	3,000	2,000
Marian Cheek Jackson Center	4,500	6,000	6,000	6,000	10,000	6,000
Medical Examiner	15,750	38,000	38,000	38,000	38,000	38,000
OC Disability Awareness Council	2,500	4,000	4,000	4,000	7,500	4,000
OC County Literacy Council	12,000	12,000	12,000	12,000	15,000	12,000
Orange County Ptrshp for Young	0	2,000	2,000	2,000	5,000	2,000
OC County Rape Crisis Center	25,000	30,000	30,000	30,000	35,000	30,000
OE Enterprises, Inc.	45,100	45,100	45,100	45,100	50,000	45,100
OCIM-Samaritan Relief	23,930	25,830	25,830	25,830	41,000	25,830
OCIM-Meels on Wheels	14,060	15,170	15,170	15,170	17,000	15,170
Planned Parenthood	20,000	20,000	20,000	20,000	20,000	20,000
Previously Unfunded Organiza	0	0	0	0	170,166	0
Rogers Eubanks Rd Neighborhoo	1,000	5,000	5,000	5,000	20,000	5,000
School Health Nurse Contract	678,808	697,380	697,380	697,380	705,000	705,000
Senior Care of Orange County	25,000	25,000	25,000	25,000	25,000	25,000

Non-Departmental Summary

Human Services

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

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
Social Justice Reserve Fund	0	450,000	540,000	90,000	450,000	450,000
The Arc of the Triangle	4,000	5,000	5,000	5,000	6,000	5,000
The Exchange Club-Child Abuse	0	2,000	2,000	2,000	15,800	2,000
Voices Together	5,000	7,000	7,000	7,000	15,000	7,000
Volunteers For Youth	0	0	0	0	15,000	0
Human Services Total	\$ 1,624,164	\$ 2,337,980	\$ 2,427,980	\$ 1,923,180	\$ 2,783,015	\$ 2,390,400

Human Services Non-Departmentals

A Helping Hand

\$2,000

A Helping Hand enables senior citizens to live independently, maintain high levels of wellness and avoid institutionalized care. Services provided 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.

Big Brothers Big Sisters of the Triangle

\$2,000

Big Brothers Big Sisters of the Triangle provides children facing adversity with strong and enduring professionally supported one-to-one relationships that change their lives for the better, forever. Big Brothers Big Sisters (BBBS) of the Triangle offers two services: community-based and school-based mentoring.

Boys and Girls Club of Eastern Piedmont

\$0

The Boys and Girls Club of Eastern Piedmont provides Orange County school age children and youth especially from challenging circumstances, with a professionally supervised, consistent environment where they are safe, equally accepted and able to participate in goal-oriented programs that enhance their self-esteem and assist them to achieve their full potential as productive, responsible and caring citizens. This agency did not request funding for FY2015-16.

Bridge II Sports

\$2,500

Bridge II Sports creates opportunities for children and adults with physical challenges to participate in team, individual, and recreational activities. Funds will support recruitment efforts and adapted sports programs that serve Chapel Hill residents, with physical disabilities.

Chapel Hill-Carrboro Meals on Wheels

\$10,000

The Chapel Hill-Carrboro Meals on Wheels program aims to nourish the bodies and spirits of the homebound with a balanced meal and the human connection they need to help them live independently. The agency uses volunteers to deliver nutritious noonday meals with cheerful personal visits to those who are homebound or recovering from surgery.

Chapel Hill-Carrboro YMCA Boomerang

\$5,000

Boomerang is an alternative suspension program for middle and high school a student that engages youth, at-risk for disconnection and their communities, with a supportive alternative environment for out of school time, and advocating for community. This agency receives a county match through the Juvenile Crime Prevention Council (JCPC) program; see the Public Safety Non-Departmental Section for more details.

Human Services - continued

Charles House

\$15,000

Charles House is a private, nonprofit organization whose mission is threefold: 1) Enriching the lives of seniors; 2) Supporting families caring for aging family members; and 3) Representing the community's commitment to its elders.

Club Nova

\$75,000

Club Nova provides opportunities for individuals with mental illness to lead meaningful lives of their choice in the community. Club Nova serves adults in Orange County, living with severe and persistent mental illness, and provides 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

\$66,800

CIS Orange serves Orange County by providing an evidence-based, school-based comprehensive program (new this year) at a CHCCS middle school, where 40% of the students are on free or reduced lunch. The school-based comprehensive site is open to all students with significant needs, who would benefit from additional Level 1 and Level 2 services. CIS also serves Orange County by providing afterschool programs at four middle schools in the district of Chapel Hill-Carrboro City Schools (CHCCS). The number of kids being served during the 2014-15 school year is 385 students for two districts. Because of a waiting list, we estimate we will serve the same number of students in CHCCS depending on availability of funding. The afterschool program is open to all students and focuses on homework help, tutoring and enrichment activities such as STE+aM (science, technology, engineering, arts and math). The "science" component includes health, physical activities and nutrition. These programs offer a supervised environment, healthy snacks, and transportation home. CIS will not be providing services to the Orange County Schools during the 2015-16 school year.

Community Empowerment Fund

\$5,000

The Community Empowerment Fund (CEF) cultivates opportunities, assets and communities that support the alleviation of homelessness and poverty. CEF is a student-powered nonprofit that pairs volunteers with its members to provide personalized, one-on-one assistance.

Community Home Trust

\$231,000

Community Home Trust is a nonprofit provider of affordable housing. Its mission is to create and maintain permanently affordable housing. The agency implements the inclusionary housing policies of local governments. Although the agency's funding is budgeted in the Human Services Non-Departmental accounts, the Department of Housing, Human Rights and Community Development administers the contract. They are requesting an increase in operating funding to enable the organization to successfully manage 230 permanently affordable homes in our inventory.

Compass Center for Women and Families

\$64,500

The Compass Center helps individuals and families build stable lives by increasing self-sufficiency and preventing domestic violence. The agency provides direct services, including crisis response and court advocacy, and long-term tools for self-sufficiency, including financial literacy education, career exploration and access to legal information. The former Family Violence Prevention Center of Orange County and The Women's Center merged on July 1, 2012 to become the Compass Center for Women and Families.

Human Services - continued

Dispute Settlement Center

\$76,000

The Dispute Settlement Center 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; see the Public Safety Non-Departmental Section for more details.

Duke HomeCare and Hospice

\$1,000

Duke HomeCare and Hospice provides medical, psychosocial, spiritual and bereavement care for terminally ill patients and families, regardless of ability to pay. Bereavement services are provided to anyone in the community, regardless of connection to hospice, through individual, family, and group sessions, as well as in the Chapel Hill-Carrboro and Orange County School Systems.

El Centro Hispano

\$20,000

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 Carrboro, Chapel Hill, and the surrounding area. El Centro Hispano in Carrboro creates programs to build community strengths and skills through referral/resource services, translation/interpretation, employment services, legal consultations and mediation; and English for speakers of other languages (ESOL) literacy.

El Futuro

\$27,500

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. Funds will support mental health and substance abuse services, for uninsured Orange County residents, for whom there are no other available services.

EmPOWERment

\$20,000

The mission of EmPOWERment is to emPOWER people and communities to control their own destinies through affordable housing, advocacy, community organizing and grassroots economic development. With funding provided through the Human Services grant, EmPOWERment, Inc. has created a one-stop shop for affordable rental programs and services.

Freedom House Recovery Center

\$29,000

Freedom House promotes, enhances and supports recovery for individuals affected by substance abuse and mental illness by using a holistic, person-centered approach. 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

\$20,000

Habitat for Humanity 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. Funding supports their "A Brush with Kindness" program.

Human Services - continued

Housing for New Hope

\$22,000

Housing for New Hope's mission is to prevent and end homelessness by providing increased access to Healthcare, Integrated Services, and Housing. The agency provides homeless individuals and those at risk of homelessness with services, support, financial assistance, and affordable housing options to ensure that they can obtain and maintain a permanent place to live.

Human Rights Center of Chapel Hill and Carrboro

\$1,000

The Human Rights Center promotes inter-cultural understanding and peoples' full recognition of the dignity and fundamental rights of the others across the many lines that divide; race, ethnicity, class, nationality, and religion. Funds will support bi-weekly ESL classes and general agency operations.

Human Services Forum

\$5,000

These funds will enhance the Outside Agency funding process and aid capacity building, within funded agencies. Orange County staff will work with funded agencies to leverage community resources and build administrative capacity, for both groups. Funds will provide technical assistance in the areas of organizational development, collaboration and community engagement. Funds will not sponsor the direct provision of agency services.

Impact Fee Reimbursement

\$175,000

On November 1, 1995, the BOCC approved a policy for impact fee reimbursement to local non-profit organizations that met the established eligibility criteria. Historically, the County managed reimbursements during the fiscal year. Beginning in FY 2014-15, the County appropriated funds in this non-departmental operating section of the budget.

Inter-Faith Council for Social Service (IFC)

\$41,000

The Inter-Faith Council 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.

KidSCope

\$75,000

KidSCope is an early intervention program that offers services to young children who are experiencing social, emotional, and/or behavioral difficulties. KidSCope will provide therapeutic mental health services and parent education to young Orange County children and their families.

Ligo Dojo of Budo Karate

\$2,000

Ligo Dojo strengthens the minds, bodies and hearts of young people through karate training, because hard physical training leads to increased spiritual strength and patience, which in turn leads to the ability to make better life decisions. The agency also deepens relationships between people of diverse backgrounds, strengthens American communities, and creates individuals who are 'community minded' and open-minded.

Human Services - continued

Marian Cheek Jackson Center **\$6,000**

The Marian Cheek Jackson Center advances the vitality, diversity, and historical integrity of neighborhoods struggling with displacement. Established in 2008, the agency preserves, engages, and acts on the rich history of Northside and Pine Knolls.

Medical Examiner **\$38,000**

Funds are budgeted to perform autopsies and medical examinations as required at the University Medical Center.

Orange County Disability Awareness Council **\$4,000**

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.

Orange County Literacy Council **\$12,000**

The Orange County Literacy Council helps adults reach their education, employment and life goals. Trained volunteers provide individualized and small group instruction to adult learners who want to improve their reading, writing, basic math, English language and GED preparation skills.

Orange County Partnership for Young Children **\$2,000**

The Orange County Partnership for Young Children aims to ensure that all young children arrive at school healthy and ready to succeed. Funds support the Transplanting Traditions Community Farm refugee farm project and Growing Health Kids Community Gardens Project.

Orange County Rape Crisis Center **\$30,000**

The Orange County Rape Crisis Center works to stop sexual violence and its impact through support, education, and advocacy. The agency provides residents with 24-hour crisis intervention services, community education, training, and provides educational programs for students, in Chapel Hill-Carrboro City Schools and Orange County Schools.

OE Enterprises **\$45,100**

OE Enterprises is a community rehabilitation program. OE Enterprises provides vocational training and sheltered employment programs for Orange County citizens who have employment barriers. OE Enterprises is a thriving business that promotes achievements, self-reliance, life choices and respect through relationships with community partners.

Orange Congregations in Mission (OCIM)-Samaritan Relief Ministry **\$25,830**

Orange Congregations in Missions provides services to economically-challenged and homebound northern Orange County residents through volunteer efforts of diverse congregations and individuals. The agency provides nutritious food and financial assistance to the economically insecure population of northern Orange County. The agency is requesting separate funding from their Meals on Wheels program for 2015-16.

Human Services - continued

Orange Congregations in Mission (OCIM)-Meals on Wheels **\$15,170**

Orange Congregations in Missions provides services to economically-challenged and homebound northern Orange County residents through volunteer efforts of diverse congregations and individuals. The agency provides nutritious meals to the frail and elderly in our community. The agency is requesting separate funding from their Samaritan Relief program for 2015-16.

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

Planned Parenthood is an essential health care provider, committed to educating our communities and expanding and protecting access to reproductive health services. The agency provides education programming to reduce rates of unintended pregnancy and sexually transmitted infection, in the County, and educates residents about insurance plans available under the Affordable Care Act and provide information to help them enroll.

Rogers Road-Eubanks Neighborhood Association **\$5,000**

The Rogers Road-Eubanks Neighborhood Association ensures the community residents and all North Carolinians have affordable access to safe drinking water, sanitary waste disposal, and safe communities; preserves and pass on the untold history of Rogers Eubanks neighborhood; to support youth in deepening their roots and strengthening their branches by developing their sense of responsibility, confidence, academic success, and commitment to environmental justice; and to organize neighbors and, together, face the challenges affecting the health and safety of residents in the neighborhoods that surround the Orange County landfill.

School Health Nurses Contract **\$705,000**

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. 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 **\$25,000**

Senior Care of Orange county, Inc. provides program services to frail or disabled older adults to help remain in their homes with family as long as possible. The program provides financial support to the Florence Gray Soltys Adult Day Health Program under the auspices of Senior Care of Orange County, Inc.

Social Justice Reserve Fund **\$450,000**

The allocation of these funds sets up a reserve fund that could be used to offset potential State cuts to critical human service and other related programs. By holding the funds in reserve, the County will have funds to assure that the most critical services can be continued.

Human Services - continued

The Arc of Orange County

\$5,000

The Arc of Orange County works with and for people who have or are at risk for intellectual and/or developmental disabilities to promote full participation in areas of life in our community. Funds will offset the cost to provide educational and social experiences, not funded through Medicaid or State funding.

The Exchange Club Child Abuse Prevention Center

\$2,000

The Exchange Club seeks to prevent and treat child abuse and neglect. The Parent Aide program will provide in-home visitation services to 18 families at-risk for and/or involved in child abuse and neglect. Provision of services will be offered to all Orange County residents, for free.

Voices Together

\$7,000

Voices Together is an Orange County-based non-profit that uses a specialized music therapy approach to help people with intellectual and developmental disabilities speak, communicate and express their thoughts, feelings and needs. The agency does this through groups in classrooms that employ our proprietary model and by training teachers, parents, therapists and caregivers in its methods and approach.

Non-Departmental Summary

Culture and Recreation

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

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
Culture and Recreation						
Forest Service	69,129	71,374	71,374	71,374	70,294	70,294
Historic Hillsborough Commission	7,000	7,000	7,000	7,000	9,000	7,000
Historical Foundation	4,000	6,000	6,000	6,000	8,000	6,000
The ArtsCenter	6,000	7,000	7,000	7,000	10,000	7,000
Culture and Recreation Total	\$ 86,129	\$ 91,374	\$ 91,374	\$ 91,374	\$ 97,294	\$ 90,294

Non-Departmental Summary

Other Agencies - Library

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

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
Other Agencies - Library						
Contribution - CH Library	483,426	568,139	568,139	568,139	568,139	568,139
Contribution - Mebane Library	700	700	700	700	700	700
Other Agencies - Library Total	\$ 484,126	\$ 568,839	\$ 568,839	\$ 568,839	\$ 568,839	\$ 568,839

Non-Departmental Summary

Other Agencies - Recreation

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

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
Other Agencies - Recreation						
Contribution - Carrboro	35,898	35,898	35,898	35,898	35,898	35,898
Contribution - Chapel Hill	83,760	83,760	83,760	83,760	83,760	83,760
Contribution - Mebane	5,450	5,450	5,450	5,450	5,450	5,450
Other Agencies - Recreation Total	\$ 125,108	\$ 125,108	\$ 125,108	\$ 125,108	\$ 125,108	\$ 125,108

Culture and Recreation Non-Departmentals

N.C. Forest Service

\$70,294

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

Historic Hillsborough Commission

\$7,000

The Commission maintains and preserves the Burwell School Historic Site, located on Churton Street in Hillsborough; interpret the history of 19th century Hillsborough for the enrichment of the public; and to celebrate and promote the culture and heritage of Hillsborough and Orange County.

Historical Foundation of Hillsborough and Orange County

\$6,000

The Orange County Historical Museum, located in Hillsborough, enlightens and engages the community and visitors from around the world by preserving and interpreting the history of Hillsborough and Orange County.

The ArtsCenter

\$7,000

The Arts Center links art, artists and audiences in Orange County through programs, events and classes designed in response to community needs and interests. Funds support youth programs and school shows.

Other Agencies – Libraries

\$568,839

General Fund contributions to the Chapel Hill Public Library total \$568,139, which represents the same funding as in FY 2014-15. The Mebane Public Library will receive \$700. On July 1, 2012, the Hyconeechee Regional Library closed, which ended 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.

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
Public Safety						
Boomerang	27,437	25,200	25,200	25,200	25,200	25,200
Dispute Settlement Center	25,538	25,538	25,538	25,538	25,538	25,538
Fire Districts Audits	0	0	0	35,000	40,000	40,000
Governor's Crime Commission	6,831	6,995	6,995	6,995	6,995	6,995
Intensive Services Program	12,103	11,294	11,294	11,294	11,294	11,294
JCPC Administration	15,778	15,500	15,500	15,500	15,500	15,500
Mental Health Association	46,452	40,722	40,722	40,722	40,722	40,722
OCJCPC Matching Funds	81,267	83,321	83,321	83,321	83,321	83,321
Vol For Youth - Teen Court	38,750	38,750	38,750	38,750	38,750	38,750
Volunteers For Youth	86,325	86,325	86,325	86,325	86,325	86,325
Wrenn/Haven House	9,185	9,185	9,185	9,185	9,185	9,185
Young Warriors	21,332	18,222	18,222	18,222	18,222	18,222
Public Safety Total	\$ 370,998	\$ 361,052	\$ 361,052	\$ 396,052	\$ 401,052	\$ 401,052

Public Safety Non-Departmentals

NC Dept. of Public Safety/Adult Correction & Juvenile Justice Pass-Through Funds:

Boomerang (YMCA) \$25,200

The innovative program is based on resiliency research, a best-practice model for addressing the needs of disconnected adolescents most at risk of dropping out of school. Boomerang helps youths and the community that surrounds them identifies resources and supports that lead to long-term, successful outcomes. Through a rich and robust community collaborative, Boomerang provides each student it serves with a strengths-focused environment that includes intensive attention to academics, psychosocial development and substance-abuse counseling.

Dispute Settlement Center: Victim (Resolve/Mediation) \$25,538

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.

Fire Districts Audits \$40,000

As per Agreements with the fire districts within Orange County, each district must submit an annual audit, by an independent auditor, to the County. Based on the Agreement, the County will pay for the cost of the audit.

Governor's Crime Commission Grant \$6,995

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.

Intensive Services/Psychological Services Program \$11,294

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.

Public Safety Non-Departmentals - continued

JCPC Administration \$15,500

Administrative funds are used to provide administrative support to the Orange-Chatham Justice Partnership.

Mental Health America of the Triangle \$40,722

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 \$83,321

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

Volunteers for Youth – Teen Court \$38,750

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. Teen Court will not accept cases involving sexual offenses, firearms, hate crimes, motor vehicle violations, and offenses that have resulted in serious injury.

Volunteers for Youth \$86,325

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.

Public Safety Non-Departmentals - continued

Wrenn/Haven House

\$9,185

Provides a temporary shelter for at risk court involved youth. The youth are provided high level structured learning environment to increase their ability to academically achieve. In addition to a safe place for youth, one on one, group and peer mentoring is available that encourages youth to have age appropriate behavior and associations with other peers.

Young Warriors

\$18,222

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.

Orange-Person-Chatham (OPC) Area Program

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
<i>By Category (General Fund)</i>						Account: 420
Personnel Services	0	0	0	0	0	0
Operations	1,355,973	1,355,973	1,355,973	1,355,973	1,355,973	1,355,973
Total Expenditures	\$ 1,355,973	\$ 1,355,973	\$ 1,355,973	\$ 1,355,973	\$ 1,355,973	\$ 1,355,973
Offsetting Revenues	(48,885)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
County Costs (net)	\$ 1,307,088	\$ 1,315,973	\$ 1,315,973	\$ 1,315,973	\$ 1,315,973	\$ 1,315,973
Total Orange-Person-Chatham Area Program and Related	\$ 1,355,973	\$ 1,355,973	\$ 1,355,973	\$ 1,355,973	\$ 1,355,973	\$ 1,355,973

Orange County Commissioners 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 Piedmont Behavioral Health, now Cardinal Innovations Healthcare Solutions, a Managed Care Organization and Area Authority.

OPC now operates as 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.

The Manager Recommended budget provides maintenance of effort funding for OPC identical to FY2014-15. All Orange County dollars will remain under local control for the benefit of Orange County clients, families and their community advocates. OPC Operations Center proposes to use Orange County funds as shown below for FY 2015-16:

**Cardinal Innovations Healthcare Solutions
OPC Community Operations Center
Orange County Funding
FY 2016**

Category	Services	Amount
Residential	1. Group Home support for Adults with Mental Illness (MH/MI) 2. Group Home support for Adults with Mental illness and Intellectual/Developmental Disabilities (I/DD) 3. Support for Apartment Program for Adults with MI	\$180,100
I/DD Community Based Services	1. Volunteer coordination for community services for individuals with I/DD 2. Evaluations and Behavioral consultation for individuals with I/DD who have no insurance coverage	\$63,321
Mental Health Community Based Supports/Services	1. Coordination for individual coming out of hospital 2. Day treatment program sustainability 3. Support MH school based services 4. Pro-bono Therapy Network 5. Psychiatry support 6. Club house support	\$225,007
Crisis Services	1. Walk in Crisis services at Freedom House 2. UNC Walk in Crisis 3. Inpatient psychiatry for indigent individuals 4. Emergency Services for youth	\$568,610
Training/Consultation	1. NAMI Family to Family Education 2. Training Family Advocates to assist other families accessing the mental health system 3. Consultation to child care centers serving children with mental illness	\$49,000
Peer and Family Advocacy	1. Compeer 2. Family Advocacy support	\$39,000
Substance Abuse Community Based Services	1. Support community based substance abuse services (using Bottle tax money)	\$40,000
Special Populations	1. Treatment services for Refugees from Burma 2. Language interpretation for individuals from Burma access to public mental health services 3. Forensic and Sex Offender specific evaluations 4. Family Advocacy Latino Outreach	\$54,500
Housing	1. Housing supports to help homeless individuals with deposits, utilities, start up for apartment 2. Housing supports for Cross Disability Services	\$28,935
Reserve	1. To fund emergency request that arise throughout the year/start up community initiatives	\$100,000
New Special Initiatives	1. Respite assist families of children w/ I/DD & MH	\$7,500

TOTAL \$1,355,973

Outside Agencies

County Manager Recommendations

Synopsis

- In FY 2014-15, the BOCC appropriated \$1,102,600 for 43 agencies, an increase of \$46,500 above the FY 2013-14 appropriation. This included funding for four new or previously unfunded agencies, which totaled \$8,500.
- For the FY 2015-16 Funding Process, the County received applications from 57 agencies. Requests totaled \$1,591,515, an increase of \$488,915 above the current year's appropriation. Thirteen, currently unfunded agencies requested \$189,166; seven of those agencies applied last year.
- The County Manager recommends funding for 43 agencies, in FY 2015-16. The recommendation totals \$1,054,400, a decrease of \$48,200 from the FY 2014-15 Approved Budget. The budget includes the following recommendations:
 - Increases (+\$84,000): Additional funding for one (1) currently funded agency and one (1) new or previously unfunded agency.
 - Reductions (-\$132,200): A funding reduction for one (1) agency. Another agency did not request funding, for FY 2015-16. One agency's funding has been moved to the Sheriff's department for FY 2015-16.
- The Outside Agency discussion is scheduled for the June 9 Budget Work Session.

Attached Materials

- I. County Manager Recommendations
- II. Outside Agency Narratives
- III. Under separate cover, a CD containing all Outside Agency applications

FY 2015-16 Manager Recommended Budget Outside Agency Recommendations

Agency	FY 2014-15 Approved Budget	FY 2015-16 Agency Request	FY 2015-16 Manager Recommended	Change from Approved Budget
1. FY 2015-16 Funded Agencies				
A Helping Hand	2,000	15,000	2,000	-
Big Brothers Big Sisters of the Triangle	2,000	6,000	2,000	-
Boys & Girls Club of Eastern Piedmont ⁴	2,000	-	-	(2,000)
Bridge II Sports	2,500	8,000	2,500	-
Chapel Hill/Carrboro Meals on Wheels	10,000	15,000	10,000	-
Chapel Hill/ Carrboro YMCA - Boomerang ¹	5,000	7,000	5,000	-
Charles House	15,000	25,000	15,000	-
Club Nova	75,000	80,000	75,000	-
Communities in Schools of Orange County	102,000	107,000	66,800	(35,200)
Community Empowerment Fund	5,000	7,500	5,000	-
Community Home Trust ²	149,000	231,000	231,000	82,000
Compass Center for Women and Families ³	64,500	65,000	64,500	-
Dispute Settlement Center ¹	76,000	80,000	76,000	-
Duke Homecare & Hospice	1,000	1,200	1,000	-
El Centro Hispano	20,000	30,000	20,000	-
El Futuro	27,500	27,500	27,500	-
EmPOWERment	20,000	20,000	20,000	-
Farmer Foodshare	5,000	10,000	5,000	-
Freedom House	29,000	30,000	29,000	-
Habitat for Humanity	20,000	25,000	20,000	-
Historic Hillsborough Commission	7,000	9,000	7,000	-
Historical Foundation	6,000	8,000	6,000	-
Housing for New Hope	22,000	22,500	22,000	-
Human Rights Center	1,000	3,400	1,000	-
Interfaith Council	41,000	48,449	41,000	-
KidSCOpe	75,000	85,000	75,000	-
Ligo Dojo of Budo Karate ¹	2,000	3,000	2,000	-
Marian Cheek Jackson Center	6,000	10,000	6,000	-
OC Disability Awareness Council	4,000	7,500	4,000	-
OC Literacy Council	12,000	15,000	12,000	-
OC Partnership for Young Children	2,000	5,000	2,000	-
OC Rape Crisis Center	30,000	35,000	30,000	-
OE Enterprises, Inc.	45,100	50,000	45,100	-
OCIM Samaritan Relief	25,830	41,000	25,830	-
OCIM Meals on Wheels	15,170	17,000	15,170	-
Piedmont Health Services, Inc. ²	10,000	11,000	10,000	-
Planned Parenthood	20,000	20,000	20,000	-

FY 2015-16 Manager Recommended Budget Outside Agency Recommendations

Agency	FY 2014-15 Approved Budget	FY 2015-16 Agency Request	FY 2015-16 Manager Recommended	Change from Approved Budget
1. FY 2015-16 Funded Agencies (cont'd)				
Pre-Trial Services ²	95,000	129,500	-	(95,000)
Rogers Eubanks Road Neighborhd Assoc.	5,000	20,000	5,000	-
Senior Care of Orange County	25,000	25,000	25,000	-
The Arc of Orange County	5,000	6,000	5,000	-
The ArtsCenter	7,000	10,000	7,000	-
The Exchange Club Child Abuse Prevention	2,000	15,800	2,000	-
Voices Together	7,000	15,000	7,000	-
1. Total - FY 2015-16 Funded Agencies	\$ 1,102,600	\$ 1,402,349	\$ 1,052,400	\$ (50,200)
2. New or Previously Unfunded Agencies				
Art Therapy Institute	-	5,000	-	-
Centre for Homeownership & Econ. Dev.	-	45,000	-	-
Child Care Services Association	-	35,000	-	-
Diaper Bank	-	4,166	-	-
Fairview Community Watch	-	4,000	2,000	2,000
Guiding Lights	-	7,500	-	-
Mental Health America of the Triangle ¹	-	21,500	-	-
Piedmont Wildlife Center	-	4,000	-	-
Public Gallery of Carrboro (WCOM-LP Radio)	-	1,000	-	-
Rebuilding Together of the Triangle	-	30,000	-	-
TABLE	-	7,000	-	-
The Hill Center	-	10,000	-	-
Volunteers for Youth ¹	-	15,000	-	-
2. Total - New or Previously Unfunded Agencies	\$ -	\$ 189,166	\$ 2,000	\$ 2,000
Grand Total	\$ 1,102,600	\$ 1,591,515	\$ 1,054,400	\$ (48,200)

Notes:

1. The agency receives State Juvenile Crime Prevention Council (JCPC) funds; the County provides a 30% match. The County budgets both the JCPC and County match separately from any Outside Agency appropriation. Please refer to the Public Safety Non-Departmental section for JCPC funding amounts and agency service descriptions.

2. Finance and Administrative Services administers all agency contracts with the following exceptions: Community Home Trust (Housing), Piedmont Health Services (Health) and Pre-Trial Services (Social Services).

3. The Family Violence and Prevention Center and the Women's Center merged to become the Compass Center for Women and Families, in July 2012.

4. Boys and Girls Club of Eastern Piedmont did not request funding, for FY 2015-16.

Outside Agency Summaries

1. FY 2014-15 Funded Agencies

A Helping Hand

\$2,000

A Helping Hand enables senior citizens to live independently, maintain high levels of wellness and avoid institutionalized care. Services provided 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.

Big Brothers Big Sisters of the Triangle

\$2,000

Big Brothers Big Sisters provides children facing adversity with strong and enduring professionally supported one-to-one relationships that change their lives for the better, forever. Big Brothers Big Sisters (BBBS) of the Triangle offers two services: community-based and school-based mentoring.

Boys and Girls Club of Eastern Piedmont

\$0

The Boys and Girls Club of Eastern Piedmont provides Orange County school age children and youth, especially from challenging circumstances, with a professionally supervised, consistent environment where they are safe, equally accepted and able to participate in goal-oriented programs that enhance their self-esteem and assist them to achieve their full potential as productive, responsible and caring citizens. This agency did not request funding for FY 2015-16.

Bridge II Sports

\$2,500

Bridge II Sports creates opportunities for children and adults with physical challenges to participate in team, individual, and recreational activities. Funds will support recruitment efforts and adapted sports programs that serve Chapel Hill residents, with physical disabilities.

Chapel Hill-Carrboro Meals on Wheels

\$10,000

The Chapel Hill-Carrboro Meals on Wheels program aims to nourish the bodies and spirits of the homebound with a balanced meal and the human connection they need to help them live independently. The agency uses volunteers to deliver nutritious noonday meals with cheerful personal visits to those who are homebound or recovering from surgery.

Chapel Hill-Carrboro YMCA Boomerang

\$5,000

Boomerang is an alternative suspension program for middle and high school a student that engages youth, at-risk for disconnection and their communities, with a supportive alternative environment for out of school time, and advocating for community. This agency receives a county match through the Juvenile Crime Prevention Council (JCPC) program; see the Public Safety Non-Departmental Section for more details.

Charles House

\$15,000

Charles House is a private, nonprofit organization whose mission is threefold: 1) Enriching the lives of seniors; 2) Supporting families caring for aging family members; and 3) Representing the community's commitment to its elders.

Outside Agency Summaries - continued

Club Nova

\$75,000

Club Nova provides opportunities for individuals with mental illness to lead meaningful lives of their choice in the community. Club Nova serves adults in Orange County, living with severe and persistent mental illness, and provides 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

\$66,800

CIS Orange serves Orange County by providing an evidence-based, school-based comprehensive program (new this year) at a CHCCS middle school, where 40% of the students are on free or reduced lunch. The school-based comprehensive site is open to all students with significant needs, who would benefit from additional Level 1 and Level 2 services. CIS also serves Orange County by providing afterschool programs at four middle schools in the district of Chapel Hill-Carrboro City Schools (CHCCS). The number of kids being served during the 2014-15 school year is 385 students for two districts. Because of a waiting list, we estimate we will serve the same number of students in CHCCS depending on availability of funding. The afterschool program is open to all students and focuses on homework help, tutoring and enrichment activities such as STE+aM (science, technology, engineering, arts and math). The "science" component includes health, physical activities and nutrition. These programs offer a supervised environment, healthy snacks, and transportation home. CIS will not be providing services to the Orange County Schools during the 2015-16 school year.

Community Empowerment Fund

\$5,000

The Community Empowerment Fund (CEF) cultivates opportunities, assets and communities that support the alleviation of homelessness and poverty. CEF is a student-powered nonprofit that pairs volunteers with its members to provide personalized, one-on-one assistance.

Community Home Trust

\$231,000

Community Home Trust is a nonprofit provider of affordable housing. Its mission is to create and maintain permanently affordable housing. The agency implements the inclusionary housing policies of local governments. Although the agency's funding is budgeted in the Human Services Non-Departmental accounts, the Department of Housing, Human Rights and Community Development administers the contract. The agency is requesting an increase in operating funding to enable the organization to successfully manage 230 permanently affordable homes in their inventory.

Compass Center for Women and Families

\$64,500

The Compass Center helps individuals and families build stable lives by increasing self-sufficiency and preventing domestic violence. The agency provides direct services, including crisis response and court advocacy, and long-term tools for self-sufficiency, including financial literacy education, career exploration and access to legal information. The former Family Violence Prevention Center of Orange County and The Women's Center merged on July 1, 2012 to become the Compass Center for Women and Families.

Dispute Settlement Center

\$76,000

The Dispute Settlement Center 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; see the Public Safety Non-Departmental Section for more details.

Outside Agency Summaries - continued

Duke HomeCare and Hospice

\$1,000

Duke HomeCare and Hospice provides medical, psychosocial, spiritual and bereavement care for terminally ill patients and families, regardless of ability to pay. Bereavement services are provided to anyone in the community, regardless of connection to hospice, through individual, family, and group sessions, as well as in the Chapel Hill-Carrboro and Orange County School Systems.

El Centro Hispano

\$20,000

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 Carrboro, Chapel Hill, and the surrounding area. El Centro Hispano in Carrboro creates programs to build community strengths and skills through referral/resource services, translation/interpretation, employment services, legal consultations and mediation; and English for speakers of other languages (ESOL) literacy.

El Futuro

\$27,500

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. Funds will support mental health and substance abuse services, for uninsured Orange County residents, for whom there are no other available services.

EmPOWERment

\$20,000

The mission of EmPOWERment is to emPOWER people and communities to control their own destinies through affordable housing, advocacy, community organizing and grassroots economic development. With funding provided through the Human Services grant, EmPOWERment, Inc. has created a one-stop shop for affordable rental programs and services.

Farmer Foodshare

\$5,000

Farmer Foodshare connects farm fresh food with agencies that serve the hungry. Formed by the farmers and shoppers of the Carrboro Farmers' Market, the agency provides fresh food to agencies, such as food pantries and local schools that needed the healthiest possible food in their programs.

Freedom House Recovery Center

\$29,000

Freedom House promotes, enhances and supports recovery for individuals affected by substance abuse and mental illness by using a holistic, person-centered approach. 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

\$20,000

Habitat for Humanity 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. Funding supports their "A Brush with Kindness" program.

Outside Agency Summaries - continued

Historic Hillsborough Commission

\$7,000

The Historic Hillsborough Commission maintains and preserves the Burwell School Historic Site, located on Churton Street in Hillsborough; interprets the history of 19th century Hillsborough for the enrichment of the public; and to celebrate and promote the culture and heritage of Hillsborough and Orange County.

Historical Foundation of Hillsborough and Orange County

\$6,000

The Orange County Historical Museum, located in Hillsborough, enlightens and engages the community and visitors from around the world by preserving and interpreting the history of Hillsborough and Orange County.

Housing for New Hope

\$22,000

Housing for New Hope's mission is to prevent and end homelessness by providing increased access to Healthcare, Integrated Services, and Housing. The agency provides homeless individuals and those at risk of homelessness with services, support, financial assistance, and affordable housing options to ensure that they can obtain and maintain a permanent place to live.

Human Rights Center of Chapel Hill and Carrboro

\$1,000

The Human Rights Center promotes inter-cultural understanding and peoples' full recognition of the dignity and fundamental rights of the others across the many lines that divide; race, ethnicity, class, nationality, and religion. Funds will support bi-weekly ESL classes and general agency operations.

Inter-Faith Council for Social Service (IFC)

\$41,000

The Inter-Faith Council 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.

KidSCope

\$75,000

KidSCope is an early intervention program that offers services to young children who are experiencing social, emotional, and/or behavioral difficulties. KidSCope will provide therapeutic mental health services and parent education to young Orange County children and their families.

Ligo Dojo of Budo Karate

\$2,000

Ligo Dojo strengthens the minds, bodies and hearts of young people through karate training, because hard physical training leads to increased spiritual strength and patience, which in turn leads to the ability to make better life decisions. The agency also deepens relationships between people of diverse backgrounds, strengthens American communities, and creates create individuals who are 'community minded' and open-minded. This agency receives a county match through the Juvenile Crime Prevention Council (JCPC) program; see the Public Safety Non-Departmental Section (Young Warriors) for more details.

Outside Agency Summaries - continued

Marian Cheek Jackson Center

\$6,000

The Marian Cheek Jackson Center advances the vitality, diversity, and historical integrity of neighborhoods struggling with displacement. Established in 2008, the agency preserves, engages, and acts on the rich history of Northside and Pine Knolls.

Orange County Disability Awareness Council

\$4,000

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.

Orange County Literacy Council

\$12,000

The Orange County Literacy Council helps adults reach their education, employment and life goals. Trained volunteers provide individualized and small group instruction to adult learners who want to improve their reading, writing, basic math, English language and GED preparation skills.

Orange County Partnership for Young Children

\$2,000

The Orange County Partnership for Young Children aims to ensure that all young children arrive at school healthy and ready to succeed. Funds support the Transplanting Traditions Community Farm refugee farm project and Growing Health Kids Community Gardens Project.

Orange County Rape Crisis Center

\$30,000

The Orange County Rape Crisis Center works to stop sexual violence and its impact through support, education, and advocacy. The agency provides residents with 24-hour crisis intervention services, community education, training, and provides educational programs for students, in Chapel Hill-Carrboro City Schools and Orange County Schools.

OE Enterprises

\$45,100

OE Enterprises is a community rehabilitation program. OE Enterprises provides vocational training and sheltered employment programs for Orange County citizens who have employment barriers. OE Enterprises is a thriving business that promotes achievements, self-reliance, life choices and respect through relationships with community partners.

Orange Congregations in Mission (OCIM) – Samaritan Relief

\$25,830

Orange Congregations in Missions provides services to economically-challenged and homebound northern Orange County residents through volunteer efforts of diverse congregations and individuals. The agency provides nutritious food and financial assistance to the economically insecure population of northern Orange County. The agency is requesting separate funding from their Meals on Wheels program for 2015-16.

Outside Agency Summaries - continued

Orange Congregations in Mission (OCIM) – Meals on Wheels **\$15,170**

Orange Congregations in Missions provides services to economically-challenged and homebound northern Orange County residents through volunteer efforts of diverse congregations and individuals. The agency provides nutritious meals to the frail and elderly in our community. The agency is requesting separate funding from their Samaritan Relief program for 2015-16.

Piedmont Health Services **\$10,000**

Piedmont Health Services has served the health care needs of the citizens of central North Carolina, since 1970. The agency operates several community health centers, provides high quality, comprehensive family health care services and offers payment on a sliding fee scale, for those who qualify. The agency also provides bilingual care to a growing Spanish-speaking population. The Department of Health will budget and administer the contract funds, in FY 2015-16.

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

Planned Parenthood is an essential health care provider, committed to educating our communities and expanding and protecting access to reproductive health services. The agency provides education programming to reduce rates of unintended pregnancy and sexually transmitted infection in the County, and educates residents about insurance plans available under the Affordable Care Act and provides information to help them enroll.

Pre-Trial Services **\$0**

This program will be under the supervision of the Orange County Sheriff's department for FY 2015-16.

Rogers Road-Eubanks Neighborhood Association **\$5,000**

The Rogers Road-Eubanks Neighborhood Association ensures the community residents and all North Carolinians have affordable access to safe drinking water, sanitary waste disposal, and safe communities; preserves and pass on the untold history of Rogers Eubanks neighborhood; to support youth in deepening their roots and strengthening their branches by developing their sense of responsibility, confidence, academic success, and commitment to environmental justice; and to organize neighbors and, together, face the challenges affecting the health and safety of residents in the neighborhoods that surround the Orange County landfill.

Senior Care of Orange County **\$25,000**

Senior Care of Orange county, Inc. provides program services to frail or disabled older adults to help remain in their homes with family as long as possible. The program provides financial support to the Florence Gray Soltys Adult Day Health Program under the auspices of Senior Care of Orange County, Inc.

The Arc of Orange County **\$5,000**

The Arc of Orange County works with and for people who have or are at risk for intellectual and/or developmental disabilities to promote full participation in areas of life in our community. Funds will offset the cost to provide educational and social experiences, not funded through Medicaid or State funding.

Outside Agency Summaries - continued

The ArtsCenter

\$7,000

The ArtsCenter exists in order to inspire creativity and to enrich the lives of people of all ages. The Arts Center links art, artists and audiences in Orange County through programs, events and classes designed in response to community needs and interests. Funds support youth programs and school shows.

The Exchange Club Child Abuse Prevention Center of NC/Alamance Family Ctr.

\$2,000

The Exchange Club seeks to prevent and treat child abuse and neglect. The Parent Aide program will provide in-home visitation services to 18 families at-risk for and/or involved in child abuse and neglect. Provision of services will be offered to all Orange County residents, for free.

Voices Together

\$7,000

Voices Together is an Orange County-based non-profit that uses a specialized music therapy approach to help people with intellectual and developmental disabilities speak, communicate and express their thoughts, feelings and needs. The agency does this through groups in classrooms that employ our proprietary model and by training teachers, parents, therapists and caregivers in its methods and approach.

Outside Agency Summaries - continued

2. New or Previously Unfunded Agencies

Art Therapy Institute

\$0

The Art Therapy Institute (ATI) provides counseling services for children in schools, adult refugees at a local community health center, and adult women through refugee support groups. The services provided by ATI help their clients return to jobs and family life, and reintegrate into their communities.

Centre for Homeownership & Economic Development

\$0

The Centre for Homeownership and Economic Development Corporation is a HUD Approved Housing Counseling Agency with the purpose of providing housing opportunities and aggressively addressing community development.

Child Care Services Association

\$0

Child Care Services Association mission is 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.

Diaper Bank

\$0

Diaper Bank of NC ensures that families with babies and children living in poverty have an adequate supply of diapers; raises community awareness that "basic human needs" include diapers and that these needs are not being met for children living in poverty; advocates for policy reform so that diapers are included in the definition of and provision for the basic human needs of families; and is creating a model that can be shared, replicated and adopted by other communities in NC.

Fairview Community Watch

\$2,000

Making the Fairview Community a safe, healthy, fair and enjoyable place to live.

Guiding Lights

\$0

To be *the* comprehensive caregiver support center for family and professional caregiving in the Triangle, and to assist family and professional caregivers to obtain relevant, timely and comprehensive information from the premiere caregiving organization in the Triangle.

Mental Health America of the Triangle

\$0

Mental Health America of the Triangle is an unwavering voice of hope and source of support, education, service and advocacy for those whose lives are touched by mental illness and/or substance abuse. This agency receives a county match through the Juvenile Crime Prevention Council (JCPC) program; see the Public Safety Non-Departmental Section for more details.

Piedmont Wildlife Center

\$0

Piedmont Wildlife fosters healthy connections among people, wildlife and nature through nature education, conservation and a wildlife assistance program. The center's education programs are geared to school-aged children, their families and the general public; it works to instill awareness and deeper appreciation for nature and the wildlife that share the community's environment.

Outside Agency Summaries - continued

Public Gallery of Carrboro (WCOM-LP Radio)

\$0

Facilitating the exchange of ideas and music with particular regard for those who are overlooked or under-represented by other media outlets. Providing a mechanism for volunteers to become creators and contributors.

Rebuilding Together of the Triangle

\$0

Rebuilding Together of the Triangle makes a sustainable impact by revitalizing low-income homes and communities, assuring that low-income homeowners from the elderly and disabled to families with children and military veterans live in safe, healthy homes.

TABLE

\$0

TABLE's mission is to provide healthy, emergency food aid every week to hungry children living in Chapel Hill and Carrboro, NC.

The Hill Center

\$0

The Hill Center transforms students with learning differences into confident, independent learners. The Hill Center is an innovative, nationally organized educational program based in Durham that provides specialized academic remediation for public and private school K-12 students who struggle with learning differences and ADHD, as well as best practices teacher-training programs.

Volunteers for Youth

\$0

Volunteers for Youth provides services to Orange County youth to integrate them into the community in ways that help them make responsible choices and recognize that they have a stake in their future. This agency receives a county match through the Juvenile Crime Prevention Council (JCPC) program; see the Public Safety Non-Departmental Section for more details.

Planning & Inspections Department

Phone Number (919) 245-2575

Website: http://www.orangecountync.gov/departments/planning_and_inspections/index.php

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Category (General Fund)						Account: 620
Personnel Services	2,704,615	3,021,481	3,045,505	2,915,999	3,523,499	3,376,336
Operations	430,790	567,070	629,495	569,058	779,430	707,430
Capital Outlay	160	51,330	53,145	52,195	40,559	40,559
Total Expenditures	\$ 3,135,565	\$ 3,639,881	\$ 3,728,145	\$ 3,537,252	\$ 4,343,488	\$ 4,124,325
Offsetting Revenues	(1,489,031)	(1,415,477)	(1,451,716)	(1,878,401)	(2,048,489)	(2,048,489)
County Costs (net)	\$ 1,646,534	\$ 2,224,404	\$ 2,276,429	\$ 1,658,851	\$ 2,294,999	\$ 2,075,836
Efland Sewer Fund						Account: 3601
Operations	286,718	374,480	374,480	314,008	331,930	331,930
Capital Outlay	0	0	0	0	0	0
Total Expenditures	\$ 286,718	\$ 374,480	\$ 374,480	\$ 314,008	\$ 331,930	\$ 331,930
Offsetting Revenues	(163,354)	(230,730)	(230,730)	(195,928)	(215,400)	(215,400)
County Costs (net)	\$ 123,364	\$ 143,750	\$ 143,750	\$ 118,080	\$ 116,530	\$ 116,530
Total Planning and Inspections and Related Expenditures	\$ 3,422,282	\$ 4,014,361	\$ 4,102,625	\$ 3,851,260	\$ 4,675,418	\$ 4,456,255

Division Summary

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Program (General Fund)						
Orange Public Transportation	816,491	1,067,639	1,067,639	909,839	1,361,961	1,361,961
Planning	2,319,074	2,572,242	2,660,506	2,627,413	2,981,527	2,762,364
Total Expenditures	\$ 3,135,565	\$ 3,639,881	\$ 3,728,145	\$ 3,537,252	\$ 4,343,488	\$ 4,124,325
Offsetting Revenue	(1,489,031)	(1,415,477)	(1,451,716)	(1,878,401)	(2,048,489)	(2,048,489)
County Costs (net)	\$ 1,646,534	\$ 2,224,404	\$ 2,276,429	\$ 1,658,851	\$ 2,294,999	\$ 2,075,836
Total Expenditures	\$ 3,135,565	\$ 3,639,881	\$ 3,728,145	\$ 3,537,252	\$ 4,343,488	\$ 4,124,325
Efland Sewer Fund						
Efland Sewer	286,718	374,480	374,480	314,008	331,930	331,930
Total Expenditures	\$ 286,718	\$ 374,480	\$ 374,480	\$ 314,008	\$ 331,930	\$ 331,930
Offsetting Revenue	(163,354)	(230,730)	(230,730)	(195,928)	(215,400)	(215,400)
County Costs (net)	\$ 123,364	\$ 143,750	\$ 143,750	\$ 118,080	\$ 116,530	\$ 116,530
Total Expenditures	\$ 3,422,282	\$ 4,014,361	\$ 4,102,625	\$ 3,851,260	\$ 4,675,418	\$ 4,456,255

Mission Statement

The Planning and Inspections Department seeks to serve the residents and businesses 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.

Administrative Division

Major Services

- Develops planning studies, area plans and/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, Town of Hillsborough, 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; Orange County Bus & Rail Investment Plan (OCBRIP), local, intra-county and regional including transit infrastructure development coordination.
- Manage Engineering initiatives such as Economic Development zone, water, sewer, infrastructure and coordinate with gas, telecommunication (wired fiber and wireless) and roadway construction.
- Interacts with regional, state and federal agencies such as North Carolina Department of Transportation (NCDOT), Army Corps of Engineers (ACOE), North Carolina Department of Environment and Natural Resources (NCDENR), Environmental Protection Agency (EPA), multiple Metropolitan Planning Organizations (MPO), Triangle J Council of Governments (TJCOG), etc.
- Supports economic development department and leads coordinated infrastructure development before and during industrial recruitment.

FY 2014-15 Outcomes

- SAPFO Administration, including authoring annual technical report
- Efficient Agenda Preparation and Management for Planning Board and Quarterly Public Hearings including continual maintenance of Departmental webpage.
- Hillsborough-Orange County Strategic Growth Plan and coordinated land use plan adopted.
- Orange County, Chapel Hill, Carrboro 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, including Buckhorn EDD.

Planning & Inspections Department – continued

Outcome Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Estimate	2015-16 Projected
Prepare and distribute agendas: Quarterly Public Hearing	4	4	4	4	4
JPA Public Hearing	2	2	2	2	1
Advisory Boards/Task Forces	26	26	28	28	30
Other Local Government Meetings	15	15	15	18	20

FY 2015-16 Objectives

- Orange-Alamance County Line Issue – significant support on project and with GIS mapping work
- Continued administration of JPA, SAPFO, and Planning Board and Quarterly Public Hearing agendas.
- Assistance with "Phase II" Unified Development Ordinance amendments as needed (i.e., addition of Economic Development planning process streamlining and Central Permitting Agricultural Support Enterprises).
- Continued implementation of Efland-Mebane Small Area Plan (i.e., Design Guidelines, Land Use Plan text and map amendments).
- Continued coordination with the Town of Hillsborough to develop an intergovernmental agreement regarding utility extension.
- 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 (OPT/CHT) / TTA/MPO implementation of OCBRIIP regarding bus expansion.
- Research/Planning/Implementation to address Regional Mobility Act and ½ cent sales/tag tax initiative regarding Light Rail, Bus Rapid Transit and Amtrak.
- Engineering/Infrastructure Oversight including master plan projects, as well as, specific projects outlined in CIP.
- Economic Development Teamwork to show and prepare Orange County sites.
- Research and coordinate land use, zoning and infrastructure with our interlocal agreement municipal partners.
- Interdepartmental collaboration
 1. Environmental Health, Planning & Inspections, Information Technologies
Land Management Central Permitting Software (LMCPS)
 This collaboration assists customers (residents and businesses) to proceed with real estate improvement and development. This upgraded software will improve and streamline processing, employ technology and internet access, share information across department areas and provide better reporting and performance measurement.
 2. Information Technologies, Planning & Inspections

Rural Broadband

This initiative has had a long incubation period, trying to collaborate with public-private partnerships to extend broadband to urban (easier task) and rural areas whether it be wired or wireless. Besides 'telecom' providers, there is strong interest by emergency management and electric utilities to 'communicate' with remote areas. The task is to ascertain the 'tipping point' where the private sector business model finds it financially prudent to extend to these 'last mile' areas by incentivizing with public capital to reach the goal of public safety and access to public services and information including school instruction.

3. Planning & Inspections/OPT, Health Development, Department of Social Services, Department on Aging, Libraries

Public Transit Program

Public Transit has been identified in the goal setting and strategic plans of all of the aforementioned agencies. This initiative provides enhanced access to jobs and county services which are centralized.

4. Planning & Inspections, Department on Aging, Housing, Human Rights and Community Development

Housing Opportunities

Housing supply challenges are being exacerbated by the aging population, limitations on land development and the increasing cost of services and associated taxes. New housing types (such as 'Tiny Houses') or cooperative living styles are necessitating a new look at land development regulations and the impact of changing demographics.

Budget Highlights

- Continued work on BOCC indentified 2009-12 priorities and updated in 2015, including further implementation of adopted small area plans, work on economic development districts and telecommunication infrastructure in both urban and rural areas and upcoming bond discussions.

Current Planning Division

Major Services

- Administer and manage land use and subdivision regulations including, but not limited to: zoning, subdivision, erosion control, flood damage prevention, environmental protection, stormwater management, and adequate public facilities.
- Process and issue permits authorizing land disturbing activity (residential and non-residential).
- Information/educational resource for the general public concerning development policies.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Issuance of Zoning Compliance Permits					
Issue permits for completed/accurate residential development permit applications within 5 business days	90%	92%	95%	93%	95%

Planning & Inspections Department – continued

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Issue permits for completed/accurate non-residential development permit applications in no less than 30 business days from date of submittal (Ordinance maximum is 30 days)	88%	91%	95%	95%	95%
Respond, in writing or e-mail, to request for information on land use issues within 5 business days from receipt	88%	89%	95%	90%	95%
Service: Enforcement of Land Use Regulations					
Conduct initial inspection on a submitted complaint within 5 business days from receipt	72%	83%	95%	90%	95%
Respond to complaint within 7 business days from date of receipt	68%	75%	95%	87%	95%

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Follow-up inspections on violations within 30 days of initial notice of violation being sent out	N/A	80%	N/A ¹	83%	95%
Service – Processing of Subdivision Applications					
Ensure review/action (i.e. approve, deny, reject, request additional information, etc.) on Minor Subdivision Concept Plan applications occur within 30 business days from receipt of application	82%	89%	95%	90%	95%
Respond to applicants with updates within 5 business days from contact	76%	85%	95%	89%	95%

FY 2015-16 Objectives

- Continue to work on increasing permit processing effectiveness of 95% within identified time frames.
- Continue to hold open houses and educational meetings to keep local residents informed of division activities.
- Continue to improve outreach activities to keep residents informed of local development applications/projects.
- Work to revise existing regulations to address identified long-term planning issues (i.e. airport regulations, landscape standards, sign regulations, etc.).

¹ Performance measure was not identified within the 2014-2015 budget process

Budget Highlights

- The FY15-16 Manager Recommended Budget includes an additional \$24,024 in revenues for Transportation Charges. These funds are for staff support to the DCHC MPO.
- Staffing shortages have been addressed but training of new personnel is on-going and will impact service provision.
- Imposition of additional State regulations, most notably stormwater, will continue to complicate the permit review and action process.
- There are several major regulatory updates that will have to be accomplished during the 2015-16 budget year requiring additional staff time/commitment beyond daily operational needs.

Comprehensive Planning Division

Major Services

- Provides Transportation Planning service function of the County, including coordination between and among the County and NCDOT, MPOs, and RPO.
- Participates in and monitors implementation of the Orange County Bus and Rail Investment Plan.
- Coordinates bus service expansion plans with OPT and other County departments and service providers.
- Administration of Orange Unified Transportation Board agendas/meetings
- 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

FY 2014-15 Outcomes

- Coordinated with Triangle Transit to report on the Orange County Bus and Rail Investment Plan.
- Finalized Central and Rural Orange 5-Year Bus Service Expansion Plan for OPT.
- Provided input and recommendations on high speed rail corridor through the County and proposed rail crossing closings.
- Participated in Durham-Chapel Hill-Carrboro MPO Unified Planning Work Program reporting and reimbursement process to reimburse the County for a portion of its contributions toward MPO transportation planning, which has increased significantly in recent years.
- Provided recommendations on Private Road and Access Standards.
- Participated in development of State Transportation Improvement Program.
- Completed the County's Safe Routes to Schools (SRTS) Action Plan.
- Continued access management planning in Economic Development Districts.
- Supported Planning Director with special projects related to the County's economic development initiatives.

Planning & Inspections Department – continued

- Completed process of adjusting the Town of Hillsborough's ETJ.

FY 2015-16 Objectives

- Assist in monitoring and implementation of the OC Transit Plan, which this year should include amendments to financial assumptions.
- Initiation of new and expanded OPT bus services.
- Active membership on Technical Coordinating Committees of the two MPOs and RPO, as well as support to respective Transportation Advisory Committees and Orange County elected officials that serve.
- Analyze and fine-tune access management plans within areas designated for economic development.
- 2030 Comprehensive Plan Amendment to incorporate reference to Hillsborough/OC Central Orange Coordinated Area Land Use Plan.
- MPO Projects -- Durham-Chapel Hill-Carrboro CTP and 2045 Long Range Transportation Plan (LRTP).
- Begin steering committee meetings for implementation of the Safe Routes to Schools Action Plan.
- Continued administration Orange Unified Transportation Board agendas.

Budget Highlights

- Initiation of new and expanded OPT bus services.
- Assist in monitoring and implementation of the OC Transit Plan, which this year should include amendments to financial assumptions.
- MPO Projects -- Durham-Chapel Hill-Carrboro CTP and 2045 Long Range Transportation Plan (LRTP).

Building Inspections Division

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 general public regarding investigation of code violations.
- Conduct biannual safety inspections of schools and child/adult care facilities as required by G.S.
- Calculate and post Occupancy Load in all assemblies in the unincorporated areas of Orange County and the Town of Hillsborough.
- Assist County Fire Marshal in routine fire inspections of commercial occupancies.
- Inspect sewer line, manholes, cleanouts and outfall of the Efland Sewer System and report inspections back to county engineer for maintenance.

Planning & Inspections Department – continued

FY 2014-15 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 plan review of all commercial and residential permit applications, assuring all relevant codes and laws are complied with before approval
- Conduct 99% of inspections on the day requested to be conducted.
- Issue Certificates of Occupancy or Certificates of Compliance at the completion of all projects 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.
- Work with the Code Officials and Builders Alliance League of the Triangle (COBALT) to foster consistency in building code enforcement within the region.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service Our primary goal is to protect the public's life, health, safety and welfare as it relates to construction and occupancy of buildings and ensure that all construction, reconstruction, alterations, and repairs conform to the minimum requirements of the North Carolina State Building Codes.					
Permits Issued (all)	3,287	3,482	3,500	4,290	4,540
Building	635	665	725	800	850
Electrical	1,261	1,317	1,300	1,630	1,725
Mechanical	936	1,035	1,375	1,280	1,350
Plumbing	455	465	475	580	615
Field Inspections	10,785	10,852	13,000	15,500	16,500
Complaint / Inquiries	52	50	50	50	50
Commercial Plans Review	213	272	300	350	370
One and Two Family Dwellings	137	131	180	255	270
School Inspections	38	38	38	38	38
Permit Valuation	72,833,493	87,220,559	93,000,000	126,630,000	134,227,000

FY 2015-16 Objectives

- Continue training with the 2012 Building, Fire, Fuel Gas, Mechanical, Plumbing, Administration, Energy Conservation and Residential codes.
- Continue training with the 2011 National Electrical Code (North Carolina Electrical Code).
- 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.

Planning & Inspections Department – continued

- Provide plan review on all commercial permit applications, assuring all relevant codes and laws are complied with before approval.
- Conduct 99% of inspections on the day requested to be conducted.
- Issue Certificates of Occupancy or Certificates of Compliance at the completion of all projects.
- Maintain records and provide reports on building activities, revenue, inspections conducted, etc.
- Inspect all schools two times per year.
- Reduce paper usage; paperless in field inspections, through use of laptop computers.
- 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.
- Provide weekly permit activity reports to 140 + recipients via automated email.
- Invite neighboring jurisdictions to participate in continuing education classes conducted by Orange County Building Inspections.

Budget Highlights

- Save \$5,000 by conducting in-house continuing education classes to obtain required education credits of 11 employees with 45 individual certifications.
- In the FY15-16 Manager Recommended Budget, the Building Inspections division has total revenues of \$735,865 which is an increase of \$207,535 from FY14-15.

Erosion Control & Stormwater Services Division

Engineering

This former stand-alone division has now been rolled in with Stormwater services to form the combined Engineering / Stormwater Division. There is little crossover between the staff, due to the different types of projects Engineering typically deals with, which are focused primarily on water supply and sewage collection.

Major Engineering Services

- Manage and develop major water and sewer infrastructure projects
- Manage and operate the Efland Sewer System
- Manage and operate Lake Orange Reservoir
- Provide engineering support to other County departments

Planning & Inspections Department – continued

FY 2014-15 Engineering Outcomes

- New Supervisor, Howard Fleming, Jr., PE, hired over Engineering and Stormwater.
- McGowan Creek Sewer Interceptor project completed.
- Buckhorn Mebane EDD, Water and Sewer Phase 2 project completed.
- Buckhorn Mebane EDD, Efland Sewer to Mebane, Phase 2 Extension design completed, permitted, right of way acquired, bid awarded and project under construction.
- Wilson Road Extension to provide access for Morinaga - right of way acquired, roadway designed and construction by NCDOT forces coordinated and completed.
- Morinaga Infrastructure project design completed, permitted, right of way acquired, bid awarded and project completed.
- Lake Orange automated monitoring/remote-controlled spillway control capability repaired and restored.
- Lake Orange Emergency Action Plan (EAP) completed and submitted to NCDENR Dam Safety Division.
- Jordan Lake Water Allocation Application completed and submitted to NCDENR Division of Water Resources.
- Contract Eland Sewer System maintenance transferred from OWASA to City of Mebane. This process included contract negotiation, the completion and provision of a system atlas, organization and provision of detailed as-built record drawings, and compilation and provision of a comprehensive customer database.
- Eno Economic Development District (EDD) – negotiate and obtain Orange County BOCC and City of Durham approval of an extension to interlocal agreement and modify the engineering contract with CDM Smith, Inc. to study an immediately feasible gravity sewer system expansion. Duration of the interlocal agreement shall be perpetual, unless terminated earlier by mutual agreement. Nevertheless, the contract shall terminate if construction of infrastructure has not begun by January 31, 2017.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Manage and develop major water and sewer infrastructure projects					
McGowan Creek Sewer Interceptor project	Begin final design	Design completed, permitted and construction begun	Project completed and made operational	100%	
Buckhorn Mebane EDD, Water and Sewer Phase 2 project	Begin final design	Design completed, permitted and construction begun	Project completed and made operational	100%	
Buckhorn Mebane EDD, Efland Sewer to Mebane, Phase 2 Extension project	Preliminary design completed, project funded	Final design begun	Design completed, permitted and construction begun	As budgeted	Project completed and made operational

Planning & Inspections Department – continued

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Wilson Road Extension to provide access for Morinaga	Conceptualized & funded	Designed & Permitted	Construction Completed, Roads Opened to Public	Commission through EDD funds advanced placement of fill material (Morinaga excess)	Establish a geometric alignment / intersection concept through to West Ten Rd./Rock Quarry Rd.
Morinaga Infrastructure project	Conceptualized & funded	Designed & permitted	Project completed and made operational	100%	
Jordan Lake Water Allocation	Reservation volume & contribution analyzed and determined	Application completed and submitted	EMC to begin review	In review	EMC to complete review and approve allocation
Eno Economic Development District (EDD)	Entered into Interlocal Agreement with Durham; Commissioned engineering study with CDM Smith	CDM Smith completed study to provide sewer to the total EDD and it proved to be economically infeasible	Extended Interlocal Agreement with Durham; commissioned focused engineering study with CDM Smith	As budgeted	Commission final design and permitting of limited gravity sewer system expansion and maybe extend water system

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Manage and operate the Eland Sewer System					
Transfer the Eland Sewer System to Mebane	Long-range plan for transfer of system to Mebane developed	Two-step concept approved by Mebane	Sewer atlas completed, customer database created, maintenance contract negotiated & executed	As budgeted	Mebane to maintain the system under contract to Orange Co. until Sewer Ph. 2 Ext. complete
Service: Manage and operate Lake Orange Reservoir					
Lake Orange Spillway Maintenance		Budget for Phase 3 Repairs	Complete Phase 3 Repairs, begin reg. maintenance of upstream impoundments	Not Completed as Budgeted	Complete Phase 3 Repairs, begin reg. maintenance of upstream impoundments
Lake Orange Emergency Action Plan (EAP)		Need for EAP Identified	Completed & Submitted	In review	
Lake Orange Automated Monitoring / Remote-Control Spillway Control Repairs			Problem diagnosed & repaired	100%	
Riparian Buffer Restoration					In-house evaluation of need and develop concept for implementation

FY 2015-16 Objectives

- Buckhorn Mebane EDD, Efland Sewer to Mebane, Phase 2 Extension complete construction and place the system into service.
- Wilson Road Phase 2 Extension – Conduct a preliminary study of roadway alignment / connection from current terminus in front of Morinaga to West Ten Road / Rock Quarry Road, review concept with NCDOT and reach consensus on geometry. Integrate consensus design into access management plan.
- Lake Orange Spillway - Complete Phase 3 Repairs and begin regular maintenance of upstream impoundments.
- Eno Economic Development District (EDD) – Assuming engineering study proves a gravity sewer system expansion is feasible, commission final design and permitting.
- Hillsborough Economic Development District (EDD) – Commission preliminary engineering study for water & sewer service potential & options and move forward with final design & permitting of at least a portion of infrastructure backbone.
- On-call Consultant Qualifications-Based Selections – Various Disciplines: Engineering, Construction Administration, Construction Materials Testing & Inspection, Grant Acquisition & Management

Budget Highlights

- The FY15-16 Manager Recommended Budget includes the addition of a 1.0 FTE Civil Engineering Technician/Erosion Control Officer II. The position is recommended to start on January 1, 2016 and will continue as a permanent full-time position. The total County cost for this position is \$32,633, including \$2,455 in operating and one-time start-up costs. This position will help to ensure that the Erosion Control staff meet all NCDENR expectations and will help the department to meet its annual mission goals.
- The FY15-16 Manager Recommended Budget has increased Soil & Erosion Fee revenues, the total budgeted for this account is \$310,000 which is a \$160,000 increase over the FY14-15 budget.
- Efland Sewer Budget – the Efland Sewer Fund rate is recommended to remain the same at \$14.33 per 1,000 gallons, this is consistent with the Mebane out-of-town sewer rate.
- The FY15-16 Manager Recommended Budget includes a General Fund subsidy (Transfer from General Fund) of \$116,530 for the Efland Sewer Fund, compared to \$143,750 in FY14-15.
- Article 46 tax revenue continues to accumulate and expenditures for services similar to those described above compose part of the intended target of those funds. Engineering will continue to fulfill its mission to wisely invest that portion of those funds on behalf of the residents of Orange County, who voted to impose the quarter-percent sales tax.

Stormwater

This former stand-alone division has now been rolled in with Engineering to form the combined Engineering / Stormwater Division. There is little crossover with the Engineering staff, due to the different types of projects the Stormwater group typically deals with, which are focused primarily on erosion & sedimentation control and surface water identification (SWID's). SWID's are related in a significant way to the County's riparian buffer regulation, inasmuch as where there is a water feature, the County requires a riparian buffer.

Major Services

- Review and approve erosion control plans.
- Inspect and monitor construction sites.
- Review and approve stormwater management plans.
- Inspect and monitor post-construction stormwater best management practices.
- Stream buffer impact review and approval.
- Surface water identification.
- Provide education, outreach, and assistance.

FY 2014-15 Outcomes (results anticipated, by June 30, 2015)

- Review and approve approximately 74 erosion control plans.
- Conduct approximately 487 erosion control and stormwater inspections.
- Review and approve approximately 6 stormwater management plans.
- Conduct approximately 22 surface water identifications.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Stormwater Services					
Erosion control plans reviewed	28	71	50	74	60
Grading permits issued	28	71	50	74	60
Stormwater management plans reviewed	0	7	6	6	6
Inspections	660	457	560	487	500
Surface water identifications	70	9	15	22	15

FY 2015-16 Objectives

- Promote two existing Erosion Control Officers to better reflect the duties they are already fulfilling.
- Create and then fill a new entry-level crossover-type Engineering / Stormwater position.
- Continue review of erosion control plans and stormwater management plans within allowable timeframes.
- Continue implementation of Falls Lake and Jordan Lake Stormwater Management Programs.
- Increase number of erosion control and stormwater inspections with additional staff.

Budget Highlights

- According to Engineering News Record, private construction put in place was up 7.2% in 2014. This annual uptick in private construction has greatly affected the Stormwater group, as we service private industry with land development erosion & sedimentation control construction plan review/permitting and post-construction water quality construction plan review/permitting, as well as surface water identification services.

Planning & Inspections Department – continued

- In the last two years, we have experienced extraordinary demand in our stormwater services, far beyond what current staff can properly handle. Due to insufficient staffing, our oversight during construction (number of inspections) is what has suffered.
- Technically speaking, this means Orange County is failing to meet some of its obligations under our Memorandum of Agreement with the North Carolina Sedimentation Control Commission.
- Our “local program” is delegated by the North Carolina Sedimentation Control Commission (SCC) and overseen by the North Carolina Department of Environment and Natural Resources (NCDENR). During NCDENR’s annual audit and visit to review our program, we were encouraged to “staff up”.
- Therefore, the objectives outlined in this budget specifically address staff increases the division believes necessary to bring our services more in alignment with our mission, within the parameters of fiscal responsibility and manageable growth.

Special Projects & GIS Division

Major Services

- Prepares/updates/implements small area plans, comprehensive plan, 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), and the Water and Sewer Management, Planning, and Boundary Agreement (WASMPBA).
- Administration of Planning Board agendas/meetings and Quarterly Public Hearing agendas.
- GIS mapping services and socio-economic/demographic data for Planning & 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 2014-15 Outcomes

- Proposed amendments to the UDO that are intended to promote and further BOCC goals (examples include Efland zoning overlay districts, changes to the existing public hearing process, and Agricultural Support Enterprises within the Rural Buffer). Also incorporated all UDO text amendments, completed by all staff members, into the master UDO and ensured updates were e-mailed to all necessary parties and the on-line version was kept up-to-date.
- SAPFO Administration, including student membership projections and authoring the annual technical report.
- Student Generation Rate Study: collected housing and student data from the local governments and school districts, “cleaned up” the data so it could be geocoded, and administered the consultant contract to calculate student generation rates in newer housing (10-year period), broken out by unit bedroom counts.
- Planning GIS analysis, including extensive mapping related to economic development prospects, Efland sewer mapping, and transit projects. Also provided GIS analytical services to other departments as needed (DEAPR, Library, Economic Development, Health, and Environmental health).

Planning & Inspections Department – continued

- JPA Administration – reviewed and commented 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. Extensive coordination with the Towns on proposed revisions to the JPA Land Use Plan and Agreement in regards to allowing agricultural support enterprises within the Rural Buffer.
- Working collaboratively with the Aging Department on senior housing needs and issues.
- Significant assistance is being provided to the consultant administering the CDBG Grant for the Morinaga infrastructure project.
- Efficient agenda preparation and management for Planning Board and Quarterly Public Hearings.
- Significant coordination with the Manager's Office on all Planning items on BOCC agendas throughout the year.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Planning Board Agenda Administration/Distribution					
Percentage of Planning Board Agendas/Materials available a minimum of 7 calendar days prior to meeting	100%	100%	100%	100%	100%
Service: Quarterly Public Hearing Agenda Administration/Distribution					
Percentage of Quarterly Public Hearing Agendas/Materials available a minimum of 10 calendar days prior to hearing	100%	100%	100%	100%	100%
Service: JPA Administration – Review of Chapel Hill and Carrboro Ordinance Amendments and Projects					
Percentage of requested ordinance amendment and project reviews completed prior to Town public hearings	100%	100%	100%	100%	100%

FY 2015-16 Objectives

- Revise land use and development regulations, as directed by the BOCC in furtherance of BOCC goals.
- Continue interdepartment and interagency collaboration on projects that cross department/agency lines of responsibility (senior housing, affordable housing, school siting, CDBG grant administration, etc.)
- Continue to provide GIS 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.
- Work with a consultant to update School Impact Fees (last updated in 2007 with new fees effective 01/01/09). The intention is to determine fiscal impacts based on both type of unit (single-family detached, multi-family, etc.) and bedroom count in both school districts.

Budget Highlights

- The Special Projects & GIS division has been fully staffed the past fiscal year. The budget proposed for FY15-16 will allow the division to continue to support BOCC goals and initiatives and to provide support to and collaboration with other divisions, departments, and agencies.

Orange Public Transportation (OPT) Division

Major Services

- Develop service plans and operate public bus routes for the general public and special populations.
- Provide medical appointment demand-response service for Orange County residents outside the Chapel Hill Transit service area.
- Operate the Hillsborough Circulator, Orange-Alamance Connector, Efland-Hillsborough Commuter Loop, and Cedar Grove-Hillsborough-Chapel Hill Shuttle fixed-route services, as well as the three (3) general public deviated fixed routes in the County's rural area.
- Develop, implement and monitor the County's bus service expansion program funded via 1/2 cent sales tax and vehicle registration revenues.
- Pursue, apply for and administer transit grants through DCHC MPO, NCDOT and FTA and report service metrics to NCDOT and NTD.
- Market all public and paratransit services provided by Orange Public Transportation.
- Implement all safety system policies and procedures required by NCDOT.
- Provide emergency transportation on behalf of Emergency Management (during disasters, inclement weather, etc.)

FY 2014-2015 Outcomes

- Provided more than 65,000 one-way trips to Orange County residents.
- Modified routing and schedule for Hillsborough Circulator to provide more efficient and effective service.
- Commenced services associated with the Five-Year Bus Service Expansion Program and OCBRIP, increasing weekday general public fixed-route service hours by 225 percent and weekday senior center transportation by 33 percent.
- Drafted and began implementation of an updated Americans with Disabilities Act (ADA) Plan.
- Drafted and began implementation of an updated Title VI Plan.
- Secured new grant sources to fund new services in upcoming years and to reduce local funding.
- Increased presence of Orange Public Transportation in integrated regional planning endeavors

Planning & Inspections Department – continued

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Outcome Measure: Passengers per year	80,289	63,519	114,068	70,000	104,000
Performance Measure: Cost per trip	\$9.92	\$12.85	\$13.25	\$13.25	\$13.66
Performance Measure: Total number of daily routes	20	22	22	22	31
Outcome Measure: Cost per hour	\$43.56	\$49.98	\$51.53	\$51.53	\$53.13
Performance Measure: Cost for fuel	\$1.00/mile	\$1.00/mile	\$1.00/mile	\$1.00/mile	\$1.00/mile

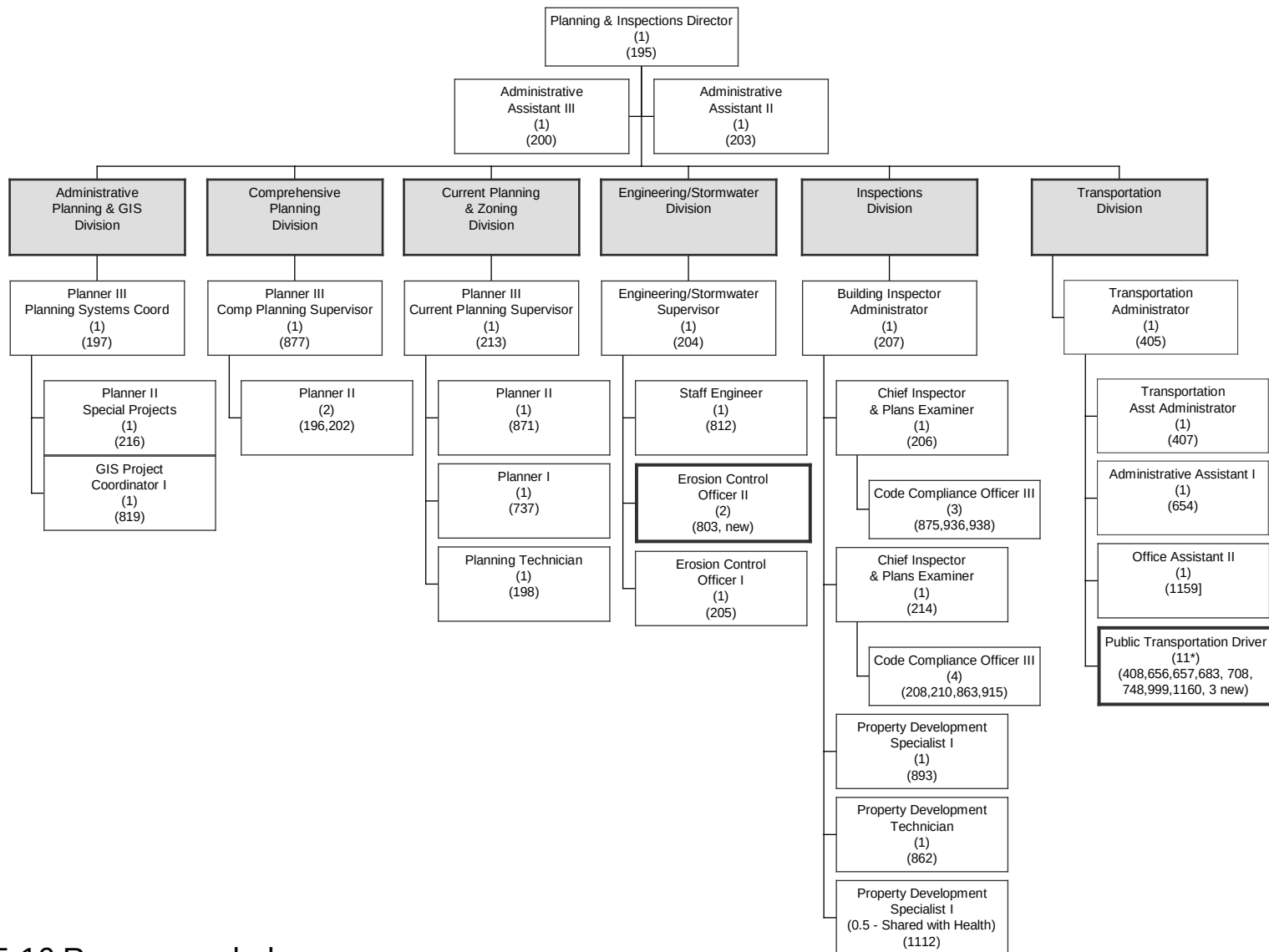
FY 2015-2016 Objectives

- Monitor expansion services and consider service changes, if necessary.
- Maintain and work to improve current service levels.
- Continue to secure transit grants to partially fund existing and expansion services.
- Continue to increase presence of OPT services in regional transportation plans, reports, policy guides and programs.

Budget Highlights

- The FY15-16 Manager Recommended Budget includes the addition of 3.0 FTE Public Transportation Drivers. These positions are necessary to address service expansion related to the Orange County Bus & Rail Investment Plan. The total costs for these positions is \$138,864, including \$720 in operating and one-time start-up costs; however there is no cost to the County for these positions, as they will be 100% funded by operating grants.
- The FY15-16 Manager Recommended Budget includes \$40,559 in Capital Outlay; these funds are budgeted in the Vehicles account and represent the County's required match for buses that will be purchased in FY15-16.
- Ensure budget is configured to accommodate new grant and revenue sources, as well as account for specific expenditures, to properly secure new funding sources made available to OPT.
- Monitor and refine bus service expansion throughout the county.
- In the FY15-16 Manager Recommended Budget, the Orange Public Transportation division has total revenues of \$958,600 which is an increase of \$111,100 from FY14-15.

Planning & Inspections/OPT



FY2015-16 Recommended

Register of Deeds

Phone Number: (919) 245-2679

Website: http://www.orangecountync.gov/departments/register_of_deeds/index.php

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
<i>By Category (General Fund)</i>						Account: 325
Personnel Services	780,653	761,832	761,832	749,047	810,632	810,632
Operations	116,161	141,193	140,028	127,850	113,533	113,533
Capital Outlay	5,024	0	1,165	1,165	0	0
Total Expenditures	\$ 901,838	\$ 903,025	\$ 903,025	\$ 878,062	\$ 924,165	\$ 924,165
Offsetting Revenues	(1,398,805)	(1,393,687)	(1,393,687)	(1,337,100)	(1,355,500)	(1,355,500)
County Costs (net)	\$ (496,966)	\$ (490,662)	\$ (490,662)	\$ (459,038)	\$ (431,335)	\$ (431,335)
Total Register of Deeds and Related Expenditures	\$ 901,838	\$ 903,025	\$ 903,025	\$ 878,062	\$ 924,165	\$ 924,165

Mission Statement

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

Major Services

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

FY 2014-15 Outcomes

- Recording Process – Reviewed each document to ensure in compliance with NC recording laws; submitted each land-related document to Land Records for PIN (Parcel Identifier Number) assignment within five minutes of presentation. Completed filing process, affixed book and page, time and date, collected/receipted fee within ten minutes. Each document processed by Quality Control within 4 hours of recording. Total process completed in the designated time frame approximately 99% of the time. Returned filed documents to designated party within 5 to 7 days of filing, approximately 98% of the time.
- Indexing & Imaging Process - Indexed document within twenty minutes of filing process (this process gives notice to title searchers that the document is on file). Scanned recorded documents within 8 hours of recording and printed permanent record book copies. Process completed in the designated time frame approximately 95% of the time.

Register of Deeds - continued

- Vital Records – Issued certified copies of Birth, Death & Marriage Certificates within 5 minutes of application approximately 99% of the time. Issued marriage license within 20 minutes of application approximately 99% of the time. Indexed births, deaths the same day received approximately 95% of the time.
- Real Estate Imaging Project – All Deed of Trust books have been loaded and images are available on the Register of Deeds website. Final completion of the project to include all Deed books was delayed from April 2014 to June 2015. Project update was provided February 2015 from the vendor Granicus (formerly Amcad). Once the project is complete the images will be available online and in the Register of Deeds office for permanent records beginning with the year 1991 back to 1752. Citizens frequently request that images of records prior to 1991 be available on the internet. The project will be funded from the Register of Deeds Automation Fund (NCGS 161-11.3).
- Vital Records Project – This project is being completed by four Register of Deeds staff. This fiscal year they have currently labeled, scanned and indexed over 14,800 birth and death records. Since the start of the project they have completed over 49,700 records.
- Credit Cards – The Register of Deeds office began accepting credit cards on April 17, 2014.
- E-Recording – E-Recording for all Land related documents began November 13, 2014.
- Electronic Notary Oath System – Spring 2015 - implement to receive the Notary Oath signature sheets electronically for cost savings on postage and also time savings, including instant access to printable oath sheets and certificates.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Recording, Scanning, & Indexing all of documents					
Deeds, Deeds of Trust, D/T Cancellations, other documents, UCC's	25,904	19,672	21,750	18,500	19,000
Service: Vital Records Indexed					
Births Indexed	3,890	3,846	3,860	3,900	3,900
Deaths Indexed	1,450	1,348	1,365	1,375	1,375
Service: Marriage Licenses & Certified Copies of Vital Records Issued					
Marriage Licenses Issued	736	745	700	780	750
Certified Copies of Vital Records Issued	18,308	17,988	17,500	18,000	18,000

FY 2015-16 Objectives

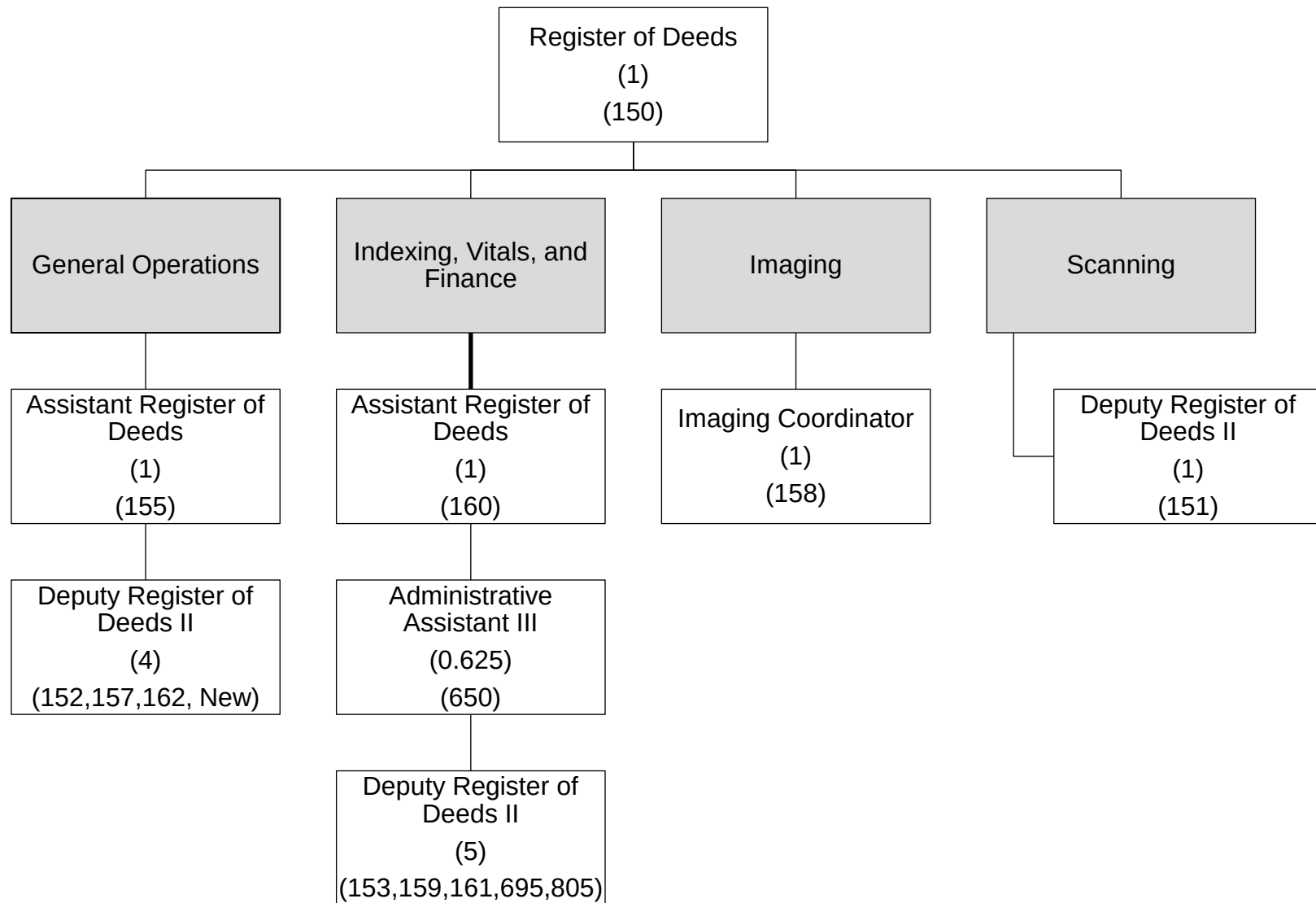
- Real Estate Indexing Project – Once the images are uploaded, index permanent records beginning with year 1931 back to 1752. This project will be completed in the Register of Deeds office by staff.
- Vital Records Project – Scan Vital Record documents including Birth, Death and Marriage records. This project will be completed in the Register of Deeds office by staff.
- North Carolina Vital Records Automated System (NC VRAS) – Research and give consideration to implementing the NC VRAS system in Orange County within the next two years.
- Increase Spanish speaking capacity within the Register of Deeds office.

Register of Deeds - continued

Budget Highlights

- The FY15-16 Manager Recommended Budget includes funding for an additional 1.0 FTE Deputy Register of Deeds II; the total County cost of this position is \$47,024. This position is needed to main the current work rate within the office. Additionally, due to the high volume of e-recordings, staff that could previously rotate duties in order to assist customers are unable to continue doing so.
- The FY15-16 Manager Recommended Budget includes a significant decrease in the Daily Recordings account. This is due to the Register of Deeds office transitioning to an e-recording system. They will discontinue printing and storing new recordings of permanent Land related record books.
- The FY15-16 Manager Recommended Budget includes a decrease in revenues for the Register of Deeds fees account; this decrease is due to a decrease in the number of recordings during the current year.

Register of Deeds



Sheriff

Phone Number (919) 644 - 3050

Website: <http://www.ocsonc.com/index.html>

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
<i>By Category (General Fund)</i>						Account: 710
Personnel Services	9,218,565	9,546,961	9,546,961	9,350,902	10,238,946	10,195,432
Operations	1,803,692	2,467,670	2,526,965	1,977,022	2,633,701	2,588,844
Capital Outlay	99,944	0	61,535	68,094	85,715	85,715
Total Expenditures	\$ 11,122,201	\$ 12,014,631	\$ 12,135,462	\$ 11,396,018	\$ 12,958,362	\$ 12,869,991
<i>Offsetting Revenues</i>	<i>(2,866,415)</i>	<i>(2,777,103)</i>	<i>(2,777,103)</i>	<i>(2,906,505)</i>	<i>(2,981,103)</i>	<i>(2,981,103)</i>
County Costs (net)	\$ 8,255,786	\$ 9,237,528	\$ 9,358,359	\$ 8,489,513	\$ 9,977,259	\$ 9,888,888
Total Sheriff and Related Expenditures	\$ 11,122,201	\$ 12,014,631	\$ 12,135,462	\$ 11,396,018	\$ 12,958,362	\$ 12,869,991

Mission Statement

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

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

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

Major Services

- Provide continuous 24-hour routine patrol services to the entire county.
- Respond to crimes in progress, citizen complaints and incident investigations.
- Seek out wanted persons and serve criminal process. Serve civil process as mandated by the court.
- Provide school/community resource deputies for Orange County's elementary, middle school, and high schools to prevent violence and work with at risk students in the community.

Sheriff's Office – continued

- Operate the County Jail Facility. Transport inmates to court and maintain custody of same during court trials. Transport inmates to and from other jail facilities and state prisons. Provide courtroom security for courts and courthouse property.
- Continue Community outreach and crime prevention programs that include Crime Stoppers programs and conduct the D.A.R.E. programs in the county schools. Provide assistance to domestic violence victims, child abuse, project lifesaver, elderly and handicapped. S.A.L.T. and aid crisis victims. We offer Drug Drop boxes for all prescription drugs. The boxes are located in the Orange County Court House and Orange County Sheriff's Office.
- New Programs are Citizens Police Academy, Project Engage Collaboratively and a Gun Buy Back Program that is in the process of being established with the Orange County Sheriff's Office, County Commissioners and Citizens of Orange County.

FY 2014-15 Outcomes

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

Outcome Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Estimate	2015-16 Projected
Number of OCSO Break-ins	456	465	465	470	290
Number of OCSO Larcenies	480	450	450	500	469
Number reported domestic violence contacts/incidents	3,828	3,500	3,500	3,900	3,942
Number of juvenile contacts by deputies (state law requires juvenile contacts be reported)	44,595	47,500	47,500	50,000	50,550
Number of child abuse cases	197	150	150	175	175
Average number of inmates per month	167	167	167	170	130

FY 2015-16 Fiscal Year Objectives

- Involving more citizens in our efforts to reduce and prevent crime. Continue high visibility and aggressive patrol coverage through out the county to deter and prevent crime. Increase daily e-mail to Community Watch Groups for crime in their community.

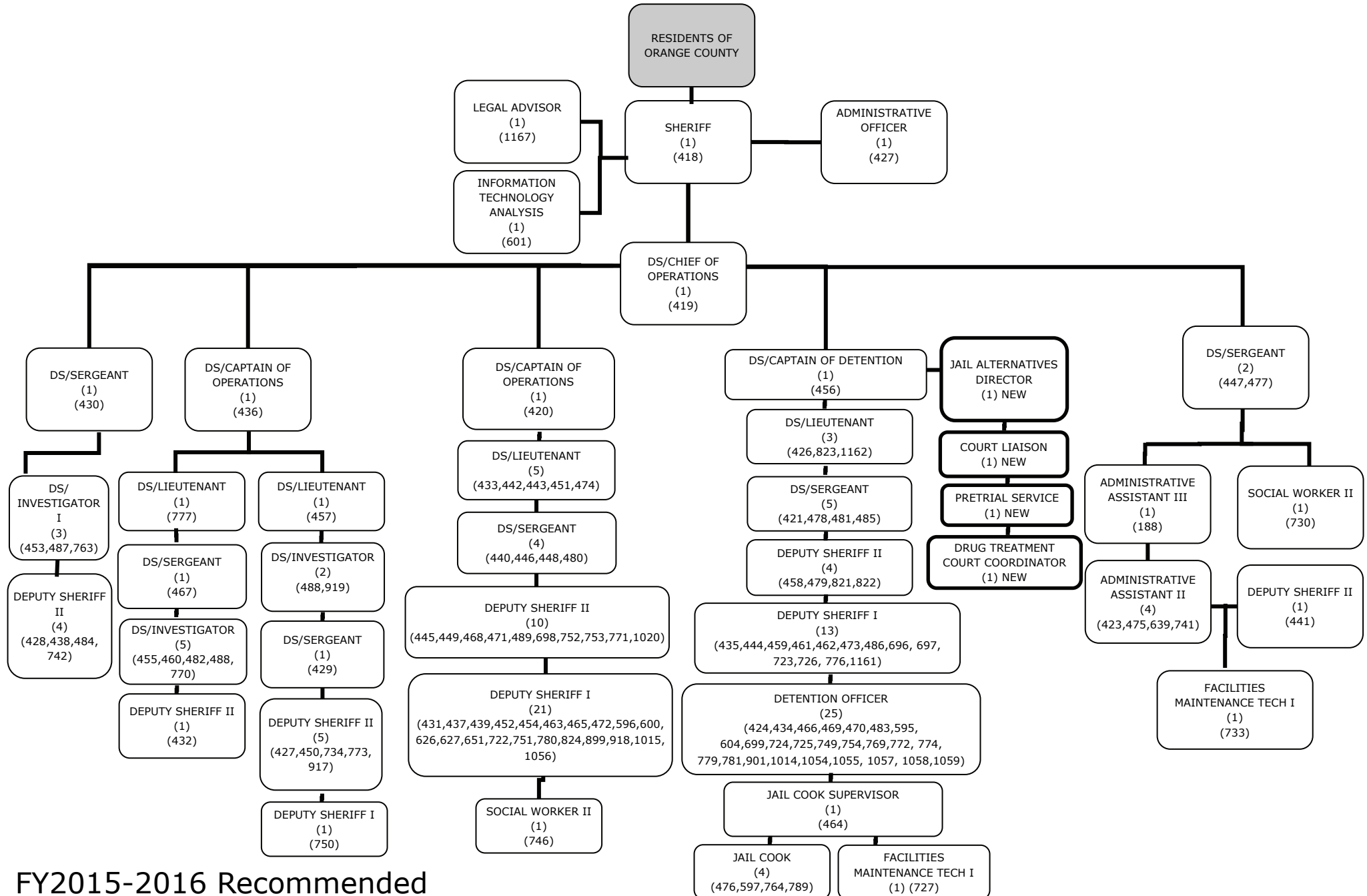
Sheriff's Office – continued

- Work in cooperation with other community agencies to empower victims of domestic violence and provide them with the resources available to prevent and remove themselves from domestic violence.
- Continue to involve citizens, especially parents of school age children in our drug awareness prevention programs. Encourage citizen participation in solving community problems and decrease overall incidents of crime.
- Meet federal and state jail standards as mandates.

Budget Highlights

- The FY15-16 Manager Recommended Budget includes three (3) new Jail Alternatives program positions, consisting of a Jail Alternatives Manager (1.0 FTE), a Pre-Trial Services Coordinator (1.0 FTE), and a Drug Treatment Coordinator (1.0 FTE). This program has been funded in previous years through contracts within the Department of Social Services, so there are no additional County costs associated with the creation of these positions. The FY 2015-16 Budget also includes the addition of a 1.0 FTE Court Liaison position (salary and benefits of \$71,614) to enhance coordination between all criminal justice stakeholders.
- The FY15-16 Manager Recommended Budget includes an increase of \$22,329 in Non-Permanent personnel for additional court coverage.
- The FY15-16 Manager Recommended Budget includes an increase in Contract Services to cover the costs of outfitting a projected fifteen (15) new vehicles, as part of the proposed Vehicle Replacement Schedule for FY15-16, as well as an increase in the medical inmate contract.
- The Capital Outlay of \$85,715 in FY15-16 includes the purchase of a firearms training simulator to train officers in various scenario situations.
- The office will continue to provide Reserve Deputies in the elementary schools within Orange County Schools (OCS) system in FY15-16; this cost of approximately \$184,000 is paid by Orange County Schools.

SHERIFF'S OFFICE



Social Services

Social Services: (919) 245 - 2800

Website: www.orangecountync.gov/departments/social_services/index.php

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Category (General Fund)						Account: 400
Personnel Services	10,079,984	10,270,022	10,333,087	9,957,341	10,562,335	10,562,335
Operations	10,734,087	6,866,379	11,922,689	11,358,072	7,563,923	7,563,923
Capital Outlay	92,514	60,000	120,701	120,701	58,180	27,180
Total Expenditures	\$ 20,906,585	\$ 17,196,401	\$ 22,376,477	\$ 21,436,114	\$ 18,184,438	\$ 18,153,438
Offsetting Revenues	(13,251,329)	(8,897,231)	(13,653,724)	(13,937,903)	(9,733,501)	(9,733,501)
County Costs (net)	\$ 7,655,256	\$ 8,299,170	\$ 8,722,753	\$ 7,498,211	\$ 8,450,937	\$ 8,419,937
Other Related Programs (Grant Fund)						Account: 7050
Personnel Services	0	0	0	0	0	0
Operations	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0
Total Expenditures	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Offsetting Revenues	0	0	0	0	0	0
County Costs (net)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Department of Social Services and Related Expenditures	\$ 20,906,585	\$ 17,196,401	\$ 22,376,477	\$ 21,436,114	\$ 18,184,438	\$ 18,153,438

Division Summary

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Program (General Fund)						
Administration	3,081,603	3,116,553	3,277,479	3,365,437	3,398,537	3,367,537
Children/Family Services	4,681,607	5,226,536	5,375,870	4,807,691	5,138,537	5,138,537
Economic Services	4,907,104	4,527,399	4,507,657	4,485,371	4,799,408	4,799,408
Public Assistance	1,601,045	1,446,041	1,919,136	1,583,919	1,316,423	1,316,423
Skills Development Center	0	0	0	0	0	0
Subsidy	6,619,871	2,879,872	7,296,336	7,193,696	3,531,533	3,531,533
Veterans' Services	15,354	0	0	0	0	0
Total Expenditures	\$ 20,906,585	\$ 17,196,401	\$ 22,376,477	\$ 21,436,114	\$ 18,184,438	\$ 18,153,438
Offsetting Revenue	(13,251,329)	(8,897,231)	(13,653,724)	(13,937,903)	(9,733,501)	(9,733,501)
County Costs (net)	\$ 7,655,256	\$ 8,299,170	\$ 8,722,753	\$ 7,498,211	\$ 8,450,937	\$ 8,419,937
Total Expenditures	\$ 20,906,585	\$ 17,196,401	\$ 22,376,477	\$ 21,436,114	\$ 18,184,438	\$ 18,153,438

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.

Social Services: Administration

Department of Social Services

Major Services

- Administration and fiscal support for Department divisions and the Social Services Board
- Management of accounts payable and receivable

FY 2013-14 Outcomes

- Maintained expenditures within approved county budget
- Assured compliance with fiscal audit requirements

FY 2015-16 Objectives

- Maximize state and federal funds available to Orange County for Social Services
- Ensure compliance with fiscal and program audit requirements

Budget Highlights

The FY15-16 Manager's Recommended Budget includes:

- Personnel: Several permanent staff have been realigned from other department divisions. There is no overall increase in cost associated with the realignment.
- Contract Services: Increase to improve current document management system, State required reporting software, and to upgrade the LexisNexis contract (\$38,530).
- Building Rent and Utilities: Operations increase for Hillsborough Commons expansion (\$186,203)
- Contracts for Drug Treatment Court and Pretrial Services are no longer included in this section (\$182,000). These services are now coordinated through the Sheriff's Office.
- Revenue Decrease: \$31,133 decrease in funding from Miles Second Family Foundation which aligns with a decrease in temporary staff supported by the Miles Second Family Foundation

Social Services: Child and Family Services

Major Services

- Provide protective services and substitute care for at-risk Orange County children
- Provide safe, permanent homes for children in DSS custody
- Conduct Adult Protective Services intake and investigations
- Provide supportive services to adults in their homes
- Coordinate adult out-of-home placements
- Act as guardian and protective payee for incompetent or disabled adults

FY 2014-15 Outcomes

Department of Social Services

- The percentage of children with a finding of abuse or neglect who had a second finding within the following six months is projected to be 1%, well within the target range
- The percentage of children who re-entered foster care within 12 months of exiting is projected to be 3%, well within the target range

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Provide protective services and substitute care for at-risk Orange County children					
Number of children in households reported for abuse and neglect	1203	1091	1250	1250	1300
Number of children in DSS legal custody	146	143	150	150	150
Percentage of children with a finding of abuse or neglect who had a second finding within the following six months (Target: ≤ 6.1%)	2.4%	0.0%	3%	1%	1%
Percentage of children who re-entered foster care within twelve months of exit (Target: ≤ 8.6%)	3.8%	5.9%	4%	3%	3%
Service: Provide safe, permanent homes for children in DSS custody					
Number of children adopted	14	10	15	17	16
Number of children who achieved permanence	49	48	50	50	50
Service: Conduct Adult Protective Services intake and investigations					
Number of Adult Protective Services investigations	35	26	50	38	40
Service: Provide supportive services to adults in their homes					
Number of adults receiving Community Alternatives Program (CAP)/in-home services	105	95	120	112	120
Service: Act as guardian and protective payee for incompetent or disabled adults					
Number of guardianship cases	39	33	45	40	45

FY 2015-16 Objectives

- Expand provision of preventive services to 50 at risk adults and/or children
- Assure child welfare meets all federal performance goals
- Work with Second Family Foundation to provide preventive services to at risk youth

Budget Highlights

The FY15-16 Manager's Recommended Budget includes:

- Personnel: Several permanent staff have been realigned to other department divisions. There is no overall decrease in cost associated with the realignment.
- Operations Increase: Contract Services (\$100,000) to address increase demand for services related to in-home aid for elderly and disabled adults
- Revenue Increases: State Child Protection Services (\$142,488); Foster Care/Adoption IV-E Administration (\$90,000); Child Welfare Expansion (\$51,259)

Department of Social Services

- Revenue Decreases: Federal Child Protective Services IV-E (\$50,000); Supportive Case Management--Medicaid Administrative Claiming (\$23,600); Smart Start Administration (\$16,000); Day Care CCDF Administration (\$9,456); Independent Living – Links (\$8,000)

Social Services: Economic Services

Major Services

- Provide funding for staff administering various Public Assistance programs, the Work First and Adolescent Parenting programs (Actual costs for Public Assistance payments as well as related performance measures are found in the Public Assistance division)
- Provide case management services to adolescent parents to delay future pregnancies
- Provide cash payments, case management, and other supportive services to Work First families to allow them to obtain employment
- Assist Orange County Veterans in accessing benefits
- Enable Orange County residents to acquire skills, obtain employment, and/or increase income at the Skills Development Center

FY 2014-15 Outcomes

- 100% of APP participants who were eligible graduated with their high school diploma or equivalency for a total of 17.
- 97% of adolescent parents delayed a second pregnancy.
- Enabled approximately 95 Work First recipients to obtain employment.
- Provided intensive employment services to 90 clients.
- Expanded outreach efforts to veterans to increase number of veterans served to 275.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Provide Work First cash payments and case management services to low-income or unemployed families					
Number of households receiving Work First cash assistance (monthly average)	231	230	235	235	240
Number of participants who gained employment	111	98	100	90	95
County all families work participation rate (Target: ≥ 50%)	51%	50%	52%	52%	55%
Percentage of employed participants who retained employment for at least twelve months after exiting the program	80%	75%	75%	80%	80%
Service: Provide case management services to adolescent parents to delay future pregnancies					
Number of adolescent parents participating in the Adolescent Pregnancy Prevention Program	39	59	38	50	40

Department of Social Services

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Percentage of participating teens who avoided a second pregnancy	98%	97%	100%	100%	100%
Percentage of participating teens who successfully completed high school or equivalency	100%	100%	100%	100%	100%
Service: Assist Veterans in accessing benefits					
Number of Veterans receiving assistance in applying for needed services	48*	195	250	275	300
Service: Enable Orange County residents to obtain employment or increase income					
Number of people who received basic skills training including English as a Second Language and high school equivalency	756	762	785	777	780
Number of people who received educational and vocational training	3282	3301	3455	3314	3320
Number of people who obtained employment or increased income	515	528	585	575	575

*This position was vacant for most of FY12-13 and was filled in August, 2013

FY 2015-16 Objectives

- 100% of APP participants will delay second pregnancies and continue to work toward high school diplomas or equivalents.
- Increase employment opportunities for veterans including collaborating with the National Guard to host job fairs in an effort to further increase the number of veterans served to reach 300 for FY 2015-16.

Budget Highlights

The FY15-16 Manager's Recommended Budget includes:

- New Position Recommended: Management Analyst position 1.0 FTE (\$57,921), effective July 1, 2015, to provide data support for all county human service agencies. Although located at DSS, the position would gather and analyze data relevant to poverty and at risk families or individuals in Orange County.
- Personnel: Several permanent staff have been realigned from other department divisions. There is no overall increase in cost associated with the realignment.
- Personnel Increase: Temporary personnel (\$36,700) to allow for more subsidized employment opportunities for Work First clients, foster youth, and other participants in agency employment programs.
- Personnel Decrease: Anticipate a reduced need in overtime (\$75,000) due to anticipated completion of NC FAST
- Once social work position previously committed to the school social work program has now been assigned to help with the employment programs and is partially reimbursed through the youth employment grant.
- Revenue Increases: Medicaid (\$759,121), Food Stamp Administration (+25,303), Adolescent Parenting (\$12,020)

Department of Social Services

- Revenue Decrease: Health Choice (\$20,000), due to income changes which allowed more children to be eligible for Medicaid

Social Services: Public Assistance

Major Services

- Determine eligibility and process benefits for Food and Nutrition Services (FNS)
- Provide medical assistance to low-income families meeting eligibility guidelines for Medicaid programs
- Determine eligibility for Special Assistance for domiciliary patients
- Provide Emergency Assistance to families in crisis

FY 2014-15 Outcomes

- Continued to manage implementation of NC FAST

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Determine eligibility and process benefits for Food and Nutrition Services					
Average number of households receiving food and nutrition services monthly	6385	6374	6600	6450	6500
Percentage of potentially eligible families receiving food assistance (Target: ≥ 75%)	58%	NA*	65%	NA*	NA*
Percentage of procedural denials (Target: ≤ 50%)	67%	NA*	65%	NA*	NA*
Average processing time in days (Target: ≤ 13)	12.3	NA*	11	NA*	NA*
Service: Provide medical assistance to low-income families meeting eligibility guidelines for Medicaid programs					
Average number of households receiving Medicaid monthly	9640	13575**	10200	14000**	14100**

*Numbers for these measures are currently unavailable due to the implementation of NC FAST.

**Numbers for 2013-14 represent recipients instead of households due to available information with NC FAST.

FY 2015-16 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

Department of Social Services

- Continue to implement NC FAST
- 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 FY15-16 Manager's Recommended Budget includes:

- Public assistance programs, including Work First, Food and Nutrition, and Medicaid, continue to provide over \$120 million in benefits to low-income families in Orange County. These services are essential and prevent many families from experiencing abject poverty.
- Revenue Decrease: Special Assistance to Adults (\$128,618), based on decreasing demand and changes in the rates approved by the State

Social Services: Subsidy

Major Services

- Provide 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 (performance measures for these services are found in the Child and Family Services division)
- Provide county-funded emergency utility, housing, food, and medication assistance for eligible families (performance measures for these services are found in the Public Assistance division)

FY 2014-15 Outcomes

- 85% of children receiving child care subsidy were in high quality (4 or 5 star) child care centers or homes
- 100% of preschool children served through child care subsidy were in regulated care
- Reduced the number of children on the child care waiting list using county appropriated funding
- 65% of families receiving child care subsidy were employed families
- Assured that 35 foster children received child care services when foster parents work outside the home
- Provided safe, stimulating, learning environment for children in Child Protective Services, Work First Family Assistance, Homeless Families and Adolescent Parenting Program
- Continue to provide child care subsidy funding to school age children affected by General Assembly legislative changes

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Improve family functioning by providing child care subsidy and casework support services					

Department of Social Services

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Average number of children served per month in child care subsidy program	810	780	780	855	900
Unduplicated count of children receiving child care subsidy during the fiscal year	1202	1201	1175	1350	1400
Average monthly payment per child	\$571	\$549	\$551	\$575	\$580

FY 2015-16 Objectives

- Ensure families receive quality child care in order for parents to seek and maintain employment
- Reduce the amount of time children wait to receive child care subsidy funding to no more than six months
- Ensure safety and health of children in child care
- Maximize state subsidy and county child care funding to serve the children of Orange County
- Provide information and resources to families seeking quality child care
- Assure that children in agency custody have appropriate placements and support

Budget Highlights

- During FY14-15, an additional \$350,000 in county funds from the social justice fund and reallocations from the state allowed the agency to clear the waiting list effective January 1, 2015. County funds are also being used to continue child care services for families that were impacted by child care eligibility changes in the General Assembly. In FY15-16, State estimates show a reduction of \$900,000 in child care state subsidy funding for Orange County. Many counties who were positively impacted by the allocation adjustments are now spending at a higher coefficient, the likelihood of reallocation in favor of Orange County is not likely. The agency can continue to sustain our level of service resulting from clearing the wait list in 2015 with additional recommended funds (\$640,036). It is recommended the agency have flexibility to use any available funds within its budget to serve these children during the year with a goal of keeping children from waiting more than six months.
- Revenue Decrease: Foster Care--State Foster Home Fund (\$90,000) in FY15-16

Social Services: Juvenile Crime Prevention Council (JCPC)

Major Services

- Provide local programs targeting juvenile offenders including: Restitution/Community Service, Parent/Family Skill Building, Assessment/Treatment Programs Non/Underinsured (inc. Substance Abuse; Trauma Based Therapy), Interpersonal Skill Building, Mentoring, Mediation/Conflict Resolution (inc. School Based), Teen Court, Tutoring/Academic Enhancement, Temporary Shelter Service (specifically Emergency Shelter).

Department of Social Services

FY 2014-15 Outcomes

- 88% of all youth served in JCPC programs received no new complaints or adjudications while participating in programs.
- 95% of youth in the Restitution/Community Service program had no new adjudications and 90% of youth had no new complaints during program participation.
- 85% of youth served showed improvement in targeted skills using individual service plans.
- 85% of youth in the Teen Court program completed it successfully.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Provide local programs and community-based alternatives to youth detention centers					
Percentage of youth that completed community service and restitution through the JCPC	90%	92%	92%	95%	92%
Number of youth receiving services through the Juvenile Justice Program	595	550	640	550	600

FY 2015-16 Objectives

- Develop community-based alternatives to youth detention centers.
- Provide community-based delinquency and substance abuse prevention strategies and program.
- Provide non-institutional dispositional alternatives that will protect the community and the juveniles.
- At least 80% of youth will successfully complete the court ordered program.
- At least 80% of youth will have no new court complaints while participating in program.

Budget Highlights

- While several agencies have experienced a reduction in outside funding sources, the programs continue to effectively serve the targeted youth population.
- No significant budget changes in FY15-16

Grant Project Fund: Orange Community Response Program (Multi-Year Project)

- Address a gap in the continuum of child maltreatment services by reaching out to families with children birth to five years who have been reported to and investigated or received a family assessment by Orange County Child Protective Services, but whose cases have been closed with findings of 1) no services needed, 2) services recommended, or 3) unsubstantiated.
- Engages families in increasing protective factors, leading to enhanced family functioning and better developmental outcome for the children.
- Provides family-centered services, with active implementation of the Principles of Family Support.
- Assessment of child and family needs will be informed by the five factors in the Protective Factor Framework. Collaborate with a range of local community services that encompass all five protective factors.

Department of Social Services

- The Orange County Department of Social Services currently has an unfunded, time-limited position that will serve as the Community Response Worker through June 30, 2015. The agency has been asked to continue this contract through June 2016. Extending the time-limited position through June 30, 2016 is recommended.
- The program will provide services to 60 children and 40 caregivers, each year.

Budget Highlights

- The Orange County Partnership for Children will continue to reimburse position costs, (\$58,156), in FY15-16. A county match is required and is met through agency supervision and administrative costs.
- No significant budget changes in FY15-16

Grant Project Fund: Emergency Solutions Program (Multi-Year Project)

- The grants funds are to assist with emergency shelter operations costs; and to provide case management and financial assistance to rapidly rehouse persons who are homeless.
- Reduce the number of homeless individuals and families in Orange County by providing rapid rehousing services.
- Eligible rapid rehousing participants must meet the homeless definition as defined by HUD, which includes living in an emergency shelter; sleeping in a place not meant for human habitation; fleeing or attempting to flee a domestic violence situation and would become homeless as a result.
- During calendar year 2014, the Orange County ESG program served 107 adults and children.
- Of the 107 served, 4 were veterans; 48 were victims of Domestic Violence; 2 were elderly and 5 were chronically homeless individuals

Budget Highlights

The FY15-16 Manager's Recommended Budget includes:

- The County serves as the fiscal sponsor of the grant: it provides rapid rehousing services, and contracts with the Inter-Faith Council for Social Service, which provides emergency shelter services, as funded by the grant.
- Revenue Decrease: (\$12,248) Revenue allocations change annually based funding formula revisions or reductions in available funds from the Department of Housing Urban and Human Development (HUD)

Grant Project Fund: Building Futures Program (Multi-Year Project)

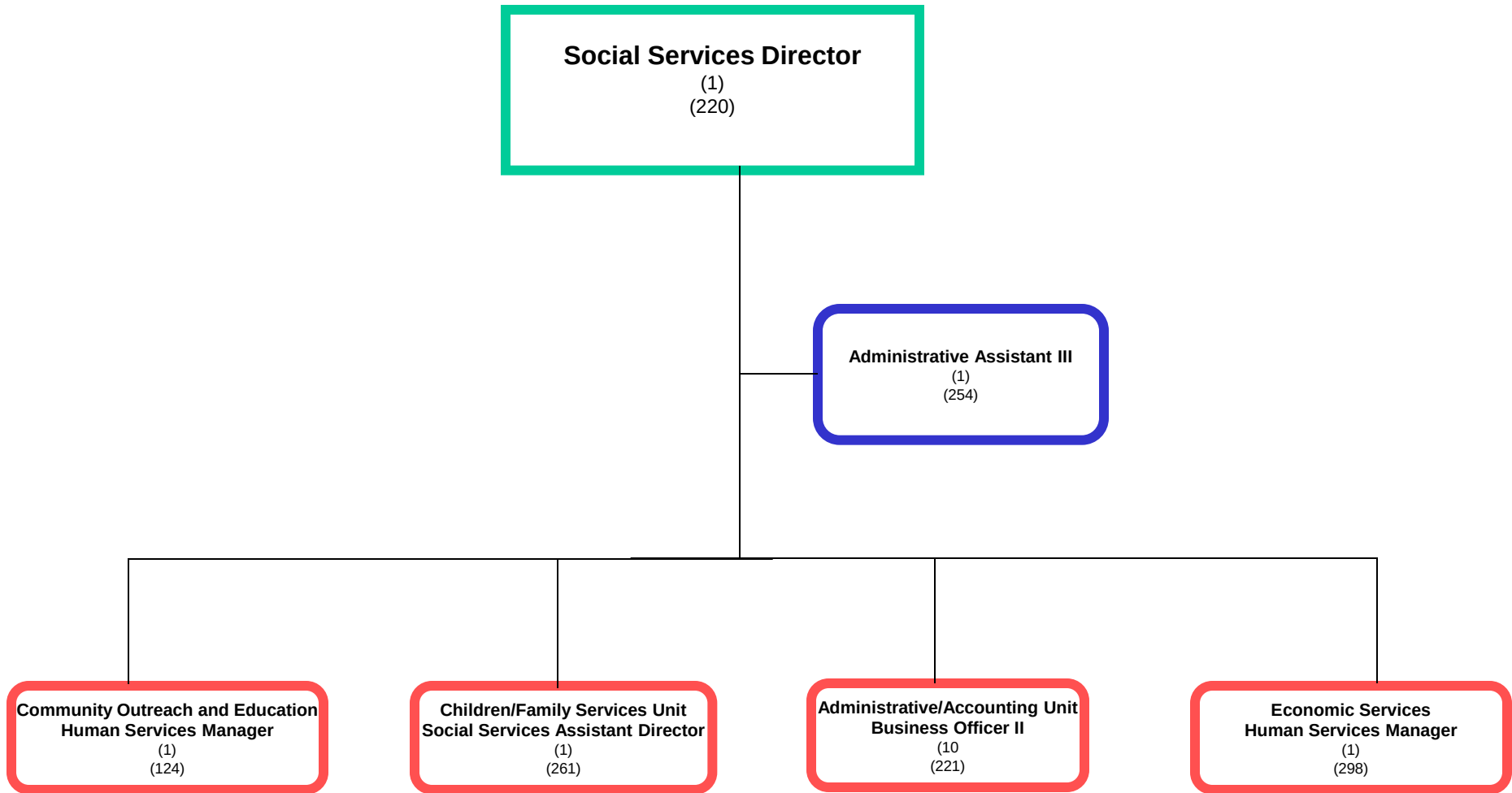
- A Workforce Investment Act (WIA) Youth Employment & Training Program. The program provides participants with opportunities for career exploration, education, and skill development.
- The grant will provide academic, occupational activities and work experience (paid & unpaid), for eligible Orange County youth. An anticipated 15 participants will have paid work experiences.
- The Workforce Investment Act grant currently supports two social workers in time-limited positions. Recommend to make these positions permanent as the grant is now renewable. Additionally, the grant is now supporting 50% of an existing social worker position.

Department of Social Services

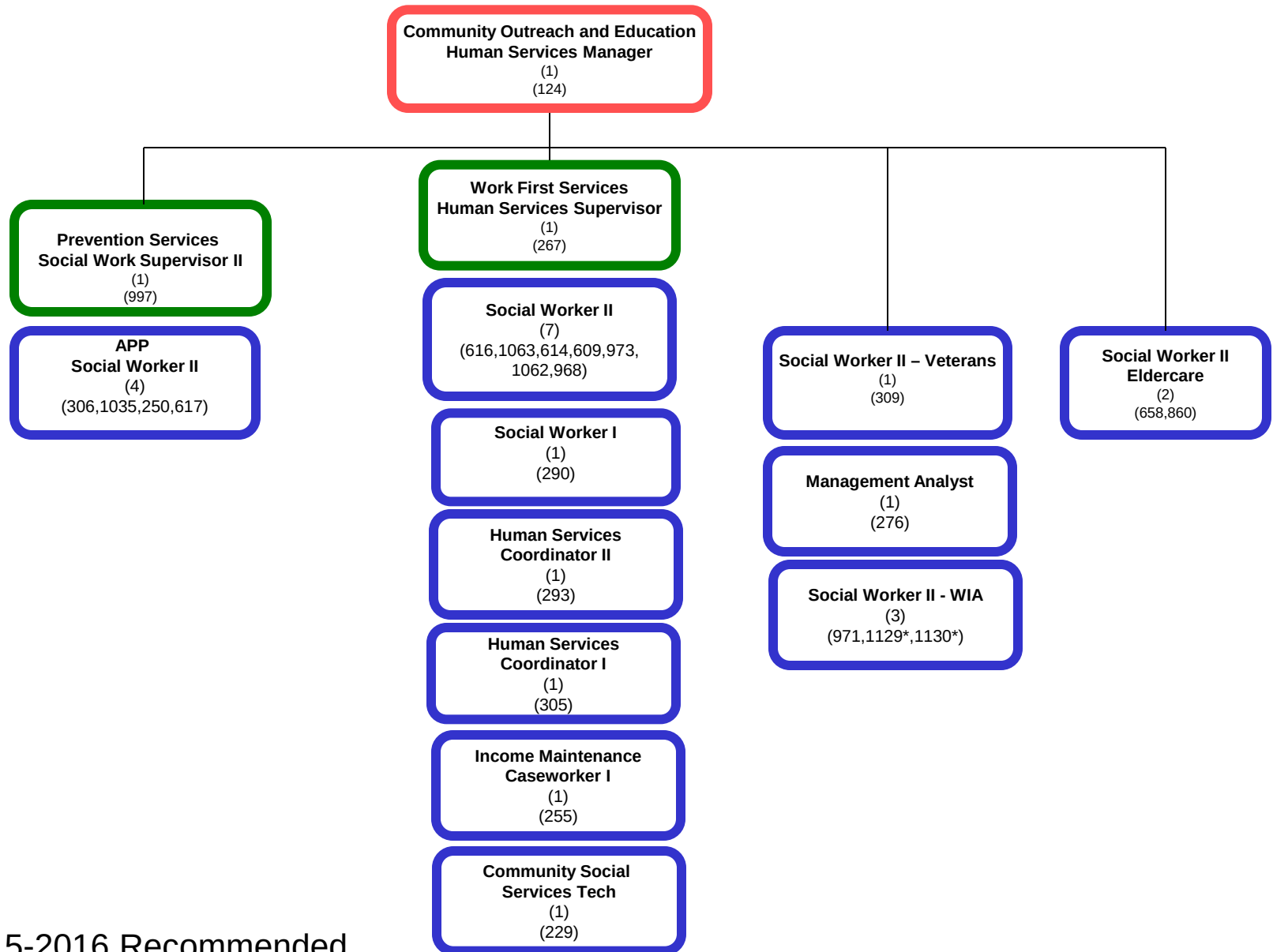
Budget Highlights

- Although County match is not required for the program, County funds have been included to pay the approved Living Wage for subsidized employees in FY15-16. Currently, the grant will not reimburse above \$8.50 per hour.

ORANGE COUNTY SOCIAL SERVICES



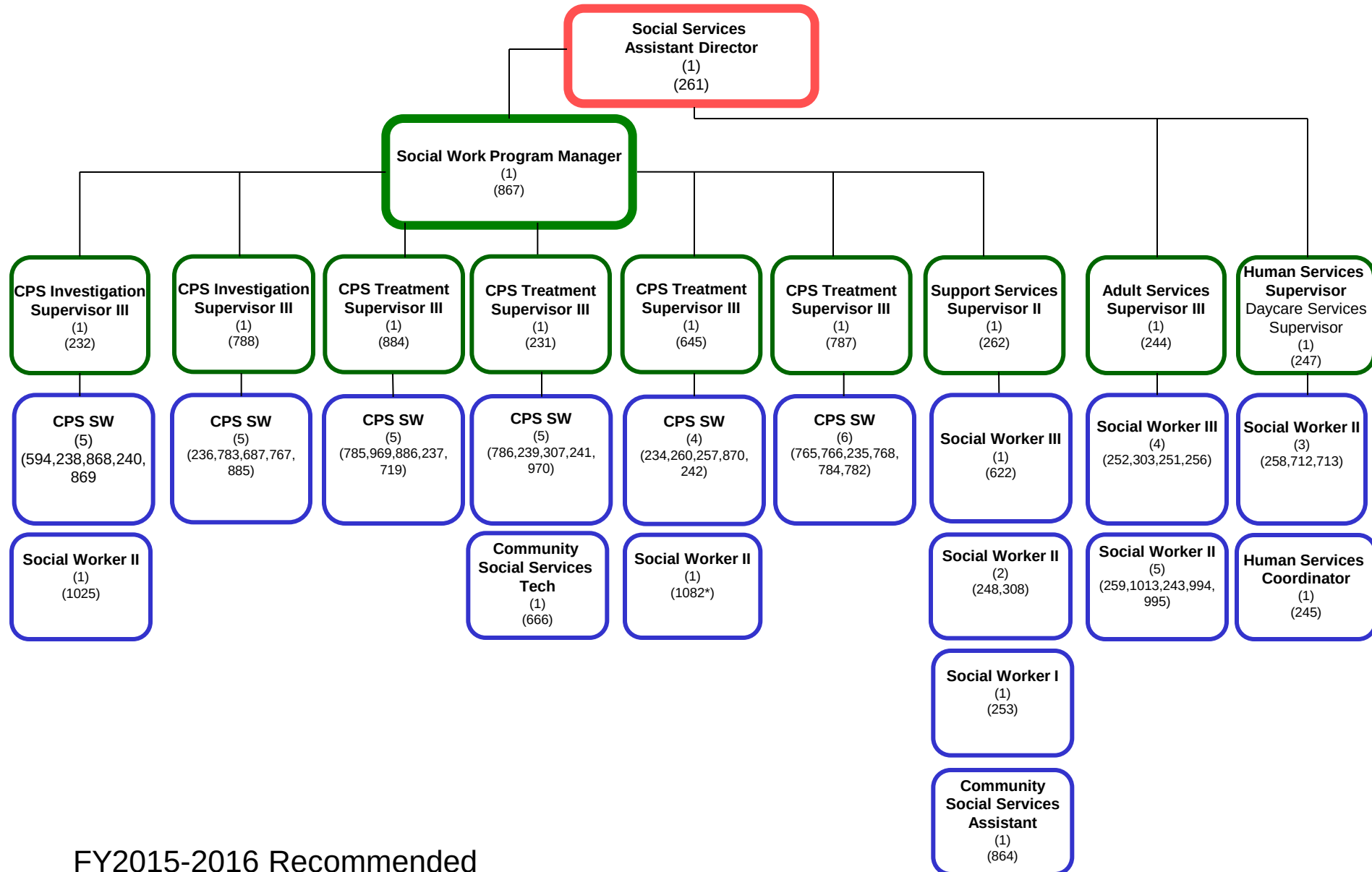
COMMUNITY OUTREACH AND EDUCATION



FY2015-2016 Recommended

*Time-Limited Position

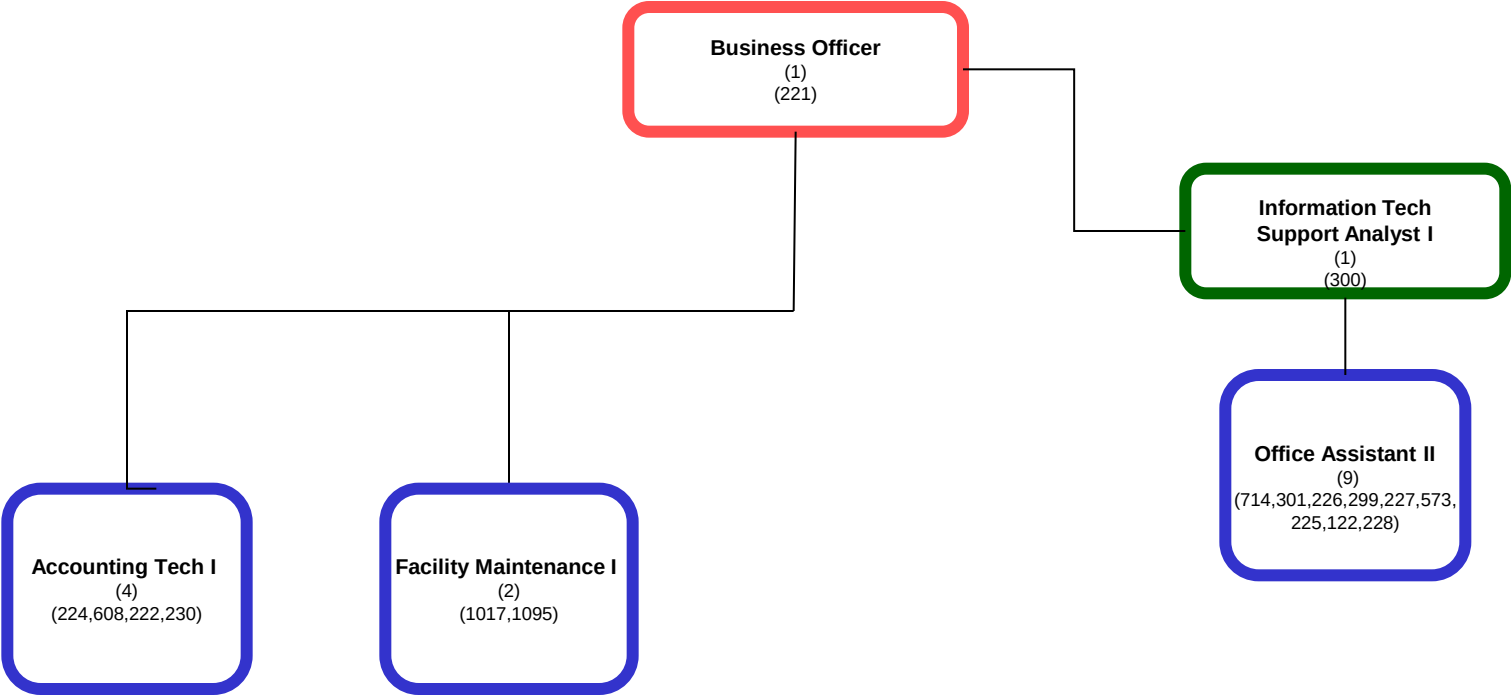
CHILDREN/FAMILY SERVICES UNIT



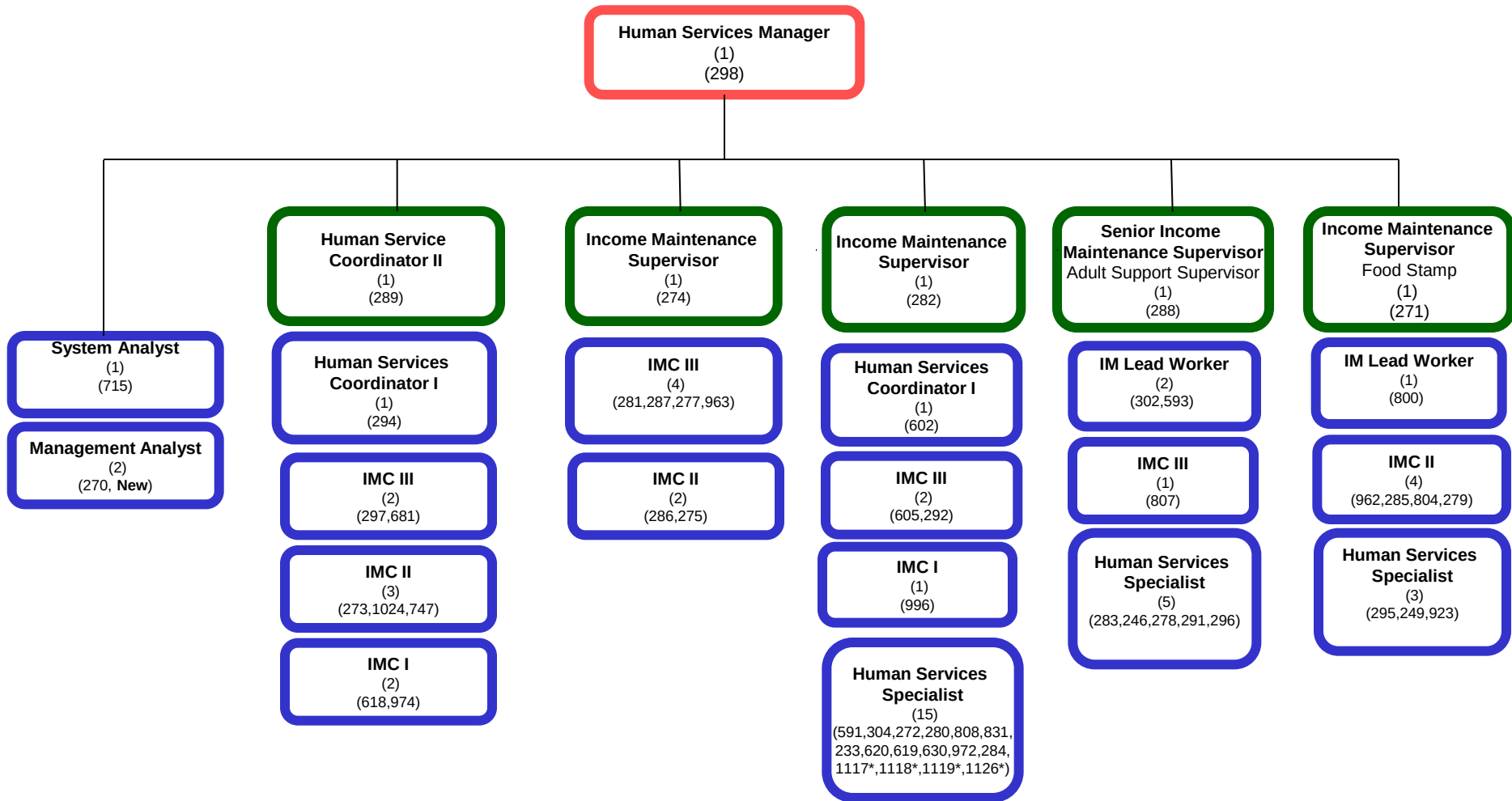
FY2015-2016 Recommended

*Time-Limited Position

ADMINISTRATIVE/ACCOUNTING UNIT



Economic Services



Solid Waste

Phone Number (919) 968 - 2788

Website: http://www.orangecountync.gov/departments/solid_waste_management/index.php

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Category (Solid Waste Enterprise Fund)						Account: 350
Overhead	\$ 0	\$ 963,999	\$ 963,999	963,999	997,475	997,475
Personnel Services	\$ 3,396,792	\$ 3,558,815	\$ 3,558,815	3,591,624	3,846,650	3,822,663
Operations	\$ 5,327,381	\$ 5,231,847	\$ 5,657,949	5,787,265	5,296,743	5,296,743
Capital Outlay	\$ 3,840,209	\$ 3,268,389	\$ 5,821,802	6,207,191	1,244,137	1,244,137
Others	\$ 0	\$ 0	\$ 0	0	0	0
Total Expenditures	\$ 12,564,382	\$ 13,023,050	\$ 16,002,566	\$ 16,550,079	\$ 11,385,005	\$ 11,361,018
Offsetting Revenues	\$ (8,022,549)	\$ (13,023,050)	\$ (16,002,566)	(16,636,150)	(11,385,005)	(11,361,018)
County Costs (net)	\$ 4,541,833	\$ 0	\$ (0)	\$ (86,071)	\$ 0	\$ 0
Total Solid Waste Fund and Related Expenditures	\$ 12,564,382	\$ 13,023,050	\$ 16,002,566	\$ 16,550,079	\$ 11,385,005	\$ 11,361,018

Division Summary

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
Solid Waste Enterprise Fund						
Environmental Support	2,112,648	2,019,730	2,198,364	2,558,982	2,113,719	2,113,719
Landfill	2,895,341	1,010,368	2,953,399	2,813,707	1,085,915	1,085,915
Recycling	5,529,380	4,869,794	5,212,872	5,183,949	5,459,749	5,459,749
Sanitation	2,027,012	5,123,158	5,637,931	5,993,441	2,725,622	2,701,635
Total Expenditures	\$ 12,564,382	\$ 13,023,050	\$ 16,002,566	\$ 16,550,079	\$ 11,385,005	\$ 11,361,018
Offsetting Revenue	(8,022,549)	(13,023,050)	(16,002,566)	(16,636,150)	(11,385,005)	(11,361,018)
County Costs (net)	\$ 4,541,833	\$ 0	\$ (0)	\$ (86,071)	\$ 0	\$ 0
Total Expenditures	\$ 12,564,382	\$ 13,023,050	\$ 16,002,566	\$ 16,550,079	\$ 11,385,005	\$ 11,361,018

Note: Appropriated Fund Balance amounts from the Solid Waste Enterprise Fund, as well as a General Fund contribution for Sanitation operations are included in the Offsetting Revenue amounts above. For FY 2014-15, the Appropriated Fund Balance amount from the Solid Waste Enterprise Fund is \$1,362,061, and the General Fund contribution for Sanitation operations is \$1,718,018.

Mission Statement

To operate public facilities receiving and processing various types of materials including Municipal Solid Waste, Construction and Demolition Waste, yard waste, hazardous wastes and recyclables to provide high quality, reliable, cost-effective containment and management of these materials ensuring the protection of the environment, health and safety of the citizens of Orange County.

Solid Waste – continued

Division: Environmental Support

Major Services

- Provide integrated departmental support services including utilities, ordinance enforcement, communications, safety training, janitorial services, Charges by General Fund, Workers Compensation, 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.
- Review project applications and plans for all new construction 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 design professionals, builders/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.
- Provide public outreach and education for proper use of C&D landfill, recycling, composting and other solid waste services through a variety of media. Provide general publicity and education regarding Department programs, disposal and waste diversion services for public, business, builders and contractors, government entities, educators and at special events. Provide waste reduction consulting services such as waste audits for government, schools, businesses & other non-residential entities in Orange County.
- Apply for all relevant State, Federal or private grants on solid waste management.

FY 2014-15 Outcomes

- Conducted 231 plan reviews, 2,120 construction site inspections, issued/renewed 220 haulers licenses, issued 4,394 regulated recyclable materials permits (all jurisdictions), issued 70 citations/notices of violation for illegal dumping/burning, and placed 725 verification tags on construction/demolition roll-off containers.
- Achieved 64% waste reduction rate surpassing the 61% goal set in 1997.
- Conducted 150 program promotion, landfill tours, training and presentations.
- Sold 125 compost bins and 25 kitchen collectors on an ongoing basis from the Solid Waste Administrative Office and conducted ten composting demonstration workshops at that site, Chapel Hill Community Center site and the Carolina Campus Community Garden site.
- Placed print and radio advertisements and provide a full year of correlated on-line advertisements in appropriate local media. Published 24 newspaper articles and broadcast 12 radio programs. Expanded distribution of e-newsletter "Orange County Solid Waste and Recycling News" using rural cart mailings to solicit and sent 12 editions to 5,200 subscribers

Solid Waste – continued

- Provided annual newsletter and other publications for solid waste education. In support of the transition to rural curbside single stream recycling sent two postcards to solicit rural homes for recycling roll carts. Compiled all cart request info for distribution. Delivery of new single stream information to 7,000 households who got carts and managed over 500 followup calls. Calendar mailed to all rural 14,200 households eligible for recycling on ten routes. Managed over 900 calls from urban households following cart distribution to 18,100 urban households.
- Continuously update website and participated in Council of Webmasters initiative to modernize site under PIO direction.
- Assisted new sustainability director in continued improvements to City schools' recycling programs and supported completion of conversion to compostable trays and expanded food waste collection to all elementary and middle schools. Continued supporting and mentoring UNC Institute for Environment with intern this year focused on solid waste following sponsorship of capstone projects annually over past five years.
- Staffed major local festivals and other events with recycling and composting services and consultation on waste reduction and/or provision of bins and carts for smaller events.
- Provide support to Solid Waste Advisory Group in development of recycling financing and new Interlocal Agreement for solid waste with Towns.
- Implemented new fleet services management software system.

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
• Development Plan Reviews • Construction Site inspections • RRMO Permits Issued (All Jurisdictions)	186 2,325 4,000	147 2211 4020	148 1,934 2,900	231 2120 4394	240 2150 4500
• Issue Hauler Licenses • Issue Citations/NOV's • Place Verification Tags on C&D Waste Containers	56 55 1,023	215 120 682	213 50 1,000	220 70 725	230 75 1000
Publish print and radio advertisements	505	500	625**	600	600
Conduct landfill tours, workshops , lectures and presentations	154	110	135	150	150
Sell backyard compost bins & kitchen counter top collectors for food waste	214	168 (134 bins& 34 collectors)	300 bins*	150 (125 bins & 25 collectors)	150 (125 bins & 25 collectors)

Note: *300 compost bins were purchased but project selling 125. Buying in bulk to cover 2 more years saves shipping costs.

**One paper we had ads scheduled for folded early in the FY.

FY 2015-16 Objectives

- Public information support for communications related to modernization construction of Eubanks Road SWCC,
- Provide public information regarding changes to solid waste financing. Provide necessary education and outreach for projected rural curbside route changes due to implementation of rural curbside expansion.
- Education and outreach around development of new BOCC waste reduction goals having surpassed the 61% goal set in 1997. Support SWAG in establishing waste and recycling services priorities.

Solid Waste – continued

Budget Highlights

- The FY15-16 Manager Recommended Budget includes an additional \$10,092 in the Training account. This increase will allow for the mechanics within the department to receive additional specialized training, which will reduce the need to send vehicles off-site for maintenance.
- The FY15-16 Manager Recommended Budget includes no revenues from Tower Lease Fees. There has been a delay in the tower agreement and no revenues are expected in FY15-16.
- The 1.0 FTE Research & Data Manager in this division's budget was reclassified and transferred from the County Manager's office during FY14-15.
- Continue to fund the planning, education and preparation for ongoing improvements at remaining convenience centers, long-term maintenance and monitoring and other programmatic changes per BOCC.
- Continue to conduct enforcement of littering, illegal dumping, licensing and other county solid waste ordinance.
- Prepare for implementation of new convenience center and recycling program funding mechanism to be levied in summer 2015.

Division: Landfill

Major Services

- Maintain and operate an active Construction and Demolition (C&D) landfill; maintain and monitor three closed landfills. 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.
- Operate within State and County ordinances and policies with regard to materials banned from disposal by providing close oversight and enforcement. Provide all environmental monitoring and compliance activities as required by the State including gas and water well testing.
- Maintain high level of customer service for all landfill customers.

FY 2014-15 Outcomes

- Manage and maintain C&D landfill and other ancillary facilities in compliance with all federal, state, and local rules and regulations. Continued to establish and maintain permitted Storm Debris Management Areas within in County. Completed landfill closure construction.
- Continued to enforce the County ordinance and State rules pertaining to waste disposal and recycling; Completed planning for permitted closure of MSW landfill and incorporating this disposal unit with post-closure oversight that includes other previously closed disposal units.
- Conduct quarterly sampling of landfill gas wells to comply with State regulations. Conduct semi-annual sampling from landfill water wells with testing and analysis to comply with State regulations.

Solid Waste – continued

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
C&D	8,117	8,500	6,020	5,842	6000
Yardwaste	8,716	8,716	8,250	8,050	8,055

FY 2015-16 Objectives

- Manage and maintain Construction & Demolition landfill utilizing industry best management practices.
- Provide all environmental monitoring and compliance activities as required by the State including gas and water well testing. Maintain regulatory compliance.
- Maintain Countywide Storm Debris Management Plan in conjunction with State Department of Transportation, County Emergency Management Team, to ensure maximum reimbursements from the Federal Emergency Management Agency. Maintain emergency storm debris response capabilities.

Budget Highlights

- The FY15-16 Manager Recommended Budget includes \$129,557 in Contributions from Solid Waste Reserves for landfill post closure care.
- The FY15-16 Manager Recommended Budget includes the addition of a 1.0 FTE Weighmaster. The addition of this position will convert a long-term temporary employment position into a full-time permanent position. The total County cost for this position is \$45,622, including \$1,780 in operating expenses and one-time start-up costs. The position will function as the second Weighmaster and provide coverage when the current Weighmaster is out of the office. This position will also be responsible for litter collection along Eubanks Road and a portion of Rogers Road.

Division: Recycling

Major Services

- Urban Curbside - Provide weekly contracted single-stream 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 single-stream recycling to all eligible households and businesses throughout approximately 65 percent 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 throughout Orange County. Operate and oversee contractor-approved collection and composting of pre and post-consumer organic materials including food waste from eligible food-service establishments, grocery stores, convenience centers, and schools.

Solid Waste – continued

- Schools and Government Building Recycling – Collect bottle, cans, paper and cardboard recycling at all 30 school locations K-12 for Chapel Hill Carrboro City School System and Orange County Public School System as well as all government buildings.
- 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.

FY 2014-15 Outcomes

- Curbside Recycling – provided recycling service to all eligible homes. Deployed over 18,000 95-gallon roll carts for the urban recycling program and started collection from roll carts on July 1. Deployed over 7,000 95-gallon roll carts in the rural curbside service area. Planned and coordinated issues relating to establishment of a new funding structure for solid waste and recycling programs and services.
- Multi-Family – Continued to provide service to all eligible multi-family units. Expanded service to presently un-served properties.
- Commercial Recycling – Continued service to all presently served units. Added 39 businesses to recycling program, including those 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 and conducted audit of commercial properties to examine potential route expansion and collection efficiencies.
- Drop-off Recycling – Maintained high level of service at all drop-off sites, maximized collection efficiency and prevented overflow. 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. Diverted all lights containing mercury from household hazardous waste program and worked directly with light bulb recycling vender to decrease the overall cost.

Performance Measures	2012-2013 Actual	2013-2014 Actual	2014-2015 Budget	2014-2015 Projected	2015-2016 Budget
Service: Collect Curbside Recycling within each of the three towns and 65% of unincorporated area.					
Percent increase/(decrease) from previous year	.55%	9.6%	10.3%	17.1%	2.6%
Tons collected	5,293	5,800	6,400	7,500	7,700
Service: Collect Multi-Family Recycling at all apartments, townhomes, and condominiums throughout County					
Percent increase/(decrease)	11.6%	(3.6%)	(7.4%)	(8.9)%	0.5%
Tons collected	1,255	1,109	1,120	1,020	1,030
Service: Collect Commercial Recycling for over 300 businesses within incorporated and unincorporated Orange County					
Percent increase/(decrease)	(4.5%)	(.87%)	(.39%)	.29%	1.0%

Solid Waste – continued

Performance Measures	2012-2013 Actual	2013-2014 Actual	2014-2015 Budget	2014-2015 Projected	2015-2016 Budget
Tons collected	1,040	1,031	1,027	1,030	1,040
Service: Collect Recycling at 10 drop-off sites throughout County					
Percent increase/(decrease)	1.1%	12%	1.2%	(1.92%)	5.8%
Tons collected	3,396	3,803	3,850	3,650	3,600
Service: Collect Organics from eligible food-service establishments, grocery stores, convenience Center, and schools					
Percent increase/(decrease)	(3%)	7.0%	(.32%)	1.28%	2.53%
Tons collected	1,463	1,565	1,560	1,580	1,620
Service: Responsibly collect and process Household Hazardous, electronics, oil, oil filters, antifreeze, propane tanks, waste vegetable oil, batteries, and lights containing mercury					
Percent increase/ (decrease)	(2.1%)	.13%	.26%	.40%	1.3%
Tons collected	744	745	747	750	760
Service: Collect bottles, cans, and paper recycling from all 30 public school locations k-12 for both Chapel Hill Carrboro City Schools and Orange County Public Schools					
Percent increase/ (decrease)	10%	6.25%	1.6%	2.1%	3.1%
Tons collected	176	187	190	194	200

FY 2015-16 Objectives

- Plan and coordinate all issues relating to maintenance of 95-gallon roll carts for urban and rural curbside recycling programs and deployment of additional carts/bins to newly expanded areas not currently in the rural curbside recycling service area.
- Coordinate implementation of all issues relating to the establishment of a new solid waste funding structure for county solid waste and recycling programs. Discuss with UNC Hospital and University the potential for cooperative recycling services and collection opportunities.
- Expand foodwaste collection from commercial properties to divert from the waste stream.
- Finalize landfill/recycling reorganization – recycling division to manage white goods, scrap metal, scrap tires, mattresses, clean wood, organics processing and other associated operations.

Budget Highlights

- The FY15-16 Manager Recommended Budget includes the addition of 2.0 FTE Solid Waste Collector Driver positions. One of these positions is recommended to start on July 1, 2015 with the other recommended to start on January 1, 2016. The position recommended to start on July 1st will be a backup driver (to provide coverage in the event that a driver is out of work or due to a vacancy) and will also be responsible for maintenance and delivery of roll carts. The position recommended to start on January 1st will serve as an additional driver for the rural recycling program, which is necessary due to the phase-in approach of rural recycling. These positions have a combined total County cost of \$19,943, including \$1,200 in operating and one-time start-up expenses. The costs for these positions is offset by a decrease in the Temporary Personnel account.

Solid Waste – continued

- The FY15-16 Manager Recommended Budget includes an increase of \$109,449 in the Debt Principal account. This increase is due to the purchase of a rural recycling truck, 1,750 rural recycling roll carts, and construction of a new roll cart maintenance building
- The FY15-16 Manager Recommended Budget includes \$25,000 in the Contract Services account to fund a rural recycling route optimization assessment.
- Begin to collect plastic film, food waste, waste vegetable oil, and Household Hazardous Waste at Eubanks Road Convenience Center. HHW facility hours to expand by 15 additional hours to mirror operating hours of convenience center.
- The FY15-16 Manager Recommended Budget includes the of a new solid waste program fee funding mechanism. The revenues for this new fee will be located within the Recycling and Sanitation divisions.
- Deploy approximately 1,750 roll carts and associated bins where appropriate in expanded service areas not currently serviced in the rural curbside collection program.

Division: Sanitation

Major Services

- Operate and maintain five (5) staffed solid waste convenience centers (SWCCs) to serve Orange County residents while maintain a high level of customer service.
- Provide municipal solid waste (MSW) collection services for solid waste convenience centers, Orange County government buildings, Orange County schools.
- Provide bulky material collection services for SWCCs and Chapel Hill-Carrboro schools with hook-lift collection vehicles.
- Administer Sanitation Division, including collection operations, data collection and analysis, employee supervision and coordination of vehicle and facility maintenance.

FY 2014-15 Outcomes

- Provide collection services for SWCCs (compactor, dumpster and roll-off service), Orange County government buildings (dumpster service), Orange County schools (dumpster service) and Chapel Hill-Carrboro schools (roll-off service).

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: Collections					
Municipal Solid Waste (MSW) collected from convenience centers, Orange County schools and Orange County government buildings	7,479	7,161	8,263	7,414	7,812
Construction and Demolition, Misc. Bulky Waste (furniture), Vegetative Waste, Metal, White Goods and Clean Wood	3,865	5,341	5,618	5,457	5,862
Total Tons	11,344	12,502	13,880	12,871	13,674

Solid Waste – continued

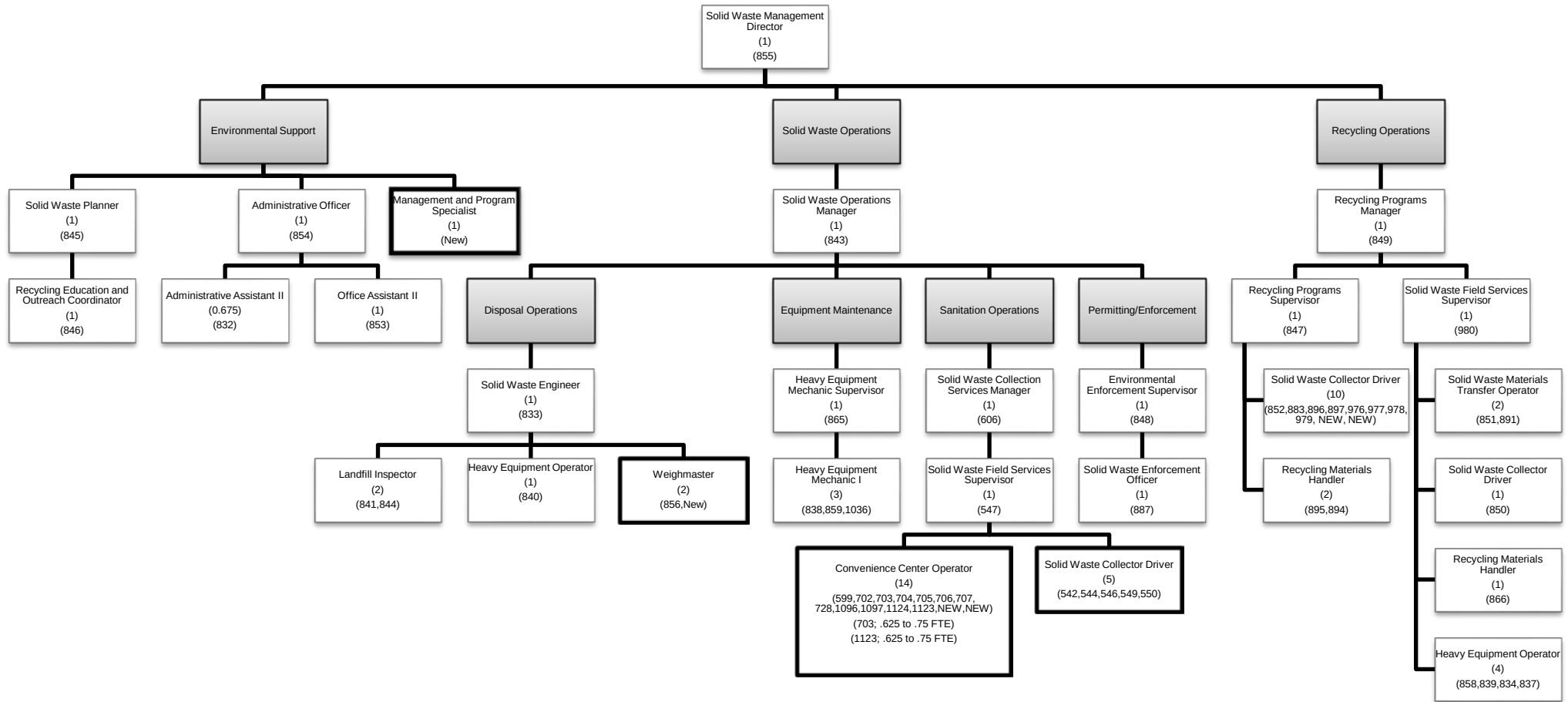
FY 2015-16 Objectives

- Maintain collection services for SWCCs, Orange County government buildings, Orange County schools and Chapel Hill-Carrboro schools.
- Administer Sanitation Division, including collection operations and scheduling, data collection and analysis, employee supervision and coordination of vehicle and facility maintenance.
- Construction of the Eubanks Road SWCC improvements.
- Implement new funding mechanism for approximately 36% of the SCC costs.

Budget Highlights

- The FY15-16 Manager Recommended Budget includes the addition of two (2) 0.750 FTE Solid Waste Convenience Center Operator positions and increases two (2) current 0.625 FTE Solid Waste Convenience Center Operator positions to 0.750 FTE. All of these position changes are recommended to become effective on February 1, 2016. These positions are necessary to staff the Eubanks Road Convenience Center (scheduled to open in Spring 2016). Due to the additional recycling and re-use programs, additional staff hours are needed to ensure proper staffing levels.
 - o The increase in hours for the current positions has a total County cost of \$2,896, which is entirely personnel services.
 - o The 2 new 0.75 FTE positions have a total County cost of \$26,574, including \$2,110 in operating expenses and one-time start-up costs.
- The FY15-16 Manager Recommended Budget includes a decrease of \$41,083 in the Vehicle Supplies account. This decrease is due to the reduced cost of fuel and the replacement of older vehicles with new vehicles that get better miles-per-gallon.
- The FY15-16 Manager Recommended Budget includes a decrease of \$28,114 in the Landfill Fees account. This decrease is due to an increase in the proper separation of materials and due to the fact that there have been no inclement weather events with significant vegetative waste.
- Continuation of the SWCC Improvements Project by completing Phase II of the Solid Waste Convenience Center Improvements at the Eubanks Road Center.
- The General Fund contribution to Sanitation in the FY15-16 Manager Recommended Budget is \$1,718,018; this is a decrease of \$138,525 from FY14-15.

Solid Waste Management



Sportsplex Fund

Phone Number (919) 644 - 0339

Website: <http://www.oc-sportsplex.com>

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
<i>By Category (Other Funds)</i>						
Personnel Services	1,049,052	1,147,706	1,147,706	1,090,906	1,177,868	1,177,868
Operations	2,046,859	2,041,480	2,063,151	2,078,571	2,098,410	2,098,410
Capital Outlay	667,567	420,000	2,349,246	381,637	0	0
Total Expenditures	\$ 3,763,478	\$ 3,609,186	\$ 5,560,103	\$ 3,551,114	\$ 3,276,278	\$ 3,276,278
<i>Offsetting Revenues</i>	<i>(3,950,315)</i>	<i>(3,609,186)</i>	<i>(5,560,103)</i>	<i>(3,451,623)</i>	<i>(3,276,278)</i>	<i>(3,276,278)</i>
Total Cost (net)	\$ (186,837)	\$ 0	\$ 0	\$ 99,491	\$ 0	\$ 0
Total Sportsplex and Related Expenditures						
	\$ 3,763,478	\$ 3,609,186	\$ 5,560,103	\$ 3,551,114	\$ 3,276,278	\$ 3,276,278

Mission Statement

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

Major Services

- Provide programs to utilize the ice rink such as Learn to Skate, Hockey, Figure Skating, Clinics and related competitions/tournaments, plus entertaining open skating sessions.
- Manage the Aquatics Programs for instructional learning, beginner through advanced swimmer development and swim team competition.
- Provide children programs through Kidsplex, including pre-school, after school and summer camps.
- Provide exercise, aerobic, strength, training and total health programs for the citizens of Orange County.

FY 2014-15 Outcomes

- Silver Sneakers (senior fully subsidized program) grew 42% from 655 to 930 participants.
- Fitness Membership grew 8% from 4,900 to 5,300. Continued growth in specialty training and introduction of therapeutic massage (combined revenue growth of 22%).
- New Physiotherapy clinic opened in partnership with UNC.
- After a doubling in 2013-14, further 20% growth in swim lesson participants to 910. Now offering full range of beginner to advanced lesson types.
- Swim team revenue growth of \$46K (70%) from \$62K to \$106K. 100 year round competitive swimmers plus 160 recreational summer league participants.

- Partnership with UNC star collegiate swimmers to host 1st annual spring “Swim-Best” clinics with 55 participants.
- Major ice rink repair of underground piping system and heaving of concrete rink pad. Rink surface now better than when facility was acquired in 2005. However, two month shut down resulted in \$180K lost revenue and \$50K in one time repair costs

FY 2015-16 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.
- Expand pre-school and afterschool offerings. Grow summer camp (25% increase in pre-registrations).
- Grow swim, skate, hockey, and fitness programs, particularly at the beginner, entry levels
- Continue steady membership growth and coordinate more programs with the Senior Center capitalizing on expanded renovations and pending fitness mezzanine expansion.
- Build on partnership with UNC on physio therapy and swimming.
- Commence formulating programs, leagues, and partnerships for major future field house addition.

Budget Highlights

- The FY15-16 Manager Recommended budget includes debt service totaling \$556,378 to be paid by the Sportsplex Enterprise Fund. In prior years, the General Fund has contributed funds through a Transfer to the Sportsplex Enterprise Fund to cover the debt associated with the original purchase of the building. The debt service for FY15-16 also includes the anticipated debt on the planned financing of approximately \$950,000 in FY14-15 for the Pool Mezzanine project.
- The reduction in Offsetting Revenues is due to the General Fund not providing a Transfer to the Sportsplex to cover the debt service as mentioned above. Budgeted program revenues for FY15-16 are projected at a 4.6% increase over budgeted FY14-15 revenues, and program expenditures are budgeted at a 4.2% increase when compared with the FY14-15 budget.
- The FY14-15 Revised Budget includes the planned financing of the \$950,000 for the Pool Mezzanine project, although expenditures will be reflected in FY15-16.
- A detailed list of Capital Improvements to the Sportsplex is included in the Manager Recommended FY15-20 Capital Investment Plan.

Tax Administration

Phone Number: (919) 245-2100

Website: <http://www.orangecountync.gov/departments/tax/index.php>

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Category (General Fund)						Account: 330
Personnel Services	2,314,238	2,649,519	2,649,519	2,619,948	2,868,011	2,821,780
Operations	457,112	707,811	762,245	632,151	668,652	665,442
Capital Outlay	9,167	4,300	11,393	9,228	12,600	8,990
Total Expenditures	\$ 2,780,517	\$ 3,361,630	\$ 3,423,158	\$ 3,261,327	\$ 3,549,263	\$ 3,496,212
Offsetting Revenues	(401,764)	(381,401)	(381,401)	(437,403)	(423,901)	(423,901)
County Costs (net)	\$ 2,378,753	\$ 2,980,229	\$ 3,041,757	\$ 2,823,924	\$ 3,125,362	\$ 3,072,311
Other Related Programs (Revaluation Fund)						Account: 3301
Personnel Services	226,287	0	0	0	0	0
Operations	6,737	0	0	0	0	0
Capital Outlay	7,465	0	0	0	0	0
Total Expenditures	\$ 240,489	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Offsetting Revenues	(11)	0	0	0	0	0
County Costs (net)	\$ 240,478	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Tax Administration and Related Expenditures	\$ 3,021,006	\$ 3,361,630	\$ 3,423,158	\$ 3,261,327	\$ 3,549,263	\$ 3,496,212

Division Summary

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
By Program (General Fund)						
Land Records	599,227	676,839	677,080	674,964	748,819	748,819
Revaluation	787	249,168	249,168	233,490	281,838	281,838
Revenue	1,074,046	1,082,513	1,093,951	1,073,193	1,061,113	1,061,113
Tax Assessor	1,106,457	1,353,110	1,402,958	1,279,680	1,457,493	1,404,442
Total Expenditures	\$ 2,780,517	\$ 3,361,630	\$ 3,423,158	\$ 3,261,327	\$ 3,549,263	\$ 3,496,212
Offsetting Revenue	(401,764)	(381,401)	(381,401)	(437,403)	(423,901)	(423,901)
County Costs (net)	\$ 2,378,753	\$ 2,980,229	\$ 3,041,757	\$ 2,823,924	\$ 3,125,362	\$ 3,072,311
Total Expenditures	\$ 2,780,517	\$ 3,361,630	\$ 3,423,158	\$ 3,261,327	\$ 3,549,263	\$ 3,496,212
Other Related Programs (Revaluation Fund)						
Revaluation	240,489	0	0	0	0	0
Total Expenditures	\$ 240,489	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Offsetting Revenue	(11)	0	0	0	0	0
County Costs (net)	\$ 240,478	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 3,021,006	\$ 3,361,630	\$ 3,423,158	\$ 3,261,327	\$ 3,549,263	\$ 3,496,212

Mission Statement

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

Tax Administration – continued

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.
- Implement and administer Road Naming and Addressing Ordinance.
- 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 in accordance with North Carolina law and appraisal standards.
- 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 statewide and local tax relief programs.
- Administer Present-Use Value Programs, which grant about \$7 million in tax relief annually.
- Review for qualification applications for tax assistance.
- Appraise developments and improvements to real property annually in accordance with the adopted schedule of values, and conduct periodic countywide reappraisal of 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, 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 2015-16 Outcomes

- Practiced Orange County's high level of customer service.
- Continued to improve tax forms and offerings.
- Continued work on the 2017 countywide revaluation.
- Maintained existing services and programs currently provided by the Tax Office while maintaining a high level of efficient and pleasant customer service.
- Continued implementation of the Property Information Management System.
- Continued monitoring and managing the outsourced EMS Ambulance Billing process to ensure continued strong revenues and continued positive customer service.
- Resolved outstanding Property Tax Commission appeals.
- Continued implementation of the Road Naming and Addressing Ordinance.
- Continued document scanning process.

Tax Administration – continued

Performance Measures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Projected	2015-16 Budget
Service: 2017 Countywide Revaluation					
Outcome Measure: 100% of all properties reviewed				35%	90%
Cumulative number of properties reviewed				20,000	49,500
Service: EMS Billing and Collection					
Outcome Measure: Meet budgeted revenue estimates	\$2,705,055	\$2,719,496		\$2,619,807	
Collection percentage of actual charges	68.66%	68.36%		65.40%	

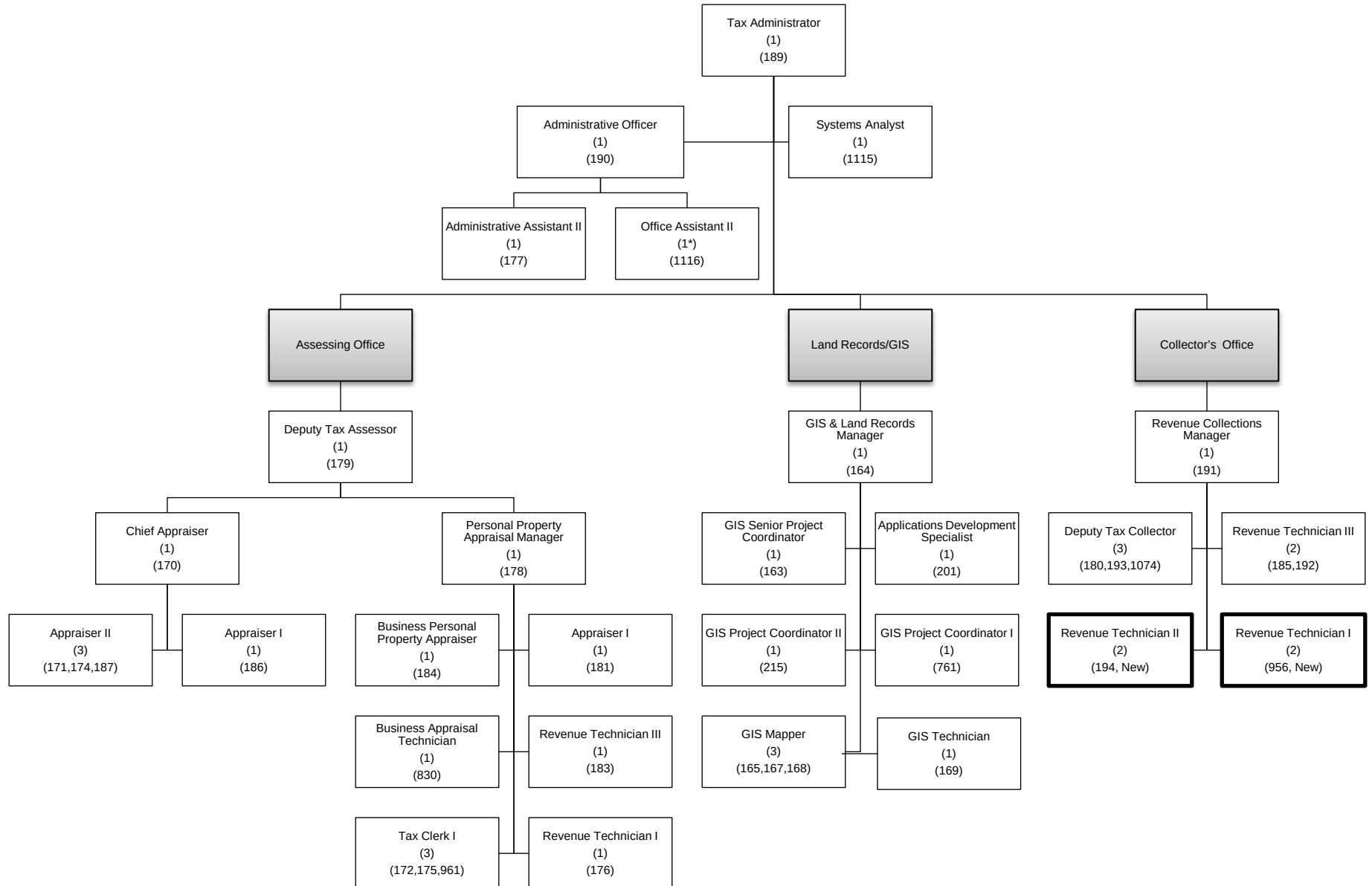
FY 2015-16 Objectives

- Continue working on the 2017 countywide revaluation.
- Continue all existing services and programs currently provided by the Tax Office while maintaining a high level of efficient and pleasant customer service.
- Improve the value and utility of our website
- Continue adding new low-cost payment options
- Consider other technology for outreach and improved customer service, such as live chat, email distributions and social media
- Improve the EMS Ambulance Billing process to improve efficiency, customer service and revenues.
- Continue to administer the Occupancy Tax collections within the Tax Office, and ensure a consistent and verified revenue stream.

Budget Highlights

- The FY15-16 Manager Recommended Budget includes 2.0 FTE (1.0 FTE Revenue Technician I and 1.0 FTE Revenue Technician II) in the Collector/Revenue division. The total cost for these positions is \$68,185, including \$14,006 in operating expenses and one-time start-up costs. These positions will be responsible for handling all EMS billing, as the Tax Administration department is bringing that function back “in-house” (the service is currently performed by an outside contractor). The positions are recommended to start on December 1, 2015; this date will give the Tax Administration office some time to train the new employees before taking over EMS billing (which will begin on January 1, 2016).
- The FY15-16 Manager Recommended Budget includes an increase in the Collection Charges and Collections Fees revenue accounts. These revenue accounts were greatly affected by the changes in RMV billing due to HB1779 during the FY14-15 budget cycle, but it appears that the decrease in revenues was not as drastic as originally thought.

Tax Administrator's Office



FY2015-16 Recommended

Transfers to Other Funds

	2013-14 Actual Expenditures	2014-15 Original Budget	2014-15 Revised Budget	2014-15 12-Month Estimate	2015-16 Department Requested	2015-16 Manager Recommended
Transfers to Other Funds (General Fund)						
Transfer to Affordable Housing Fu	473,293	420,300	420,300	420,300	496,014	496,014
Transfer to County Capital Project	697,400	464,800	464,800	464,800	1,000,000	1,000,000
Transfer to Efland Sewer Fund	103,050	143,750	143,750	143,750	116,530	116,530
Transfer to Grant Projects	37,863	49,120	91,620	91,620	49,120	49,120
Transfer to OPEB Trust Fund	3,000,000	0	1,541,035	1,541,035	0	0
Transfer to Revaluation Fund	125,000	0	0	0	0	0
Transfer to School Capital Project	5,268,980	3,724,849	4,341,366	4,341,366	3,724,849	3,724,849
Transfer to Sportsplex Fund	758,450	376,450	376,450	376,450	478,984	0
Trnsfr To Vehicle Repl Fund	38,872	0	0	0	0	0
Total Transfer to Other Funds	\$ 10,502,908	\$ 5,179,269	\$ 7,379,321	\$ 7,379,321	\$ 5,865,497	\$ 5,386,513

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

Transfer to Affordable Housing Initiatives

\$496,014

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 to Section 8 Voucher Program 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

\$1,000,000

These transfers provide pay-as-you-go funds for School and County capital projects identified in the FY 2015-16 Capital Investment Plan (CIP).

Transfer to Efland Sewer Enterprise Fund

\$116,530

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

\$ 49,120

This transfer allocates general fund dollars to the Senior Health Coordination-Wellness and Historic Preservation Commission's Historic Resources Inventory grant projects.

Transfer to Revaluation Fund

\$0

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 most recent revaluation took effect on January 1, 2009. The next revaluation is scheduled effective January 1, 2017. Since funding to cover the costs of Revaluation is a General

Transfers to Other Funds - continued

Fund obligation, the FY 2014-15 Approved budget included Revaluation as a separate budgeted division within the Tax Administration's operating budget.

Transfer to Sportsplex Fund

\$0

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 building purchase. For FY 2015-16, the Sportsplex Enterprise Fund will pay for all annual debt service associated with the Sportsplex.

Employee Pay and Benefits

Appendix A

Employee Pay and Benefits

Background

The Orange County Board of Commissioners is responsible for enacting local ordinances, serving residents and planning county needs today and the opportunities of tomorrow. The County Manager is responsible for the implementation of the Board's initiatives and policies and for the administration of County operations ensuring public services are provided to the residents of Orange County effectively and efficiently and that departments work together in providing public services.

Orange County employs over 860 employees whose benefits include health, dental and life insurance paid by the County. The County pays for additional health care benefits for approximately thirty-eight percent of employees who insure dependents. Employees have options to purchase voluntary coverage for additional life insurance, accident, critical illness insurance, and short term disability benefits at group rates. The County also contributes to the North Carolina Retirement System and a supplemental retirement plan for all permanent employees.

Employee pay and benefits recommendations have been heavily influenced by the need to continue to provide public service to residents without increasing property taxes. With actions taken in FY2013-14 and FY2014-15, employee benefits have surpassed the level of benefits prior to the fiscal years 2009 through 2012, a time when employee benefits were reduced. Throughout the difficult economic times, County employees worked together to embrace and drive change throughout the organization. Employees have continued to demonstrate an outstanding spirit of dedication to serving the residents of Orange County.

Actions approved by the BOCC for FY2014-15 are listed as follows:

- A Cost of Living Adjustment (COLA) of 1.5 percent for all permanent employees hired on or before June 30, 2013, effective July 1, 2014.
- Increased salary ranges by 1.5 percent.
- An Employee Performance Award in the amount of \$500 (proficient performance) or \$1,000 (exceptional performance), effective with WPPR review dates from July 1, 2014 to June 30, 2015.
- Continuation of the \$27.50 per pay period County contribution to non-law enforcement employees' supplemental retirement accounts and increased the County match up to \$1,512 per year based on employee contribution; continue the mandated Law Enforcement Officer contribution of 5.0 percent of salary; and continue the County's contribution to the Local Governmental Employees' Retirement System (LGERS) for all permanent employees.
- Funded an increase in health insurance up to 14.35 percent over FY2013-14 appropriations without increasing employee contributions, effective January 1, 2015 and changed the Health Insurance Plan year from a calendar year to a fiscal year.

Employee Pay and Benefits - Continued

- Increased the living wage from \$10.97 to \$12.76 per hour.
- Extended the six-month hiring delay.
- Extended the voluntary furlough program.

The Manager recognizes the need to provide a competitive salary and benefits package for current employees, to maintain employment stability within Orange County, to recruit the best qualified individuals and to be a competitive employer. The Manager recommendation for FY2015-16 for employee pay and benefits are listed as follows:

- A wage increase of 2 percent for all permanent employees hired on or before June 30, 2015, effective July 1, 2015.
- No wage increase to the 2014 Salary Schedule.
- Continue the Employee Performance Award in the amount of \$500 (proficient performance) or \$1,000 (exceptional performance), effective with WPPR review dates from July 1, 2015 to June 30, 2016.
- Continue the \$27.50 per pay period County contribution to non-law enforcement employees' supplemental retirement accounts and the County matching employees' contributions up to \$63.00 semi-monthly (for a maximum annual County contribution of \$1,512) for all general (non-sworn law enforcement officer) employees and continue the mandated Law Enforcement Officer contribution of 5 percent of salary; and continue the County's contribution to the Local Governmental Employees' Retirement System (LGERS) for all permanent employees.
- Continue funding the Traditional and High Deductible Health Plans for employees and pre-65 retirees at the FY2014/15 appropriation and fund an additional \$100,000 to mitigate the cost of deductibles paid by employees in the Traditional Plan due to the change in the plan year from calendar to fiscal in FY2014-15.
- Continue funding the Dental Program with an increase of \$40,000 over FY2014-15 appropriations.
- Continue the living wage rate at \$12.76 per hour.
- Eliminate the six-month hiring delay and replace it with a Request to Fill process allowing Department Directors to fill vacancies within approved FY2015-16 appropriations.
- Continue the voluntary furlough program.

Employee Pay and Benefits - Continued

Position Classification and Pay Plans

The Manager recommends the Board approve a 2 percent wage increase for permanent employees hired on or before June 30, 2015, effective July 1, 2015, and no wage adjustment to the current 2014 Salary Schedule. The Manager recommends continuing the Employee Performance Awards of \$500 for proficient performance or \$1,000 for exceptional performance, effective with WPPR review dates from July 1, 2015 to June 30, 2016. The FY2015-16 projected budgetary wage increase is approximately \$1.6 million.

County Contribution to Retirement Benefits

Both employer and employees contribute to the Local Governmental Employees' Retirement System based on employee earnings. The County contribution rates have varied over the past four years, with the most recent increase to 7.07 percent effective July 1, 2013 until June 30, 2015. The employee contribution has remained the same at 6 percent of salary.

The Manager recommends continuing the 5 percent employer contribution to the Local Governmental Employees' Retirement System 401(k) program for sworn law enforcement officers. The Manager further recommends keeping the \$27.50 per pay period County minimum contribution to the employee's choice of supplemental retirement plan(s) and matching employees' contributions up to \$63.00 semi-monthly (for a maximum annual County contribution of \$1,512) for all general (non-sworn law enforcement officer) employees.

Employee Health Insurance

The Manager recommends a \$100,000 increase to health insurance appropriations for the mitigation of meeting deductibles for employees enrolled in the Traditional Plan because of the change in plan years from calendar year to fiscal year. There is no increase to the FY2015-16 health insurance premium equivalents.

Dental Insurance

The Manager recommends a \$40,000 increase to dental appropriations. This represents a 15 percent increase for employees with dependent coverage.

Orange County Living Wage

The Manager recommends the living wage continue at the current \$12.76 per hour for FY2015-16 and consider a standardization of adjusting the living wage by 7.5 percent above the Federal Poverty Guidelines for a family of four or a defined standard rate.

Six-Month Hiring Delay

The Manager recommends that the Board consider ending the six-month hiring delay and its respective review process to fill vacancies and further recommends that a Request to Fill process is implemented in its stead. If at any time, it is determined that the County is facing a fiscal crisis, the County Manager may hold requests to fill vacancies for any duration of time.

Employee Pay and Benefits - Continued

Voluntary Furlough

The Manager recommends extending the Voluntary Furlough Program for FY2015-16.

Retiree Healthcare Benefits

The Manager recommends funding an increase of \$221,000 for retiree healthcare benefits. The projection represents an estimated 10 percent increase for Medicare Supplemental premiums. The increase is further impacted by an increase in the total number of employees retiring as well as pre-65 retirees becoming Medicare eligible.

Position Classification and Pay Plans

The Pay Plan of Orange County comprises the salary schedule and list of classifications assigned to each salary grade. The Manager is responsible for the administration and maintenance of the Pay Plan and recommends to the Board of County Commissioners such increases, reductions, or amendments to the Pay Plan as is necessary to maintain fairness and adequacy of the Pay Plan.

Wage and In-Range Pay

A wage increase of 2 percent is recommended for all permanent employees hired on or before June 30, 2015.

An in-range adjustment to the current 2014 Salary Schedule is not recommended. It is important to retain the current salary schedule for FY2015-16 to provide a differential between a new hire and an employee at the current minimum salary and to remain competitive with the recommended living wage. An in-wage adjustment does not affect the salary ranges of existing classifications.

Performance Award Pay

Currently, employees receive performance pay in recognition of exceptional and proficient work performance. At the time of an employee's annual performance review, an employee recognized for exceptional work performance is awarded \$1,000 and an employee recognized for proficient work performance is awarded \$500.

Annual Classification and Pay Studies

In FY2009-10, the County began a three year study of all County classifications, which ended in FY2011-12, when the County completed a review of the final group of classifications. The following chart reflects the results of the study. Because this study showed Orange County's salaries and salary ranges are competitive with the survey market, it was determined there was no need for further review in FY2013-14, and a comprehensive classification study was not completed in FY2013-14. In FY2013-14 classification reviews were conducted only when a department requested a specific position be evaluated and this process remained the same for FY2014-15.

Position Classification and Pay Plan Recommendation

Employees are Orange County's most valuable resource and their compensation should be viewed equitably both internally and externally. It is imperative to ensure that salaries are comparable with public sector employers in relevant labor markets. Pay levels for public service employees should be determined under well-understood and objective standards; competitive enough to attract and retain competent personnel and comparable with salaries received by their counterparts in private industry.

An organized systematic approach to defining positions, duties and responsibilities, and setting appropriate pay rates for employees, is of critical importance. The goal for

Position Classification and Pay Plans – continued

FY2015-16 is to evaluate compensation policies/programs including pay structures, performance based pay, internal and external equity and benefit programs and to develop a compensation system that is sustainable, affordable and equitable and focuses on identified and prioritized needs for review and adoption for implementation in FY2016-17. The following are major steps in this process:

- Conduct job analyses to create and/or update job descriptions and identify job competencies as essential criteria for hiring, retaining and promoting County employees.
- Ensure that positions are appropriately classified and graded and that employees are compensated accordingly.
- Develop, implement and evaluate recruitment, hiring, orientation, succession planning, retention and organizational exit programs necessary to ensure a workforce's ability to achieve Orange County's organizational goals and objectives.
- Conduct review of the performance evaluation system and establish the criteria for a system that is best suited for Orange County managers and employees.

Board of Commissioners' Action as to the Position Classification and Pay Plans

The Manager recommends the Board approve a 2 percent wage increase for permanent employees hired on or before June 30, 2015, effective July 1, 2015, and no wage adjustment to the current 2014 Salary Schedule.

The Manager recommends continuing the Employee Performance Awards of \$500 for proficient performance or \$1,000 for exceptional performance, effective with WPPR review dates from July 1, 2015 to June 30, 2016. The FY2015-16 projected budgetary wage increase is approximately \$1.6 million.

The Manager recommends that a thorough classification and compensation pay study is conducted by the Human Resources Department for review and consideration by the BOCC for implementation in the FY2016-17 budget.

Orange County Salary Schedule

Effective July 1, 2015

Annual Salary					
Grade	Minimum	Quarter 1	Midpoint	Quarter 3	Maximum
1	19,059	22,101	25,144	28,187	31,229
2	20,024	23,221	26,418	29,615	32,812
3	21,039	24,397	27,755	31,114	34,472
4	22,103	25,632	29,160	32,689	36,217
5	23,222	26,929	30,637	34,344	38,051
6	24,396	28,291	32,187	36,082	39,977
7	25,633	29,725	33,817	37,909	42,000
8	26,930	31,229	35,529	39,829	44,128
9	28,295	32,812	37,328	41,845	46,361
10	29,725	34,471	39,217	43,963	48,708
11	31,230	36,216	41,203	46,189	51,176
12	32,812	38,050	43,288	48,527	53,765
13	34,472	39,975	45,478	50,982	56,485
14	36,219	42,001	47,782	53,564	59,346
15	38,051	44,126	50,201	56,276	62,351
16	39,978	46,360	52,743	59,125	65,507
17	42,002	48,707	55,412	62,117	68,822
18	44,126	51,172	58,217	65,262	72,307
19	46,362	53,764	61,165	68,567	75,968
20	48,709	56,485	64,261	72,037	79,813
21	51,175	59,345	67,515	75,684	83,854
22	53,764	62,348	70,932	79,515	88,099
23	56,487	65,505	74,523	83,542	92,560
24	59,347	68,821	78,295	87,770	97,244
25	62,351	72,305	82,259	92,213	102,167
26	65,506	75,964	86,422	96,880	107,338
27	68,823	79,811	90,798	101,786	112,773
28	72,307	83,851	95,395	106,939	118,483
29	75,967	88,095	100,223	112,352	124,480
30	79,814	92,556	105,299	118,041	130,783
31	83,853	97,241	110,628	124,016	137,403
32	88,099	102,164	116,229	130,294	144,360
33	92,559	107,336	122,113	136,890	151,667
34	97,246	112,771	128,296	143,821	159,346
35	102,167	118,479	134,790	151,102	167,414
36	107,340	124,478	141,615	158,752	175,889
37	112,773	130,778	148,783	166,787	184,792

NOTE: For reference in looking at the relative position of salaries in the salary range, the Salary Schedule shows three reference points: A Midpoint and markers for Quarter 1 and Quarter 3. The Midpoint is the mathematical midpoint between the salary range Minimum and Maximum. Quarter 1 marks the halfway point between the Minimum and the Midpoint. Quarter 3 marks the halfway point between the Midpoint and the Maximum.

Updated: 7/1/14

**FY 2015-16 Classification and Pay Plan
Classes by Salary Grade**

Class Code	Class Title	Salary Grade	FLSA Status
0802	Convenience Center Operator	08	Non-Exempt
0805	Facilities Maintenance Technician I	08	Non-Exempt
0806	Jail Cook	08	Non-Exempt
0807	Animal Care Technician	08	Non-Exempt
0902	Community Social Services Assistant	09	Non-Exempt
0904	Library Assistant I	09	Non-Exempt
0906	Nursing Assistant	09	Non-Exempt
0907	Office Assistant I	09	Non-Exempt
1001	Facilities Maintenance Technician II	10	Non-Exempt
1003	Community Social Services Technician	10	Non-Exempt
1005	Jail Cook Supervisor	10	Non-Exempt
1006	Library Assistant II	10	Non-Exempt
1007	Office Assistant II	10	Non-Exempt
1009	Public Transportation Driver	10	Non-Exempt
1011	Recycling Materials Handler	10	Non-Exempt
1012	Weighmaster	10	Non-Exempt
1013	Landscape Technician I	10	Non-Exempt
1014	Veterinary Health Care Technician	10	Non-Exempt
1015	Community Health Aide	10	Non-Exempt
1101	Administrative Assistant 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
1107	Facility Operator	11	Non-Exempt
1108	Revenue Technician I	11	Non-Exempt
1109	Solid Waste Collector Driver	11	Non-Exempt
1110	Tax Clerk I	11	Non-Exempt
1111	Vehicle Appraisal Technician I	11	Non-Exempt
1112	Elections Assistant	11	Non-Exempt

**FY 2015-16 Classification and Pay Plan
Classes by Salary Grade**

Class Code	Class Title	Salary Grade	FLSA Status
1201	Accounting Technician I	12	Non-Exempt
1202	Administrative Assistant II	12	Non-Exempt
1203	Animal Control Officer	12	Non-Exempt
1205	Assistant To The Clerk	12	Non-Exempt
1207	Criminal Data Specialist	12	Non-Exempt
1208	Deputy Elections Director	12	Non-Exempt
1209	Detention Officer	12	Non-Exempt
1211	Housing Technician	12	Non-Exempt
1212	Income Maintenance Caseworker I	12	Non-Exempt
1213	Heavy Equipment Operator	12	Non-Exempt
1215	Revenue Technician II	12	Non-Exempt
1217	Facilities Maintenance Technician III	12	Non-Exempt
1218	Solid Waste Materials Transfer Operator	12	Non-Exempt
1221	Parks Conservation Technician I	12	Non-Exempt
1222	Licensed Practical Nurse	12	Non-Exempt
1301	Accounting Technician II	13	Non-Exempt
1303	Medical Laboratory Technician	13	Non-Exempt
1304	Telecommunicator	13	Non-Exempt
1306	Revenue Technician III	13	Non-Exempt
1307	Food Services Coordinator	13	Non-Exempt
1308	Building & Service Maintenance Coordinator	13	Non-Exempt
1309	Property Development Technician	13	Non-Exempt
1310	Vehicle Appraisal Technician II	13	Non-Exempt
1311	Library Associate	13	Non-Exempt
1312	Community Outreach Specialist	13	Non-Exempt
1401	Administrative Assistant III	14	Non-Exempt
1403	Recreation Program Coordinator	14	Non-Exempt
1404	Automotive Mechanic	14	Non-Exempt
1408	Deputy Sheriff I	14	Non-Exempt
1409	Deputy Tax Collector	14	Non-Exempt

**FY 2015-16 Classification and Pay Plan
Classes by Salary Grade**

Class Code	Class Title	Salary Grade	FLSA Status
1410	Facilities Maintenance Technician IV	14	Non-Exempt
1411	Foreign Language Coordinator	14	Non-Exempt
1412	GIS Mapper	14	Non-Exempt
1413	Heavy Equipment Mechanic I	14	Non-Exempt
1414	Housing Specialist	14	Non-Exempt
1417	Income Maintenance Caseworker II	14	Non-Exempt
1419	IT Support Specialist	14	Non-Exempt
1420	Intake Specialist	14	Non-Exempt
1422	Paramedic	14	Non-Exempt
1426	Social Worker I	14	Non-Exempt
1427	Telecommunications Assistant Supervisor	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
1435	Planning Technician	14	Non-Exempt
1436	Imaging Coordinator	14	Non-Exempt
1437	Asset Management Coordinator	14	Non-Exempt
1439	RSVP Assistant Administrator	14	Non-Exempt
1440	Human Services Specialist	14	Non-Exempt
1441	Logistics Support Officer	14	Non-Exempt
1442	Budget and Administrative Coordinator	14	Non-Exempt
1443	Resource Program Support Coordinator	14	Non-Exempt
1444	Landfill Inspector	14	Non-Exempt
1502	Deputy Sheriff II	15	Non-Exempt
1504	Income Maintenance Caseworker III	15	Non-Exempt
1505	Office Supervisor	15	Exempt
1506	Executive Assistant	15	Non-Exempt
1508	Communications Specialist	15	Non-Exempt
1510	Circulation Supervisor	15	Exempt
1511	Property Development Specialist I	15	Non-Exempt
1512	Emergency Services Systems Technician	15	Non-Exempt
1513	Patient Account Representative Supervisor	15	Exempt

**FY 2015-16 Classification and Pay Plan
Classes by Salary Grade**

Class Code	Class Title	Salary Grade	FLSA Status
1514	Training and Lead Animal Control Officer	15	Non-Exempt
1515	Human Resources Specialist	15	Non-Exempt
1516	Paramedic-Field Training Officer	15	Non-Exempt
1602	Appraiser I	16	Non-Exempt
1603	Arts Commission Coordinator	16	Exempt
1604	Assistant Fire Marshal	16	Non-Exempt
1605	Assistant Register of Deeds	16	Non-Exempt
1606	Child Support Officer	16	Non-Exempt
1611	Eldercare Manager	16	Non-Exempt
1616	GIS Technician	16	Non-Exempt
1617	Human Services Coordinator I	16	Non-Exempt
1620	Income Maintenance Leadworker	16	Non-Exempt
1621	Resource & Benefits Specialist	16	Non-Exempt
1622	Information Technology Support Analyst I	16	Non-Exempt
1623	Librarian I	16	Exempt
1625	Recycling Education & Outreach Coordinator	16	Exempt
1626	Housing Rehabilitation Specialist	16	Non-Exempt
1627	Social Worker II	16	Non-Exempt
1629	Telecommunications Supervisor	16	Non-Exempt
1633	Recreation Program Supervisor	16	Non-Exempt
1636	Parks Operations Supervisor	16	Exempt
1637	Environmental Enforcement Officer	16	Exempt
1639	Program Coordinator	16	Exempt
1640	Senior Center Coordinator	16	Non-Exempt
1642	Business Personal Property Appraiser I	16	Non-Exempt
1643	Facilities Maintenance Supervisor	16	Exempt
1644	Public Health Preparedness Coordinator	16	Exempt
1645	Senior Auto Mechanic	16	Exempt
1646	Administrative Services Supervisor	16	Exempt
1647	Emergency Management Planner	16	Exempt
1648	Logistics Manager	16	Non-Exempt
1649	Solid Waste Field Services Supervisor	16	Exempt

**FY 2015-16 Classification and Pay Plan
Classes by Salary Grade**

Class Code	Class Title	Salary Grade	FLSA Status
1702	Code Compliance Officer III	17	Non-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
1711	Planner I	17	Non-Exempt
1713	RSVP Administrator	17	Exempt
1714	Senior Public Health Educator	17	Exempt
1715	LEP Specialist	17	Non-Exempt
1718	Housing Program Coordinator	17	Exempt
1719	Financial Services Coordinator	17	Exempt
1721	Erosion Control Officer I	17	Non-Exempt
1722	Training/Quality Assurance Coordinator	17	Exempt
1724	EMS Quality Assurance Coordinator	17	Exempt
1801	Deputy Sheriff/Sergeant	18	Non-Exempt
1802	Agriculture Economic Developer	18	Exempt
1803	EMS Supervisor	18	Non-Exempt
1805	Erosion Control Officer II	18	Exempt
1807	Recycling Programs Supervisor	18	Exempt
1809	Social Worker III	18	Non-Exempt
1810	Environmental Enforcement Sprv	18	Exempt
1811	Recreation Manager	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
1816	Transportation Assistant Administrator	18	Exempt
1817	Registered Dietitian	18	Exempt
1818	Human Services Coordinator II	18	Exempt
1819	Data Systems Manager	18	Exempt

**FY 2015-16 Classification and Pay Plan
Classes by Salary Grade**

Class Code	Class Title	Salary Grade	FLSA Status
1820	Facility Environment And Support Manager	18	Exempt
1821	Retention Economic Developer	18	Exempt
1822	Business Recruitment - Economic Development	18	Exempt
1903	Appraiser II	19	Non-Exempt
1906	Budget & Management Analyst II	19	Exempt
1908	Business Personal Property Appraiser II	19	Non-Exempt
1909	CPS Social Worker	19	Non-Exempt
1910	Child Welfare Program Specialist	19	Non-Exempt
1911	Librarian II	19	Exempt
1912	Civil Rights Specialist	19	Exempt
1917	Environmental Health Program Specialist	19	Non-Exempt
1919	GIS Project Coordinator II	19	Exempt
1920	Income Maintenance Supervisor	19	Exempt
1921	Legal Specialist	19	Exempt
1923	Planner II	19	Exempt
1924	Public Health Nurse I	19	Exempt
1925	Purchasing Agent	19	Exempt
1926	Sales Director	19	Exempt
1928	Social Work Clinical Specialist	19	Exempt
1930	Soil Conservationist	19	Exempt
1932	Solid Waste Planner	19	Exempt
1935	Communications Manager	19	Exempt
1937	Public Health Program Manager	19	Exempt
1938	Child Support Supervisor	19	Exempt
1941	Cultural Resources Coordinator	19	Exempt
1943	Heavy Equipment Mechanic Supervisor	19	Exempt
1948	Registered Dietitian Program Coordinator	19	Exempt
1949	Grants Accountant/Internal Auditor	19	Exempt
2001	Dental Hygienist	20	Non-Exempt
2002	Deputy Sheriff/Lieutenant	20	Non-Exempt
2003	Eldercare Services Administrator	20	Exempt

**FY 2015-16 Classification and Pay Plan
Classes by Salary Grade**

Class Code	Class Title	Salary Grade	FLSA Status
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
2011	Homeless Program Coordinator	20	Exempt
2012	Solid Waste Collection Services Manager	20	Exempt
2013	Business Operations Coordinator	20	Exempt
2015	Human Services Supervisor	20	Exempt
2016	Sustainability Program Coordinator	20	Exempt
2017	Public Health Nurse II-Preparedness Coordinator	20	Exempt
2018	Resource Conservation Coordinator	20	Exempt
2019	Soil & Water Conservation Coordinator	20	Exempt
2104	Senior Accountant	21	Exempt
2105	Nutrition Program Manager	21	Exempt
2106	Emergency Management Coordinator	21	Exempt
2201	Animal Control Manager	22	Exempt
2202	Benefits Manager	22	Exempt
2203	Business Officer I	22	Exempt
2206	Deputy Sheriff/Captain Operations (Patrol)	22	Exempt
2210	Information Technology Analyst	22	Exempt
2211	Land Resources Conservation 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
2219	Soil Scientist	22	Exempt
2220	IT Systems Analyst	22	Exempt
2221	Veterinary Health Care Manager	22	Exempt
2224	Water Resources Coordinator	22	Exempt

**FY 2015-16 Classification and Pay Plan
Classes by Salary Grade**

Class Code	Class Title	Salary Grade	FLSA Status
2227	Transportation Administrator	22	Exempt
2228	Animal Services Operations Manager	22	Exempt
2229	Social Work Supervisor III	22	Exempt
2230	GIS Senior Project Coordinator	22	Exempt
2231	Risk Manager	22	Exempt
2232	Training And Performance Manager	22	Exempt
2233	Library Systems Manager	22	Exempt
2234	Health Informatics Manager	22	Exempt
2235	Human Resources Manager	22	Exempt
2236	Deputy Sheriff/Captain of Detention (Jail)	22	Exempt
2237	Landscape Architect	22	Exempt
2404	Chief Inspector and Plans Examiner	24	Exempt
2407	Fire Marshal	24	Exempt
2409	Environmental Health Supervisor	24	Exempt
2411	Solid Waste Engineer	24	Exempt
2413	Planner III	24	Exempt
2414	IT Operations Manager	24	Exempt
2415	Staff Engineer	24	Exempt
2417	Revenue Collections Manager	24	Exempt
2419	Chief Appraiser	24	Exempt
2420	Personal Property Appraisal Manager	24	Exempt
2421	Communications Operations Manager	24	Exempt
2422	EMS Operations Manager	24	Exempt
2424	Assistant Library Director	24	Exempt
2425	Engineering & Stormwater Supervisor	24	Exempt
2426	Legal Advisor To The Sheriff	24	Exempt
2427	Deputy Clerk/Information Specialist	24	Exempt
2501	Business Officer II	25	Exempt
2503	Human Services Manager	25	Exempt
2504	Deputy Tax Assessor	25	Exempt
2505	Applications Manager	25	Exempt

**FY 2015-16 Classification and Pay Plan
Classes by Salary Grade**

Class Code	Class Title	Salary Grade	FLSA Status
2506	Network Engineer	25	Exempt
2507	GIS & Land Records Manager	25	Exempt
2601	Deputy Sheriff/Chief of Operations	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
2609	Finance & Administrative Operations Director	26	Exempt
2610	Family Nurse Practitioner II	26	Exempt
2611	Assistant Asset Management Director	26	Exempt
2701	Clerk To The Board	27	Exempt
2702	Elections Director	27	Exempt
2703	Environmental Health Director	27	Exempt
2705	Social Services Assistant Director	27	Exempt
2706	Public Health Nursing Director	27	Exempt
2708	Visitor Bureau Director	27	Exempt
2710	Staff Attorney	27	Exempt
2711	Assistant To County Manager for Legislative Affairs	27	Exempt
2713	Deputy Financial Services Director	27	Exempt
2714	Building Inspector Admin	27	Exempt
2715	Public Affairs Officer	27	Exempt
2901	Aging Director	29	Exempt
2902	Child Support Director	29	Exempt
2904	Environment, Agriculture, Parks & Recreation Director	29	Exempt
2905	Housing, Human Rights & Community Development Director	29	Exempt
2908	Library Director	29	Exempt
2911	Register of Deeds	29	Exempt
2914	Animal Services Director	29	Exempt
2915	Asset Management Director	29	Exempt

**FY 2015-16 Classification and Pay Plan
Classes by Salary Grade**

Class Code	Class Title	Salary Grade	FLSA Status
3102	Chief Information Officer	31	Exempt
3103	Emergency Services Director	31	Exempt
3105	Health Director	31	Exempt
3106	Human Resources Director	31	Exempt
3107	Planning Director	31	Exempt
3109	Sheriff	31	Exempt
3110	Social Services Director	31	Exempt
3111	Solid Waste Director	31	Exempt
3112	Tax Administrator	31	Exempt
3114	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

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 the Orange County Code of Ordinances, Chapter 28 Personnel, Section 28-13(o)).

Orange County Approved Employee Pay and Benefits Actions
(FY 2004-05 - FY 2014-15)

	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Cost of Living Increase	2.00%	0.00%	4.00%	3.00%	2.25%	0.00%	0.00%	0.00%	2.00%	2.00%	1.50%
In-Range Increase	0.00%	4.00%	0.00%	1.00% (Proficient) 2.00% (Exceptional)	1.00% (Proficient) 2.00% (Exceptional)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Employee Performance Award							\$500 (prorated for part-time or partial year employment)		\$500 (Proficient) \$1,000 (Exceptional)	\$500 (Proficient) \$1,000 (Exceptional)	\$500 (Proficient) \$1,000 (Exceptional)
Classification and Pay Study						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.	Implemented recommendations from third annual classification and pay study.	Individual studies completed; no comprehensive actions	Individual studies completed; no comprehensive actions
Total Budget for Pay Actions	\$947,041	\$613,847	\$1,566,448	\$1,398,674	\$1,095,239	\$60,000	\$550,000	\$60,000	\$1,136,000	\$1,200,920	\$1,735,000
General Fund Position FTE	741.986	750.436	773.836	793.200	830.650	838.150	773.600	783.925	801.425	824.96	842.5
Major Personnel Transitions	Animal Shelter Transition - Added 16 FTE's									Added 19.62 FTEs, including 9 in ES and 6 in IT	
Employee-Only Health Insurance Premium	\$4,113	\$4,779	\$4,868	\$5,341	\$5,831	\$5,988	\$6,377	\$6,943	\$7,574	\$7,574	\$8,748
Health Insurance Overall Cost Increase	-3.61%	16.19%	1.86%	9.72%	9.17%	2.69%	6.50%	8.88%	9.09%	0.00%	14.35%

*Consumer Price Index data from the U.S. Bureau of Labor Statistics

**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.

County Contributions to Retirement Benefits

Background

Local Governmental Employees' Retirement System (LGERS)

Both employer and employees make contributions based on employee earnings to this retirement plan. The required County contribution is determined by the North Carolina Treasurer each year. While employer contributions have varied over the past few years (see chart below), the employee contribution has consistently been 6.0% of salary.

History of County Retirement Contributions

Fiscal Year(s)	LGERS		Supplemental Retirement	
	Law Enforcement Officers (LEO's)	General Employees	Law Enforcement Officers (LEO's)	General Employees
	% of Salary	% of Salary	% of Salary	Annual Contribution
2001-2005	4.78	4.88	5.00	\$520
2005-2007	4.78	4.88	5.00	\$650
2007-2009	4.86	4.88	5.00	\$715
2009-2010	4.86	4.88	5.00	Suspended
2010-2011	6.41	6.43	5.00	Suspended until January 2011, then \$715
2011-2012	7.04	6.96	5.00	\$715
2012-2013	6.77	6.74	5.00	\$715
2013-2014	7.28	7.07	5.00	\$715, added maximum \$1,200 matching contribution)
2014-2015	7.55	7.07	5.00	\$715, increased matching contribution to \$1,512

Supplemental Retirement Benefits

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 per pay period (\$715 annually). Employees receive this contribution whether or not they contribute themselves. This allows employees in the lower salary ranges to receive additional retirement benefits without the loss of any current income. The County does not pay Social Security or Medicare taxes on the amount contributed.

Employees direct the County to invest its contribution to one of the following pre-tax options:

- Prudential 401(k) plan administered by the North Carolina Retirement System;
- ICMA-RC 457 plan; and
- Nationwide (NACo) 457.

County Contributions to Retirement Benefits – continued

Employees may elect to contribute an amount, within federal guidelines, to any of the plan(s) listed above as well as a post-tax (Roth) Prudential 401(k) plan. The County is required by State law to make a contribution of five percent of salary to the 401(k) plan for each sworn law enforcement officer. The County may determine the amount of its contributions for general County (non-sworn law enforcement) employees.

The most recent data available from Prudential 401(k) dated October 2014 indicates that 54 North Carolina counties contribute to the NC Supplemental Retirement Plans through Prudential. Of these, only McDowell and Orange counties contribute a flat dollar amount. Of the 39 counties contributing a set percentage, the average is 3 per cent. The remaining 13 counties contribute a match up to an average of 2.8 per cent. An average 4.15% contribution is made by Orange County's nearby jurisdictions.

County Costs

The County's annualized matching contribution to plans is \$667,358 and the minimum contribution totals \$617,760. The annual County contribution of \$715 is equivalent to 1.54% of the average annual Orange County employee salary of \$46,487. By providing the match, the maximum County contribution of \$2,227 provides 4.8% of the average annual salary.

Employee Participation in Supplemental Retirement Benefits

One of the Board's objectives in initiating an employer contribution was to encourage each employee to make a voluntary contribution to build his or her retirement security. The chart below shows employee (law enforcement and general) participation in the supplemental retirement plans.

The higher match, financial education, and regular visits from plan representatives have increased the number of employees contributing to the plans.

	Employees Contributing	Percentage	Total Annualized Employee Contribution	Average Annual Employee Contribution
May 2009	500	65%	Not available	Not available
May 2010*	433	57%	\$386,436	\$892.46
May 2011	560	70%	\$451,656	\$806.53
May 2012	533	65%	\$460,320	\$863.64
April 2013	545	66%	\$884,136	\$1,622.27
April 2014	597	69%	\$1,154,196	\$1,933.33
April 2015	610	70%	\$1,160,110	\$1,749.79

*This drop occurred during the year the County suspended its contribution to the supplemental retirement benefit.

County Contributions to Retirement Benefits – continued

Board of Commissioners' Action as to County Contributions to Retirement Benefits

The Manager recommends maintaining the \$27.50 per pay period County minimum contribution to the employee's choice of supplemental retirement plan(s) and continuing to match employees' contributions up to \$63.00 semi-monthly for all general (non-sworn law enforcement officer) employees. The Manager further recommends continuing the mandated 5% contribution for sworn law enforcement officers.

Employer Contributions

as of October 31, 2014

Employer contributions to the NC 401(k) Plan and/or the NC 457 Plan shown here are generalized and are not intended to convey the specifics associated with each employer. Employer contributions shown are per pay period, unless otherwise noted. Employer contributions are not guaranteed; they are subject to change at any time.

Employer Type	Employer	Employer Contribution for General Employees
Charter School	The Expedition School	up to 6%
Community College	Beaufort Community College	1%
County	Alamance County	up to 2%
County	Anson County	3%
County	Ashe County	2%
County	Avery County	3%
County	Beaufort County	up to 1.5%
County	Brunswick County	5%
County	Buncombe County	8%
County	Burke County	up to 2%
County	Cabarrus County	5%
County	Camden County	5%
County	Carteret County	5%
County	Chatham County	4.5%
County	Cleveland County	5%
County	Craven County	up to 4%
County	Cumberland County	1%
County	Currituck County	5.21%
County	Davidson County	1.5%
County	Davie County	up to 3%
County	Durham County	5%
County	Edgecombe County	2%
County	Franklin County	4%
County	Guilford County	5%
County	Haywood County	1%
County	Henderson County	up to 2%
County	Iredell County	5%
County	Johnston County	up to 5%
County	Lee County	3%
County	Lenoir County	5%
County	Macon County	2%
County	Martin County	3%
County	McDowell County	\$16.67
County	Mecklenburg County	up to 5%
County	Montgomery County	5%
County	Moore County	up to 3%
County	Nash County	5%
County	Onslow County	up to 4%
County	Orange County	up to \$90.50
County	Person County	5%
County	Pitt County	5.08%
County	Randolph County	up to 2%
County	Richmond County	5%
County	Rowan County	3%
County	Robeson County	4%
County	Rutherford County	3.25%

Employer Type	Employer	Employer Contribution for General Employees
County	Sampson County	2.53%
County	Scotland County	2%
County	Stokes County	up to 1%
County	Union County	5%
County	Wake County	5%
County	Washington County	3%
County	Watauga County	5%
County	Wayne County	up to 2%
County	Wilson County	5%
County	Yadkin County	1%
Municipal	Aberdeen, Town of	5%
Municipal	Ahoskie, Town of	5%
Municipal	Angier, Town of	up to 5%
Municipal	Apex, Town of	5%
Municipal	Asheville, City of	5%
Municipal	Atlantic Beach, Town of	5%
Municipal	Badin, Town of	up to 5%
Municipal	Bald Head Island, Village of	6.74%
Municipal	Banner Elk, Town of	up to 6%
Municipal	Beaufort, Town of	5%
Municipal	Beech Mountain, Town of	5%
Municipal	Belhaven, Town of	2%
Municipal	Belmont, City of	5%
Municipal	Benson, Town of	5%
Municipal	Bermuda Run, Town of	5%
Municipal	Bessemer, City of	5%
Municipal	Bethel, Town of	2%
Municipal	Beulaville, Town of	5%
Municipal	Biltmore Forest, Town of	5%
Municipal	Biscoe, Town of	up to 6%
Municipal	Black Creek, Town of	5%
Municipal	Black Mountain, Town of	5%
Municipal	Bladenboro, Town of	4.5%
Municipal	Blowing Rock, Town of	3%
Municipal	Boiling Spring Lakes, City of	5%
Municipal	Boiling Springs, Town of	5%
Municipal	Boone, Town of	5%
Municipal	Bridgeton, Town of	5%
Municipal	Bunn, Town of	2%
Municipal	Burgaw, Town of	5%
Municipal	Burlington, City of	5%
Municipal	Burnsville, Town of	2%
Municipal	Butner, Town of	5%
Municipal	Cameron, Town of	3%
Municipal	Candor, Town of	5%
Municipal	Cape Carteret, Town of	up to 5%
Municipal	Carolina Shores, Town of	5%
Municipal	Carrboro, Town of	3%

Employer Contributions

Employer Type	Employer	Employer Contribution for General Employees
Municipal	Carthage, Town of	5%
Municipal	Cary, Town of	5%
Municipal	Caswell Beach, Town of	5%
Municipal	Chapel Hill, Town of	5%
Municipal	Charlotte, City of	3%
Municipal	Cherryville, City of	5%
Municipal	China Grove, Town of	5%
Municipal	Claremont, City of	5%
Municipal	Clarkton, Town of	5%
Municipal	Clayton, Town of	4%
Municipal	Cleveland, Town of	5%
Municipal	Clemmons, Village of	up to 5%
Municipal	Columbus, Town of	5%
Municipal	Concord, City of	3.5%
Municipal	Conover, Town of	5%
Municipal	Cornelius, Town of	5%
Municipal	Cramerton, Town of	5%
Municipal	Creedmoor, City of	5%
Municipal	Dallas, Town of	4%
Municipal	Davidson, Town of	up to 5%
Municipal	Dobson, Town of	5%
Municipal	Duck, Town of	5%
Municipal	Dunn, City of	2%
Municipal	Durham, City of	4.5%
Municipal	East Spencer, Town of	up to 2%
Municipal	Eastover, Town of	up to 5%
Municipal	Eden, City of	5%
Municipal	Edenton, City of	1%
Municipal	Elizabeth City, City of	5%
Municipal	Elizabethtown, Town of	3%
Municipal	Elkin, Town of	5%
Municipal	Elm City, Town of	5%
Municipal	Elon, Town of	5%
Municipal	Emerald Isle, Town of	5%
Municipal	Erwin, Town of	5%
Municipal	Fairmont, Town of	5%
Municipal	Faison, Town of	2%
Municipal	Farmville, Town of	2.75%
Municipal	Fletcher, Town of	5%
Municipal	Forest City, Town of	\$10
Municipal	Foxfire Village, Town of	5%
Municipal	Franklin, Town of	5%
Municipal	Franklinton, Town of	5%
Municipal	Fremont, Town of	5%
Municipal	Fuquay-Varina, Town of	5%
Municipal	Garner, Town of	5%
Municipal	Gaston, Town of	5%
Municipal	Gastonia, City of	5%
Municipal	Gibsonville, Town of	5%
Municipal	Goldsboro, City of	2%
Municipal	Graham, City of	5%
Municipal	Granite Falls, Town of	2%
Municipal	Granite Quarry, Town of	5%
Municipal	Green Level, Town of	up to 5%
Municipal	Greenville, City of	\$30
Municipal	Grifton, Town of	up to 1.5%
Municipal	Grover, Town of	5%
Municipal	Harrisburg, Town of	3%
Municipal	Havelock, City of	5%
Municipal	Haw River, Town of	5%
Municipal	Hertford, Town of	3.75%
Municipal	Hickory, City of	up to 1%
Municipal	Hillsborough, Town of	4.84%

Employer Type	Employer	Employer Contribution for General Employees
Municipal	Holden Beach, Town of	5%
Municipal	Holly Ridge, Town of	3%
Municipal	Holly Springs, Town of	5%
Municipal	Hope Mills, Town of	3%
Municipal	Hudson, Town of	3%
Municipal	Huntersville, Town of	5%
Municipal	Indian Beach, Town of	5%
Municipal	Indian Trail, Town of	up to 2%
Municipal	Jacksonville, City of	2%
Municipal	Jamestown, Town of	4.5%
Municipal	Jonesville, Town of	4.98%
Municipal	Kenansville, Town of	2%
Municipal	Kenly, Town of	1%
Municipal	Kernersville, Town of	1%
Municipal	Kill Devil Hills, Town of	up to 5%
Municipal	King, City of	5%
Municipal	Kings Mountain, City of	5%
Municipal	Kinston, City of	1.5%
Municipal	Kitty Hawk, Town of	2%
Municipal	Knightdale, Town of	5%
Municipal	Kure Beach, Town of	5%
Municipal	Lake Lure, Town of	5%
Municipal	Landis, Town of	5%
Municipal	Laurel Park, Town of	3.5%
Municipal	Laurinburg, City of	5%
Municipal	Leland, Town of	5%
Municipal	Liberty, Town of	3%
Municipal	Lilesville, Town of	4%
Municipal	Lillington, Town of	up to 5%
Municipal	Locust, City of	up to 5%
Municipal	Louisburg, Town of	5%
Municipal	Lowell, Town of	5%
Municipal	Lucama, Town of	2.5%
Municipal	Lumberton, City of	4%
Municipal	Madison, Town of	3%
Municipal	Maggie Valley, Town of	3%
Municipal	Manteo, Town of	5%
Municipal	Marion, City of	5%
Municipal	Marshville, Town of	up to 3.5%
Municipal	Matthews, Town of	5%
Municipal	Mayodan, Town of	5%
Municipal	McAdenville, Town of	3%
Municipal	Mebane, City of	5%
Municipal	Middlesex, Town of	3.5%
Municipal	Mills River, Town of	2%
Municipal	Mint Hill, Town of	5%
Municipal	Misenheimer, Village of	5%
Municipal	Mocksville, Town of	up to 5%
Municipal	Momeyer, Town of	2%
Municipal	Monroe, City of	up to 5%
Municipal	Montreat, Town of	5%
Municipal	Mooreville, City of	5%
Municipal	Morehead City, Town of	5%
Municipal	Morrisville, Town of	5%
Municipal	Mount Gilead, Town of	up to 3%
Municipal	Mount Holly, City of	5%
Municipal	Mount Olive, Town of	4%
Municipal	Murfreesboro, Town of	1.5%
Municipal	Nags Head, Town of	up to 2%
Municipal	Nashville, Town of	3%
Municipal	New Bern, City of	6%
Municipal	Newland, Town of	4%
Municipal	Newport, Town of	4%

Employer Type	Employer	Employer Contribution for General Employees
Municipal	North Topsail Beach, Town of	3%
Municipal	North Wilkesboro, Town of	5.03%
Municipal	Northwest, City of	3%
Municipal	Oak Island, Town of	2%
Municipal	Oakboro, Town of	up to 3%
Municipal	Ocean Isle Beach, Town of	5%
Municipal	Pembroke, Town of	3%
Municipal	Pilot Mountain, Town of	5%
Municipal	Pine Knoll Shores, Town of	5%
Municipal	Pinebluff, Town of	3%
Municipal	Pinehurst, Village of	5%
Municipal	Pinetops, Town of	5%
Municipal	Pineville, Town of	up to 5%
Municipal	Pittsboro, Town of	5%
Municipal	Plymouth, Town of	up to 5%
Municipal	Polkton, Town of	4%
Municipal	Raeford, City of	5%
Municipal	Ramseur, Town of	2.5%
Municipal	Randleman, City of	5%
Municipal	Ranlo, Town of	3%
Municipal	Reidsville, City of	5%
Municipal	Richlands, Town of	3%
Municipal	River Bend, Town of	5%
Municipal	Roanoke Rapids, City of	up to 3%
Municipal	Rockingham, City of	2.5%
Municipal	Rockwell, Town of	5%
Municipal	Rocky Mount, City of	3%
Municipal	Rolesville, Town of	5%
Municipal	Roseboro, Town of	5%
Municipal	Rutherfordton, Town of	2.5%
Municipal	Salisbury, City of	3%
Municipal	Saluda, City of	5%
Municipal	Sanford, City of	5%
Municipal	Sawmills, Town of	2%
Municipal	Scotland Neck, Town of	1.5%
Municipal	Selma, Town of	3%
Municipal	Seven Devils, Town of	2%
Municipal	Shallotte, Town of	5%
Municipal	Shelby, City of	5%
Municipal	Siler City, Town of	2.5%
Municipal	Simpson, Village of	5%
Municipal	Smithfield, Town of	3%
Municipal	Snow Hill, Town of	up to 5%
Municipal	Southern Pines, Town of	5%
Municipal	Southern Shores, Town of	5%
Municipal	Southport, City of	5%
Municipal	Spencer, Town of	up to 2%
Municipal	Spindale, Town of	4%
Municipal	Spring Hope, Town of	5%
Municipal	Spring Lake, Town of	2%
Municipal	St. James, Town of	5%
Municipal	St. Pauls, Town of	3%
Municipal	Stallings, Town of	up to 5%
Municipal	Stanfield, Town of	5%
Municipal	Stanley, Town of	5%
Municipal	Stantonsburg, Town of	2%
Municipal	Star, Town of	5%
Municipal	Stedman, Town of	5%
Municipal	Summerfield, Town of	3%
Municipal	Sunset Beach, Town of	6%
Municipal	Surf City, Town of	\$20
Municipal	Swansboro, Town of	1%
Municipal	Sylva, Town of	5%

Employer Type	Employer	Employer Contribution for General Employees
Municipal	Tabor City, Town of	5%
Municipal	Tarboro, Town of	6%
Municipal	Taylorsville, Town of	5%
Municipal	Topsail, Town of	5%
Municipal	Trent Woods, Town of	5%
Municipal	Troutman, Town of	5%
Municipal	Troy, Town of	2%
Municipal	Tryon, Town of	2%
Municipal	Vass, Town of	5%
Municipal	Wade, Town of	3.5%
Municipal	Wadesboro, Town of	4%
Municipal	Wagram, Town of	2.5%
Municipal	Wake Forest, Town of	5%
Municipal	Wallace, Town of	2%
Municipal	Walnut Cove, Town of	5%
Municipal	Walnut Creek, Village of	5%
Municipal	Warsaw, Town of	2%
Municipal	Washington, City of	up to \$40
Municipal	Waxhaw, Town of	5%
Municipal	Waynesville, Town of	5%
Municipal	Weaverville, Town of	6%
Municipal	Weddington, Town of	5%
Municipal	Wendell, Town of	5%
Municipal	West Jefferson, Town of	5%
Municipal	Whispering Pines, Village of	5%
Municipal	Whitakers, Town of	5%
Municipal	White Lake, Town of	2.5%
Municipal	Whiteville, City of	4.5%
Municipal	Wilkesboro, Town of	up to 5%
Municipal	Wilmington, City of	4.5%
Municipal	Wilson, City of	5%
Municipal	Windsor, Town of	5%
Municipal	Wingate, Town of	5%
Municipal	Winterville, Town of	5%
Municipal	Woodfin, Town of	6%
Municipal	Wrightsville Beach, Town of	4%
Municipal	Yadkinville, Town of	5%
Municipal	Zebulon, Town of	5%
Other	Alamance ABC Board	5%
Other	Alamance Comm. Fire Dept.	2%
Other	Albemarle Commission	1%
Other	Alliance Behavioral Healthcare	5%
Other	Asheville Regional Airport Authority	5%
Other	Benson Housing Authority	2%
Other	Bertie-Martin Regional Jail	2%
Other	Blue Ridge Fire & Rescue, Inc.	\$4
Other	Braswell Memorial Library	3%
Other	Broad River Water Authority	5%
Other	Brunswick County Eco. Dev. Comm.	5%
Other	Brunswick County Tourism Authority	5%
Other	Burke County Health Department	up to 2%
Other	Burke County Social Services	up to 2%
Other	Burke-Catawba Dst. Con. Authority	up to 2%
Other	Cabarrus County Tourism Authority	5%
Other	Cape Fear COG	1%
Other	Cape Fear Public Utility Authority	up to 4%
Other	Carteret County ABC Board	5%
Other	Centennial Authority	5%
Other	Centerpoint Human Services	\$35
Other	Centralina COG	3%
Other	Charlotte-Mecklenburg County Public Library	up to 5%
Other	Cleveland County Sanitary District	5%

Employer Contributions

Employer Type	Employer	Employer Contribution for General Employees
Other	Craven County ABC Board	2%
Other	Craven County Airport Authority	up to 4%
Other	Cumberland County ABC Board	5%
Other	Davie Soil & Water Conserv. Distr.	1%
Other	Coastal Care	up to 2%
Other	Coastal Solid Waste Man. Authority	5%
Other	Concord ABC Board	4%
Other	County Commissioners, NC Assoc. of	up to 4%
Other	Dobson ABC Board	5%
Other	Downtown Salisbury, Inc.	up to 3%
Other	Dunn ABC Board	2%
Other	Eastpointe	1%
Other	Edgecombe County ABC Board	5%
Other	ElectriCities of NC, Inc.	2.5%
Other	Elizabethtown ABC Board	3%
Other	First Craven Sanitary District	up to 3%
Other	Fontana Regional Library	up to 2%
Other	Garner Fire Department	5%
Other	Gastonia ABC Board	5.5%
Other	Greensboro ABC Board	5%
Other	Greenville Housing Authority	\$35
Other	Greenville Utilities Commission	\$40
Other	Guilford Fire District 13	2%
Other	Halifax County ABC Board	3%
Other	Halifax County Tourism Development Authority	up to 3%
Other	High County COG	4%
Other	High Point ABC Board	6%
Other	Isothermal Planning & Development Commission	3%
Other	Johnston County ABC Board	5%
Other	Johnston Mental Health	up to 5%
Other	Johnston Co. & Smithfield Public Library	up to 5%
Other	Jonesville Water & Sewer	5%
Other	Junaluska Sanitary District	3%
Other	Kerr Area Rural Transportation Authority	up to 3%
Other	Kinston Housing Authority	up to 3%
Other	Kinston/Lenoir County Library	up to 1%
Other	Land-of-Sky Regional COG	4%
Other	Laurinburg-Maxton Airport Comm.	4%
Other	Lenoir County ABC Board	2%
Other	Lincolnton Housing Authority	up to 4%
Other	Louisburg ABC Board	5%
Other	Lower Cape Fear Water & Sewer	3%
Other	Lumberton Airport Commission	4%
Other	Madison/Mayodan Recreation Com.	5%
Other	Martin Co. Travel & Tourism	3%
Other	Mecklenburg County ABC Board	up to 6%
Other	Mecklenburg EMS Agency	up to 5%
Other	Metro Sewer. Dist./Buncombe Co.	up to 5%
Other	MI Connection Communication	up to 2%
Other	Mid-Carolina COG	1%
Other	Mid-East Planning Commission	up to 3%
Other	Monroe Housing Authority	5%

Employer Type	Employer	Employer Contribution for General Employees
Other	Moore County ABC Board	2.5%
Other	Moore County Airport Authority	up to 3%
Other	Moore County Tourism Development	up to 3%
Other	Mooresville ABC Board	5%
Other	Mount Airy ABC Board	5%
Other	Nash County ABC Board	5%
Other	New Edenton Housing Authority	4%
Other	New Hanover Airport Authority	5%
Other	New Hanover County ABC Board	up to 5%
Other	North Brunswick Sanitary District	4%
Other	Onslow County ABC Board	5%
Other	Onslow Water & Sewer Authority (ONWASA)	2%
Other	Orange County ABC Board	up to \$75
Other	Parkwood Fire Department	5%
Other	Partners Behavioral Health	2.5%
Other	Pembroke Housing Authority	4%
Other	Piedmont Triad COG	2.5%
Other	Piedmont Triad Reg. Water Authority	5%
Other	Pinecroft Sedgefield Fire District	3%
Other	Pitt County ABC Board	5%
Other	Pitt-Greenville Convention Authority	\$40
Other	Plymouth Housing Authority	up to 3%
Other	Queens Grant High School	up to 3%
Other	Raleigh-Durham Airport Authority, City of	up to 5%
Other	Raleigh Housing Authority	up to 4%
Other	Randleman ABC Board	5%
Other	Research Triangle HS	up to 3%
Other	Reidsville ABC Board	4%
Other	Robeson Housing Authority	4%
Other	Rutherford/Polk/McDowell DBH	\$35
Other	Salisbury Housing Authority	3%
Other	Salisbury Rowan County CVB	up to 3%
Other	Sanford ABC Board	5%
Other	Scotland County ABC Board	5%
Other	Sheppard Memorial Library	\$40
Other	Skyland Volunteer Fire Depart	up to 2%
Other	South Brunswick Water/Sewer	5%
Other	Spring Hope Water & Sewer	5%
Other	Statesville ABC Board	5%
Other	Summerfield Fire District	up to 2%
Other	Tarboro Redevelopment Comm.	6%
Other	Thomasville Housing Authority	up to 3%
Other	Triangle J COG	5%
Other	Vance County ABC Board	1%
Other	Wake County ABC Board	5%
Other	Water & Sewer Authority/Cabarrus Co.	5%
Other	Wayne County ABC Board	\$25
Other	Wayne County Public Library	up to 2%
Other	Willow Oak Montessori School	5%
Other	Wilson County ABC Board	5%
Other	Wilson Economic Devel. Council	3%
Other	Yadkin Valley Sewer Authority	5%
State	Auctioneers, NC Licensing Board of	7.13%
State	Electrical Contr. Exam., Board of	2.66%

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01/2015

Employee Health Care

Background

Permanent employees are currently eligible for County self-funded health insurance administered by 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 55 percent of the cost of dependent coverage based on the lower cost plan (currently the HDHP). To equalize the higher priced POS and the HDHP, the County contributes the difference of \$118/month (equivalent to \$1,416/year) to a Health Savings Account for each employee enrolled in the HDHP. No increases to the premium equivalents are required for FY 2015-16 because of the changes implemented in FY 2014-15.

Plan Design

Benefits have been stable since January 2013 and include:

Health Plan	FY 2015-16 County Cost (Individual Coverage)	Individual Deductible/Maximum Out of Pocket Costs	Co-Pays
HDHP	\$724.80/month + \$1,416/member, which equals \$712.34 county cost/month	\$1,500/\$3,500 (offset by \$1,416 HSA= \$84/\$2,084)	None, all services are subject to deductible, then covered at 80% until maximum co-insurance is reached
POS	\$ 724.80/month	\$500/\$1,500 (co-pays do not apply to the deductible, but do apply to the maximum co-insurance limit)	\$20/\$40 for Primary/Specialist Office Visits; \$4/\$25/\$45 prescriptions; \$50 Urgent Care and \$150 Emergency Room

In the short plan year, the County contributed \$118 for each month of the Plan Year to a Health Savings Account (for employees participating in the High Deductible Plan) and pro-rated the contribution for newly hired employees. For example, an employee hired in September 2015 who enrolls in the HDHP will receive \$1,062 (9 months x \$118) in their Health Savings Account on October 1. In FY 2015-16, employees who have elected the HDHP will receive a \$1,416 contribution to their Health Savings Account.

Employee Health Care – Continued

Change in Broker

Through the RFP process for a Broker of Record, in March of 2015, Gallagher Benefit Services (GBS) was approved by the BOCC as the County's Broker of Record for employee benefit programs.

The County pays a percentage of dependent cost to employees for dependent coverage based on the premium equivalent of the lower priced plan. Effective January 1, 2015, the County contribution increased from 52 percent to 55 percent in order for the County to provide the same health insurance benefits without shifting the 2014 rate increase to employees. The premium equivalents for FY2015-16 modify the County contribution so that the percentage is reduced slightly to correctly reflect the claims distribution, without impacting employee deductions.

FY2014-15 Actions

Effective January 1, 2014, the County changed the employee health insurance funding from premium-based (fully-insured) to self-insured. The County pays UnitedHealthcare an administrative fee, including stop-loss coverage, and pays the claims costs. The County does not pay a per member premium.

In January, 2015 the County began to transition the Benefit Plan Year from a calendar year to match the Fiscal Year by implementing a six-month benefit period. With a new twelve-month Plan Year from July 1, 2015 to June 30, 2016, the transition will be completed. Commissioners approved action in March 2015 that would minimize the impact of the change for employees in the Traditional (POS). These employees plan will be able to receive credit for their deductible, or payments towards the deductible, to the July 1, 2015 through June 30, 2016 plan year. This rollover credit is expected to cost an additional \$100,000 in FY2015-16.

Employee Health Care Recommendation

The Manager's Recommended Budget includes funds for up to \$100,000 to mitigate the impact of the change in benefit years to employee.

County Health Plan History 2003 – 2015

Participants in Health Plans as of April 2015

Health Plan	Active Employees		Retirees	
	# Enrolled	% Enrolled	# Enrolled	% Enrolled
Traditional Point of Service (POS)	652	78.6%	156	95.7%
High Deductible Health Plan (HDHP)*	177	21.4%	7	4.3%
Total (includes Commissioners)	829		163	

*This number is expected to increase 7/1/15 when the 12-month plan year begins.

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
2015	14.35%	\$729.01; \$724.80 (POS) \$725.51; \$712.34(HDP)	\$97.83; \$93.62 \$97.35; \$84.19	Six month plan year (1/1/15-6/30/15; twelve month plan year (7/1/15-6/30/15) implemented to shift to fiscal year
2014	0.0%	\$631.18 (POS) \$628.15 (HDP)	0 (POS) \$14.90 (HDP)	Increased contribution to Health Savings Account to more closely match County cost of POS; co-pays applied to out-of-pocket maximum for POS. Changed to self-funding.
2013	8.51%	\$631.18 (POS) \$613.25 (HDP)	\$52.59 (POS) \$34.63 (HDP)	Reduced generic Rx co-pay and included minor surgery in office visit (POS only)
2012	8.64%	\$578.59 (POS) \$578.59 (HDP)	\$47.15 compared to HMO \$69.57 compared to PPO	NCACC coverage ended 12/31/11, replaced by UnitedHealthcare: - High Deductible Plan with \$1,500 deductible/\$2,000 additional co-insurance limit and Health Savings Account with County contribution of \$1,237.20, and - Point Of Service 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)	None
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.

Living Wage

Background

The Board of County Commissioners establishes a living wage for County employees each fiscal year through the adoption of the Orange County budget.

The Board has based its determination of the living wage on the Federal Poverty Guidelines 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. The ACCRA Cost of Living Index compares the cost of living in cities throughout the United States. An index score of 100 means the cost of living is equal to the national average. A score of less than 100 is less expensive and a score of more than 100 is more expensive than the national average.

When the Board initially determined the method for establishing the living wage, the 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). 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.

In 2010, the cost of living was calculated by averaging the index for the cities of Chapel Hill, Durham, Burlington and Raleigh. In FY2011-12, the cost of living index was comprised by averaging the indexes for Orange, Durham, Alamance and Wake Counties.

In July 2014, the Board of County Commissioners increased the living wage to \$12.76 per hour equating to an entry level grade 8 permanent salary.

Review of Living Wage over time and Residence of Employees

Chart 1 – Summary of Living Wage from 1998 through 2014

Chart 1 shows the living wage and the entry salary for grade 8 permanent employees for years 1998 through 2014. The data shows that the differential between the two wages has decreased significantly in 2014.

In review, the increase of the living wage to \$12.76 per hour represented an increase of \$1.79 per hour or a 16 percent increase from July 2013. Further, the Living Wage has increased \$4.76 per hour or 60 percent since its first establishment in July 1998.

Date	Living Wage	Entry Salary Grade 8 Wage	Difference
July 1998	\$8.00	\$8.44	-\$0.44
Nov 1999	\$8.20	\$8.61	-\$0.41
July 2000	\$8.45	\$8.85	-\$0.40
July 2001	\$9.11	\$9.52	-\$0.41

Living Wage – continued

July 2005	\$9.34	\$11.42	-\$2.08
July 2007	\$10.12	\$12.23	-\$2.11
July 2011	\$10.81	\$12.51	-\$1.70
July 2012	\$10.97	\$12.76	-\$1.79
July 2013	\$10.97	\$12.76	-\$1.79
July 2014	\$12.76	\$12.95	-\$0.19

Chart 2 – Summary of Residence of Employees

The number of permanent employees has increased by 7.06% from FY2011-12 to FY2014-15, a total of 57 employees. Chart 2 provides the county of residence for permanent employees as of February 2015 and shows a residency comparison between FY2011-12 and FY2014-15, the data demonstrates that the number of employees residing in Orange County relative to the all employees has declined slightly.

County of Residence	FY2011-12		FY2014-15		CHANGE	
	# of perm employees	% to total	# of perm employees	% to total	# change	% change
Orange	440	54.52%	453	52.43%	13	-2.09%
Alamance	118	14.62%	134	15.51%	16	0.89%
Durham	125	15.49%	127	14.70%	2	-0.79%
Wake	47	5.82%	57	6.60%	10	0.78%
Other	77	9.54%	93	10.76%	16	1.22%
Total	807	100.00%	864	100.00%	57	

Indicators for Establishing the Living Wage

Chart 3 – Health and Human Services Poverty Guidelines Minimum Hourly Wage

Chart 3 shows the unadjusted Federal Poverty Guidelines. The poverty guidelines are a version of the federal poverty measure. They are issued each year in the *Federal Register* by the Department of Health and Human Services (HHS). The guidelines are a simplification of the poverty thresholds for use for administrative purposes — for instance, determining financial eligibility for certain federal programs. 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. The annual salary for a family of four as per the guidelines is \$24,250 or \$11.66 hourly.

Number in Family	2011	2012	2013	2014	2015
1	\$5.24	\$5.37	\$5.52	\$5.61	\$5.66
2	\$7.07	\$7.27	\$7.46	\$7.56	\$7.66
3	\$8.91	\$9.18	\$9.39	\$9.51	\$9.66

Living Wage – continued

4	\$10.75	\$11.08	\$11.32	\$11.47	\$11.66
5	\$12.58	\$12.99	\$13.25	\$13.42	\$13.66

Chart 4 – Orange County Region - Cost of Living Index

Chart 4 shows the cost of living index for years 2010 through 2014. The 2015 cost of living index is not available yet.

Calendar Year	Cost of Living Index
2010	100.6%
2011	99.0%
2012	96.2%
2013	97.7%
2014	96.5%
2015	unavailable

Chart 5 – Health and Human Services Poverty Guidelines Adjusted by the Orange County Region Cost of Living Index (wage per hour)

Chart 5 below shows the Federal Poverty Guidelines, adjusted by the Orange County Region cost of living for years 2011 through 2014. The projected 2015 wage per hour relies upon the 2014 cost of living index and the reported 2015 poverty guideline or $\$11.66 * 96.5\% = \$11.25$.

Number in Family	2011	2012	2013	2014	2015
1	\$5.18	\$5.32	\$5.31	\$5.48	\$5.46
2	\$7.07	\$7.27	\$7.17	\$7.39	\$7.39
3	\$8.82	\$9.09	\$9.03	\$9.29	\$9.32
4	\$10.64	\$10.97	\$10.89	\$11.21	\$11.25
5	\$12.46	\$12.86	\$12.75	\$13.11	\$13.18

Chart 6 - Other Counties Living Wage Data and Methodology

During the FY2014-15 Budget Review, the Board had requested that staff look at other jurisdictions in determining the living wage. As such, Chart 6 represents a summary of surrounding jurisdictions. As shown in Chart 6, jurisdictions calculate the living wage 7.5 percent above the Federal Poverty Guideline for a family of four. Currently the living wage for the City of Durham, Durham County, Durham County Board of Education and the Town of Chapel Hill is \$12.33 for FY2014-15; the Town of Carrboro is \$12.76 for FY2013-14. Other jurisdictions do not have a living wage. Orange County School District has also adopted a \$12.76 living wage effective January 1, 2015.

The 2015 Federal Poverty Guidelines were released on January 22, 2015. Based on these guidelines, the hourly rate for a family of four is \$11.66 per hour. The FY2015-16

Living Wage – continued

living wage for the referenced jurisdictions below will be \$12.53 per hour based on increasing the living wage by 7.5 percent above the Federal Poverty Guidelines for a family of four.

City of Durham	\$12.17 FY13-14 \$12.33 FY14-15	Automatic 7.5% above the Federal Poverty Guidelines for a family of 4.
Durham County	\$12.17 FY13-14 \$12.33 FY14-15	Automatic 7.5% above the Federal Poverty Guidelines for a family of 4.
Durham County Board of Education	\$12.17 FY13-14 \$12.33 FY14-15	Automatic 7.5% above the Federal Poverty Guidelines for a family of 4.
Town of Chapel Hill	\$12.17 FY13-14 \$12.33 FY14-15	Automatic 7.5% above the Federal Poverty Guidelines for a family of 4.
Town of Carrboro	\$12.36 FY13-14	Review during annual budget process
City of Raleigh	No living wage	
Town of Cary	No living wage	
Alamance County	No living wage	
Wake County	No living wage	
City of Greensboro	No living wage	

Manager Recommendation

The Manager recommends the living wage continue at the current \$12.76 per hour in FY2015-16. For the jurisdictions outlined in Chart 6, the FY2015-16 living wage based on 7.5 percent above the poverty guidelines for a family of four is \$12.53. The standard applies 7.5 percent above the poverty guidelines for a family of four (\$11.66 per hour), which equates to a difference of \$.87 per hour. In comparison, Orange County is currently at 9.43 percent above the poverty guidelines for a family of four (\$11.66 per hour), or \$1.10 per hour above the \$11.66 per hour guideline for 2015.

Further that the Board consider adopting the standard of annually adjusting the living wage by 7.5 percent above the Federal Poverty Guidelines for a family of four or a defined standard rate. If upon the Board's adoption of a 7.5 percent or other percent adjustment above the annual published guideline, the current living wage of \$12.76 per hour will remain in effect until such time the applicable formula surpasses \$12.76 per hour.

Hiring Delay

Background

The County initially implemented a six-month hiring freeze policy effective July 1, 2002 as a cost saving program for FY2002-03. A twelve-month hiring freeze was effective in FY2009-10 and has remained in effect through FY2014-15. In FY2010-11, the Board of County Commissioners reduced the hiring freeze to six-months. The hiring freeze policy applies to non-critical vacancies as one of several options to prevent a reduction in workforce and to realize personnel savings. A review process was established to allow non-critical and non-permanent vacancies to be filled with the approval of the County Manager after six months of vacancy unless a shorter delay is approved through the review process.

A department may proceed immediately in filling a critical vacancy, as designated by the County Manager. A critical vacancy is one which maintains essential services such as those related to public safety, health and protective services.

The process of delaying recruitment and reviewing positions as vacancies occur has been an effective means of ensuring personnel cost savings for the County. Chart 1 shows the salary and benefit savings for FY2010-11 through FY2013-14.

Chart 1 – Hiring Delay Personnel Cost Savings

FISCAL YEAR	2010-11	2011-12	2012-13	2013-14
total savings of salary and benefits	\$1,600,000	\$2,172,744	\$2,135,508	\$2,250,174

Overall the program has averaged a cost savings of \$2 million from FY2010-11 through FY2013-14. To date, most requests through the hiring delay exception process have been approved. The Human Resources Department has been averaging 60 days from hiring request to hire, a change from recent years averaging 90 days. These two factors have not reduced the amount of personnel savings overall, savings has continued to increase; however, natural progression of the process realizes personnel savings.

Chart 2 – Example of Natural Attrition

# vacant	average salary	90 days
1	\$47,000	\$7,563
100		\$756,322
125		\$945,402

Chart 2 demonstrates an example of possible savings through normal attrition savings. The turnover rate for FY2015-16 is estimated at 12 percent or 103 vacancies based on a workforce of 865 employees. A conservative estimate is \$750,000 savings in salary attrition and a total of approximately \$1 million for salary and benefits.

Hiring Delay – continued

As demonstrated, the County can realize personnel savings through attrition and as such it is recommended that the six-month hiring delay program not be recommended for FY2015-16. Elimination of the hiring delay will enable departments to move quickly through the recruitment process when filling vacancies and to reduce the disruption of providing public services to Orange County residents.

Instead of a hiring delay review process, Department Directors will be responsible for overseeing personnel appropriations approved as part of the budget process. Further, a request to fill process can be implemented by the Human Resources Department for the purpose of record keeping and notifying the Finance Director of requests to fill vacancies. The Human Resources Director and the Finance Director will be required to approve requests prior to any recruitment efforts. County Manager approval will only be required if the request to fill a vacancy is outside its original approved appropriation.

Further, the Human Resources Director will provide a vacancy report each quarter showing attrition savings to the County Manager and the Finance Director.

Manager Recommendation

The Manager recommends that the Board consider ending the six-month hiring delay and its respective review process to fill vacancies and further recommend that a Request to Fill process is implemented in its stead. If at any time, it is determined that the County is facing a fiscal crisis, the County Manager may hold requests to fill vacancies for any duration of time.

Voluntary Furlough Program

Background

Article IV Section 28-53 of the Code of County Ordinances states that from time to time a mandatory or voluntary furlough program may be implemented. The County Manager may implement a voluntary furlough plan and shall provide Administrative Rules and Regulations to carry out the provisions of the Code of County Ordinances Section 28-53.

On June 16, 2009, the Orange County Board of County Commissioners approved Resolution 2009-073, with an end date of June 30, 2010. Resolution 2009-073 provided employees the opportunity to request furlough leave without loss of employee benefits. The Voluntary Furlough Program was initiated as a cost savings program because of fiscal crisis as declared by the County Manager and was intended to be temporary in nature.

The County Manager implemented rules and regulations for the Voluntary Furlough Program, which granted employees time off without pay for the first time on June 1, 2009. The Voluntary Furlough Program has been extended as part of the budget process since its onset in FY2009-10. To date the Voluntary Furlough program was extended through June 30, 2015 as per the adoption of the FY2014-15 budget by the Board of County Commissioners.

The program offers employees the opportunity to work a reduced schedule or take unpaid time off without losing any benefits or seniority status. The County continues paying employer paid benefits. Participation in the Voluntary Furlough Program requires Director approval and should meet the needs of the employee and the department to ensure there is no disruption in service to Orange County residents.

The chart below summarizes the number of participants, hours of unpaid leave and the cost savings for FY2009-10 through FY2014-15:

FISCAL YEAR	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15*
Participants	31	17	18	14	8	4
Hours of Unpaid Leave	2,581	1,086	2,182	2,525	1,380	1,020
Savings	\$50,970	\$23,965	\$40,886	\$53,512	\$27,841	\$22,557

**projected through June 30, 2015*

Voluntary Furlough Program – Continued

Projected Cost Savings of Extending Voluntary Furlough through FY2015-16

Staff anticipates that cost savings attributed to offering permanent employees the benefit of opting 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 \$20,000 in FY2015-16. Also, it is demonstrated that the cost savings has declined considerably over the last 5 years.

Overall, the County has continued to achieve cost savings from the program. However, the program was designed to offer cost savings to the County because of fiscal crises and intended to be temporary in nature and not intended to offer a reduced work schedule for employees over consecutive fiscal years.

County Manager Recommendation

The Manager recommends extending the Voluntary Furlough Program for FY2015-16.

Retiree Health Care

Background

Retiree health costs continue to grow as the general population, including Orange County employees and residents, age and live longer. The current average age of all of Orange County's 338 retirees is 66.8 years, only 21.9 years older than the County's 864 active employees' average age of 44.9. The overall cost of retiree health benefits continues to increase as more employees retire and the cost of individual health coverage (both Medicare supplements and group health insurance) continues to rise.

The County provides health coverage based on whether an employee is Medicare eligible or not, which in most cases is age dependent. Retirees who have not yet reached their 65th birthday are eligible to remain on the County's group health insurance and, if hired before July 1, 2008, are eligible for the dependent subsidy available to active employees. 2015 is the first year this change would impact retirees who retire with five years of service (either service or disability retirements).

At age 65, retirees are eligible to 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 (prescription drug coverage). Plan F, is referred to as "Medigap" coverage because it covers the gaps left by Medicare Parts A and B.

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. There are currently 150 pre-65 retirees and 176 post-65 retirees (general fund only).

The chart below shows the County's liability for retiree health care as determined by an independent auditor (based on 2013 data).

Actuarial Date	Valuation	Unfunded Actuarial Accrued Liability (UAAL)	UAAL as a Percentage of Covered Payroll
12/31/2013		59,151,035	152.1%
12/31/2012		62,621,989	167.7%
12/31/2011		\$63,716,142	165.2%
12/31/2010		\$62,803,094	163.5%
12/31/2009		\$58,020,674	152.7%
12/31/2007		\$54,382,277	145.6%

Actions taken to Minimize the Cost and Liability of Retiree Health Care

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. No 2015 retirees have been affected because they are either over age 65 (and

Retiree Health Care – continued

dependents are not eligible when the employee retires at or above age 65) or they have had no dependents.

In 2012, the County further addressed this liability by making changes to the Personnel Ordinance for employees hired on or after July 1, 2012. These changes increased the eligibility requirements for retiree health care for employees; require retirees eligible for Medicare due to disability to enroll in Medicare and receive the same benefit available to retirees eligible for the County's post-65 Medicare benefit; and capped the amount the County pays for Medicare supplements and Part D at 50% of the cost of the individual group health premium. In addition, the Board of County Commissioners has established an Other Post – Employment Benefit (OPEB) Fund to fund the future cost of retiree health insurance. To date, the Board of County Commissioners has set aside \$7.5 million in this fund specifically for future retiree health care costs.

After reductions to Part D costs early in this decade, premiums have begun to rise again. In January 2015, Part D increased from \$78.60 to \$109.10/month. Because this is not a group insurance plan, rates increase without the County's ability to modify them. Changing plans would create significant disruption to retirees and is not considered a viable option. Staff continues to encourage employees and retirees to improve their health by offering flu shots, health assessments and health screenings.

Retiree Health Care Recommendation

The Manager recommends an increase for Retiree Health Insurance of \$221,000. The projection represents an estimated 10 percent increase for Medicare Supplemental premiums. The increase is further impacted by an increase in the total number of employees retiring as well as pre-65 retirees becoming Medicare eligible.

**ORANGE COUNTY EMPLOYEE SALARIES
(GRADE 27 AND ABOVE)
MAY 2015**

DEPARTMENT	CLASSIFICATION TITLE	POSITION NUMBER	SALARY GRADE	CURRENT SALARY	ORANGE COUNTY EMPLOYMENT DATE
DEPARTMENT ON AGING	AGING DIRECTOR	399	29	\$82,664	03/16/1987
ANIMAL SERVICES	ANIMAL SERVICES DIRECTOR	975	29	\$93,304	07/11/2005
ASSET MANAGEMENT SERVICES	ASSET MANAGEMENT DIRECTOR	1053	29	\$88,747	11/16/2009
BOARD OF ELECTIONS	ELECTIONS DIRECTOR	110	27	\$86,947	01/28/2008
CHILD SUPPORT	CHILD SUPPORT DIRECTOR	413	29	\$96,113	01/01/1980
COUNTY ATTORNEY	STAFF ATTORNEY	108	27	\$104,139	02/01/1999
COUNTY ATTORNEY	STAFF ATTORNEY	1073	27	\$97,940	05/20/2013
COUNTY ATTORNEY	COUNTY ATTORNEY	1064	37	\$142,561	04/23/2009
COUNTY COMMISSIONERS	CLERK TO THE BOARD	101	27	\$97,440	06/17/2002
COUNTY MANAGER	ASST TO COUNTY MANAGER FOR LEGISLATIVE AFFAIRS	828	27	\$97,940	01/12/2000
COUNTY MANAGER	ASSISTANT COUNTY MANAGER	121	33	\$104,545	07/29/2013
COUNTY MANAGER	COUNTY MANAGER	118	37	\$168,000	06/25/2014
ECONOMIC DEVELOPMENT	ECONOMIC DEVELOPMENT DIRECTOR	218	31	\$100,321	09/19/2011
EMERGENCY SERVICES	EMERGENCY SERVICES DIRECTOR	490	31	\$108,707	01/22/2013
ENVIRONMENT, AGRICULTURE, PARKS AND RECREATION (DEAPR)	ENVIRONMENT, AGRICULTURE, PARKS & RECREATION DIRECTOR	212	29	\$98,347	12/27/1988
FINANCE & ADMINISTRATIVE SERVICES	INTERIM FINANCIAL SERVICES DIRECTOR	125	27	\$112,150	10/18/1999
HEALTH	ENVIRONMENTAL HEALTH DIRECTOR	362	27	\$88,964	02/03/1997
HEALTH	PUBLIC HEALTH NURSING DIRECTOR	340	27	\$90,818	01/09/2012
HEALTH	HEALTH DIRECTOR	310	31	\$123,553	10/31/2011
HEALTH	DENTIST	904	34	\$143,956	05/05/2008
HOUSING, HUMAN RIGHTS & COMMUNITY DEVELOPMENT	HOUSING, HUMAN RIGHTS & COMMUNITY DEVELOPMENT DIRECTOR	557	29	\$100,223	01/12/2015
HUMAN RESOURCES	HUMAN RESOURCES DIRECTOR	128	31	\$106,575	05/12/2014
INFORMATION TECHNOLOGIES	CHIEF INFORMATION OFFICER	898	31	\$103,784	06/30/2006
LIBRARY	LIBRARY DIRECTOR	678	29	\$92,246	01/12/2009
PLANNING & INSPECTIONS	BUILDING INSPECTOR ADMINISTRATOR	207	27	\$82,824	07/29/1996
PLANNING & INSPECTIONS	PLANNING DIRECTOR	195	31	\$123,706	03/01/1999
PUBLIC AFFAIRS	PUBLIC AFFAIRS OFFICER	1098	27	\$89,036	09/17/2012
REGISTER OF DEEDS	REGISTER OF DEEDS	150	29	\$75,967	12/01/2014
SHERIFF	SHERIFF	418	31	\$110,668	12/01/2014
SOCIAL SERVICES	SOCIAL SERVICES ASST DIRECTOR	261	27	\$99,234	06/08/1987
SOCIAL SERVICES	SOCIAL SERVICES DIRECTOR	220	31	\$117,606	07/30/2001
SOLID WASTE	SOLID WASTE DIRECTOR	855	31	\$114,876	06/12/1989
TAX ADMINISTRATION	TAX ADMINISTRATOR	189	31	\$117,404	08/06/2012
VISITORS BUREAU	VISITORS BUREAU DIRECTOR	647	27	\$90,524	10/10/2005

Proposed Fee Schedule

Appendix B

Manager's Recommended Fee Schedule - FY 2015-16

Department/Program	Description	Current Fee	Manager's Recommended Fee Schedule for FY 2015-16 *	Last Revision
Asset Management				
	Use Fee (except for classification 5 and 6, or as otherwise stipulated in Facilities Use Policy)	Resident \$10/hr, Non-Resident \$20/hr		2011
	Great Hall or Ballroom (Senior Centers), except class 6	Resident \$75, Non-Resident \$ 125		2011
	Class 5 Use Fee; includes use, kitchen fee and on-site personnel fees	Resident \$50/hr, Non-Resident N/A		2011
	Class 6 Use Fee; includes use, kitchen fee and on-site personnel fees	Resident \$125, Non-Resident \$175		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
Orange Public Transportation				
	Vehicle lease	\$1.00 per mile (van)		2012
		\$1.00 per mile (van)		2012
		\$1.00 per mile (bus)		2012
	Driver lease	\$20.00/hour Business Hours		2007
		\$22.00/hour Afterhours/Weekends		2007
		\$30.00/hour Holidays		2007
	Public Shuttle	\$2.00 per one way trip in-town		2005
		\$1.00 per one way trip for elderly or disabled		2005
	Medical trips	\$3.00 door to door		2001
Department on Aging				
Senior Programs	Classes	Instructor Cost + 10-25% Admin		Ongoing
	Senior Games	\$15.00 per participant		2010
Senior Center	Room rental (CH center only)	\$15 to \$65/3 hr during bus. hours		1991
		\$10 higher after business hours		1991
		\$250 entire facility after hours		1991
Board of Elections				
Filing Fees	State & County Offices	1% of Annual Salary		Mandated #
	Municipal Offices	CH - \$5.00 Mayor and Council		1980
		Car - \$15.00 Mayor \$10.00 Council		1980
		Hills - \$10.00 Mayor and Council		1980
Municipal Elections	Precinct Officials	CH 50% and Car 50% of Cost		1980
		Hills - 100% of Cost		1980

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2015-16

Manager's Recommended Fee Schedule - FY 2015-16

Department/Program	Description	Current Fee	Manager's Recommended Fee Schedule for FY 2015-16 *	Last Revision
	Ballots	All municipalities 100% of Cost		1980
	Advertisements	All municipalities 100% of Cost		1980
Other Charges	Computer print-outs	\$.10 per page		2009
	Special Select	\$.10 per page		2009
	One-Precinct	\$.10 per page		2009
	Computer labels	\$.30 per page		2009
	Computer Tapes/CD's	\$10.00 per CD		2009
	Specialized Programming	\$10.00 per CD		2009
DEAPR				
Natural & Cultural Resources	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
	Gyms- Open play individuals	\$25 annual Facility Use pass		2007
	Gyms- Open play individuals	\$15 semi-annual Facility Use pass		2011
	Gyms- Open play per day	\$3.00		2012
Special Populations Programs		5% Recovery Rate		2005
Other Programs	Concerts	Varies		2009
Facility Rentals	Gyms - Group Rentals	Govt/School/Non-Profit: \$25/hr half gym; \$35/hr whole gym Profit/Private: \$35/hr half gym; \$45/hr whole gym (1)	Resident: \$35 per hour Non-Resident : \$ 52.50 per hour	2009
	Activity Rms/Rec Centers	\$24/hr for Govt./school/Non-Profit, \$35 for profit/private (1)	Resident: \$25 per hour Non-Resident : \$ 37.50 per hour	2009
	Athletic Fields	\$24/hr for Govt./school/Non-Profit, \$35 for profit/private (1)	Resident: \$25 per hour Non-Resident : \$ 37.50 per hour	2010
	Athletic Fields - Tournaments	\$35/hr. for resident, \$52.50 for non-resident		2014
	Athletic Field Lighting	\$25.00		2010
	Tennis/Basketball Court Rental	\$5.00		2010
	Tennis/Basketball Court Rental w/ lights	\$10.00		2010
	Tournament Vending Permit Fee	\$100 per day		2013
	Special Event Vending	\$15/booth per day		2013
	Non-County Resident Fee	Additional 50% to applied fee		2007
	Picnic Shelter	\$20 per rental		2012
	Group Camping	\$30 per group of 6-30.		2009
	Parks Open Space permit fee (not court, shelter or athletic field)	\$10/hour or \$50/day		2011
	Farmer's Market Pavilion	\$10 per day		2012
Equipment Rentals	Recreational Equipment Rental	\$25 per use		2013

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2015-16

Manager's Recommended Fee Schedule - FY 2015-16

Department/Program	Description	Current Fee	Manager's Recommended Fee Schedule for FY 2015-16 *	Last Revision
	Fax	\$1.00 per page		1994
Land Records	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	\$0.02 per item		1994
	Computer Labels - Owners	\$0.02 per item		1994
	Plot Land Description	\$20.00 each		1994
Library				
	Fines - overdue children's books	10 cents per day (\$5.00 maximum)		2010
	Fines - overdue adult books	20 cents per day (\$5.00 maximum)		2010
	Fines - overdue Periodicals	\$.20 per day		2013
	Fines - overdue DVD (2)	\$1.00 per day (\$5.00 maximum)	\$0.50 per day	early 1980s
	Fines - overdue CD	\$.20 per day		2013
	Fines - overdue Literacy Bag	\$1 per day		2013
	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 plus library charges (\$3)		2013
	Processing Fee	\$5.00		2010
	Kindle Replacement Fee	\$150.00		2014
	Photocopies - Color	25 cents per page		2014
	Fines - overdue Kindle	\$1.00/day		2014
	Flash Drive (3)	N/A	\$3.00	New

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2015-16

Manager's Recommended Fee Schedule - FY 2015-16

Department/Program	Description	Current Fee	Manager's Recommended Fee Schedule for FY 2015-16 *	Last Revision
<i>Register of Deeds</i>				
	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
	Plat copy (uncertified)	\$3.00		2002
	Certified copy of plats	\$5		2002
	UCCs	\$38, \$45 if more than 2 pgs +\$2/page over 10 pgs		2001
	UCC searches	\$30 per debtor name + \$1/page for copies		2001
	Excise/Revenue Stamps	\$2 per \$1000 based on purchase price		1992
	Conformed Copy	\$5		2002
	Marriage License	\$60		2009
	Marriage License Corrections	\$10		2002
	Process Delayed Marriages	\$20		2002
	Certified Copies, Births, Deaths, Marriages Certificates	\$10		2002
	Laminated copy of Birth Certificates	\$12		2002
	Process Amendments Births/Deaths	\$10 + \$15 to NC Vitals Records		2002
	Process Legitimation	\$10		2002
	Delayed Birth Registration	\$20		2002
	Notary Public Qualification	\$10		2002
	Notarization per Signature	\$5		2002
	Notary Certification	\$3 per document		2002
	Copy Work	15 cents per page		2010
	Mylar plat copy	\$5		Early 1980s **
	Issuance of Plat Copy Key	\$5		2002
	Duplicate Marriage License	\$10		2000
	Historical Records	\$1		Early 1980s **
	CRT print-out	15 cents per page		2010
	Computer tapes	\$10 per tape		1997

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2015-16

Manager's Recommended Fee Schedule - FY 2015-16

Department/Program		Description	Current Fee	Manager's Recommended Fee Schedule for FY 2015-16 *	Last Revision
	Planning				
	Engineering	Plan Review	\$300 minimum, \$500 for greater than 1000 linear feet of utility or residential greater than 20 units		2012
		Construction Observation	\$1 per linear foot of utility		2012
		Tap Reinspection Fee	\$100.00		2011
	Current Planning fees	Comprehensive Plan Amendment			
		Text Change	\$500.00 staff review fee, \$800.00 Legal advertisement		2011
		Land Use Map Change	\$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		2001
		Unified Development Ordinance			
		Text Amendments	\$500.00 staff review fee, \$800.00 Legal advertisement		2011
		Zoning Atlas Amendment			
		Rezone 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
		Rezone 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			
		Class A	\$1,100.00 staff review fee, \$800.00 Legal advertisement, \$30.00 sign posting, \$5.00 certified mailing fee for each individual parcel		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
		Rezone to Conditional Use District	\$3000.00 staff review fee (includes rezoning and Class A Special Use Permit Fee), \$800.00 Legal advertisement, \$30.00 sign posting, \$5.00 certified mailing fee for each individual parcel, \$1.00 neighborhood information meeting mailing fee for each individual parcel required to be notified of request. If application proposes a Major Subdivision, then the following additional fees shall be required: \$750.00 additional staff review fee plus \$50.00 an acre fee for projects that do not include an affordable housing component, \$25.00 an acre fee for projects that do include an affordable housing component		2011

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Manager's Recommended Fee Schedule - FY 2015-16

Department/Program			Description	Current Fee	Manager's Recommended Fee Schedule for FY 2015-16 *	Last Revision
			Rezone to Conditional Zoning District	\$2000.00 staff review fee (involves rezoning application only), \$800.00 Legal advertisement, \$30.00 sign posting, \$5.00 certified mailing fee for each individual parcel, \$1.00 neighborhood information meeting mailing fee for each individual parcel required to be notified of request. If application proposes a Major Subdivision, then the following additional fees shall be required: \$750.00 additional staff review fee plus \$50.00 an acre fee for projects that do not include an affordable housing component, \$25.00 an acre fee for projects that do include an affordable housing component		2011
	Board of Adjustment					
			Residential Variance/Appeal	\$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
			Nonresidential 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
			Subdivision			
			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			
			Concept Plan	\$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		2011
			Preliminary	\$600.00 staff review fee, \$800.00 legal advertisement		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
			Nonresidential - Certification Required	\$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
			Home Occupation Plan Review	\$90.00		1997

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Manager's Recommended Fee Schedule - FY 2015-16

Department/Program			Description	Current Fee	Manager's Recommended Fee Schedule for FY 2015-16 *	Last Revision
			EDD Site Plan	\$1,000.00 plus \$10.00 per square feet of proposed building area. If project is associated with a Conditional Use, Conditional Zoning, or Special Use Permit then an additional \$250.00 staff review fee shall apply		2011
			Signs - not associated with a site plan review or approval	\$25 + \$2/sq. ft.		2001
			Major (engineering modifications to the site plan, including major changes in site planning)	\$500.00		2001
			Minor (additions to or deletions from the site plan modification)	\$250.00		2001
			Administrative approvals, including one-year extensions to approved site plans	\$250.00		2001
			Miscellaneous			
			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
			Partial Width Right Of Way request	\$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
			Vacation of rights-of-way/release of easements per vacation or release (includes advertising)	\$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
			Payment-in-Lieu of Parkland Dedication			
			Community Park	\$422/lot		1996
			District Park	\$455/lot		1996
			Hire outside consultants	Cost + 15%		2001
			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
			CD	\$10.00		2011

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Manager's Recommended Fee Schedule - FY 2015-16

Department/Program	Description	Current Fee	Manager's Recommended Fee Schedule for FY 2015-16 *	Last Revision
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
	Private Roads	\$155.00		1998
	Storm water 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			2012
	Surface Water Identification (SWID) field work.			
	Infill /redevelopment	Flat fee of \$10,000 for projects less than 5 acres. 5 acres or greater use intense urban		2011
Inspection fees				
Building	Schedule A			
	New Residential (1&2 family)	\$0.357/sq. ft. (all trades included)		2014
	Building	0.145/sq. ft.		2014
	Electrical	0.067/sq. ft.		2014
	Plumbing	0.067/sq. ft.		2014
	Mechanical	0.078/sq. ft.		2014
	Plan Review	0.184/sq. ft. \$10.00 min. 12% surcharge for Hillsborough		2014
	Schedule B			
	Residential Renovations and Accessory Structures (1&2 family)	\$0.23 per square foot		2006
	Building	0.265/sq. ft.		2014
	Electrical	\$75.00		2014
	Plumbing	\$75.00		2014
	Mechanical	\$75.00		2014
	Plan Review	0.184/sq. ft. \$15.00 min. 12% surcharge for Hillsborough		2014

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Manager's Recommended Fee Schedule - FY 2015-16

Department/Program	Description	Current Fee	Manager's Recommended Fee Schedule for FY 2015-16 *	Last Revision
	<i>Schedule C</i>			
	Mobile/Modular Homes			
	Singlewide			
	Building	\$100.00		2014
	Electrical	\$63.00		2014
	Plumbing	\$45.00		2014
	Mechanical	\$45.00		2014
	Doublewide			
	Building	\$150.00		2014
	Electrical	\$63.00		2014
	Plumbing	\$45.00		2014
	Mechanical	\$45.00		2014
	Triplewide			
	Building	\$175.00		2014
	Electrical	\$63.00		2014
	Plumbing	\$63.00		2014
	Mechanical	\$63.00		2014
	Quadwide			
	Building	\$200.00		2014
	Electrical	\$63.00		2014
	Plumbing	\$63.00		2014
	Mechanical	\$63.00		2014
	<i>Schedule D</i>			
	New Commercial-per square foot			
	Residential (apartments)			
	Building	\$0.219		2014
	Electrical	\$0.097		2014
	Plumbing	\$0.097		2014
	Mechanical	\$0.077		2014
	Storage			
	Building	\$0.077		2014
	Electrical	\$0.059		2014
	Plumbing	\$0.059		2014
	Mechanical	\$0.077		2014
	Assembly			
	Building	\$0.164		2014
	Electrical	\$0.089		2014
	Plumbing	\$0.089		2014
	Mechanical	\$0.077		2014

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Manager's Recommended Fee Schedule - FY 2015-16

Department/Program	Description	Current Fee	Manager's Recommended Fee Schedule for FY 2015-16 *	Last Revision
	Institutional			
	Building	\$0.305		2014
	Electrical	\$0.150		2014
	Plumbing	\$0.150		2014
	Mechanical	\$0.153		2014
	Business			
	Building	\$0.219		2014
	Electrical	\$0.104		2014
	Plumbing	\$0.104		2014
	Mechanical	\$0.098		2014
	Mercantile			
	Building	\$0.150		2014
	Electrical	\$0.074		2014
	Plumbing	\$0.074		2014
	Mechanical	\$0.067		2014
	Hazardous			
	Building	\$0.114		2014
	Electrical	\$0.048		2014
	Plumbing	\$0.048		2014
	Mechanical	\$0.067		2014
	Factory/Industrial			
	Building	\$0.114		2014
	Electrical	\$0.048		2014
	Plumbing	\$0.048		2014
	Mechanical	\$0.067		2014
	Educational			
	Building	\$0.219		2014
	Electrical	\$0.104		2014
	Plumbing	\$0.104		2014
	Mechanical	\$0.098		2014
	Commercial Plan Review	0.0322 per square foot per project <5000 sq ft (\$82.50 minimum)		2014
		0.0253 per square foot 5000-20,000 sq ft		2014
		0.01955 per square foot 20,000-150,000 sq ft		2014
		0.0127 per square foot >150,000 sq ft		2014
		(Additional 11% Town of Hillsborough)		2006
	Commercial Renovations and Alterations	Building \$150 + .316 per sf; Electrical \$100.00; Plumbing \$100.00; Mechanical \$100.00		2014

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Manager's Recommended Fee Schedule - FY 2015-16

Department/Program	Description	Current Fee		Manager's Recommended Fee Schedule for FY 2015-16 *		Last Revision
	<i>Schedule E</i>					
	Miscellaneous Bldg Inspections	Commercial	Residential	Commercial	Residential	
	Moving Building	\$100.00	\$100.00			2014
	Building Demolition	\$100.00	\$100.00			2014
	Change of Occupancy/Use	\$100.00				2014
	Communication Tower					
	Building	\$23.00/ft.				2014
	Electrical	\$150.00				2014
	Swimming Pools					2012
	Commercial	\$100.00				2014
	Residential	\$100.00				2014
	Woodstove/Fireplace					
	Commercial	\$50.00				2014
	Residential	\$50.00				2014
	Prefabricated Utility Bldgs.					
	Commercial	Calculated under storage capacity				
	Residential	\$100.00				2014
	Signs	\$100.00				2014
	<i>Schedule F</i>					
	Miscellaneous Electrical	Commercial	Residential	Commercial	Residential	
Electrical Inspections	Temporary Serv 60 amp	\$50.00	\$50.00			2014
	Temporary Serv 60A-100A	\$50.00	\$50.00			2014
	Sign Inspections	\$50.00	\$50.00			2014
	Gasoline Pumps	\$50.00				2014
	Miscellaneous Inspections	\$100.00	\$100.00			2014
	<i>Schedule G</i>					
	Electrical Service Changes	Commercial	Residential			
	Single Phase					
	60-100A	\$100.00	\$100.00			2014
	125-200A	\$100.00	\$100.00			2014
	400A	\$150.00	\$150.00			2014
	Three Phase					
	150-200A	\$150.00	\$150.00			2014
	400 A	\$200.00	\$200.00			2014
	<i>Schedule H</i>					
	Electrical Service	Single Phase	Three Phase	Commercial and Residential	Commercial and Residential	
	30-60A	\$50.00	\$125.00	Single Phase	Three Phase	2014
	70-100A	\$125.00	\$125.00			2014
	125A	\$150.00	\$150.00			2014
	150A	\$175.00	\$200.00			2014
	200A	\$180.00	\$225.00			2014
	300A	\$190.00	\$250.00			2014
	400A	\$225.00	\$300.00			2014
	600A	\$300.00	\$350.00			2014
	800A	\$350.00	\$475.00			2014
	1000A	\$475.00	\$625.00			2014
	1200A	\$625.00	\$700.00			2014
	1400A	\$675.00	\$900.00			2014
	1600A	\$700.00	\$1,200.00			2014
	Over 1600A	\$110/100A	\$140/100A			2014

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Manager's Recommended Fee Schedule - FY 2015-16

Department/Program	Description	Current Fee	Manager's Recommended Fee Schedule for FY 2015-16 *	Last Revision
Plumbing fees	<i>Schedule I</i>			
	New Construction	Based on square footage, see schedule A and B		
		<i>Commercial Residential</i>		
	Water Heater Installation	\$100.00 \$100.00		2014
Mechanical Inspections	<i>Schedule J</i>			
	Residential Mechanical			
	Installation ea addtl system	\$50.00		2014
	Replacement of one system	\$150.00		2014
	<i>Schedule K</i>			
	Non-residential/ Commercial			
	Commercial Cooling			
	First unit	\$150.00		2014
	Each additional Unit	\$50.00		2014
	Replacement of System	\$150.00		2014
	Commercial Heating			
	First Unit	\$150.00		2014
	Each additional Unit	\$50.00		2014
	Replacement of System	\$150.00		2014
	Commercial Heat/Cool Combine			
	First Unit	\$150.00		2014
	Each additional Unit	\$50.00		2014
	Replacement of System	\$150.00		2014
	Commercial Ventilation/Exhaust			
	One System	\$150.00		2014
	Each additional	\$50.00		2014
	Hood fan comm. cooking equip	\$100.00		2014
	Comm. Range or Grill	\$100.00		2014
	Deep Fat Fryer	\$100.00		2014
	Oven	\$100.00		2014
	Commercial Reinspection Fee	\$100.00		2014

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Manager's Recommended Fee Schedule - FY 2015-16

Department/Program		Description	Current Fee	Manager's Recommended Fee Schedule for FY 2015-16 *	Last Revision
General Miscellaneous					
		Issue Certificate of Occupancy	\$15.00		2014
		Permit Renewal	\$50.00		2014
		Day Care Permits (existing building new occupancy)	\$100.00		2014
		Day Care Reinspection	\$100.00		2014
		Sprinkler system	\$210.00		2014
		Temporary Electrical Final Inspection-Residential	\$75.00		2014
		Temporary Electrical Final Inspection-Commercial	\$100.00		2014
		Fire Alarm system	\$200.00		2014
		Archive research (per project)	\$20.00		2014
		Grease trap installation	\$100.00		2014
		Reinspection fee (no charge for 1st rejection per trade) - Residential	\$100.00		2014
		Temporary tents	\$100.00		2014
		Work started with no permits are charged double fees			1986
Emergency Medical		Emergency Response			
Emergency Management					
		Basis Life Support (Non-Emergency)	\$300.00		2005
		Basis Life Support (Emergency)	\$375.00		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
		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

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Manager's Recommended Fee Schedule - FY 2015-16

Department/Program	Description	Current Fee	Manager's Recommended Fee Schedule for FY 2015-16 *	Last Revision
Fire Marshal	Fire Inspections (by facility type)	See Appendix B		
	Assembly			1996
	Business			1996
	Church/Assembly			1996
	Daycare facility			1996
	Educational, private			1996
	Foster Care Home			1996
	Hazardous			1996
	Industrial			1996
	Institutional			1996
	Mercantile			1996
	Residential(Common Areas)			1996
	Storage			1996
	Fees below are to cover the cost of Mandatory and Optional Permits under the 2009 NC Fire Code (5310-435299), including staff hours to review plans, issue permits, and inspect locations for compliance.			
	Aerosol Products	\$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 Mall Bldg	\$50.00		2011
	Cryogenic Fluids	\$50.00		2011
	Cutting & Welding	\$50.00		2011
	Dry Cleaning Plants	\$50.00		2011
	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

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Department/Program	Description	Current Fee	Manager's Recommended Fee Schedule for FY 2015-16 *	Last Revision
	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
	Out of Service Exit/Emergency Light (4)	N/A	\$50.00	New
	Blocked Exit (5)	N/A	\$250.00	New
	Out of Service Fire Alarm System (6)	N/A	\$250.00	New
	Out of Service Sprinkler System (7)	N/A	\$250.00	New
	Out of Service Kitchen Suppression (8)	N/A	\$250.00	New
	Out of Service Clean Agent Suppression System (9)	N/A	\$250.00	New
	Parking in Fire Lane (10)	N/A	\$50.00	New
	Nuisance Fire Alarms (11)	N/A	\$50.00	New
	Stop Work Order Fine (12)	N/A	\$50.00	New
	Illegal Burn, 1st offense (13)	N/A	\$50.00	New
	Illegal Burn, 2nd offense (13)	N/A	\$100.00	New
	Illegal Burn, 3rd offense (14)	N/A	\$500.00	New
	Failure to obtain proper permit (15)	N/A	\$ amount of permit	New
	Public Education & Orange County Facilities (16)	N/A	\$ amount per square footage	New

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Manager's Recommended Fee Schedule - FY 2015-16

Department/Program			Description	Current Fee	Manager's Recommended Fee Schedule for FY 2015-16 *	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
			L.P. 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	\$30.00		2012
			Gun Permits	\$5.00		1982
			Work Release	\$25.00		2012
			Report and Records Copies	\$2.00		1986
			Fingerprint Cards	\$20.00		2012
			Laminating	\$5.00		1986
			Concealed Weapons Permits	\$80.00 (\$35 state \$45 county)		2012
			Concealed Weapons Permits-Renewal	\$75.00		2012
			Federal Inmates	\$66.00		2012
			State Inmates	\$14.50 per day		
			Commission on executions	5% 1st \$500 and 2.5% on balance		1968
			Weekenders	\$25.00		2012
	Efland Sewer		Tap Fees	\$1,300 connection fee + cost of public service stub out		2011
			User Monthly Rates (18)	\$13.39 per 1000 gal., 2000 gal. minimum	\$14.33 per 1000 gal., 2000 gal. minimum	2013

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Manager Recommended Fee Schedule

Manager's Recommended Fee Schedule - FY 2015-16

Department/Program	Description	Current Fee	Manager's Recommended Fee Schedule for FY 2015-16 *	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	\$10.00		2012
	Pet Tax-Late Fee	\$5.00		2012
	Pet Tax-Sterilized Waiver for Seniors	\$0.00		2012
	Pet Tax-Sterilized Waiver for Citizens Receiving Public Assistance (19)	N/A	\$0.00	New
Animal Control	<i>Civil Penalties/Fines</i>			
	failure to vaccinate	\$200.00		2008
	failure to license	\$200.00		2008
	public nuisance violations	\$50,100,200,300,400.00		2008
	mistreatment	\$200.00		2008
	failure to wear rabies tag	\$50.00		2011
	Kennel Permits	\$50.00		2007
Animal Shelter	<i>Adoption Fees</i>			
	Cat Adoption Fees	\$95.00		2011
	Kitten Adoption Fees (5 mo. and under)	\$95.00		2011
	Multiple Cat Adoption-Peak Season (20)	\$50.00	\$0.00	2011
	Special Event Cat Adoption Fee (21)	\$50.00	\$0.00 - \$95.00	2011
	Senior Citizen Cat Adoption Fee	\$25.00		2012
	Dog Adoption Fee	\$115.00		2011
	Puppy Adoption Fee (5 mo. and under)	\$115.00		2011
	Special Event Dog Adoption Fee (21)	\$60.00	\$0.00 - \$115.00	2011
	Senior Citizen Dog Adoption Fee	\$30.00		2012
	Veterinary Exam	\$50.00		2012
	Care of Medical Condition	\$20.00-\$60.00		2012
	Daily Medication Administration	\$5.00		2012
	Replacement of Rabies Tag/Certificate	\$3.00		2012
	Boarding Fee for stray animals	\$10.00/day		2007
	Protective Custody Board Fee (22)	N/A	\$0.00	New
	Protective Custody Shelter Redemption Fee (23)	N/A	\$0.00	New
	Boarding Fee for Euthanized Quarantine Animals (24)	N/A	\$0.00	New
	Bite Quarantines	\$15.00 per day		2012
	Rabies Shots (shelter)	\$10.00		2007
	Rabies Shots (low-cost clinics)	\$10.00		2010
	Daily Board-cruelty/seizure/court hold	\$15.00		2012
	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	\$25 per Microchip		2012
	Sale of Goods - Cat Carriers	\$5.00		2014

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Manager's Recommended Fee Schedule - FY 2015-16

Department/Program	Description	Current Fee	Manager's Recommended Fee Schedule for FY 2015-16 *	Last Revision
Health Department				
Environmental Health	<i>Soil Analysis/Improvement Permit</i>			
	Single Family Units <601 Gallons per day. Less than 2 acres (25)	\$350.00	\$390.00	2006
	Single Family Units >600 Gallons per day (25)	\$350 + \$75 per 600 GPD or fraction of additional WW flow >600 GPD	\$390 + \$85	2006
	Non-domestic WW	Fee increases by 50% over the total permit fee of a comparably sized domestic WW system		2006
	<i>Authorization to construct WW system</i>			
	Single Family Units <601 Gallons per day. Less than 2 acres (25)	\$260.00	\$290.00	2006
	Single Family Units >600 Gallons per day (25)	\$260 + \$160 per 600 GPD or fraction of additional WW flow >600 GPD	\$290 + \$180	2006
	Non-domestic WW	Double fee for comparably sized domestic WW system		2006
	<i>Other Misc. Activities</i>			
	Permit Site Revision (25)	\$125.00	\$140.00	2006
	Existing System Inspection(requiring a field visit) (25)	\$125.00	\$140.00	2006
	Existing System Authorizations (Office authorization, no field visit required) (25)	\$20.00	\$25.00	2006
	Mobile Home Park			
	1 to 25 spaces (25)	\$125.00	\$140.00	2006
	26 to 50 spaces (25)	\$175.00	\$195.00	2006
	51 and over spaces (25)	\$225.00	\$250.00	2006
	MH Space Reinspection (25)	\$75.00	\$85.00	2006
	Septic Tank Manufacturer Yard Inspection (25)	\$250.00	\$280.00	2010
	Septic Tank Contractor Registration Fee - New contractor (one time) (25)	\$200.00	\$225.00	2006
	Septic Tank Contractor Fee - Annual Renewal (25)	\$25.00	\$30.00	2006
	Failed Inspection/Reinspection (25)	\$35.00	\$40.00	2006
	Septic Tank Contractor Education Class Fee (25)	\$50.00		2006
	<i>WTMP</i>			
	Initial Inspection (25)	\$125.00	\$140.00	2006
	Follow-up inspection (25)	\$75.00	\$85.00	2006
	<i>Wells and Water Samples</i>			
	Well permits (25)	\$430.00	\$480.00	2008
	Replacement Well Permit Refund (if original well abandoned within 30 days of construction) (25)	-\$250.00	-\$280.00	2008
	Permit Site Review Revisions (IP, CA, Well) (25)	\$125.00	\$140.00	2006
	Microbiology			
	Total Cloiform P/A	\$60.00		1/1/2015
	Total Cloiform MPN	\$65.00		1/1/2015
	Fecal Coliform	\$65.00		1/1/2015
	Fecal Coliform/Streptococcus	\$85.00		1/1/2015
	Enterococcus, MPN	\$65.00		1/1/2015
	Iron Bacteria	\$65.00		1/1/2015
	Sulfur/Sulfate - Reducing	\$75.00		1/1/2015
	Pseudomonas-MTF or MPN	\$65.00		1/1/2015
	Heterotrophic Plate Count	\$60.00		1/1/2015

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Manager's Recommended Fee Schedule - FY 2015-16

Department/Program	Description	Current Fee	Manager's Recommended Fee Schedule for FY 2015-16 *	Last Revision
	Inorganic Chemistry			
	Full Inorganic Panel	\$110.00		1/1/2015
	Metals Panel	\$95.00		1/1/2015
	Individual Metals	\$80.00		1/1/2015
	Anions - F, Cl, Sulf	\$65.00		1/1/2015
	Disinfection By-products	\$65.00		1/1/2015
	Fluoride - Physician, Dentist request	\$25.00		1/1/2015
	Nitrate/Nitrite	\$65.00		1/1/2015
	Arsenic Speciation	\$65.00		1/1/2015
	Organic Chemistry			
	Pesticides	\$110.00		1/1/2015
	Herbicides	\$110.00		1/1/2015
	Petroleum Products	\$110.00		1/1/2015
	Volatile Organic Chemicals	\$110.00		1/1/2015
	New Well Full Well Panel	included in well permit		1/1/2015
	Existing Well Full Well Panel	\$110.00		1/1/2015
	Radon Air Sample Kit - Radon	\$20.00		2010
	<i>Tattoo Parlors</i>			
	Tattoo Artist Annual Permit fee	\$250.00		2010
	<i>Swimming Pools</i>			
	Swimming Pool Inspection	\$250.00		2010
	Plan Review - Swimming Pools	\$250.00		2010
	<i>Food Service</i>			
	Plan review and permit fee - Temporary Food Establishment	\$75.00		2010
	Plan Review - Food Service Establishment	\$250.00		2010

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Manager's Recommended Fee Schedule - FY 2015-16

Department/Program	ADA Code	Description	Current Fee	Manager's Recommended Fee Schedule for FY 2015-16 *	Last Revision
Dental Health	D0150	Comprehensive Oral Evaluation	\$80.00		2013
		Oral Evaluation for a patient under three years of age and counseling with primary caregiver (26)	\$55.00	\$61.00	2013
	D0120	Periodic Oral Evaluation	\$45.00		2013
	D0140	Limited Oral Evaluation	\$69.00		2013
	D0170	Re-evaluation-limited, problem	\$65.00		2013
	D9310	Consultation	\$122.00		2013
	D0330	Panoramic Film	\$100.00		2013
	D0270	BWX 1 Film	\$26.00		2013
	D0272	BWX 2 Films	\$41.00		2013
	D0273	Bitewings- three films	\$51.00		2013
	D0274	BWX 4 Films	\$58.00		2013
	D0220	1st Intraoral PA Film	\$26.00		2013
	D0230	Additional PA Film	\$23.00		2013
	D0240	Intraoral Occlusal Film	\$38.00		2013
	D0210	Full Mouth Series w BWX	\$120.00		2013
	D1120	Prophy/Child under age 13	\$61.00		2013
	D1110	Prophy/Adult age 13 and up	\$82.00		2013
	D1203	Fluoride Varnish (age 13&under)	\$33.00		2013
	D1204	Fluoride Varnish (age 13-20)	\$33.00		2013
	D1206	Topical Fluoride varnish;therapeutic application for moderate to high caries risk patients	\$39.00		2013
	D1351	Sealant/NEWLY ERUPTED TEETH	\$49.00		2013
		Re-application of sealant (27)	N/A	\$49.00	New
	D4342	Scale/Root Planing 1-3 teeth p/q	\$167.00		2013
	D4341	Scale Root Planing 4+ teeth p/q	\$231.00		2013
	D4355	Full mouth Debridement	\$168.00		2013
	D4910	Periodontal Maintenance	\$127.00		2013
	D2140	Amal One Surface Prim/ Perm	\$130.00		2013
	D2150	Amal Two Surface Prim/ Perm	\$164.00		2013
	D2160	Amal Three Surface Prim/Perm	\$198.00		2013
	D2161	Amal Four Surface Prim/Perm	\$236.00		2013
	D2330	Resin One Surface Anterior	\$148.00		2013
	D2331	Resin Two Surface Anterior	\$183.00		2013
	D2332	Resin Three Surface Anterior	\$227.00		2013
	D2335	Resin Four Surface Anterior	\$288.00		2013
	D2390	Resin Comp. Crown Ant. Prim	\$414.00		2013
	D2391	Resin Comp. 1sur.Post-Prim/Perm	\$162.00		2013
	D2392	Resin Comp. 2sur.Post-Prim/Perm	\$212.00		2013
	D2393	Resin Comp. 3sur.Posterior Perm	\$261.00		2013
	D2394	Resin Comp.4+sur.Posterior Perm	\$314.00		2013
	D9910	Application of Desensitizing Medicament	\$57.00		2013
	D9911	Application of Desensitizing Resin for cervical and/or root surface per tooth	\$70.00		2013

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Manager's Recommended Fee Schedule - FY 2015-16

Department/Program	Description	Current Fee	Manager's Recommended Fee Schedule for FY 2015-16 *	Last Revision
	D3220 Pulpotomy	\$183.00		2013
	D2930 SSC Primary Tooth	\$247.00		2013
	D2931 SSC Permanent Tooth	\$298.00		2013
	D2932 Prebaccrated Resin Crown	\$323.00		2013
	D2934 Prefab.est.coat SSC prim. Tooth	\$327.00		2013
	D2940 Sedative Filling	\$113.00		2013
	D9110 Palliative Treatment	\$115.00		2013
	D7140 Ext. Erupted Tooth Prim/Perm	\$162.00		2013
	D7210 Extraction Surgical - 100+	\$253.00		2013
	D7111 Ext. coranal remnants deciduous	\$122.00		2013
	D7310 Alveoplasty extractions p/quadr.	\$270.00		2013
	D7311 Alveoplasty in conjunction with extraction 1-3 teeth per quadrant	\$273.00		2013
	D7320 Alveoplasty not in conjunction with extraction 4 or more tooth spaces per quadrant	\$404.00		2013
	D7321 Alveoplasty not in conjunction with extraction 1-3 tooth spaces per quadrant	\$384.00		2013
	D2920 Recement Crown NOT cov. by MA	\$100.00		2013
	D0470 Study Models	\$104.00		2013
	D7510 I & D Minor Surgery	\$217.00		2013
	D9951 Occusal Adjustment Limited	\$166.00		2013
	D9999 Fractured Tooth Txt.	\$70.00		2013
	D3110 Pulp Cap-direct exp. Pulp MED	\$76.00		2013
	D3120 Pulp Cap-indirect nearly exposed	\$77.00		2013
	D7286 Biopsy Oral Tissue	\$298.00		2013
	D2951 Pin Retention/tooth	\$67.00		2012
	MED Band & Loop/Quadrant Impress	\$0.00		2013
	D1510 Band & Loop/Quadrant Deliver 209/25	\$287.00		2013
	MED Fixed Bilateral Impress	\$0.00		2013
	D1515 Fixed Bilateral Deliver 419/30	\$393.00		2013
	D9940 Occlusal guard, by report minimize bruxism \$274/95 lab	\$549.00		2013
	D9941 Fabrication of Athletic Mouthguard	\$236.00		2013
	D3310 Root Canal Therapy Anterior	\$676.00		2013
	D3320 Root Canal Therapy Bicuspid	\$780.00		2013
	D3330 Root Canal Therapy Molar	\$943.00		2013
	Flat Fee Fabrication of Athletic Moutguard Projects	\$17.00		2009
	Boil and Bite Mouthguards (students with braces)	\$5.00		2007
	Minimum charge for dental visit	Sliding fee recommendation is to discontinue the \$30 per preventative visit and \$30 per procedure fee. Recommending to slide to 20% with a minimum of \$30 per visit.		2013

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Manager's Recommended Fee Schedule - FY 2015-16

Department/Program	Description	Current Fee	Manager's Recommended Fee Schedule for FY 2015-16 *	Last Revision
	CPT Code			
Personal Health	10060	Drainage of Skin Abscess	\$117.00	2009
	10061	Drainage of Skin Abscess	\$200.00	2009
	10080	Drainage of Pilonidal Cyst	\$195.00	2009
	10120	Remove Foreign Body	\$133.00	2009
	10140	Drainage of Hematoma/Fluid	\$147.00	2009
	10160	Puncture Drainage of Lesion	\$94.00	2008
	11000	Debride Infected Skin	\$56.00	2009
	11055	Paring of corn/callus (1 lesion)	\$46.00	2009
	11200	Remove Skin Tags	\$89.00	2007
	11719	Trim Nail(s)	\$22.00	2008
	11720	Debride Nail 1-5	\$33.00	2008
	11730	Avulsion of Nail Plate	\$97.00	2011
	11740	Drain Blood from Under Nail	\$56.00	2009
	11976	Norplant (Remove)	\$223.00	2008
	11981	Insertion, non-biodegradable drug	\$250.00	2012
	11982	Removal, non-biodegradable drug	\$154.00	2009
	11983	Removal, with reinsertion, non-biodegradable drug	\$234.00	2009
	12001	Repair Superficial Wound(s) 2.5cm or less	\$171.00	2008
	12002	Repair Superficial Wound(s) 2.6-7.5cm	\$184.00	2009
	16000	Initial Burn(s) Treatment	\$84.00	2009
	16020	Dsg and/or debridement, small	\$97.00	2009
	17000	Destroy Benign/Premal Lesion	\$72.00	2009
	17003	Destroy Lesions, 2-14	\$18.00	2009
	17110	Destruct Lesion(s), 1-14	\$109.00	2009
	17250	Chem. Caut of granulation tissue	\$79.00	2009
	20550	Inject Single Tendon-Ligament-Cyst	\$72.00	2009
	20551	Inject Single Tendon ? Insertion	\$67.00	2009
	20552	Inject Single-Multi Trigger Pts, 1-2 Muscles	\$67.00	2008
	20553	Inject Single-Multi Trigger Pts, 3+ Muscles	\$78.00	2009
	20600	Drain/Inject, Small Joint or Bursa	\$67.00	2008
	20605	Drain/Inject, Intermediate Joint or Bursa	\$72.00	2007
	20610	Drain/Inject, Major Joint or Bursa	\$84.00	2009
	26010	Drain Finger Abscess, Simple	\$329.00	2009
	29130	Apply Finger Splint, Static	\$44.00	2009
	30300	Remove foreign body intranasal	\$244.00	2009
	30901	Control Nosebleed	\$123.00	2009
	36415	Lab: Venipuncture	\$18.00	2009
	36416	Capillary Puncture	\$15.00	2012
	46083	Incise External Hemorrhoids	\$184.00	2009
	46600	Diagnostic Anoscopy	\$100.00	2009
	51701	Insertion of non-dwelling bladder cath	\$94.00	2009
	54050	Destroy Lesion (Male)	\$315.00	2012
	56405	Incision/Drainage of Vulva or Perineum	\$140.00	2009
	56420	Incision/Drainage of Gland Abscess	\$173.00	2009
	56501	Destroy Lesions (Female)	\$260.00	2012
	57170	Diaphragm Fit	\$95.00	2009
	57452	Colposcopy of the cervix (without biopsy)	\$160.00	2012
	57454	Colposcopy of the cervix, with biopsy and endocervical curettage	\$208.00	2012
	57455	Colposcopy of the cervix, with biopsy	\$193.00	2012
	57456	Colposcopy of the cervix, with endocervical curettage	\$183.00	2012

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	58300 Insert Intrauterine Device (IUD)	\$160.00		2012
	58301 IUD Removal	\$200.00		2012
	59025 Fetal Non Stress	\$90.00		2012
	59425 Antepartum package 4-6 visits	\$1,900.44		2014
	59426 Antepartum package 7+ visits	\$3,408.75		2014
	59430 Postpartum care only	\$175.00		2012
	64435 Paracervical Block	\$176.00		2008
	65205 Remove Foreign Body from External Eye	\$67.00		2007
	69200 Remove Foreign Body from Outer Ear Canal	\$140.00		2006
	69210 Remove Ear Wax	\$67.00		2006
	80061 Lipid Panel (Fasting) - UNC Lab	\$18.00		2006
	80101 Urine Toxicology Screen (UNC Lab)	\$160.88		2010
	80178 Lithium Level (UNC Lab)	\$9.46		2011
	81000 U/A (W/Micro)	\$28.00		2006
	81002 U/A (Dipstick Only)	\$18.00		2006
	81025 Pregnancy Test	\$15.00		2012
	82040 Albumin Serum (UNC Lab Test)	\$6.00		2006
	82044 Urine Micro-Albumin (UNC Lab)	\$4.18		2010
	82150 Amylase (UNC Rate)	\$9.00		2006
	82239 Bile Acid Test	\$93.00		2006
	82247 Total Bilirubin (UNC Lab Test)	\$7.00		2006
	82248 Direct Bilirubin (UNC Lab Test)	\$7.00		2006
	82251 Neonatal Bilirubin (UNC Lab Test)	\$9.00		2006
	82270 Hemocult	\$11.00		2008
	82306 Vitamin D 25 (UNC Lab)	\$71.00		2011
	82310 Ca (UNC Lab Test)	\$7.00		2008
	82374 CO2 (UNC Lab Test)	\$6.22		2014
	82435 CL (UNC Lab Test)	\$6.00		2007
	82465 Total Cholesterol (UNC Lab Test)	\$6.00		2006
	82565 CREAT (UNC Lab Test)	\$7.00		2007
	82607 B12 (UNC Lab Test)	\$21.00		2006
	82728 Ferritin (UNC Lab Test)	\$19.00		2006
	82746 Folate (UNC Lab Test)	\$20.00		2006
	82772 Fecal occult blood, single spec.	\$10.00		2006
	82784 Iga (UNC Lab)	\$13.58		2010
	82947 GLU (UNC Lab Test)	\$5.00		2006
	82952 GGT 3 HR	\$25.00		2012
	82977 GGT (UNC Lab Test)	\$11.00		2006
	83001 FSH (UNC Lab Test)	\$25.00		2006
	83002 Luteinizing Hormone *UNC rate	\$25.00		2006
	83516 Ttg (UNC Lab)	\$16.85		2010
	83540 Iron Profile (FE): IBC (UNC Lab Test)	\$9.00		2006
	83615 LDH (UNC Lab Test)	\$8.00		2006
	83690 Lipase (UNC Rate)	\$9.00		2006
	83718 Lipid Panel (Non-Fasting) HDL (UNC Lab Test)	\$11.00		2006
	83721 LDL (UNC Lab Test)	\$13.00		2006
	84075 ALK PHOS (UNC Lab Test)	\$7.00		2006
	84132 K (UNC Lab Test)	\$6.00		2006
	84146 Prolactin (UNC Lab)	\$27.00		2006
	84153 PSA Screen (UNC Lab)	\$25.00		2006
	84153 PSA Diagnostic (UNC Lab)	\$25.00		2006
	84155 TP-Serum (UNC Lab Test)	\$5.00		2007
	84156 TP-Urine (UNC Lab Test)	\$5.00		2006
	84295 NA (UNC Lab Test)	\$6.12		2014
	84436 Thyroxine (T4) - (UNC Lab Test)	\$8.00		2006
	84439 Free T4 (UNC Lab Test)	\$12.00		2006

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	84443 TSH (UNC Lab Test)	\$22.00		2006
	84450 SGOT, AST (UNC Lab Test)	\$7.00		2006
	84460 SGPT, ALT (UNC Lab Test)	\$7.00		2008
	84466 Iron Profile/Transferrin: % Saturation (UNC Lab Test)	\$17.00		2006
	84478 TRIG (UNC Lab Test)	\$8.00		2006
	84479 T3U (UNC Lab Test)	\$8.00		2006
	84481 Free T3 (UNC Lab)	\$42.00		2010
	84520 BUN (UNC Lab Test) (11)	\$5.01		2014
	84550 Uric Acid (UNC Lab Test)	\$6.00		2006
	84702 QUANT HCG/Serum (UNC Lab Test)	\$12.00		2006
	85025 CBC with Diff (UNC Lab Test)	\$10.00		2006
	85027 CBC w/o Diff (UNC Lab Test)	\$9.00		2006
	85611 Prothrombin Time (UNC Lab)	\$5.00		2006
	85651 SED Rate (UNC Lab Test) (11)	\$4.51		2014
	86038 ANA (anti-nuclear antibody) titer (UNC Rate)	\$16.00		2006
	86039 Confirmation, if ANA+ (UNC Rate)	\$15.00		2008
	86308 MONO Spot (UNC Lab Test)	\$7.00		2006
	86430 RA Factors - Qual (UNC Lab Test)	\$7.00		2006
	86431 RA Factors - Quan (UNC Lab Test)	\$7.00		2006
	86580 PPD	\$17.00		2012
	86677 H. Pyloric (UNC Lab Test)	\$20.00		2011
	86706 Hepatitis B Surface Antibody (UNC Lab)	\$15.38		2011
	86757 RMSE (Convalescent) (UNC Rate)	\$27.00		2009
	86762 Rubella (UNC Lab Test)	\$20.00		2009
	86787 Varicella Immune Status Test *UNC rate	\$17.00		2008
	86803 Hep C Antibody (UNC Lab)	\$20.00		2007
	86804 Hepatitis C RIBA (UNC Lab Test)	\$16.00		2009
	86870 Antibody Identification (UNC Lab Test)	\$21.00		2010
	86900 ABO Group (UNC Lab Test)	\$4.00		2009
	86901 RH Type (UNC Lab Test)	\$7.00		2009
	87070 Other Bacterial Culture (UNC Lab Test)	\$12.00		2008
	87081 Throat Culture (UNC Lab Test)	\$8.00		2008
	87086 Urine Culture (UNC Lab Test)	\$11.00		2006
	87101 Culture, Fungal Dermatology Screen (UNC Lab)	\$10.00		2008
	87184 ID & Sensitivity (UNC Lab Test)	\$9.00		2008
	87205 STAT Male Smear	\$22.00		2008
	87206 Fungal Direct Test (FDIR) (UNC Lab Test)	\$7.00		2008
	87210 Wet Mount	\$18.00		2009
	87269 Parasitology Test #9807-Giardia (UNC Lab Test)	\$16.00		2009
	87272 Parasitology Test #9807-Cryptosporidium (UNC Lab)	\$16.00		2009
	87340 HBsAG (UNC Lab Test)	\$13.00		2009

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Manager's Recommended Fee Schedule - FY 2015-16

Department/Program	Description	Current Fee	Manager's Recommended Fee Schedule for FY 2015-16 *	Last Revision
	87420 RSV (Respiratory Syncytial Virus) Antigen Screen (UNC Lab)	\$16.00		2008
	87880 Streptococcus Group A Assay W/Optic (UNC Lab)	\$20.00		2009
	88175 Cytopath C/V Auto Fluid Redo	\$35.00		2012
	90460 Admin Fee (1 vaccine) to children by RN or higher	\$15.70		2012
	90461 Admin Fee (2 vaccines) to children by RN or higher	\$8.84		2012
	90470 Administration of H1N1 Vaccine	\$18.00		2010
	90471 Admin Fee (1 vaccine)	\$18.00		2012
	90472 Admin Fee (2+ vaccines)	\$18.00		2012
	90473 Immunization Adm. - Intranasal/Oral	\$13.71		2014
	90474 Immunization Adm. - Intranasal/Oral Additional	\$13.71		2014
	90632 Hep A - Adult	\$45.00		2012
	90633 Hep A (Ped/Adol)	\$25.00		2010
	90647 PedVaxHIS Self Pay	\$40.00		2012
	90648 HIB Vaccine	\$26.00		2012
	90649 Gardasil	\$136.00		2012
	90654 Intradermal flu vaccine	\$20.00		2012
	90655 Preservative free influenza vaccine 6-35 mo	\$16		2011
	90656 Preservative free influenza vaccine	\$18.00		2012
	90657 Influenza Split 6-35 mo.	\$14.00		2009
	90658 Influenza Split 3yr and Above	\$15.00		2012
	90660 Influenza Virus Vaccine Live for Intranasal	\$23.00		2012
	90662 Influenza - high dose (65+)	\$40.00		2012
	90669 Prevnar (PCV7 -Pneumococcal Vaccine	\$116.00		2009
	90670 Prevnar (PCV13) -Pneumococcal Vaccine	\$130.00		2012
	90675 Rabies (IM)	\$237.00		2009
	90680 Rotateg (Rotavirus Vaccine)	\$99.00		2009
	90696 Kinrix (DTaP/IPV)	\$52.00		2012
	90700 Dtap Vaccine (Pediatric) Self Pay	\$32.00		2012
	90707 Adult MMR	\$56.00		2009
	90713 Inactivated Polio Vaccine (IPV)	\$31.00		2009
	90715 Tdap Vaccine	\$39.49		2014
	90716 Varicella vaccine	\$89.00		2008
	90732 Immunization: Pneumococcal - State	\$65.00		2012
	90733 Meningococcal Vaccine, Subcutaneous/Jet	\$100.00		2008
	90734 Menactra Meningococcal Vaccine	\$106.87		2014
	90734 Menveo (Novartis)	\$122.00		2010
	90736 Zostavax vaccine	\$179.00		2007
	90744 Pediatric Hep B Vaccine Self Pay	\$30.00		2012
	90746 Immunization: Hep B (20+ yrs)	\$58.00		2007
	90760 IV Infusion Up to One Hour	\$140.00		2007
	90772 Therapeutic prophylactic/diagnostic injection	\$23.00		2008
	90801 Psychiatric Diagnostic Interview Exam	\$151.00		2008
	90802 Psychiatric Diag Interview Exam, Interactive	\$161.00		2009
	90804 Psychother, Indiv, Insight, 20-30 min.	\$65.00		2009
	90806 Psychother, Indiv, Insight, 45-50 min.	\$97.00		2007
	90808 Psychother, Indiv, Insight, 75-80 min.	\$146.00		2008
	90810 Psychother, Indiv, Interac, 20-30 min.	\$70.00		2007
	90812 Psychother, Indiv, Interac, 45-50 min.	\$103.00		2009
	90814 Psychother, Indiv, Interac, 75-80 min.	\$152.00		2009
	90846 Psychotherapy, Family, w/o Patient	\$95.00		2009
	90847 Psychotherapy, Family, (Conjoint) W/Pt Present	\$115.00		2009
	90853 Psychotherapy, Group	\$32.00		2009
	91781 IV infusion Each Additional Hour up to Eight	\$39.00		2009
	92551 Audiometry	\$18.00		2008

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Manager's Recommended Fee Schedule - FY 2015-16

Department/Program	Description	Current Fee	Manager's Recommended Fee Schedule for FY 2015-16 *	Last Revision
	92587 OAE (Limited)	\$100.00		2012
	93000 Electrocardiogram, Complete	\$33.00		2009
	93005 Electrocardiogram, Tracing Only	\$22.00		2009
	94640 Airway Inhalation Treatment	\$22.00		2009
	94664 Aerosol/Vapor Inhalation Treatment	\$22.00		2009
	94760 Pulse Oxygen	\$8.00		2009
	96110 Developmental Test	\$23.00		2012
	96152 Health & Behavior Intervention	\$55.00		2012
	96372 Ther/Proph/Diag in/SC/IM	\$60.00		2012
	97802 Medical Nutrition Therapy/Initial 15 min. Unit	\$30.00		2009
	97803 Medical Nutrition Therapy/Re-Assess 15 min. Unit	\$30.00		2009
	97804 Medical Nutrition Therapy-Group (2 or more)	\$15.00		2011
	99000 Lab: Handling Fee	\$11.00		2009
	99070 Special Supplies	\$18.00		2009
	99173 Vision	\$7.00		2009
	99175 Induction of Vomiting	\$67.00		2009
	99201 New Office/Outpt Tx Brief E&M	\$110.00		2009
	99202 New Office/Outpt Tx Expanded Prob Focused E&M	\$165.00		2009
	99203 New Office/Outpt Tx Detailed E&M	\$200.00		2009
	99204 New Office/Outpt Tx Moderate Complex E&M	\$335.00		2009
	99205 New Office/Outpt Tx High Complex E&M	\$405.00		2009
	99211 Estab Office/Outpt Tx Brief E&M	\$60.00		2012
	99212 Estab Office/Outpt Tx Prob Focused E&M	\$100.00		2012
	99213 Estab Office/Outpt Tx Expanded Focused E&M	\$150.00		2012
	99214 Estab Office/Outpt Tx Detailed E&M	\$225.00		2012
	99215 Estab Office/Outpt Tx Comprehensive E&M	\$305.00		2012
	99381 Preventive/New Pt < 1 yr.	\$255.00		2012
	99382 Preventive/New Pt 1-4 yrs.	\$270.00		2012
	99383 Preventive/New Pt 5-11 yrs.	\$275.00		2012
	99384 Preventive/New Pt 12-17 yrs.	\$235.00		2012
	99385 Preventive/New Pt 18-39 yrs.	\$235.00		2012
	99386 Preventive/New Pt 40-64 yrs.	\$267.00		2009
	99387 Preventive/New Pt 65+ yrs.	\$242.00		2008
	99391 Preventive/Estab Pt < 1 yr.	\$225.00		2012
	99392 Preventive/Estab Pt 1-4 yrs.	\$225.00		2012
	99393 Preventive/Estab Pt 5-11 yrs.	\$200.00		2012
	99394 Preventive/Estab Pt 12-17 yrs.	\$205.00		2012
	99395 Preventive/Estab Pt 18-39 yrs.	\$225.00		2012
	99396 Preventive/Estab Pt 40-64 yrs.	\$220.00		2012
	99397 Preventive/Estab Pt 65+ yrs.	\$212.00		2004
	DSME (Diabetes Self Management Education) minimum fee (28)	N/A	\$20.00	New
	99406 Tobacco Use Cessation Counseling - Intermediate	\$10.66		2012
	99407 Tobacco Use Cessation Counseling - Intensive	\$22.10		2012
	99420 Health Check Autism Assessment (29)	\$8.14	\$9.20	2013
	Recoding Education Classes	\$30.00/hr		2010
	Recoding Consultant Services (Health Educators)	\$20.00/hr		2010
	Recoding Patient Education (non Physician)	\$35.00/unit		2012
	Recoding Health Risk Appraisal	\$12.00		2004

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Manager's Recommended Fee Schedule - FY 2015-16

Department/Program	Description	Current Fee	Manager's Recommended Fee Schedule for FY 2015-16 *	Last Revision
	82465QW Cholesterol	\$11.00		2011
	82947QW Glucose (Random)	\$18.00		2006
	82950QW O'Sullivan	\$28.00		2007
	82951QW OGTT (3 HR)	\$50.00		2006
	83036QW Hemoglobin A1C	\$21.00		2006
	85018QW Hemoglobin	\$11.00		2009
	88175-90 Pap, Thin Prep (State Lab)	\$18.38		2012
	D0145 Oral Evaluation <3 yrs with counseling	\$55.00		2012
	D1206 Topical Fluoride Appl	\$47.00		2012
	Recode Employee Varicella Titer (UNC Lab)	\$78.00		2009
	Recode Employee Measles (Rubeola) Titer	\$48.00		2009
	Recode Employee Mumps Titer	\$50.00		2009
	Recode Employee Rubella Titer	\$75.00		2009
	G0008 Adm of Influenza Vaccine	\$18.00		2009
	G0008 Admin. Influenza Vaccine - Medicare	\$18.00		2009
	G0009 Adm of Pneumococcal Vaccine	\$18.00		2009
	G0009 Admin. Pneumococcal Vaccine - Medicare	\$18.00		2009
	G0108 DSME/DSMT Individual Assessment	\$22.00		2010
	G0109 DSME/DSMT Group Class	\$12.00		2010
	G0270 Additional MD requested MNT indiv - Medicare	\$25.00		2010
	G0271 Additional MD requested MNT group - Medicare	\$13.00		2010
	J1055 Depo Provera Injection	\$40.00		2012
	J1200 Diphenhydramine HCL/Benadryl up to 50mg	\$6.00		2009
	J2550 Promethazine _ mg	\$8.00		2009
	J2790 Rhogam Injection	\$88.00		2012
	J3420 B-12 Injection	\$6.00		2009
	J3490 17 Alpha-hydroxprogesterone	\$21.00		2012
	J7300 Paragard IUD	\$390.00		2012
	J7302 Mirena IUD	\$745.23		2014
	J7303 Nuvaring	\$57.00		2008
	J7307 Implanon	\$698.99		2014
	JO696 Ceftriaxone Sodium/Rocephin per 250mg	\$22.00		2008
	Recorded Sports Physical	\$44.00		2008
	Recorded Camp Physical	\$44.00		2009
	Recorded College Physical	\$44.00		2009
	Recorded J-693 Form	\$25.00	Due to the volume of fee waiver requests for this service, we are requesting to convert the existing charge from flat fee to sliding scale	2012
	Recorded Primary Care Minimum Fee	\$20.00		2012
	Recorded MNT Minimum Fee	\$20.00		2012
	Recorded Adult Medicaid Co-pay	\$3.00		2010
	S4993 Oral Contraceptive Pills	\$5.00		2012
	S9465 Diabetic management program, dietitian visit	\$35.00		2011
	S9470 Nutritional counseling, dietitian visit	\$35.00		2011
	T1002 RN Services up to 15 min.	\$21.00		2005
	S9442 Birthing classes	8.69/ 1 hr block		2013
	90714 TD Vaccine	\$35.00		2013

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Manager's Recommended Fee Schedule - FY 2015-16

Department/Program	Description	Current Fee	Manager's Recommended Fee Schedule for FY 2015-16 *	Last Revision
<i>Inactive Approved Fees</i>				
	90636 Twinrix	\$112.00		2010
	90647 Pedvax Hib	\$40.00		2010
	90648 ActHib	\$26.00		2010
	90650 Cervarix	\$141.00		2010
	90681 Rotarix	\$124.00		2010
	90698 Pentacel	\$95.00		2010
	90700 DTaP	\$32.00		2012
	90702 DT (pediatric)	\$38.00		2010
	90714 Td	\$25.00		2010
	90723 Pediarix	\$91.00		2010
	90744 Hep B (peds)	\$30.00		2010
** UNC and State Lab Fees in BOLD are established by reference lab and not by OCHD				
** "No Code and Recode" represent local use codes that can be billed, however are not recognized by ICD-10.				
<i>Miscellaneous</i>				
	<i>Massage License</i>			
	Practitioner License	\$50.00		1996
	Practitioner/Owner License	\$75.00		1996
<i>School Capital</i>				
		\$5,623 Per Single Family Dwelling; \$1,743 Per Multi-Family Dwelling; \$2,678 Per Manufactured Home		
Impact Fees	Orange County School District			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
<i>Social Services</i>				
	Adoption Intermediary Fee	\$300.00		2008

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Manager's Recommended Fee Schedule - FY 2015-16

Department/Program	Description	Current Fee	Manager's Recommended Fee Schedule for FY 2015-16 *	Last Revision
Solid Waste - Enterprise Fund				
	Solid Waste Programs Fee (30)	N/A	\$107.00	New
Recycling				
Sanitation				2013
Landfill	Construction & Demo	\$40.00/ton		2012
	Clean Wood/Vegetative Waste	\$18.00/ton		2009
	Stumps & Land Clearing Waste	\$40.00/ton		2012
	Disposal of Mobile Homes	\$200.00/unit		2010
	Conventional Yard Waste Mulch	\$25.00/3 cubic yard scoop		2012
	Decorative Red Mulch & Compost	\$28/one cubic yard scoop		2009
	Tires (stockpiles tires/no state certification)	\$100.00/ton		1997
	Appliances (White Goods)	No charge		
	Scrap Metal	No charge		
	Cardboard	No charge		
	Mattress Recycling Fee	\$10 per piece		2013
Environmental Support				
	Regulated Recyclable Materials License	\$25.00/vehicle		2002
	Regulated Recyclable Materials Facility Certification	\$250.00/application		2002
	Regulated Recyclable Materials Permit-Carrboro	10% of assessed building permit fee		2002
	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
Sanitation - School Refuse Collection				
	6 cubic yard container/scheduled pick-up	\$31.00		2010
	8 cubic yard container/scheduled pick-up	\$33.00		2010
	Non-scheduled pick-up	\$40.00		2010
Community Relations/Visitors Bureau				
	Occupancy Tax Rate	3% of gross receipts derived from rental of accommodations in the County		2008

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2015-16 Manager Recommended Fee Schedule Footnotes

(1) Language Correction
(2) Decrease overdue fees for DVDs from \$1.00 to \$.50; Decrease to mirror other local libraries. Industry experience shows no significant decrease in revenue associated with this type of decrease in fees. Our experience mirrors this as well.
(3) In order to address a customer service initiative, provide for sale of flash drives to public. Public Internet users have no way to save work such as resumes, applications and school work. By selling small flash drives for \$3.00 we are adding service and benefits to the customer.
(4) The increase is needed to effectively enforce the importance of the exit light maintenance section of the fire code. Education is being provided to customers to do preventative maintenance and by adding a fee, this would apply per light when customers blatantly ignore the preventative maintenance program which ensures the lights will perform as installed.
This fee would apply to obstructed and inaccessible means of egress identified as an Immediate Danger to Life and Health (IDLH).
(6) The increase is needed to effectively enforce the importance of properly maintained fire alarm systems in facilities. This fee would apply to out of service fire alarm systems that are required to be in service.
(7) The increase is needed to effectively enforce the importance of properly maintained sprinkler systems in facilities. This fee would apply to out of service sprinkler systems that are required to be in service.
(8) The increase is needed to effectively enforce the importance of properly maintained kitchen suppression systems in facilities. This fee would apply to out of service kitchen systems that are required to be in service.
(9) The increase is needed to effectively enforce the importance of properly maintained clean agent suppression systems in facilities. This fee would apply to out of service clean agent systems that are required to be in service.
(10) The increase is needed to enforce parking in fire lanes designated for fire apparatus.
(11) The increase is needed to effectively enforce the importance of properly maintained fire alarm systems in facilities. This fee would apply to nuisance fire alarm activations that occur three or more within a month on a required fire alarm system.
(12) The increase is needed to enforce the requirements of Section 111.4 of the North Carolina Fire Code, Stop Work Order. This section address construction workers who fail to comply with an issued Stop Work Order. A stop work order is any work regulated by fire code that is performed in a manner contrary to the provisions of the fire code or in a dangerous or unsafe manner.
(13) The proposed fee schedule is currently an enforcement penalty through Solid Waste. The Fire Marshal's office will be enforcing the fine when called by fire department's that respond to illegal burns.
(14) The proposed fee schedule is currently an enforcement penalty through Solid Waste as the maximum dollar value to fine individuals who are burning illegal material. The Fire Marshal's office will be enforcing the fine when called by fire departments that respond to illegal burns.

2015-16 Manager Recommended Fee Schedule

Footnotes

(15) This proposed fee is to fine any worker for work or use being conducted without obtaining the proper permit other than the above listed fire protection permitting.
(16) The public school system does not have a designation of fee enforcement on the approved 1996 fire inspection rates. I am proposing to include a category under the fee scale called Public Educational (biannual) and Orange County Facilities (annual) that currently includes Business, Storage, Foster Care, Residential and Private Educational facilities. The initial inspection charge is \$185.00, reinspection \$50.00 and a third inspection fee of \$400.00. The fees for Orange County facilities would be exempt and only apply for re-inspections that result in recurring violations.
(18) The current revenues collected from user fees do not cover the cost of operating the system
(19) Allows citizens receiving public assistance to apply for an annual waiver to the pet tax for sterilized animals. Subject to written guidelines approved by the Animal Services Director
(20) Reduction of the fee to adopt two or more cats during peak season (April - October). Applicable when first cat is adopted at full price; additional cats will be adopted at reduced fee. Offers incentive to adopt multiple cats at a time when shelter population is at its fullest. Any loss of adoption fees will be offset by increased number of positive outcomes and related reduction in the costs of housing cats for additional days, potentially lessens the number of animals that are euthanized.
(21) Provides flexibility to set adoption fees during special events to offer incentive to adopt animals. Allows for greater degree of creativity and innovation to generate public interest and market events. Any loss of adoption fees will be offset by increased number of positive outcomes and related reduction in the costs of housing animals for additional days, potentially lessens the number of animals that are euthanized.
(22) Establishes a boarding fee for an animal impounded as a result of a situation outside of the owner's control and not as a result of Animal Control violations. Subject to written guidelines approved by Animal Services Director.
(23) Establishes a shelter redemption fee for an animal impounded as a result of a situation outside of the owner's control and not as a result of Animal Control violations. Subject to written guidelines approved by Animal Services Director.
(24) Establishes a boarding fee for animals impounded as a result of a bite or rabies exposure when the animal must be euthanized by Animal Services at the end of the quarantine period.
(25) To reach full cost recovery and decrease dependency on county general funds.
(26) ADA Code Oral Health Evaluation for patient under 3 years and counseling with primary caregiver. Increase fee to the 70th percentile on which all other Dental Health Fees are based
(27) New 2015 ADA Code - reapplication of sealant. Code not previously in existence
(28) To be consistent with other services such as MNT and Primary Care.
(29) Increase to Medicaid full reimbursable rate.
(30) To fund the cost of recycling programs and a portion of the solid waste convenience centers. Replaces the old tiered fee structure previously levied in FY 2011/12.

Appendix A (FY 2006-07)

New Commercial Buildings and Additions Fee Restructuring

FY 2006-07 Approved Fee Per SF Building Area for New Commercial

Occupancy	Building	Electrical	Plumbing	Mechanical	Total FY 2006-07 Approved Fee	FY 2005-06 Current Fee
Multi-Family (Res.)	\$0.190	\$0.084	\$0.084	\$0.067	\$0.425	\$0.385
Storage	0.067	0.051	0.051	0.067	\$0.236	\$0.214
Assembly	0.143	0.077	0.077	0.067	\$0.364	\$0.330
Institutional	0.265	0.130	0.130	0.133	\$0.658	\$0.598
Business	0.190	0.090	0.090	0.085	\$0.455	\$0.413
Mercantile	0.130	0.064	0.064	0.058	\$0.316	\$0.286
Hazardous	0.099	0.042	0.042	0.058	\$0.241	\$0.220
Factory/Industrial	0.099	0.042	0.042	0.058	\$0.241	\$0.220
Educational	0.190	0.090	0.090	0.085	\$0.455	\$0.413

Appendix B

Orange County Fire Inspection Rates

Assembly (every year)

Institutional (every year)

Day Care (every year)

Mercantile (every three years)

Square Footage	Initial Inspection	Reinspection	Third Inspection
Up to 1,000 SqFt	\$ 40.00	\$ 30.00	\$ 130.00
1,001 to 2,500 SqFt	50.00	30.00	130.00
2,501 to 5,000 SqFt	60.00	30.00	150.00
5,001 to 7,500 SqFt	70.00	35.00	170.00
7,501 to 10,000 SqFt	80.00	35.00	190.00
10,001 to 12,500 SqFt	90.00	35.00	210.00
12,501 to 15,000 SqFt	100.00	35.00	230.00
15,001 to 17,500 SqFt	110.00	40.00	250.00
17,501 to 20,000 SqFt	120.00	40.00	270.00
20,001 to 22,500 SqFt	130.00	40.00	290.00
22,501 to 25,000 SqFt	140.00	40.00	310.00
25,001 to 27,500 SqFt	150.00	45.00	330.00
27,501 to 30,000 SqFt	160.00	45.00	350.00
30,001 to 32,500 SqFt	170.00	45.00	370.00
32,501 to 35,000 SqFt	180.00	45.00	390.00
35,001 to 37,500 SqFt	190.00	45.00	400.00
37,501 and over	200.00	50.00	400.00

Hazardous (every year)

Industrial (every two years)

Square Footage	Initial Inspection	Reinspection	Third Inspection
Up to 1,000 SqFt	\$ 55.00	\$ 30.00	\$ 160.00
1,001 to 2,500 SqFt	65.00	30.00	160.00
2,501 to 5,000 SqFt	75.00	35.00	180.00
5,001 to 7,500 SqFt	85.00	35.00	200.00
7,501 to 10,000 SqFt	95.00	35.00	220.00

Recommended Fee Schedule

Square Footage	Initial Inspection	Reinspection	Third Inspection
10,001 to 12,500 SqFt	105.00	40.00	240.00
12,501 to 15,000 SqFt	115.00	40.00	260.00
15,001 to 17,500 SqFt	125.00	40.00	280.00
17,501 to 20,000 SqFt	135.00	40.00	300.00
20,001 to 22,500 SqFt	145.00	45.00	320.00
22,501 to 25,000 SqFt	155.00	45.00	340.00
25,001 to 27,500 SqFt	165.00	45.00	360.00
27,501 to 30,000 SqFt	175.00	45.00	380.00
30,001 to 32,500 SqFt	185.00	50.00	400.00
32,501 to 35,000 SqFt	195.00	50.00	400.00
35,001 to 37,500 SqFt	205.00	50.00	400.00
37,501 and over	215.00	50.00	400.00

Business (every three years)

Storage (every three years)

Foster Care (every year)

Residential (e.g. group homes, common areas of multifamily complexes - every year)

Private Educational (every two years)

Square Footage	Initial Inspection	Reinspection	Third Inspection
Up to 1,000 SqFt	\$ 25.00	\$ 20.00	\$ 100.00
1,001 to 2,500 SqFt	35.00	30.00	100.00
2,501 to 5,000 SqFt	45.00	30.00	120.00
5,001 to 7,500 SqFt	55.00	35.00	140.00
7,501 to 10,000 SqFt	65.00	35.00	160.00
10,001 to 12,500 SqFt	75.00	35.00	180.00
12,501 to 15,000 SqFt	85.00	35.00	200.00
15,001 to 17,500 SqFt	95.00	40.00	220.00
17,501 to 20,000 SqFt	105.00	40.00	240.00
20,001 to 22,500 SqFt	115.00	40.00	260.00
22,501 to 25,000 SqFt	125.00	45.00	280.00
25,001 to 27,500 SqFt	135.00	45.00	300.00
27,501 to 30,000 SqFt	145.00	45.00	320.00
30,001 to 32,500 SqFt	155.00	45.00	340.00
32,501 to 35,000 SqFt	165.00	45.00	360.00
35,001 to 37,500 SqFt	175.00	45.00	380.00
37,501 and over	185.00	50.00	400.00

Recommended Fee Schedule

Policies

Appendix C

ORANGE COUNTY BOARD OF COMMISSIONERS DEBT MANAGEMENT POLICY

The County has long recognized the importance of proper long-range planning in order to meet capital improvement needs as they arise without experiencing dramatic impacts on operational cost and debt service. The following policy statements will provide guidance on the issuance of debt to help insure that the County maintains a sound debt position and that its credit quality is protected. In conjunction with the County's Capital Policies, these policy statements rationalize the decision making process, identify objectives for staff to implement, and demonstrate a commitment to long term financial planning objectives. In addition, this debt management policy will allow for an appropriate balance between the established debt parameters and providing flexibility to respond to unforeseen circumstances and new opportunities.

POLICY STATEMENTS

Purpose and Type of Debt

1. Incurrence of debt or long-term borrowing will only be used for the purpose of providing financing for capital projects to include, but not limited to:
 - a. Construction of new School and County facilities
 - b. Renovation and repair of existing School and County facilities
 - c. Acquisition of real property (land and/or buildings)
 - d. Construction or expansion of Public Utilities.
 - e. Providing funds for Affordable Housing Projects
 - f. Construction, acquisition and development of Parks
 - g. Purchase of major equipment

Debt issuance will not be used to finance current operations or normal maintenance.

2. The types of debt instruments to be used by the County include:
 - a. General Obligation Bonds
 - b. Bond Anticipation Notes
 - c. Installment Purchase Agreements (private placement)
 - d. Special Obligation Bonds (landfill only)
 - e. Certificates of Participation, when feasible
 - f. Revenue Bonds
3. All debt issued, including installment purchase methods, will be repaid within a period not to exceed the expected useful life of the improvements or equipment financed by the debt.
4. The County will not issue tax or revenue anticipation notes.

Purpose and Type of Debt (continued)

5. The County will not issue bond anticipation notes with maturities in excess of one year.
6. The County will strive to maximize the use of pay-as-you-go financing for capital improvements.

Issuance of Debt

7. The County will strive to issue bonds no more frequently than once in any fiscal year. The scheduling of bond sales and installment purchase decisions and the amount of bonds to be sold and installment financing to be sought will be determined each year by the County Commissioners. These decisions will be based upon the identified cash flow requirements for each project financed, market conditions, and other relevant factors. These factors will be ascertained from the school systems and County departments. If cash needs for bond projects are insignificant in any given year, the Board may choose not to issue bonds. Instead, the Board may fund up front project costs and reimburse these costs when bonds are sold. In these situations the Board will adopt Reimbursement Resolutions prior to the expenditure of project funds.
8. The County will seek level or declining debt repayment schedules and will avoid issuing debt that provides for balloon principal payments reserved at the end of the term of the issue.
9. The County will avoid over-reliance on variable rate debt. Variable rate debt will only be considered when market conditions favor this type of issuance. When variable rate debt is considered, careful analysis will be performed and techniques applied that will ensure that the County's sound debt position will be maintained. At no time will variable rate debt exceed 20% of the County's total outstanding debt.
10. The County is required by Statute to issue general obligation debt through a competitive process. The competitive process will also be used for other debt issuance unless time factors, interest rates or other factors make it more favorable to the County to use a negotiated process.
11. In the planning process for debt issuance the County will assess the need to maintain its "Bank Qualification" if installment purchase financing is being considered.

Level of Debt

12. The County will maintain its net bonded debt at a level not to exceed three percent of the assessed valuation of taxable property within the County.
13. The County will strive to maintain its annual debt service costs at a level no greater than fifteen percent of general fund revenues, including installment purchase debt. This is a recommended “best practice” from the Government Finance Officers Association.

Advance Refunding of Debt

14. The County will make every effort to issue advance refunding bonds to achieve cost savings of at least 3% percent net of the refunding bonds. Net savings includes gross savings less issuance costs and any cash contributions to the refunding. The 3% savings is the minimum savings permissible before the North Carolina Local Government Commission will consider advance refunding bonds. These decisions will be based upon the maturity date of the refunded bonds, the call date and premium on the refunded bonds and the interest rates at which the refunding bonds can be issued.

Undesignated Fund Balance

15. The County will strive to maintain an undesignated balance in the general fund of 17% percent of budgeted general fund operating expenditures each fiscal year. The amount of undesignated fund balance maintained during each fiscal year should not fall below 8% percent of budgeted general fund operating expenditures as recommended by the North Carolina Local Government Commission.
16. To the extent that general fund undesignated fund balance exceeds 17% percent the balances may be utilized to fund capital expenditures or pay down outstanding County debt.

Investment of Capital Funds

17. Investment of capital funds will be performed in accordance with the North Carolina General Statutes (159-30). Funds will be invested in instruments that will provide the liquidity required to meet the cash flow needs of each project funded.

18. Investment earnings on capital funds, after subtracting required or potential arbitrage, will be used for project costs and/or debt service.

Bond Ratings

19. The County will maintain good communications with bond rating agencies regarding its financial condition and will follow a policy of full disclosure on every financial report and offering statement.
20. The County will strive to maintain bond ratings at or better than AAA (Fitch), Aa2 (Moody's Investor Services) and AA+ (Standard & Poor's).

Arbitrage Rebate and Secondary Market Disclosure Requirements

21. The County will comply with all arbitrage rebate requirements as established by the Internal Revenue Service and all secondary market disclosure requirements established by the Securities and Exchange Commission.
22. Arbitrage will be calculated at the end of each fiscal year and interest earned on investment of bond or installment purchase proceeds will be reserved to pay any penalties due.

Enterprise Funds

23. For any Enterprise Fund that is supporting debt, an annual rate study will be performed to ensure that fees or rates are sufficient to meet the debt service requirements.

Capital Reserve Funds

24. The County will create and maintain capital reserve funds as appropriate, such as for school and county projects.
25. The Capital Reserves will be funded from property tax revenues, sales tax revenues and/or any other revenue source that the County Commissioners may choose.
26. Funds accumulated in the Capital Reserve Funds will be used on a pay-as-you-go basis to finance renovations and repairs to existing buildings and the purchase of major equipment. The Board may also choose to fund other pay-as-you-go initiatives from Reserve Funds.

5-Year Capital Investment Plan (CIP)

- 27. The County will review and adopt a five-year CIP annually.
- 28. This Debt Management Policy will be incorporated into the CIP.
- 29. The County will strive to include plans for debt issuance within the CIP.

Rescission

This policy supersedes any policy in place prior to this date.

April 5, 2011

ORANGE COUNTY BOARD OF COMMISSIONERS 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

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.

Rescission

This policy supersedes any policy in place prior to this date.

April 5, 2011

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.