ORANGE COUNTY
NORTH CAROLINA

FY 2016-17
ANNUAL OPERATING BUDGET

MANAGER RECOMMENDED

Orange County, North Carolina
Manager Recommended
FY 2016-17 Annual Operating Budget

BOARD OF COUNTY COMMISSIONERS

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Deputy County Manager

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Chief Financial Officer

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Deputy Director

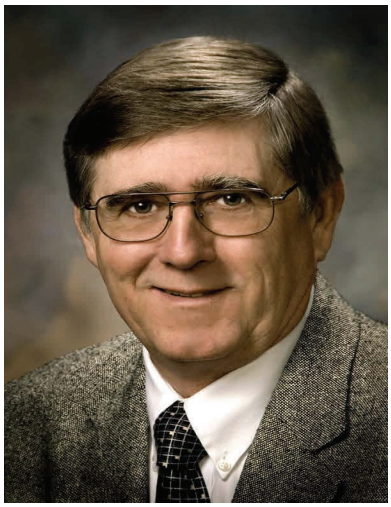
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Orange County

North Carolina

For the Fiscal Year Beginning

July 1, 2015

Executive Director

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Orange ***C***ounty ***M***ission ***S***tatement

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

To provide these quality services efficiently, we must:

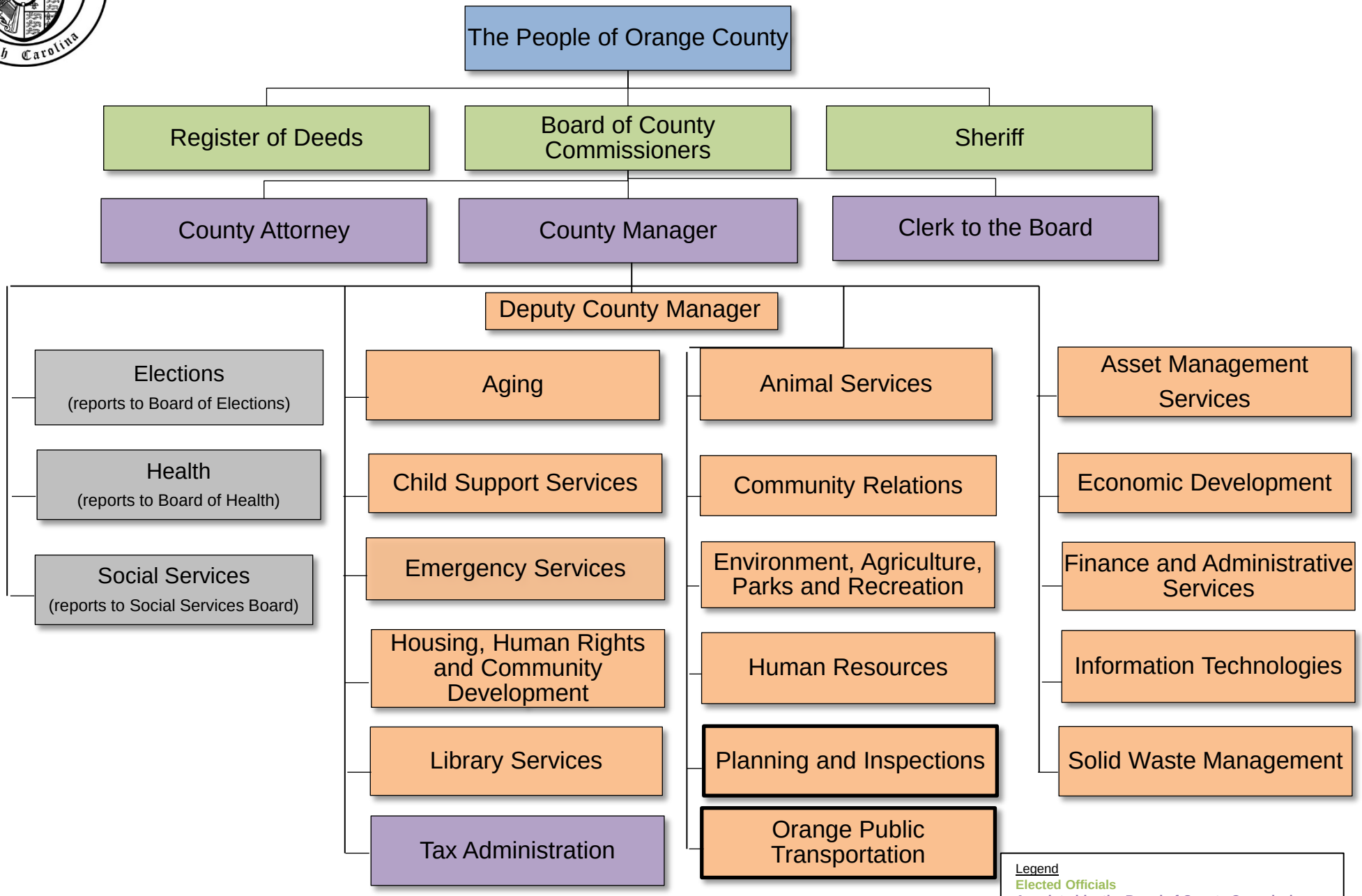
- Serve the ***Residents*** of Orange County - ***Our Residents Come First***.

- Depend on the energy, skills and dedication of all our employees and volunteers.

- Treat all our Residents and all our Employees with fairness, respect, and understanding.

Orange County Residents Come First.

Orange County Government



FY 2016-17 Recommended

ORANGE COUNTY
NORTH CAROLINA

MEMORANDUM

May 5, 2016

TO: Board of Orange County Commissioners

FROM: Bonnie Hammersley
County Manager

RE: Transmittal of the FY 2016-17 Recommended Budget

I am pleased to submit the FY2016-17 County Manager's Recommended Operating Budget for your review and consideration. The annual operating and capital budgets largely represent the County's operating plan for the coming fiscal year. Like the Capital Investment Plan this year, the Recommended Operating Budget is founded in the goals and priorities established by the Board of Orange County Commissioners during its annual retreat. This was also the first year in which functional leadership teams prioritized the budget requests of their fellow departments based on standard criteria. Both of these changes added context, insight, and a greater sense of purpose to the budget development process.

Expenditures

The FY2016-17 Recommended Operating Budget maintains and expands services with no change to the property tax rate. The total recommended operating budget including enterprise, proprietary and special revenue funds is $239.3 million. This represents an increase of $6.5 million or 2.8% increase over the FY 2015-16 Budget. The Recommended Capital Budget totals $ 72.9 million including all funds as detailed in the Capital Investment Plan.

As you know, the General Fund is the fund through which most traditional public services such as education, human services, public safety, community services, planning, and general government services are provided. It is also the part of the budget that is primarily supported by general purpose revenues such as the property tax and sales tax. The proposed General Fund budget is $212.8 million which represents a $6 million or 2.9% increase over the budget for the current fiscal year.

Revenues

The revenues projected in the Recommended Operating Budget represent moderate growth based on steady and consistent collections over the prior year.

The largest single General Fund revenue is the property tax applied to real and personal property. The Recommended Budget maintains the property tax rate at 87.8 cents per $100 of valuation but adds approximately $1.9 million in revenue due to growth in the tax base. Over the past several years, the property tax base has grown by approximately 1% annually due to new construction and new personal property. The FY2015-16 Budget projected a 0.9% increase in the tax base while the Recommended FY2016-17 Budget includes a 1% increase or approximately $159.7 million in new property value in the County. The property tax is also applied to the value of motor vehicles which is projected to increase by $65.5 million or six percent (6%) between FY2015-16 and FY2016-17.

The other factor influencing the amount of property tax collected is the collection rate. Due to the strong and consistent performance of the Tax Administrator's Office, the expected collection rate is recommended to increase from 98.5% to 99%. The Tax Administrator currently estimates a collection rate of 99.3% for this fiscal year. The change in the collection rate will add an additional $440,000 to budgeted collections.

Sales tax collections have also experienced reliable growth. Based on year to date collections, sales tax is projected to end the year 6.7% over FY2014-15 collections. The Budget recommends building on that growth by adding $795,300 to the FY2015-16 year end projections. In proportional terms, the increase is 3.74% over the FY2015-16 projections and 6.85% over the FY2015-16 budgeted amount.

The other notable change to the structure of the budget is an increase in salary savings. Salary savings accrues when a budgeted position remains vacant during the recruitment of a successor. In some cases, additional savings is realized when a new employee is hired at a lower rate than the previous incumbent. Last year, the budget included $750,000 in salary savings. Human Resources has been tracking this savings and has confirmed that an additional $750,000 in salary savings can be added to the FY2016-17 Budget and sustained into the future.

Countywide Initiatives

The FY2016-17 Recommended Budget contains several initiatives that apply to all County departments and promote the goals and priorities established by the Board of Orange County Commissioners.

- **Living Wage**
  Earlier this year, the County became a certified living wage employer by Orange County Living Wage. Orange County Living Wage uses a formula based on housing costs in Orange County and the surrounding area to calculate the living wage amount each year. For the FY2016-17 Budget, the hourly living wage rate is $13.15, an increase of $0.39 per hour over the current fiscal year. The Budget continues to require that all County employees earn at least the living wage rate, and based on the support of the Board of Orange County Commissioners, the County has promulgated a policy that also encourages vendors to pay their employees a living wage. The Recommended Budget includes $286,000 in funding to support that policy and approximately $32,400 to support the living wage policy for County employees.

- **Bond Education Campaign**
  The Board of County Commissioners will be finalizing the membership of the Bond Education Committee in May. To provide technical and creative support to the Committee, the Recommended Budget includes $30,000 to fund media consulting services. This appropriation is in addition to $20,000 that the Board will consider allocating from the Board's contingency line item this fiscal year.

The total estimated cost of these services was derived from gathering informal quotes and from comparing this effort to the amount spent on the Article 46 referendum. The Article 46 consultant was paid $49,000.

- **Transit Department**
  Access to transportation was cited as a policy priority of the Board of Orange County Commissioners as a way to ease one of the barriers to employment faced by County residents. Transportation was also identified as a barrier to accessing County services. The proposed budget recommends the creation of a Transit Department reporting to the County Manager's Office along with a Director level position to lead the new department. Creating this department will not result in the elimination of existing positions. Rather, it will serve to complement and broaden the capacity of the existing management structure.

- **Employee Wage Adjustment**
  The Recommended Budget includes an across the board wage increase for County employees of 3%. However, the effective date of the increase is divided into two installments to moderate the cost in the first year. Two percent (2%) will be granted to any regular employee on the payroll effective July 1, 2016, and an additional one percent (1%) will be granted to any employee on the payroll effective January 1, 2017. The total cost of the wage adjustment is $1.25 million.

  No benefit changes are recommended for FY2016-17. Through aggressive negotiation, careful budgeting, and good claims experience, the County avoided any increase to the health insurance budget. The same is true for dental insurance.

- **Compression Reduction**
  One of the most important internal issues identified by department directors during this year's needs assessment exercise was an initiative to address salary compression. The Recommended Budget includes $500,000 to begin a multi-year approach to reduce salary compression among employees. The duration of the implementation time frame will depend on the amount of available resources in future years.

- **Other Post-Employment Benefits (OPEB)**
  The County has made a commitment to fund its OPEB liability over time. The FY2016-17 Recommended Budget allocates $250,000 for this purpose.

Education

The Recommended Operating Budget accomplishes three goals related to education spending: maintain or exceed a target of 48.1% of general fund revenues allocated to school spending, replace the fair funding program, and fully fund expenses related to charter students.

- **Exceeding the Funding Target**
  The FY2016-17 Recommended Budget increases school spending by a total of $2,656,421 resulting in a total recommended appropriation of $99,848,327 including debt service on school facilities. This appropriation represents 49.4% of total General Fund Revenues and was achieved through increases in health and safety contracts, charter students, and mandated cost increases incurred by the Districts, as described below.

- **Replace Fair Funding**
  The Fair Funding program was created to direct County funds to particular purposes and to provide an equal amount of funding to each District for those purposes. The Recommended Budget replaces the Fair Funding program with Health and Safety Service Contracts. Under this new model, the County would contract with each School District to provide and fund School Resource Officers in each middle school and high school and one public health nurse for each school facility. The Districts currently use a variety of funding to pay for these services. This Budget will completely compensate each District for health and safety services by adding $1.4 million to the existing $1.9 million formerly used in the Fair Funding program.

- **Expenses for Charter Students**
  The School Districts are required by law to transmit funds to charter schools for students who reside in the District but attend a charter school. Current projections show that charter school students will increase by 155 in the Orange County Schools District and by 50 in the Chapel Hill Carrboro City Schools District in FY2016-17. This increase brings the total number of charter students to 519 in Orange County Schools, 217 in Chapel Hill Carrboro City Schools, and a total of 736 Countywide. A portion of these students (531) were funded this fiscal year. The FY2016-17 Budget recommends funding the remaining 205 in both school districts at a total cost of $763,000.

- **State Mandates for Retirement and Health Insurance**
  In addition to the funds recommended for Health and Safety Service Contracts and Charter Students, the Budget includes a recommendation to fund State mandated retirement and health insurance contributions for school employees. These mandates total $484,562.

- **Per Pupil Equivalent**
  Based on the structure of the additional funds recommended for schools, the per pupil amount increases by $24.50 to $3,722. This is because the Health and Safety contracts will be administered outside of the current expense budget and funding for charter students does not add to per pupil spending. If the total increase of $2,656,421 were calculated in per pupil equivalent terms, the increase would be approximately $133 per student.

- **Orange County Connect Scholarship with Durham Technical Community College**
  The other education related expense in the Budget is the Durham Technical Community College. Based on an idea raised at the Board of Commissioner's retreat, the Recommended Budget includes a scholarship program for Orange County high school students who enroll in Durham Technical Community College immediately following graduation. Based on an enrollment projection for next year, $50,000 is allocated from prior year Article 46 sales tax proceeds to provide $1,000 scholarships to fifty eligible students. Eligibility and program criteria will be modeled after the Durham Connect program currently in place for Durham County residents.

Community Services

The Community Services Functional Leadership Team is comprised of Animal Services; Cooperative Extension; the Department of Environment, Agriculture, Parks and Recreation (DEAPR); Economic Development; Planning, and Solid Waste Management. The significant budget highlights for each of these departments are presented below.

- **Planning - Code Compliance Officer**
  Due to increased building activity, the Planning Department demonstrated a need for an additional Code Compliance Officer to conduct building inspections. This position is entirely offset with additional permit fees, and the continuation of the position is contingent upon receiving those fees.

- **DEAPR - Community Center Program**
  Using the Rogers Road facility as a model, over $43,000 is provided for equipment, operating expenses, and temporary staffing for the Community Center Program. These funds will allow all of the centers to be more accessible and operational.

  Under the supervision of the County's Community Center Coordinator, temporary employees will be hired from the communities in which the Community Centers are located to open and operate the centers five hours per day. The County will also engage community groups in Efland Cheeks and Cedar Grove to leverage volunteers who will assume some operational responsibility and extend the hours of operation. Activities and events at the center will be guided by a local board that will provide advice on the centers' operations.

  Funding is also provided for the new Cedar Grove Community Center to feature a living history wall. The Recommended Budget includes $15,000 to construct the wall which will include exhibits and displays honoring the historic African-American Cedar Grove School, the Cedar Grove community, and other important milestones in the community's past.

- **Transit Department – Fare Boxes**
  As described above, the Budget recommends the creation of a Transit Department reporting to the County Manager. Orange Public Transportation buses currently accept cash for fares charged to riders. Due to the risk and inconvenience of exclusively handling cash transactions, this recommendation allocates $68,000 to purchase fare boxes that will accept prepaid fare cards and bus passes.

- **Solid Waste Fund**
  The Solid Waste fund continues to transition and adjust following the closure of the municipal solid waste landfill and the revenue it generated. As the Chief Financial Officer reviewed the fund's long term financial projections with the Director, they found that the fund had not yet reached a sustainable equilibrium between expenses, program revenues, and General Fund contributions. As a result, the County hired a consultant with expertise in solid waste program financing to examine the fund and provide recommendations and options that will bring the fund into a sustainable balance.

  The budget requested by the department was balanced using an increase in the Solid Waste Program Fee of $21 and an application of approximately $700,000 in Solid Waste Fund Balance. The Manager's Recommended Budget proposes a different approach.

  While the study is underway, the Budget recommends no change to the Solid Waste Program Fee, freezing the fee at $107. To balance the budget in the absence of new fee revenue, the Budget recommends a one time, Solid Waste fund balance appropriation of $1.9 million. This allows some time for the consultant to complete the study and for the Solid Waste Advisory Group and other stakeholders to review the consultant's recommendations and provide thoughtful input to the

Board of Orange County Commissioners on a long term, sustainable approach to funding Solid Waste activities.

General Government

The General Government Functional Leadership Team is composed of the Board of Elections, Clerk's Office, County Attorney's Office, County Manager's Office, Register of Deeds, and Tax Administration. The Budget recommends the following initiatives in General Government functions.

- **Development Impact and Double Taxation Studies**
  As our County continues to grow and the delivery of public services becomes more complex, the Board of Orange County Commissioners has expressed interest in examining how future development will affect the demand for County services and how the County and its municipal partners share in the cost of providing those services. The Recommended Budget includes $100,000 to study these topics. The studies will be administered by the County Manager's Office with support from the Planning Department for the Development Impact study and from the Tax Administrator's Office for the Double Taxation study.

- **Stormwater Fee Collection**
  The Tax Administration Office has negotiated an agreement with the Town of Hillsborough to collect stormwater fees on the Town's behalf. Under the agreement, the County will receive three percent (3%) of the Town's collections. This fee collection activity is expected to produce $21,000 in revenue and is similar to agreements in place with the Towns to collect taxes and other fees.

Human Services

The Human Services Team represents the departments of Aging; Child Support; Health; Housing, Human Rights and Community Development; Library; and Social Services. The Budget recommends funding for the following programs and services.

- **Affordable Housing**
  Affordable Housing was identified as one of the most important policy priorities to the Board of Orange County Commissioners. The Recommended Budget reflects this priority by adding a total of $236,600 to affordable housing programs. Of this amount, $125,000 is added to the urgent repair program to help qualifying homeowners make critical home repairs, and $84,150 is added to rehabilitation and home ownership programs. In addition to funding for programs administered by the County, the Budget also adds $12,500 in the Outside Agency Budget to provide additional support to agencies like EmPOWERment, Habitat for Humanity, Housing for New Hope, and Rebuilding Together of the Triangle.

  These increases bring total spending for affordable housing programs to $1,218,000 which achieves the goal established by the Board of Orange County Commissioners earlier this year to dedicate at least $1 million in the operating budget to affordable housing programs.

- **Seymour Center Staffing**
  The use of the County's Senior Centers continues to grow. From FY2013-14 to FY2014-15 the Seymour Center provided an additional 11,185 units of service (an 8% increase) to older adults in the community and is projected to experience a similar increase this year. The Budget recommends adding staff capacity at the Seymour Center to open an additional two nights or ten (10) additional

hours each week. This recommended enhancement will also allow the County to transition a temporary position to a benefitted position at a net cost of approximately $24,400.

- **Family Success Alliance**
  The Family Success Alliance is a community based program that strengthens connections between families and community resources and promotes the success of children in distressed communities. The program is organized in zones where positions called Navigators facilitate connections to supportive services.

  The Budget recommends an additional $105,000 in County funding to support a new cohort of ninety (90) children and to add an additional Navigator. In addition to the new County funding, the program will benefit from $130,000 of in kind support including an Evaluation Manager funded by the University of North Carolina-Chapel Hill that will be housed within the Family Success Alliance team.

- **Public Health Educator for Healthy Homes Program**
  A Public Health Educator is recommended in the Health Department to assist in the implementation of the Healthy Homes Program. This program uses Nurses and Environmental Health Specialists to examine homes with children who have high asthma admission rates at the hospital or high absentee rates at school. The staff conduct assessments of environmental triggers and medications to minimize risk and to ensure medication is being administered correctly. The new Educator will coordinate home visits and assist in program administration. The cost of this position is offset by revenue generated by the Health Department.

- **Social Services Program Capacity**
  As part of the Recommended Budget, the Department of Social Services will increase service capacity for residents seeking medical care and will increase analytical capacity in the Child Welfare and intergovernmental compliance. The Budget recommends transitioning two (2) time-limited Human Services Specialists to regular positions to process Medicaid applications for families and children and to apply for subsidized insurance through the Affordable Care Act.

  The Budget also recommends a Management Analyst in child welfare and a general Management Analyst to conduct case reviews, data analysis, program evaluation, and other quality improvement efforts to ensure the agency is meeting state and federal requirements. No new County funds were required to transition these positions since most of the cost was already budgeted as time limited positions. The department was able to reallocate existing funding to pay for the balance.

- **Mental Health - Maintenance of Effort Reallocation**
  The County currently contributes approximately $1.3 million to Cardinal Innovations as a maintenance of effort payment for mental health, developmental disability, and substance abuse services. The Human Services Team and, in particular, the Departments of Health and Social Services have collaborated with Cardinal Innovations to reallocate some of these resources to fund services important to the County. A total of $376,900 is recommended to be reallocated to support the following County priorities:

  - A Criminal Case Assessment Specialist in the Criminal Justice Resource Office for mental health services in the jail an in the jail alternative programs;
  - A Clinical Social Worker to perform integrated care through the Health Department;

- A contract with El Futuro administered by the Health Department to provide services to undocumented residents;
- Emergency placement beds for children who require mental health assessments prior to being placed in foster homes; and
- A Clinical Social Worker specializing in child trauma to serve the needs of the Department of Social Services.

County staff will continue to work with Cardinal Innovations on maintenance of effort allocations to ensure that County priorities are reflected in funding decisions.

Support Services

The Support Services Functional Leadership Team includes Asset Management Services, Community Relations, Finance and Administrative Services, Information Technology, and Human Resources. The Budget recommends two primary Support Services initiatives.

- **Website and Publications Coordinator**
  One of the needs expressed by both department heads and the Board of Orange County Commissioners during their respective needs assessment exercises was a need to improve how the website operates and the content presented on the site. The Recommended Budget includes funding for a Website and Publications Coordinator to create, design, and manage the site and the information presented on it. The Coordinator will work with other County staff with website content responsibilities to organize and manage the site consistently.

- **Treasury/Investment Optimization Study**
  The Finance and Administrative Services Department requested funds to review the County's current investment practices and to recommend changes that would increase the yield of those investments. The Budget recommends proceeding with this study at a cost of $30,000 and increasing investment earnings by $100,000 in anticipation of higher investment yields.

Public Safety

The Public Safety Functional Leadership Team is composed of Emergency Services, Clerk of Court, District Attorney, Public Defender, and the Sheriff's Office. The Budget recommends the following additions to Public Safety programs.

- **Personnel Capacity and Training – Sheriff's Office**
  In an effort to build staff capacity in the Sheriff's Office, the Sheriff requested a total of nine (9) positions. The Recommended Budget includes three of those positions, two Deputy Sheriff I's and an Investigator based on the Sheriff's priorities. These additions are intended to be part of a multiyear plan to address staffing and other needs identified by the Sheriff in a growing County. The total cost of these positions is $168,211.

  The Budget also recommends additional training funds as requested by the Sheriff. The training would include the Basic Law Enforcement Academy for new hires as well as training on investigative procedures, staff supervision, and developments in the law related to law enforcement. The new training activities are budgeted to cost $63,790.

  Finally, the Sheriff's Office Budget funds $100,000 in new uniforms and the replacement of personal protective equipment such as bullet proof vests.

- **Federal Inmate Revenue**
  Earlier this year, the Board of Commissioners heard a presentation on the profile of the jail population and the associated costs of incarceration. At that time, staff estimated the average daily cost to house an inmate in the Orange County jail was approximately $100 while the County was receiving $66 per day to house federal inmates. Based on this analysis, the County worked with a consultant to submit a rate increase request to the Federal Marshall which is currently under negotiation. The Recommended Budget anticipates a rate increase will occur this year.

- **Enhancements to OC Alerts**
  The Budget recommends an upgrade to the current public emergency notification system (OC Alerts). The enhancement will include new community engagement features such as the ability to opt-in using a text message, to report suspicious activity electronically, and to synchronize with other notification platforms used in social media and wireless emergency alerts. The cost of the enhancement is $6,300.

- **Online Testing for Telecommunicator Candidates**
  The County has initiated a continuous recruitment process for Telecommunicators to reduce the amount of time a position remains vacant and must be filled using overtime. One of the barriers to applying for the position is a skills test that currently requires candidates to travel to Hillsborough. The Budget attempts to remove this barrier by investing in an online testing system that allows candidates to take the test remotely at a cost of $6,000.

- **Tactical Medic Equipment**
  The Tactical Emergency Medical Support Program allows paramedics to better support law enforcement personnel in an active assailant or other situation where having medical personnel near an active crime scene is important to the medical outcomes of victims. This Budget recommendation includes $10,700 to fund equipment for three specially trained paramedics to fill that role.

Outside Agencies and Fire Districts

The County received requests from Outside agencies totaling $1,532,558. Eleven of the existing agencies did not request an increase while two (2) agencies requested a decrease in funding of $33,474. Thirty two existing agencies requested an increase totaling $150,427. The Budget recommends additional funding for seventeen (17) of those agencies at a cost of $42,600. The County also received applications from thirteen (13) new or previously unfunded agencies. Four (4) of those applications were either fully or partially funded at a cost of $30,750. The total Outside Agency budget recommended for FY2016-17 is $1,146,191.

Two Fire Districts have requested modifications to their District tax rates. The New Hope Fire District is requesting a 50 cent increase from 9.95 cents to 10.45 cents which will be used to hire one full time Captain position due to difficulty of providing adequate volunteer coverage during traditional work hours. The Orange Grove Fire District is requesting an increase of 1 cent moving from 6 cents to 7 cents for FY2016-17. This additional revenue would be used to support debt payments resulting from the acquisition of trucks and the construction of stations over the last several years.

Status of the General Fund

The Board of Commissioners has established a general fund reserve policy of maintaining at least seventeen percent (17%) of total of budgeted general fund operating expenditures as undesignated fund balance. Based on the appropriations contained in the Manager's Recommended Operating Budget, the undesignated portion of the general fund is projected to be 17.98% or approximately $1.0 million in excess of the targeted policy amount.

Next Steps and Appreciation

Developing the operating and capital budgets is a team effort. The process involves staff from every department as well as the talented budget staff in Finance and Administrative Services. I would like to thank each of the department directors and their respective budget teams for submitting a variety of creative ideas and proposals to improve services to the residents of Orange County. I also want to thank the department directors for participating in the functional leadership team scoring process. As I stated at the outset of this memo, the process provided additional context and insight to each of the proposals.

As usual, the County's Finance and Administrative Services team led by Chief Financial Officer Gary Donaldson and Deputy Finance Director Paul Laughton and supported by Budget Analysts Darrell Butts and Christal Sandifer and Budget and Administrative Coordinator Allen Coleman provided the highest quality technical support throughout the process. Their advice, professionalism, and responsiveness shaped and produced the document we are presenting today for the Board's consideration.

As you know, two (2) public hearings and four (4) work sessions are on the calendar for consideration of the FY2016-17 Budget. Final adoption of the Budget is currently scheduled for June 21st. I look forward to working with you over the next several weeks to improve upon the Manager's Recommended Budget. Please contact me or the Deputy Manager with any questions.

How to Read the Budget Document

The operating budget is divided into 40 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-eight 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 FY2016-21 Manager's Recommended Capital Investment Plan and lists all capital project summaries.
- 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 Pr	$ 1,372,338	$ 1,372,352	$ 1,370,973	$ 1,370,973	$ 1,370,973	$ 1,370,973
Total Function Expenditures	**$ 35,796,408**	**$ 33,780,287**	**$ 32,405,758**	**$ 31,995,553**	**$ 32,737,217**	**$ 32,525,916**
Offsetting Revenue	*($ 17,016,418)*	*($ 18,144,305)*	*($ 16,570,501)*	*($ 16,530,233)*	*($ 16,426,764)*	*$ (16,450,399)*
County Costs (net)	**$ 18,779,990**	**$ 15,635,983**	**$ 15,835,257**	**$ 15,465,320**	**$ 16,310,453**	**$ 16,075,517**
Other Related Programs (Grant Fund)						
Department of Social Services	$ 243,160	$ 216,164	$ 222,447	$ 234,090	$ 216,845	$ 216,845
Department on Aging	$ 147,765	$ 145,065	$ 97,079	$ 153,437	$ 98,604	$ 98,604
Health Department	$ 199,299	$ 225,463	$ 227,991	$ 222,576	$ 221,900	$ 221,900
Total Expenditures	**$ 590,224**	**$ 586,693**	**$ 547,517**	**$ 610,102**	**$ 537,349**	**$ 537,349**
Offsetting Revenue	*($ 527,797)*	*($ 528,847)*	*($ 477,828)*	*($ 558,733)*	*($ 450,635)*	*$ (466,135)*
County Costs (net)	**$ 62,427**	**$ 57,846**	**$ 69,689**	**$ 51,369**	**$ 86,714**	**$ 71,214**
Housing and Community Development Fund						
Housing and Community Develop	$ 4,276,116	$ 4,422,240	$ 4,683,449	$ 4,418,303	$ 4,685,180	$ 4,685,180
Total Expenditures	**$ 4,276,116**	**$ 4,422,240**	**$ 4,683,449**	**$ 4,418,303**	**$ 4,685,180**	**$ 4,685,180**
Offsetting Revenue	*($ 4,106,369)*	*($ 4,352,164)*	*($ 4,683,449)*	*($ 4,333,037)*	*($ 4,598,183)*	*$ (4,598,183)*
County Costs (net)	**$ 169,748**	**$ 70,077**	**$ 0**	**$ 85,266**	**$ 86,997**	**$ 86,997**
Total Human Services and Related Expenditures	**$ 40,662,748**	**$ 38,789,221**	**$ 37,636,724**	**$ 37,023,958**	**$ 37,959,746**	**$ 37,748,445**

Function Summary summarizes fiscal information at the function level.

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

Total Functional Expenditures.

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

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

Department/Program Budget Page

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

Financial Services

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Category (General Fund)						**Account: 2200**
Personnel Services	$ 750,017	$ 827,120	$ 703,367	$ 723,160	$ 878,234	$ 878,234
Operations	$ 176,999	$ 164,661	$ 163,675	$ 148,933	$ 173,426	$ 173,426
Capital Outlay	$ 0	$ 1,540	$ 0	$ 0	$ 0	$ 0
Total Expenditures	**$ 927,016**	**$ 993,320**	**$ 867,042**	**$ 872,093**	**$ 1,051,660**	**$ 1,051,660**
County Costs (net)	**$ 927,016**	**$ 993,320**	**$ 867,042**	**$ 872,093**	**$ 1,051,660**	**$ 1,051,660**
Total Financial Services and Related Expenditures	**$ 927,016**	**$ 993,320**	**$ 867,042**	**$ 872,093**	**$ 1,051,660**	**$ 1,051,660**

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

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.

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

Department/Program Budget Page provides general description of department.

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

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

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

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

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, 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

The FY 2016-17 Manager's Recommended Budget includes the use of functional leadership teams consisting of the following functions: Community Services, General Government, Human Services, Public Safety, and Support Services. Each fund is further divided into functions, which represent the level of authorization by the governing board. Revenue categories/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: Community Services, General Government, Human Services, Public Safety, Support Services, 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

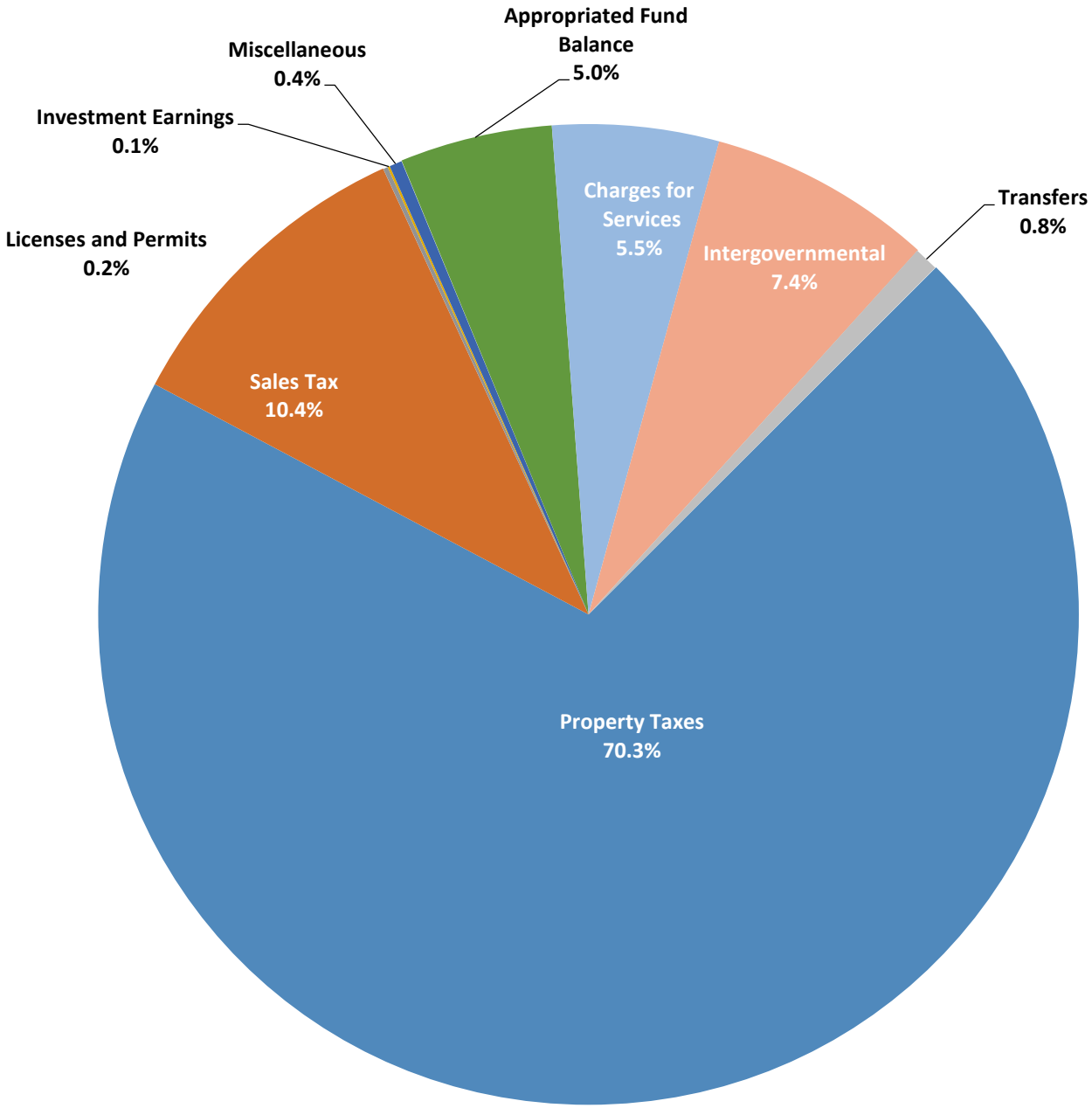
	2014-15 Actual Revenue	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
Property Taxes						
Property Taxes	134,609,355	136,413,322	136,413,322	136,230,080	137,207,067	137,207,067
Motor Vehicles	9,332,599	8,953,010	8,953,010	9,521,757	10,064,360	10,064,360
Gross Receipts	72,307	55,000	55,000	65,000	64,634	64,634
Delinquent Taxes	1,182,290	1,150,000	1,150,000	1,200,000	1,150,000	1,150,000
Interest on Deliquent Taxes	502,501	450,000	450,000	480,000	475,000	475,000
Late List Penalties	118,057	75,000	75,000	115,000	75,000	75,000
Animal Taxes	191,564	200,000	200,000	195,000	195,000	195,000
Beer and Wine	259,654	255,000	255,000	255,000	267,750	267,750
Property Taxes Total	**$146,268,326**	**$147,551,332**	**$147,551,332**	**$148,061,837**	**$149,498,811**	**$149,498,811**
Sales Tax						
Article 39 One Cent	8,961,080	9,429,650	9,429,650	9,699,358	10,048,024	10,048,024
Article 40 Half Cent	6,461,675	6,489,632	6,489,632	6,702,303	6,995,840	6,995,840
Article 42 Half Cent	4,499,717	4,732,850	4,732,850	4,867,339	5,022,777	5,022,777
Article 44 Half Cent	2,382	0	0	2,350	0	0
Sales Tax Total	**$19,924,854**	**$20,652,132**	**$20,652,132**	**$21,271,350**	**$22,066,641**	**$22,066,641**
Licenses and Permits						
Privilege License	14,999	13,000	13,000	12,000	13,000	13,000
Franchise Fee	316,511	300,000	300,000	300,000	315,000	315,000
Licenses and Permits Total	**$331,510**	**$313,000**	**$313,000**	**$312,000**	**$328,000**	**$328,000**
Investment Earnings Total	**$13,886**	**$52,500**	**$52,500**	**$37,000**	**$55,000**	**$155,000**
Miscellaneous Total	**$3,297,404**	**$737,468**	**$982,414**	**$2,754,249**	**$871,734**	**$886,734**
Appropriated Fund Balance Total	**$0**	**$10,650,770**	**$12,144,614**	**$0**	**$1,800,000**	**$10,704,628**

Revenue by Category

Summary - General Fund

	2014-15 Actual Revenue	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
Charges for Services						
Aging	107,802	67,100	110,100	112,100	90,100	90,100
Child Support Enforcement	1,316	1,100	1,100	1,100	1,100	1,100
Community Planning	1,282,110	1,065,865	1,065,865	1,190,965	1,131,050	1,079,017
Emergency Management	2,888,576	2,490,215	2,490,215	2,610,455	2,542,215	2,642,215
Library	25,691	29,850	29,850	26,850	27,550	27,550
Register of Deeds	1,495,487	1,355,500	1,355,500	1,537,084	1,552,000	1,552,000
Sheriff	2,311,345	2,615,700	2,615,700	2,394,000	2,585,000	2,785,000
Tax Collection	386,172	378,701	378,701	354,449	378,701	378,701
Transportation	106,501	114,500	114,500	104,100	125,100	105,100
Other	1,150,701	1,059,372	1,071,572	1,161,237	1,052,751	1,209,843
Charges for Services Total	**$11,171,854**	**$10,766,030**	**$10,827,314**	**$11,035,404**	**$11,291,444**	**$11,676,503**
Intergovernmental						
Aging	645,325	532,367	585,991	565,820	541,605	541,605
Child Support Enforcement	1,580,762	1,318,075	1,318,075	1,360,000	1,322,766	1,322,766
Community Planning	20,329	24,024	24,024	18,000	24,000	24,000
Emergency Management	750	0	1,101	1,101	0	0
Health	973,630	973,772	1,072,263	1,038,933	1,079,093	1,079,093
Library	105,976	100,000	123,480	123,480	100,000	100,000
Sheriff	379,137	364,469	364,469	374,869	364,469	646,469
Social Services	14,015,018	9,709,839	13,437,601	14,290,454	10,048,900	10,048,900
Tax Collection	50,192	45,200	45,200	45,200	67,000	67,000
Transportation	619,641	844,100	844,100	505,981	849,783	849,783
Local	1,077,656	1,012,360	1,044,194	1,046,194	1,001,891	1,001,891
Other	78,009	76,072	76,072	76,072	76,072	76,072
Intergovernmental Total	**$20,767,587**	**$15,000,278**	**$19,852,705**	**$20,572,239**	**$15,475,579**	**$15,757,579**
Transfers from Other Funds						
Health	0	0	0	0	60,000	60,000
Impact Fees	1,040,000	1,040,000	1,040,000	1,750,000	1,640,000	1,640,000
County Capital	4,560	0	0	0	0	0
Other	12,600	12,600	12,600	12,600	0	12,600
Transfers from Other Funds	**$1,057,160**	**$1,052,600**	**$1,052,600**	**$1,762,600**	**$1,700,000**	**$1,712,600**
Total Revenue	**$202,832,580**	**$206,776,110**	**$213,428,611**	**$205,806,679**	**$203,087,209**	**$212,786,496**

General Fund Revenue by Category



Appropriations by Function

Summary - General Fund

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16* 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
Community Services						
Animal Services	1,772,732	1,958,791	1,988,141	1,991,972	2,027,395	1,998,579
Cooperative Extension	341,054	379,843	390,843	391,079	394,843	394,843
Department of Environment, Agriculture, Parks & Recreation	3,285,276	3,464,888	3,522,342	3,386,174	3,961,780	3,760,393
Economic Development	409,912	515,575	519,421	502,878	529,029	529,029
Non-Departmental	2,215,076	2,132,837	2,178,372	2,183,149	2,552,605	2,456,598
Orange Public Transportation	0	0	0	0	1,440,607	1,473,738
Planning and Inspections	3,457,672	4,124,325	4,189,495	3,678,653	2,966,289	2,889,005
Recreation Municipal	125,108	125,108	125,108	125,108	125,108	125,108
Community Services Total	**$11,606,829**	**$12,701,367**	**$12,913,721**	**$12,259,014**	**$13,997,656**	**$13,627,293**
General Government						
Board of County Commissioners	762,591	870,355	870,930	838,938	882,158	882,158
Board of Elections	658,981	1,063,148	1,063,148	934,659	692,777	692,777
County Attorney's Office	547,358	551,501	551,501	527,957	575,714	575,714
County Manager's Office	570,913	856,037	912,237	892,237	3,334,489	3,269,489
Non-Departmental	285,570	102,000	102,000	279,079	126,100	156,100
Register of Deeds	899,162	924,165	924,165	905,537	946,826	932,603
Tax Administration	3,246,317	3,496,212	3,569,092	3,514,617	3,610,799	3,600,799
General Government Total	**$6,970,893**	**$7,863,418**	**$7,993,073**	**$7,893,024**	**$10,168,863**	**$10,109,640**
Public Safety						
Courts	25,469	90,655	90,655	43,500	81,455	81,455
Emergency Services	8,688,412	10,146,314	10,234,652	9,656,416	10,673,382	10,499,901
Non-Departmental	393,760	401,052	401,052	375,552	401,052	411,052
Sheriff	11,833,141	12,678,854	12,809,353	12,110,281	13,962,748	13,541,447
Public Safety Total	**$20,940,782**	**$23,316,875**	**$23,535,712**	**$22,185,749**	**$25,118,637**	**$24,533,855**
Human Services						
Child Support Services	925,433	965,640	965,640	943,041	990,868	990,868
Department of Social Services	21,473,352	18,153,438	22,554,789	21,924,521	18,932,484	18,934,484
Department on Aging	2,085,792	1,996,088	2,162,095	2,056,150	2,000,049	1,995,475
Health Department	7,943,180	8,600,516	8,777,782	8,557,164	9,180,476	9,206,976
Housing, Human Rights & Community Development	222,847	218,823	218,823	191,298	534,707	505,341
Library Services	1,989,221	2,081,930	2,113,160	2,039,435	2,267,624	2,146,214
Library Municipal	568,839	568,839	568,839	568,839	568,839	568,839
Non-Departmental	1,775,481	2,435,815	2,438,337	1,973,577	2,865,851	1,501,341
OPC Area Program	1,355,973	1,355,973	1,355,973	1,355,973	1,355,974	1,328,474
Human Services Total	**$38,340,117**	**$36,377,062**	**$41,155,438**	**$39,609,999**	**$38,696,872**	**$37,178,012**

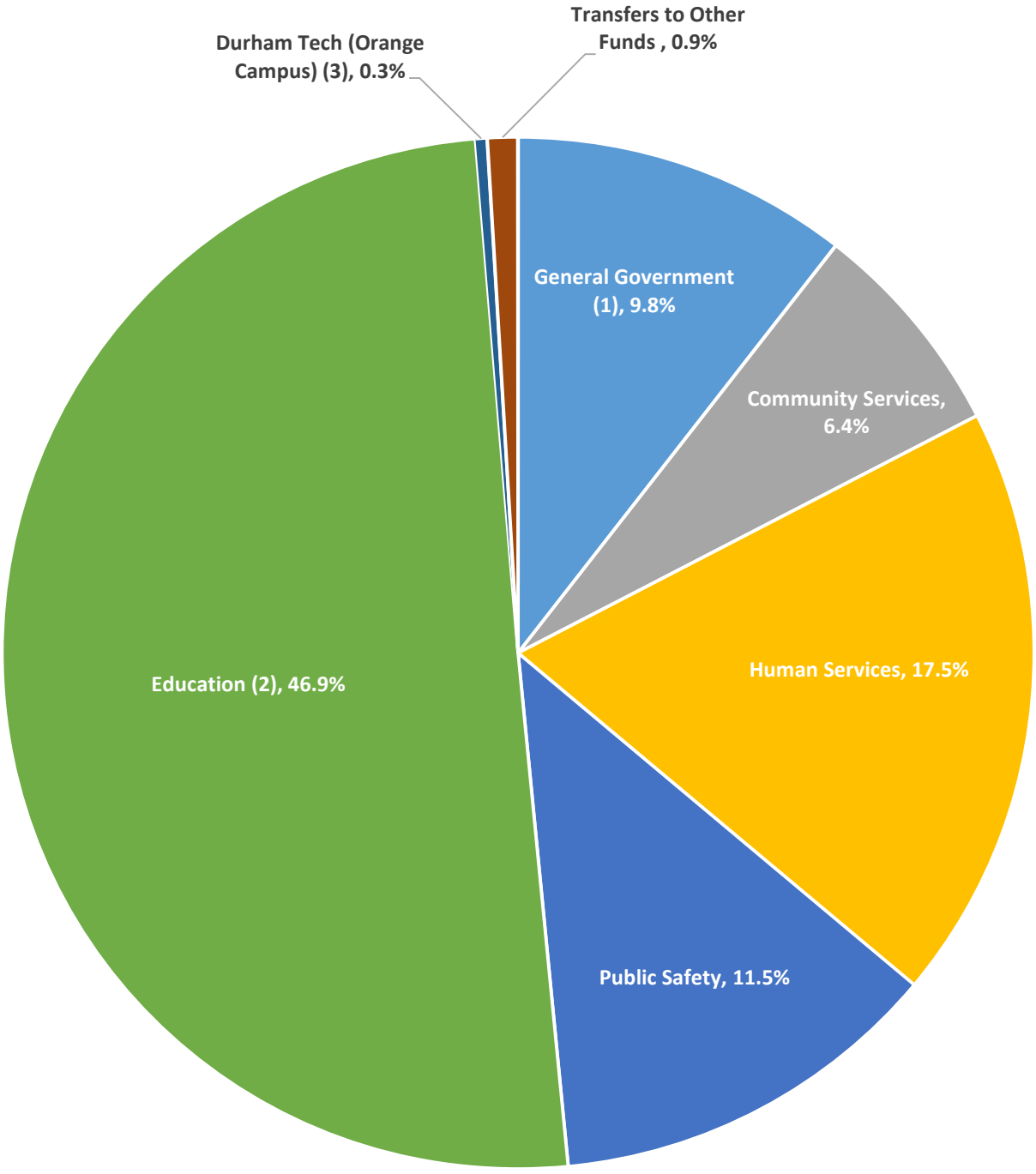
Appropriations by Function

Summary - General Fund

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16* 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
Education						
Current Expenses	72,147,134	74,097,466	74,097,466	74,097,466	82,348,909	74,287,398
Fair Funding	988,000	988,000	988,000	988,000	988,000	0
Durham Tech (Orange Campus)	712,280	751,875	751,875	751,875	803,928	703,928
Recurring Capital	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
School Health & Safety Contracts	0	0	0	0	0	3,354,000
Education Total	**$76,847,414**	**$78,837,341**	**$78,837,341**	**$78,837,341**	**$87,140,837**	**$81,345,326**
Support Services						
Asset Management Services	3,988,145	4,295,957	4,508,428	4,268,692	4,495,116	4,347,271
Community Relations	175,712	188,716	189,941	173,851	225,391	225,391
Finance and Administrative Services	2,789,440	3,401,850	3,418,120	3,027,728	1,306,220	1,306,220
Human Resources	811,787	945,127	947,061	801,872	1,009,491	937,651
Information Technologies	2,373,428	2,895,229	2,926,843	2,886,844	3,449,704	3,209,342
Non-Departmental	1,694,092	3,897,962	3,913,971	1,516,357	6,082,767	4,046,095
Support Services Total	**$11,832,605**	**$15,624,841**	**$15,904,364**	**$12,675,344**	**$16,568,689**	**$14,071,970**
Non-Departmental						
Debt Service	27,292,221	26,913,693	26,913,693	26,816,911	26,211,196	26,211,196
Transfers to Other Funds	7,765,191	5,141,513	6,135,604	6,135,604	5,988,030	5,709,204
Non-Departmental Total	**$35,057,412**	**$32,055,206**	**$33,049,297**	**$32,952,515**	**$32,199,226**	**$31,920,400**
Total Expenditures	**$201,596,052**	**$206,776,110**	**$213,428,611**	**$206,412,985**	**$223,890,780**	**$212,786,496**

* Includes Encumbrances, which will lapse at year-end and will be re-appropriated in FY 2016-17, as per Budget Ordinance.

General Fund Appropriation by Functional Leadership Team



(1) Includes County debt service.

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

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

Community Services

Summary

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Department (General Fund)						
Animal Services	1,772,732	1,958,791	1,988,141	1,991,972	2,027,395	1,998,579
Cooperative Extension	341,054	379,843	390,843	391,079	394,843	394,843
Department of Environment, Agriculture, Parks and Recreation	3,285,276	3,464,888	3,522,342	3,386,174	3,961,780	3,760,393
Economic Development	409,912	515,575	519,421	502,878	529,029	529,029
Non-Departmental	2,215,076	2,132,837	2,178,372	2,183,149	2,552,605	2,456,598
Orange Public Transportation	0	0	0	0	1,440,607	1,473,738
Planning and Inspections	3,457,672	4,124,325	4,189,495	3,678,653	2,966,289	2,889,005
Recreation Municipal	125,108	125,108	125,108	125,108	125,108	125,108
Total Function Expenditures	**$11,606,829**	**$12,701,367**	**$12,913,721**	**$12,259,014**	**$13,997,656**	**$13,627,293**
Offsetting Revenue	*(3,267,834)*	*(3,229,968)*	*(3,277,456)*	*(3,122,336)*	*(3,342,863)*	*(3,270,830)*
County Costs (net)	**$8,338,995**	**$9,471,399**	**$9,636,265**	**$9,136,678**	**$10,654,793**	**$10,356,463**
Other Funds						
Spay/Neuter Fund	51,637	64,150	73,240	51,000	52,000	64,600
Efland Sewer Fund	295,796	331,930	331,930	332,030	331,680	331,680
Solid Waste Enterprise Fund	11,694,000	11,361,018	12,313,860	12,206,926	11,841,957	11,889,955
Total Expenditures	**$11,745,637**	**$11,425,168**	**$12,387,100**	**$12,257,926**	**$11,893,957**	**$11,954,555**
Offsetting Revenue	*(9,096,220)*	*(11,640,568)*	*(11,747,598)*	*(12,395,613)*	*(12,107,457)*	*(12,155,455)*
County Costs (net)	**$2,649,417**	**$(215,400)**	**$639,502**	**$(137,687)**	**$(213,500)**	**$(200,900)**
Total Community Services Related Expenditures	**$23,352,466**	**$24,126,535**	**$25,300,822**	**$24,516,940**	**$25,891,613**	**$25,581,848**

General Government

Summary

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Department (General Fund)						
Board of County Commissioners	762,591	870,355	870,930	838,938	882,158	882,158
Board of Elections	658,981	1,063,148	1,063,148	934,659	692,777	692,777
County Attorney's Office	547,358	551,501	551,501	527,957	575,714	575,714
County Manager's Office	570,913	856,037	912,237	892,237	3,334,489	3,269,489
Non-Departmental	285,570	102,000	102,000	279,079	126,100	156,100
Other Related County Support	0	0	0	0	0	0
Register of Deeds	899,162	924,165	924,165	905,537	946,826	932,603
Tax Administration	3,246,317	3,496,212	3,569,092	3,514,617	3,610,799	3,600,799
Total Function Expenditures	**$6,970,893**	**$7,863,418**	**$7,993,073**	**$7,893,024**	**$10,168,863**	**$10,109,640**
Offsetting Revenue	*(1,932,189)*	*(1,833,896)*	*(1,890,096)*	*(2,053,285)*	*(2,343,419)*	*(2,343,419)*
County Costs (net)	**$5,038,705**	**$6,029,522**	**$6,102,977**	**$5,839,740**	**$7,825,444**	**$7,766,221**
Other Related Programs (Revaluation Fund)						
Tax Administration	0	0	0	0	0	0
Total Expenditures	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Offsetting Revenue	*(11,163)*	*0*	*0*	*0*	*0*	*0*
County Costs (net)	**$(11,163)**	**$0**	**$0**	**$0**	**$0**	**$0**
Total General Government Related Expenditures	**$6,970,894**	**$7,863,418**	**$7,993,074**	**$7,893,024**	**$10,168,863**	**$10,109,640**

Public Safety

Summary

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Department (General Fund)						
Courts	25,469	90,655	90,655	43,500	81,455	81,455
Emergency Services	8,688,412	10,146,314	10,234,652	9,656,416	10,673,382	10,499,901
Non-Departmental	393,760	401,052	401,052	375,552	401,052	411,052
Sheriff	11,833,141	12,678,854	12,809,353	12,110,281	13,962,748	13,541,447
Total Function Expenditures	**$20,940,782**	**$23,316,875**	**$23,535,712**	**$22,185,749**	**$25,118,637**	**$24,533,855**
Offsetting Revenue	*(5,943,558)*	*(5,789,049)*	*(5,790,150)*	*(5,727,856)*	*(5,809,415)*	*(6,391,415)*
County Costs (net)	**$14,997,224**	**$17,527,826**	**$17,745,562**	**$16,457,893**	**$19,309,222**	**$18,142,440**
Emergency Telephone Fund						
Emergency Services	628,907	925,099	964,273	553,862	709,477	709,477
Total Expenditures	**$628,907**	**$925,099**	**$964,273**	**$553,862**	**$709,477**	**$709,477**
Offsetting Revenue	*(562,498)*	*(925,099)*	*(964,273)*	*(509,172)*	*(709,477)*	*(709,477)*
County Costs (net)	**$66,409**	**$0**	**$0**	**$44,690**	**$0**	**$0**
Total Public Safety Related Expenditures	**$21,569,689**	**$24,241,974**	**$24,499,985**	**$22,739,611**	**$25,828,114**	**$25,243,332**

Human Services

Summary

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Department (General Fund)						
Child Support Services	925,433	965,640	965,640	943,041	990,868	990,868
Department of Social Services	21,473,352	18,153,438	22,554,789	21,924,521	18,932,484	18,934,484
Department on Aging	2,085,792	1,996,088	2,162,095	2,056,150	2,000,049	1,995,475
Health Department	7,943,180	8,600,516	8,777,782	8,557,164	9,180,476	9,206,976
Housing, Human Rights and Community Development	222,847	218,823	218,823	191,298	534,707	505,341
Library Services	1,989,221	2,081,930	2,113,160	2,039,435	2,267,624	2,146,214
Library Municipal	568,839	568,839	568,839	568,839	568,839	568,839
Non-Departmental	1,775,481	2,435,815	2,438,337	1,973,577	2,865,851	1,501,341
OPC Area Program	1,355,973	1,355,973	1,355,973	1,355,973	1,355,974	1,328,474
Total Function Expenditures	**$38,340,117**	**$36,377,062**	**$41,155,438**	**$39,609,999**	**$38,696,872**	**$37,178,012**
Offsetting Revenue	*(19,125,182)*	*(14,552,136)*	*(18,690,639)*	*(19,388,169)*	*(15,369,053)*	*(15,369,053)*
County Costs (net)	**$19,214,935**	**$21,824,926**	**$22,464,799**	**$20,221,830**	**$23,327,819**	**$21,808,959**
Other Related Programs (Grant Fund)						
Department of Social Services	0	0	0	0	0	0
Department on Aging	160,991	100,196	137,011	154,011	132,716	132,716
Health Department	125,840	129,092	123,455	104,051	118,535	118,536
Total Expenditures	**$286,831**	**$229,288**	**$260,466**	**$258,062**	**$251,251**	**$251,252**
Offsetting Revenue	*(27,319)*	*(244,464)*	*(211,503)*	*(228,258)*	*(208,536)*	*(208,536)*
County Costs (net)	**$259,513**	**$(15,176)**	**$48,963**	**$29,804**	**$42,715**	**$42,716**
Housing & Community Development Funds						
Housing, Human Rights and Com	4,954,559	5,499,423	5,499,423	4,954,559	5,169,155	5,140,329
Total Expenditures	**$4,954,559**	**$5,499,423**	**$5,499,423**	**$4,954,559**	**$5,169,155**	**$5,140,329**
Offsetting Revenue	*(4,789,288)*	*(5,045,186)*	*(5,045,186)*	*(4,789,288)*	*(4,724,984)*	*(4,724,984)*
County Costs (net)	**$165,271**	**$454,237**	**$454,237**	**$165,271**	**$444,171**	**$415,345**
Total Human Services Related Expenditures	**$43,581,507**	**$42,105,773**	**$46,915,327**	**$44,822,620**	**$44,117,278**	**$42,569,593**

Education

Summary

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Department (General Fund)						
Current Expenses	72,147,134	74,097,466	74,097,466	74,097,466	82,348,909	74,287,398
Fair Funding	988,000	988,000	988,000	988,000	988,000	0
Durham Tech (Orange Campus)	712,280	751,875	751,875	751,875	803,928	703,928
Recurring Capital	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
School Health & Safety Contracts	0	0	0	0	0	3,354,000
Total Function Expenditures	**$76,847,414**	**$78,837,341**	**$78,837,341**	**$78,837,341**	**$87,140,837**	**$81,345,326**
County Costs (net)	**$76,847,414**	**$78,837,341**	**$78,837,341**	**$78,837,341**	**$87,140,837**	**$81,345,326**
Total Education Related Expenditures	**$76,847,414**	**$78,837,341**	**$78,837,341**	**$78,837,341**	**$87,140,837**	**$81,345,326**

Support Services

Summary

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Department (General Fund)						
Asset Management Services	3,988,145	4,295,957	4,508,428	4,268,692	4,495,116	4,347,271
Community Relations	175,712	188,716	189,941	173,851	225,391	225,391
Finance and Administrative Services	2,789,440	3,401,850	3,418,120	3,027,728	1,306,220	1,306,220
Human Resources	811,787	945,127	947,061	801,872	1,009,491	937,651
Information Technologies	2,373,428	2,895,229	2,926,843	2,886,844	3,449,704	3,209,342
Non-Departmental	1,694,092	3,897,962	3,913,971	1,516,357	6,082,767	4,046,095
Total Function Expenditures	**$11,832,605**	**$15,624,841**	**$15,904,364**	**$12,675,344**	**$16,568,689**	**$14,071,970**
Offsetting Revenue	*(349,358)*	*(358,679)*	*(358,679)*	*(358,313)*	*(336,332)*	*(351,332)*
County Costs (net)	**$11,483,247**	**$15,266,162**	**$15,545,685**	**$12,317,031**	**$16,232,357**	**$13,720,638**
Visitors Bureau Fund						
Visitors Bureau	1,567,622	1,441,340	1,726,179	1,693,341	1,545,896	1,597,173
Total Expenditures	**$1,567,622**	**$1,441,340**	**$1,726,179**	**$1,693,341**	**$1,545,896**	**$1,597,173**
Offsetting Revenue	*(1,611,608)*	*(1,441,340)*	*(1,726,179)*	*(1,726,179)*	*(1,545,896)*	*(1,597,173)*
County Costs (net)	**$(43,986)**	**$0**	**$0**	**($32,838)**	**$0**	**$0**
Total Support Services Related Expenditures	**$13,400,227**	**$17,066,181**	**$17,630,543**	**$14,368,685**	**$18,114,585**	**$15,669,143**

Non-Departmental

Summary

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Department (General Fund)						
Debt Service	27,292,221	26,913,693	26,913,693	26,816,911	26,211,196	26,211,196
Transfers to Other Funds	7,765,191	5,141,513	6,135,604	6,135,604	5,988,030	5,709,204
Total Function Expenditures	**$35,057,412**	**$32,055,206**	**$33,049,297**	**$32,952,515**	**$32,199,226**	**$31,920,400**
Offsetting Revenue	*(2,309,811)*	*(1,052,600)*	*(1,968,735)*	*(2,638,735)*	*(1,640,000)*	*(1,652,600)*
County Costs (net)	**$32,747,601**	**$31,002,606**	**$31,080,562**	**$30,313,780**	**$30,559,226**	**$30,267,800**
Total Non-Departmental Related Expenditures	**$35,057,412**	**$32,055,206**	**$33,049,297**	**$32,952,515**	**$32,199,226**	**$31,920,400**

Appropriations by County Department

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

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
Aging	2,085,792	1,996,088	2,162,095	2,056,150	2,000,049	1,995,475
Animal Services	1,772,732	1,958,791	1,988,141	1,991,972	2,027,395	1,998,579
Asset Management Services	3,988,145	4,295,957	4,508,428	4,268,692	4,518,116	4,370,271
Board of County Commissioners	762,591	870,355	870,930	838,938	882,158	882,158
Board of Elections	658,981	1,063,148	1,063,148	934,659	692,777	692,777
Child Support Enforcement	925,433	965,640	965,640	943,041	990,868	990,868
Community Relations	175,707	188,716	189,941	173,851	225,391	225,391
Cooperative Extension	341,054	379,843	390,843	391,079	394,843	394,843
County Attorney	547,358	551,501	551,501	527,957	575,714	575,714
County Manager's Office	570,913	856,037	912,237	892,237	3,334,489	3,269,489
Courts	25,469	90,655	90,655	43,500	81,455	81,455
Department of Environment, Agriculture, Parks & Recreation	3,285,276	3,464,888	3,522,342	3,386,174	3,961,780	3,760,393
Economic Development	409,912	515,575	519,421	502,878	529,029	529,029
Emergency Services	9,317,319	11,071,413	11,198,925	10,210,278	11,382,859	11,209,378
Finance & Administrative Services	2,789,440	3,401,850	3,418,120	3,027,728	1,306,220	1,306,220
Health Department	7,943,180	8,600,516	8,794,656	8,557,164	9,180,476	9,206,976
Housing, Human Rights & Community Development	4,031,110	5,126,521	5,126,521	191,298	4,590,344	4,561,518
Human Resources	811,787	945,127	951,961	801,872	1,009,491	937,651
Information Technologies	2,373,428	2,895,229	2,926,843	2,886,844	3,449,704	3,209,342
Library Services	1,989,221	2,081,930	2,113,160	2,039,435	2,267,624	2,146,214
OPC Area Program	1,355,973	1,355,973	1,355,973	1,355,973	1,355,974	1,326,474
Orange Public Transportation	0	0	0	0	1,440,607	1,473,738
Planning & Inspections	3,753,468	4,456,255	4,521,425	4,010,683	3,297,969	3,220,685
Register of Deeds	899,162	924,165	924,165	905,537	946,826	932,603
Sheriff	11,833,141	12,678,854	12,809,353	12,110,281	14,020,177	13,541,447
Social Services	21,473,352	18,153,438	22,573,449	21,924,521	18,932,484	18,934,484
Solid Waste Fund	11,694,000	11,361,018	12,313,860	12,206,926	11,841,957	11,889,955
Tax Administration	3,246,317	3,496,212	3,569,092	3,514,617	3,610,799	3,600,799
Visitors Bureau Fund	1,567,622	1,441,340	1,726,179	1,693,341	1,545,896	1,597,173
Total Expenditures	**$100,627,882**	**$105,187,035**	**$112,059,004**	**$102,387,627**	**$110,393,471**	**$108,861,099**

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

	2013-14 Actual F.T.E.'s	2014-15 Actual F.T.E.'s	2015-16 Original Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
General Fund						
Community Services						
Animal Services	30.000	31.000	31.000	31.000	32.000	31.000
Cooperative Extension	0.000	0.000	0.000	0.000	0.000	0.000
DEAPR						
Parks and Recreation	17.000	17.750	19.000	19.000	21.100	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
DEAPR Total	*31.000*	*31.750*	*33.000*	*33.000*	*35.100*	*33.000*
Economic Development	4.000	5.000	5.000	5.000	5.000	5.000
Planning/Inspections/OPT [1]	39.500	41.500	45.500	46.000	33.000	32.000
Orange Public Transportation [2]	0.000	0.000	0.000	0.000	16.000	16.000
Community Services Total	**104.500**	**109.250**	**114.500**	**115.000**	**121.100**	**117.000**
General Government						
Commissioners	4.000	4.000	4.000	4.000	4.000	4.000
Elections	4.000	5.000	5.000	5.000	5.000	5.000
County Attorney	4.000	4.000	4.000	4.000	4.000	4.000
County Manager	5.000	4.000	8.000	9.000	9.000	9.000
Register of Deeds	14.000	14.000	15.000	15.000	15.000	15.000
Tax Administration	36.000	40.000	42.000	42.000	42.000	42.000
General Government Total	**67.000**	**71.000**	**78.000**	**79.000**	**79.000**	**79.000**
Public Safety						
Sheriff	138.000	141.000	142.000	142.000	152.000	145.000
EMS						
Administration	6.500	7.500	8.000	8.000	8.000	8.000
Medical Services	78.000	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	40.000	40.000	40.000	40.000	40.000	40.000
EMS Total	*127.500*	*128.500*	*129.000*	*129.000*	*129.000*	*129.000*
Public Safety Total	**265.500**	**269.500**	**271.000**	**271.000**	**281.000**	**274.000**
Human Services						
Social Services						
Administration	21.000	21.000	21.000	21.000	21.000	21.000
Children/Family Services	66.000	66.000	66.000	66.000	66.000	66.000
Economic Services	74.000	74.000	75.000	75.000	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
Social Services Total	*161.000*	*161.000*	*162.000*	*162.000*	*162.000*	*162.000*

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

	2013-14 Actual F.T.E.'s	2014-15 Actual F.T.E.'s	2015-16 Original Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
Health						
Finance and Admin Operations	11.500	11.500	11.500	11.500	11.500	11.500
Dental Health	9.100	9.800	12.300	12.300	12.300	12.300
Health Promotion and Education	8.000	9.000	9.000	8.000	9.000	9.000
Personal Health	47.500	48.000	48.000	48.000	48.000	48.000
Environmental Health	16.500	16.500	16.500	17.000	17.000	17.000
Risk Management	0.000	0.000	0.000	0.000	0.000	0.000
Health Total	*92.600*	*94.800*	*97.300*	*96.800*	*97.800*	*97.800*
Aging						
Administration	3.000	3.000	3.000	3.000	3.000	3.000
Community Based Services	8.750	8.750	8.950	8.950	9.700	9.700
Aging Transitions	5.175	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
Aging Total	*19.800*	*19.800*	*20.000*	*20.000*	*20.750*	*20.750*
Housing, Human Rights & Comm. Development [3]	3.000	3.000	4.000	4.000	4.000	4.000
Library Services	22.750	24.000	24.125	24.125	26.125	24.125
Child Support Services	13.000	13.000	13.000	13.000	13.000	13.000
Human Services Total	**312.150**	**315.600**	**320.425**	**319.925**	**323.675**	**321.675**
Support Services						
Asset Management Services [4]	37.000	37.000	37.000	37.000	37.000	37.000
Community Relations - Public Affairs [5]	1.000	1.000	1.000	1.000	2.000	2.000
Finance and Administrative Services	15.000	15.000	15.000	15.000	15.000	15.000
Human Resources	8.000	8.000	9.000	9.000	9.000	9.000
Information Technologies	16.700	16.700	16.700	16.700	18.000	16.700
Support Services Total	**77.700**	**77.700**	**78.700**	**78.700**	**81.000**	**79.700**
General Fund Total	**826.850**	**843.050**	**862.625**	**863.625**	**885.775**	**871.375**

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

	2013-14 Actual F.T.E.'s	2014-15 Actual F.T.E.'s	2015-16 Original Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
Other Funds						
Aging - Senior Health Coordination	1.000	1.000	1.000	1.000	1.000	1.000
Tax Administration - Revaluation	4.000	0.000	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	1.000	1.000	1.000	1.000	1.000	1.000
Housing - Section 8	7.000	7.000	7.000	7.000	8.000	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 - Community Response Grant	1.000	1.000	1.000	1.000	1.000	1.000
Social Services - Building Futures Grant	2.000	2.000	2.000	2.000	2.000	2.000
Solid Waste/Landfill Operations	56.700	57.700	63.450	63.450	63.575	63.450
Community Relations - Visitors Bureau [5]	6.000	7.000	7.000	7.000	7.000	7.000
Other Funds Total	**84.700**	**82.700**	**88.450**	**88.450**	**89.575**	**88.450**
Grand Total	**911.550**	**925.750**	**951.075**	**952.075**	**975.350**	**959.825**

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

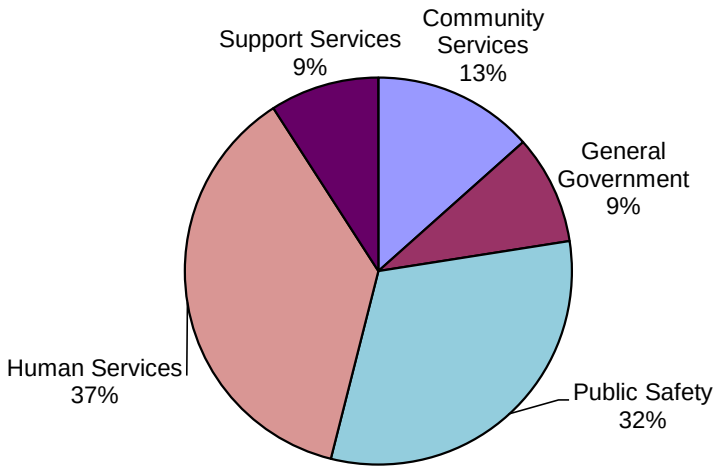
(2) Effective July 1, 2016, Orange Public Transporation becomes a stand alone department.

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

(4) 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.

(5) Community Relations Department includes Visitor's Bureau and Public Affairs, effective July 1, 2015

General Fund FTE by Function (Recommended)



Summary of Manager Recommended New Positions for FY 2016-17

GENERAL FUND - MANAGER RECOMMENDED

Department	Position	FTE	Annual Salary	Retirement	Health Insurance	H.S.A.	Social Security	Medicare	Life Ins	Dental Insurance	401(k)	Total Salary and Benefits	Operating and Start-up Costs	Off-setting revenue	Offseting Reductions/Reallocations	Total Net County Cost
Health	Public Health Educator	1.000	40,777	2,956	8,748		2,528	591	113	337	715	56,765	11,266	(68,031)		0
Planning	Code Compliance Officer III	1.000	42,002	3,045	8,748		2,604	609	116	337	715	58,176	26,115	(84,291)		0
OPT	Transit Director - effective January 1, 2017	1.000	39,906	2,893	4,374		2,474	579	110	169	358	50,863	38,154			89,016
Tax	Office Assistant II - converting Time-Limited to Permanent	0.000	29,725	2,155	8,748		1,843	431	82	337	715	44,036	1,600	0	(45,636)	0
Aging	Office Assistant II	0.750	22,294	1,616	8,748		1,382	323	62	337	715	35,477	0	0	(11,101)	24,376
Sheriff	Deputy Sheriff I	1.000	36,219	2,898	8,748		2,246	525	100	337	1,811	52,884	10,207			63,091
Sheriff	Deputy Sheriff I	1.000	36,219	2,898	8,748		2,246	525	100	337	1,811	52,884	10,207			63,091
Sheriff	Investigator	1.000	44,126	3,530	8,748		2,736	640	122	337	2,206	62,445	1,160			63,605
Social Services	Management Analyst (Child Welfare) - converting Time-Limited to Permanent	0.000	42,002	3,045	8,748		2,604	609	116	337	715	58,176	3,337	(28,983)	(32,530)	0
Social Services	Human Services Specialist - converting Time-Limited to Permanent	0.000	36,219	2,626	8,748		2,246	525	100	337	715	51,516	0	(38,501)	(13,015)	0
Social Services	Human Services Specialist - converting Time-Limited to Permanent	0.000	36,219	2,626	8,748		2,246	525	100	337	715	51,516	0	(38,501)	(13,015)	0
Social Services	Management Analyst - converting Time-Limited to Permanent	0.000	42,002	3,045	8,748		2,604	609	116	337	715	58,176	0	(28,983)	(29,193)	0
Community Relations	Website & Publications Coordinator	1.000	39,978	2,898	8,748		2,479	580	110	337	715	55,845	3,670	0	0	59,515
Totals		**7.750**	**487,687**	**36,231**	**109,350**	**-**	**30,238**	**7,071**	**1,347**	**4,213**	**12,621**	**847,410**	**136,337**	**(287,290)**	**(144,490)**	**551,967**

GENERAL FUND - NOT RECOMMENDED

Sheriff	Deputy Sheriff I	1.000	36,219	2,898	8,748		2,246	525	100	337	1,811	52,884	10,207			63,091
Sheriff	Deputy Sheriff I	1.000	36,219	2,898	8,748		2,246	525	100	337	1,811	52,884	10,207			63,091
Sheriff	Deputy Sheriff I	1.000	36,219	2,898	8,748		2,246	525	100	337	1,811	52,884	10,207			63,091
Sheriff	Deputy Sheriff I	1.000	36,219	2,898	8,748		2,246	525	100	337	1,811	52,884	10,207			63,091
Sheriff	Investigator	1.000	44,126	3,530	8,748		2,736	640	122	337	2,206	62,445	1,160			63,605
Sheriff	Investigator	1.000	44,126	3,530	8,748		2,736	640	122	337	2,206	62,445	1,160			63,605
Animal Services	Animal Care Technician	1.000	27,566	1,952	8,748		1,670	390	74	337	715	41,452	349	0	(6,000)	35,801
IT	IT Help Desk - Admin Spec	0.300	12,857	932	0		797	186	35	0	0	14,807	0	0		14,807
IT	IT Operations Help Desk Supervisor	1.000	60,000	4,350	8,748		3,720	870	138	337	715	78,878	5,687	0		84,565
Planning	Property Development Technician I	1.000	36,000	2,610	8,748		2,232	522	99	337	715	51,263	770	(51,853)		180
Planning (OPT)	Transit Planner	1.000	49,000	3,553	8,748		3,038	711	135	337	715	66,237	6,948	(20,000)		53,185
Housing	Affordable Housing Analyst	1.000	46,362	3,361	8,748		2,874	672	128	337	715	63,197	4,122	0	0	67,319
Library	Librarian I	1.000	39,978	2,695	8,748		2,479	580	110	337	715	55,642	0	0	0	55,642
Library	Librarian Assistant I	1.000	28,295	1,907	8,748		1,754	410	78	337	715	42,244	0	0	(17,678)	24,566
DEAPR	Recreation Coordinator	0.600	21,731	1,576	8,748		1,347	315	60	337	715	34,829	2,620	0	0	37,449
DEAPR	Parks Tech I	1.000	32,812	2,379	8,748		2,034	476	91	337	715	47,592	32,946	0	0	80,538
DEAPR	Parks Tech I	0.500	16,406	1,189	8,748		1,017	238	45	337	715	28,695	350	0	0	29,045
Totals		**15.400**	**604,135**	**45,156**	**139,968**	**-**	**37,418**	**8,750**	**1,638**	**5,392**	**18,806**	**861,263**	**96,940**	**(71,853)**	**(23,678)**	**862,672**

Assessed Valuation, Tax Rate and Estimated Collections

General Fund

	FY 2015-16 Commissioner Approved	FY 2015-16 Projected	FY 2016-17 Manager Recommended	% Change from Approved	% Change from Projected
Assessed Valuation of Real, Personal and Corporate Excess	$15,773,424,520	$15,625,331,714	$15,785,077,678	0.1%	1.0%
Assessed Valuation of Motor Vehicles	$1,035,233,492	$1,092,127,428	$1,157,655,074	11.8%	6.0%
Total Assessed Valuation	$16,808,658,012	$16,717,459,142	$16,942,732,752	0.8%	1.3%
Ad Valorem Tax Rate per $100 of Assessed Valuation	0.8780	0.8780	0.8780		
General Fund Levy	$147,580,017	$146,779,291	$148,757,194	0.8%	1.3%
Collection Rate (excluding motor vehicles)	98.50%	99.30%	99.00%		
Collection Rate (motor vehicles only)	98.50%	99.30%	99.00%		
Property Tax Collections (Real, Personal, Corporate Excess)	**$136,413,307**	**$136,230,080**	**$137,207,067**	**0.6%**	**0.7%**
Property Tax Collections (motor vehicles only)	**$8,953,010**	**$9,521,757**	**$10,064,360**	**12.4%**	**5.7%**

1 Cent on the Tax Rate Equals:	**$1,655,660**	**$1,660,051**	**$1,677,358**	**1.3%**	**1.0%**

Totals may be slightly off due to rounding.

Department on Aging

Phone Number: (919) 968-2070 Website: www.orangecountync.gov/aging

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Category (General Fund)						**Account: 430**
Personnel Services	1,457,260	1,369,040	1,347,198	1,334,232	1,333,982	1,333,982
Operations	620,995	627,048	810,237	717,258	644,539	644,539
Capital Outlay	7,537	0	4,660	4,660	21,528	16,954
Total Expenditures	**$ 2,085,792**	**$ 1,996,088**	**$ 2,162,095**	**$ 2,056,150**	**$ 2,000,049**	**$ 1,995,475**
Offsetting Revenues	*(969,494)*	*(778,467)*	*(950,627)*	*(930,956)*	*(810,705)*	*(810,705)*
County Costs (net)	**$ 1,116,298**	**$ 1,217,621**	**$ 1,211,468**	**$ 1,125,194**	**$ 1,189,344**	**$ 1,184,770**
Senior Health Coordination (Annual Grant Projects Fund)						**Account: 4303**
Personnel Services	67,533	65,421	65,421	65,421	66,941	66,941
Operations	93,458	34,775	71,590	88,590	65,775	65,775
Capital Outlay	0	0	0	0	0	0
Total Expenditures	**$ 160,991**	**$ 100,196**	**$ 137,011**	**$ 154,011**	**$ 132,716**	**$ 132,716**
Offsetting Revenues	*(115,727)*	*(59,000)*	*(93,750)*	*(112,750)*	*(90,000)*	*(90,000)*
County Costs (net)	**$ 45,264**	**$ 41,196**	**$ 43,261**	**$ 41,261**	**$ 42,716**	**$ 42,716**
Orange County CARES Alzheimer Grant (Multi-year Grant Projects Fund)						**Account: 4320**
Personnel Services	0	0	175,470	175,470	199,814	199,814
Operations	0	0	103,743	103,743	97,911	97,911
Capital Outlay	0	0	6,910	6,910	0	0
Total Expenditures	**$ 0**	**$ 0**	**$ 286,123**	**$ 286,123**	**$ 297,725**	**$ 297,725**
Offsetting Revenues	*0*	*0*	*(286,123)*	*(286,123)*	*(297,725)*	*(297,725)*
County Costs (net)	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Total Department on Aging and Related Expenditures	**$ 2,246,784**	**$ 2,096,284**	**$ 2,585,229**	**$ 2,496,284**	**$ 2,430,490**	**$ 2,425,916**

Division Summary

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Program (General Fund)						
Administration	405,669	415,953	480,861	419,464	427,297	422,723
Aging Transitions	435,353	443,835	480,648	462,278	452,991	452,991
Community-Based Services	1,055,049	980,585	1,023,578	998,238	950,971	950,971
Retired Senior Volunteer Progran	189,720	155,715	177,008	176,170	168,790	168,790
Total Expenditures	**$ 2,085,792**	**$ 1,996,088**	**$ 2,162,095**	**$ 2,056,150**	**$ 2,000,049**	**$ 1,995,475**
Offsetting Revenue	*(969,494)*	*(778,467)*	*(950,627)*	*(930,956)*	*(810,705)*	*(810,705)*
County Costs (net)	**$ 1,116,298**	**$ 1,217,621**	**$ 1,211,468**	**$ 1,125,194**	**$ 1,189,344**	**$ 1,184,770**
Total Expenditures	**$ 2,085,792**	**$ 1,996,088**	**$ 2,162,095**	**$ 2,056,150**	**$ 2,000,049**	**$ 1,995,475**
Other Related Programs (Grant Fund)						
Senior Health Coordination	160,991	100,196	137,011	154,011	132,716	132,716
Total Expenditures	**$ 160,991**	**$ 100,196**	**$ 137,011**	**$ 154,011**	**$ 132,716**	**$ 132,716**
Offsetting Revenue	*(115,727)*	*(59,000)*	*(93,750)*	*(112,750)*	*(90,000)*	*(90,000)*
County Costs (net)	**$ 45,264**	**$ 41,196**	**$ 43,261**	**$ 41,261**	**$ 42,716**	**$ 42,716**
Total Expenditures	**$ 160,991**	**$ 100,196**	**$ 137,011**	**$ 154,011**	**$ 132,716**	**$ 132,716**
Other Related Programs (Grant Fund)						
Aging Transitions	0	0	286,123	286,123	297,725	297,725
Total Expenditures	**$ 0**	**$ 0**	**$ 286,123**	**$ 286,123**	**$ 297,725**	**$ 297,725**
Offsetting Revenue	*0*	*0*	*(286,123)*	*(286,123)*	*297,725*	*297,725*
County Costs (net)	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Total Expenditures	**$ 0**	**$ 0**	**$ 286,123**	**$ 286,123**	**$ 297,725**	**$ 297,725**

Department on Aging - continued

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: 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, public entities, non-profit organizations and private agencies.

FY 2015-16 Outcomes

- Recruited a third class of Project EngAGE senior leaders who completed a 13 week community awareness course and joined the already established seven Senior Resource Teams.
- Continued our *Aging in Community* senior housing series with a focus on shared housing, complete streets environments and long term care options. This series is co-sponsored with Charles House Association, Second Journey and other community sponsors.
- Sponsored two *Aging Well Together: Nurturing the Body* Symposia, an initiative to bring together leaders and members of the faith based community of Orange County to partner with the Department on Aging to address senior hunger issues in our community. Over 90 persons participated.
- The Long Term Care Learning Collaborative presented its third annual Quality Service Awards to local long term care organizations, focused on achieving quality programming in the area of palliative care. In May the Long Term Care Learning Collaborative sponsored its second set of Direct Care Worker awards to honor outstanding direct care workers who serve Orange County residents.
- Co-sponsored the Age of Disruption national tour with Dr. Bill Thomas. This event was the kick-off for a multi-part series on reimagining aging and long term care in our community.
- Received the American Society on Aging's 2016 Award for Excellence in Multicultural Aging for our Aging in Community with Mandarin-speaking seniors program.

- Received the UNC Gillings School of Global Public Health Impact in Practice Award for our work with interns and Health Behavior Capstone teams.
- With support from the county manager all county departments received the dementia awareness training as we prepare our county to be a dementia capable community.
- As the 2017-22 MAP process begins it should be noted that Carol Woods Retirement Community continues to provide a charitable gift that provides funding for the MAP and many of the initiatives.

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Non-County Funding					
Funds secured from federal, state and local public/private sources	$1,014,127	$1,043,961	$837,467	$1,037,422	$900,705

FY 2016-17 Objectives

- Engage the community, local aging experts and providers, elected officials and county staff and interns in the development of the 2017-2022 Master Aging Plan.
- The Long Term Care Learning Collaborative Quality Service Awards will continue to inspire quality programming in our long term care settings. The annual Outstanding Direct Care worker awards will be given in the spring.
- Support the 41 Project EngAGE senior leaders and the eight Senior Resource Teams focusing on the following issues: Community Visiting; Senior Exercise/Health/Falls Prevention; End of Life; Senior Rural Hunger; Senior Transportation/Mobility; Neighborhood Connections; Faith based initiatives; Caregiving support; .
- 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.
- Work with county management to address the issue of facility expansion at both senior centers and additional parking at the Seymour Center.

Budget Highlights

The FY 2016-17 Manager's Recommended Budget includes:

- Expanding RecTrac facility use software to include the Pass Management module (+$16,954)
- Operations decrease reflects MAP funds returning to support Aging Transitions division for Mandarin-speaking seniors program

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 Passmore 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 targeting 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 2015-16 Outcomes

- Implemented outreach to Latino community adults 55+ by hosting classes, information fairs, special events; developed a social club in Spanish and printed 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.
- Increased the outreach to the Asian community and provided physical function screens prior to Seymour Center Fitness Studio and Sportsplex memberships to ensure that participants can safely use the equipment.
- Continued successful University Place and Wal-Mart of Hillsborough Walking Programs co-partnering with UNC Healthcare, UNC Hillsborough Hospital and Wal-Mart.
- Maintained operation of Seymour Center for 9 hours on Saturdays.

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Central Orange Senior and Seymour Centers Programming					
Total Senior Center participation (attendance)	186,000	201,010	185,000	200,000	201,000
Participants served through all programs (unduplicated)	5,400	5,500	5,500	5,500	5,500
Seymour Tech Volunteers	20	23	25	13	15
Service: Serve hot, noon meals at the Senior Centers each weekday					
Meals served through Senior Lunch Program	25, 548	25,303	33,500	32,000	32,000
Volunteers who assist with meal service	16	18	21	20	20
Service: Promote the health and wellness of older adults					
Fitness Studio Memberships	122	89	130	80	80
Physical Function Screens	250	382	380	300	300
Personal Training Hours	1092	1097	1000	700	1050

FY 2016-17 Objectives

- Increase Senior Center participation by dissimanating 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 free physical function screenings. Supplement Seymour Fitness Studio membership fees through the new SilverSneakers program.
- 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 FY 2016-17 Manager's Recommended Budget includes:

- New Position Recommended: Office Assistant II (0.75 FTE) to support an increase in Seymour Center hours of operation to include Monday and Wednesday evenings (+$35,477)
- Reduction of temporary staff hours: the position recommended above will reduce the need for temporary staff hours (-$11,101)
- Increase for *Senior Times* production cost (+$7,000)
- Position Realigned: the Building & Services Coordinator position moved to the Asset Management Services Department budget (-$79,682)
- Increases in revenue and supplies associated with senior activities and classes that are reflective of increased annual activity ($0 net)

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 Program (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.
- OC CARES: Prepare Orange County to become a dementia-capable community through publicity, public education and expanded clinical services for persons with dementia and their caregivers. Federal funds totaling $900,000 were awarded by the Administration for Community Living for Orange County's Caregiver Awareness, Respite, Education and Support (OC CARES) project.

FY 2015-16 Outcomes

- 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 continues to grow.
- Improved service to the Mandarin-speaking senior population through employment of a full-time bilingual Social Worker who oversees about 50 Mandarin-speaking seniors daily (a 20% increase

over FY15); organized a 10-member bi-lingual volunteer team to help navigate the language barrier; established regular health education programs and empowered Chinese seniors to facilitate a number of classes in Mandarin. This initiative received the American Society on Aging's 2016 Award for Excellence in Multi-Cultural Aging.

- Improved service to the Spanish-speaking older adult community in the county by hiring a temporary, part-time bilingual social worker; started a weekly Spanish Social Club meeting in September 2015 (participation has tripled since the first meeting); increased the number of printed materials available in Spanish and created a Spanish Helpline.

- 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 started in the spring of 2015.

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Information and Case Assistance					
Average number of persons served per month	252	276	250	260	260
Average number of hours per month spent providing information and case assistance via the Aging Transitions Helpline	155	130	150	150	150
Number of calls responded to on Aging Transitions Helpline	1,598	1,613	1,500	1,600	1,500
Number of individuals to whom SHIIP volunteers provided help and information	881	900	900	1,000	1,000
Service: In-home & Caregiver Services					
Numbers of individuals receiving contracted services	45	50	50	60	60
Number of individuals receiving caregiver support and respite services	70	50	60	70	70

FY 2016-17 Objectives

- Maintain Aging Transition staff-provided services at current levels.
- Continue to respond to recommendations from 2012-17 Master Aging Plan, e.g., supporting Stay Up and Active Program, expansion of volunteer driver program; expansion of caregiver support/respite services.
- Continue to expand the services offered through the Aging Transitions program by supporting student internships and professional contracts with UNC to provide occupational therapy, social work, and psychiatric nursing services.
- Increase collaboration of other private and public programs serving older adults in Orange County to avoid duplication and to increase coverage.
- Improve information sharing and service collaboration with faith-based communities and primary health care organizations throughout the county.

Budget Highlights

The FY 2016-17 Manager's Recommended Budget includes:

- Increase in revenue from NCDOT in support of senior mobility program operations (+$8,783)

Department on Aging: Volunteer Connect 55+

Major Services

- Enrich the lives of Orange County residents, both as **volunteers** and as **recipients** of volunteer services, through serving residents who are 55 and older. Volunteer Connect 55+ offers a new way for Orange County citizens to fulfill their passions and interests through diverse volunteer opportunities with older adults, based on each participant's talents and passions. The VC55+ Program (1) maintains a variety of both peer-led and Department-directed programs to furnish volunteers with a diverse array of flexible and structured volunteer opportunities, (2) facilitates access to high-quality volunteer programs through senior center locations and throughout Orange County, and (3) encourages volunteer leadership and creativity and provides ongoing and regular support and appreciation to all volunteers.
- Develop and administer the Volunteer Income Tax Assistance (VITA) program in compliance with IRS guidelines to assist clients with low-to moderate-income
- Recruit volunteers for the daily and long-term operations of the two senior centers (front desk staffing, Senior Lunch assistants, program assistants), Wellness programs (blood pressure screeners, exercise instructors), Chinese Connections (Peer-To-Peer caregiver support), the Arts and Entertainment (musicians, actors), Aging-Well supports (volunteer drivers program, Friend-to-Friend visiting & Telephone Reassurance Programs).
- Support Project EngAGE Senior Resource Outreach Teams (Community Visitors, Senior Falls Prevention, Senior Rural Hunger, Senior Transportation, Caregiver Support).

FY 2015-16 Outcomes

- Recruited 50 new volunteers for Master Aging Plan (MAP) initiatives to meet the identified needs of Orange County older adults by connecting them with senior center and community-based volunteer opportunities.
- Continue partnership with Hands on Triangle (Hot) Program to refer and connect other volunteers with relevant non-profit agencies, in order assist older adults with volunteer interests outside of older adult recipient opportunities.
- Supported Project EngAGE Senior Leader graduates and Senior Resource Team as they launched projects to address the older adult community's needs.
- Continue VITA tax service, maintaining a workforce of approximately 70 VITA volunteers.

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: New VC55+ Volunteers Recruited					
Total active VC55+ volunteers	507	491	300	335	383
Total volunteer service hours *(NOTE: FY 2015-16 is first year totals reflect senior services only)*	55,715	46,097	28,000	28,000	31,000
Value of a volunteer hour $21.04/hr.	$1,045,442	$969,880	$589,120	$589,120	$652,240

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: VITA (Volunteer Income Tax Assistance) Free Tax Service for Low to Middle Income Clients					
Number of VITA tax volunteers (*NOTE: 2015-16 is first year of Orange County only services, excluding Chatham County*)	112	110	70	70	70
Number of clients using the VITA service	1,854	1,769	1,600	1,600	1,600
VITA client survey results: 1. Affordability 2. Electronic filing 3. Find Tax Forms Confusing	 90% 54% 44%	 86% 47% 47%	 90% 50% 50%	 90% 50% 50%	 90% 50% 50%

FY 2016-17 Objectives

- Develop and market new VC55+ Program to new and existing volunteers, highlighting mission, goals and comprehensive list of volunteer opportunities (transition from RSVP55+ to VC55+ completed on April 1, 2015). This objective will be achieved through distribution of newly created VC55+ Volunteer Handbook encompassing mission and goals, volunteer registration process, and complete listing of volunteer opportunities, and by developing and implementing six to 12 new volunteer Orientation sessions.
- Increase VC55+ "community-based" opportunity volunteer base to support programs to combat social isolation in Orange County older adults by recruiting and placing at least 15 new volunteers in such programs. This objective will be achieved by holding two community-based volunteer recruitment events.
- Provide meaningful support to the 41 Project EngAGE Senior Leader graduates, and the nine Senior Resource Teams. This objective will be achieved by providing ongoing technical and programmatic support to Project EngAGE Senior Leader graduates through monthly meetings for each Senior Resource Team, and every-other-month meetings with all Senior Leader graduates.
- Recruit 50 new volunteers for VC55+ opportunities (solely focused on serving Orange County older adults). This objective will be achieved by continuing to develop and implement an enhanced volunteer recruitment strategy.
- Provide VITA program to approximately 1,400 eligible clients with approximately 70 volunteers at five VITA sites, six days per week.

Budget Highlights

The FY 2016-17 Manager's Recommended Budget includes no significant budget changes.

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 2015-16 Outcomes

- Continued partnering with UNC Healthcare for funding of Wellness program.
- Maintained Fit Feet clinic service at the Senior Centers through the recruitment and training of additional registered nurses who provide foot health care.
- Promoted reduced fee senior memberships with the SportsPlex.
- Maintained "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 (AF) Exercise classes and the AF Walk with Ease program (co-sponsored with Triangle J Area Agency on Aging).

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Wellness Programs					
Total Number of Participants	16,444	20,196	22,765	20,000	20,000
Movement/Exercise sessions	1,615	1,866	1,600	1,700	1,800
SportsPlex Membership screenings	202	217	200	200	250
Service: Personal Health Services					
Fit Feet Clinic Clients	1,555	1,504	1,625	1,600	1,600

FY 2016-17 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 and regular promotion in the Senior Times of the *Healthy Ideas* program.

Budget Highlights

The FY 2016-17 Manager's Recommended Budget includes:

- Increases in revenue and supplies associated with the foot clinic that are reflective of increased annual activity ($0 net)
- Increases in revenue and operations associated with wellness classes that are reflective of increased annual activity ($0 net)

Department on Aging: OC CARES Grant Project

Major Services

- Provide in-home assessment and consultation to family caregivers caring for persons with Alzheimer's disease and other dementias to focus on behavior management skills and strategies, meaningful activity engagement, and caregiver support.
- Expand psycho-educational support groups available to caregivers and provide additional opportunities for social engagement with their care partners.
- Provide training to professional caregivers caring for persons with dementia in the home setting, to include behavior management and communication skills and activity engagement strategies.
- Provide awareness training to local businesses and county offices about how to accommodate the needs of persons with dementia and their caregivers so that they can feel welcomed in the community and reduce feelings of isolation.

FY 2015-16 Outcomes

- Received $897,325 in federal Alzheimer's disease Services and Support grant funds from the U.S. Administration for Community Living for the period 9/1/15-8/31/18 to provide increased services and supports to caregivers of persons with Alzheimer's disease and related dementias.
- Hired project team with grant funds, consisting of 0.4 FTE Project Coordinator, 0.5 FTE Occupational Therapy Interventionist, 0.5 FTE Group Respite Coordinator, 1.0 FTE OT trainer, 1.0 FTE social worker, 0.66 FTE data manager and 0.15 FTE project evaluator. Team began offering clinical services in March, 2016

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Projected	2016-17 Budget
Service: Information and Case Assistance					
Number of caregivers served per year			18	40	40
Number of businesses/county offices trained to be "dementia friendly"			16	25	25
Number of professional caregivers receiving training			0	25	25

FY 2016-17 Objectives

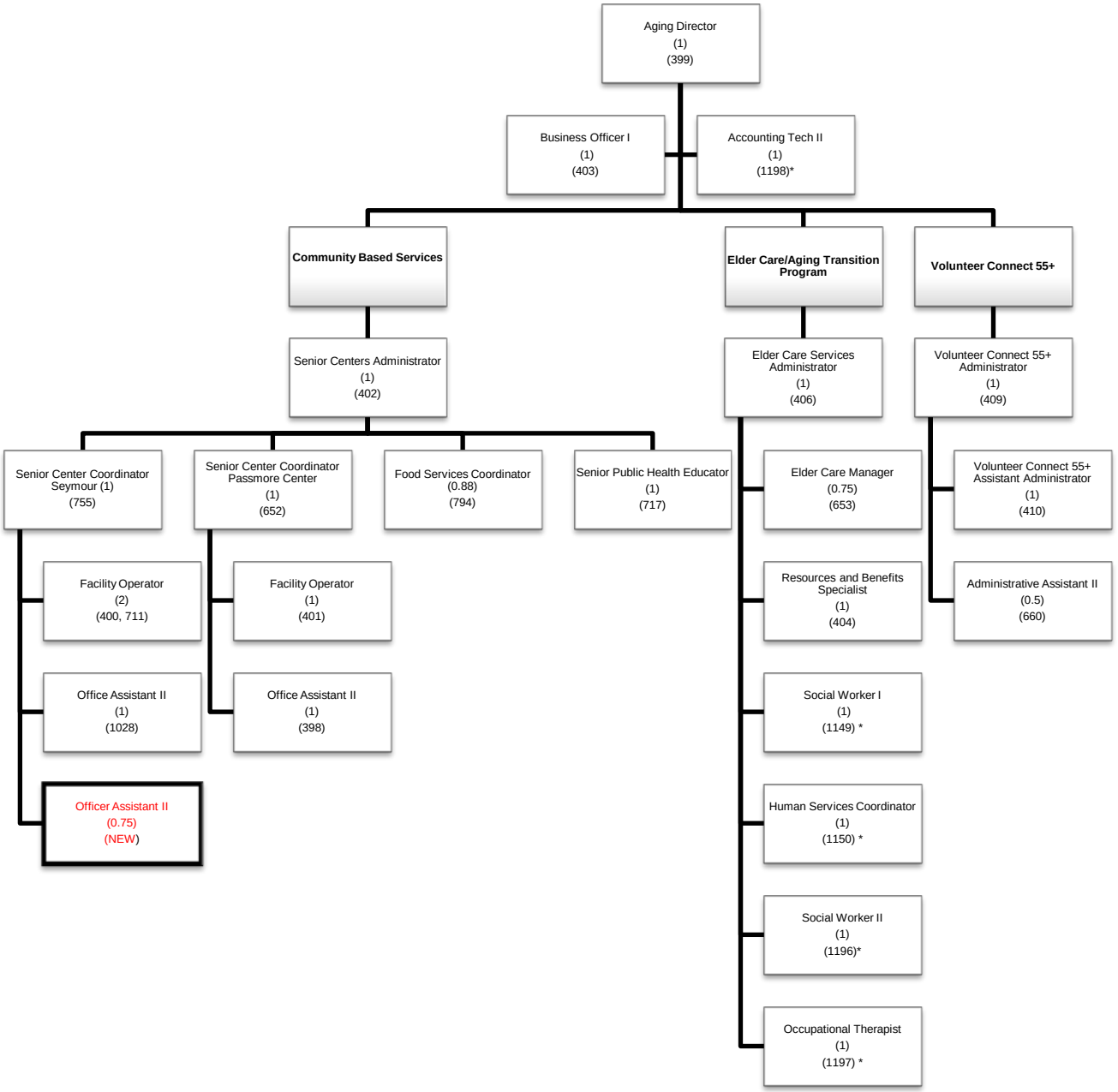
- Maintain funding for OC CARES project services
- Serve more caregivers through the OC CARES project than in 2015-16

Budget Highlights

The FY 2016-17 Manager's Recommended Budget includes:

- Continuation of grant program at $297,725 in FY 2016-17, this will be the first full fiscal year administering the 3-year OC CARES project

Department on Aging



FY 2016-2017 Recommended

* Time Limited Positions/Grant Funded

Animal Services

Phone Number: (919) 942 - 7387 Website: http://www.orangecountync.gov/animalservices

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Category (General Fund)						**Account: 215**
Personnel Services	1,511,345	1,656,318	1,656,318	1,674,541	1,723,321	1,694,505
Operations	254,456	302,473	312,423	298,030	302,699	302,699
Capital Outlay	6,930	0	19,401	19,401	1,375	1,375
Total Expenditures	**$ 1,772,732**	**$ 1,958,791**	**$ 1,988,141**	**$ 1,991,972**	**$ 2,027,395**	**$ 1,998,579**
Offsetting Revenues	*(636,669)*	*(661,418)*	*(675,400)*	*(668,262)*	*(638,265)*	*(650,865)*
County Costs (net)	**$ 1,136,063**	**$ 1,297,373**	**$ 1,312,741**	**$ 1,323,710**	**$ 1,389,130**	**$ 1,347,714**
Spay/Neuter Fund						**Account: 2150**
Personnel Services	0	0	0	0	0	0
Operations	51,637	64,150	73,240	51,000	52,000	64,600
Total Expenditures	**$ 51,637**	**$ 64,150**	**$ 73,240**	**$ 51,000**	**$ 52,000**	**$ 64,600**
Offsetting Revenues	*(46,794)*	*(64,150)*	*(73,240)*	*(55,696)*	*(52,000)*	*(64,600)*
County Costs (net)	**$ 4,843**	**$ 0**	**$ 0**	**$ (4,696)**	**$ 0**	**$ 0**
Total Animal Services and Related Expenditures	**$ 1,824,369**	**$ 2,022,941**	**$ 2,061,381**	**$ 2,042,972**	**$ 2,079,395**	**$ 2,050,579**

Division Summary

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Program (General Fund)						
Administration	367,077	379,162	385,030	378,106	382,113	382,113
Animal Control	520,525	548,055	549,223	555,749	559,673	559,673
Animal Shelter	885,130	1,031,574	1,053,889	1,058,117	1,085,609	1,056,793
Total Expenditures	**$ 1,772,732**	**$ 1,958,791**	**$ 1,988,141**	**$ 1,991,972**	**$ 2,027,395**	**$ 1,998,579**
Offsetting Revenue	*(636,669)*	*(661,418)*	*(675,400)*	*(668,262)*	*(638,265)*	*(650,865)*
County Costs (net)	**$ 1,136,063**	**$ 1,297,373**	**$ 1,312,741**	**$ 1,323,710**	**$ 1,389,130**	**$ 1,347,714**
Total Expenditures	**$ 1,772,732**	**$ 1,958,791**	**$ 1,988,141**	**$ 1,991,972**	**$ 2,027,395**	**$ 1,998,579**

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 Administration Division

Major Services

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

FY 2015-16 Outcomes

- Organizational leadership:
    - Continued work with county staff and staff from the towns of Hillsborough, Chapel Hill and Carrboro to create and implement the Unified Animal Ordinance (effective March 1, 2016).
    - Sustained targeted spay and neuter efforts while exploring different strategies to achieve desired outcomes in coming years.
    - 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:
    - Worked with ASAB to hear stakeholder concerns and address assorted issues, including research involving shelter animals, and pets belonging to homeless people and victims of domestic violence.
    - Continued to work toward adoption of a unified animal ordinance. Worked in coordination with staff from the towns of Chapel Hill and Carrboro to get the ordinance passed by the boards of those towns as well as the BOCC.
    - 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:
    - Oversaw and sustained a volunteer program averaging approximately 1000 hours per month.
    - Oversaw a community spay/neuter program responsible for hundreds of surgeries and involving close collaboration with the Department of Social Services and AnimalKind (which runs The $20 Fix).
    - Collaborated with staff and others to begin to carry out a balanced and manageable plan to address free-roaming cats as part of the county's effort to effectively manage pet overpopulation
    - Oversaw a pet registration program with a strong web-licensing component responsible for total revenues of almost $250,000.

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Provide low-cost or free spay/neuter surgeries to target audience					
Number of low-cost spays and neuters	465	479	525	300	400
Percentage of target SN number (Target ≥ 5 per 1,000 humans)	Goal = 600 77%	Goal = 600 80%	Goal = 600 88%	Goal=600 79%	Goal=600 79%
Service: Pet Licensing Program					
Total number	20,833	19,367	19,000	19,149	19,350
Online licensing percentage	26%	28%	27%	33%	35%
Service: Maintain strong Volunteer Program					
Average weekly volunteer hours	234	232	265	250	250
Number of annual volunteers	1,794	1,738	1,825	750*	800*
Service: Community Relations and Leadership					
Admitted (cats and dogs) • Per 1,000 humans	2,949 21	2,879 21	2,700 19	2,755 20	2,700 19
Euthanasia (cats and dogs) • Per 1,000 humans	801 6	813 6	750 7	757 6	725 5

***** New computer program adds actual yearly volunteers, whereas approach before added individual number of monthly volunteers, causing regular volunteers to be counted up to 12 times in one year

FY 2016-17 Objectives

- Continued implementation of new Unified Animal Ordinance, including continued collaboration with towns and working through implementation of the new appeal process based on Animal Services Hearing Panel Pool.
- Increase pace of free-roaming cat initiatives based upon the plan set forth in Managing Free-Roaming Cats in Orange County, North Carolina.
- Program changes and development for the Community Spay and Neuter Program given changes in the state reimbursement program and oversight of continuing changes in health care practices to make more cats and dogs available for adoption.

Budget Highlights

The FY2016-17 Manager's Recommended Budget includes no significant budget changes.

Animal Shelter Division

Major Services

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

FY 2015-16 Outcomes

- Open Admissions Sheltering: Positively managed "flow-through" for shelter animals; coordinated with staff from the County's Asset Management Services (AMS) to convert stainless steel cat enclosures to flexibly increase their size; continued recent trend of reducing euthanasia of sheltered animals; implemented a new fee structure for recovered pets that includes higher fees, a differential between sterilized and intact pets, and a sterilization deposit for intact pets recovered three (3) or more times to incentivize sterilization.
- Lost Pet Recovery: Improved upon electronic management of lost and found pet records by modifying our website to allow members of the public to see approximate locations where lost pets were found; maintained Twitter page to leverage social media for sharing real-time listings of found pets; offered six microchip clinics to enhance identification and recovery of lost pets by their owners; began requiring microchipping for all stray pets recovered by their owners.
- Animal Placement: Maintained strong overall placement and "live release" rates; continued special events to promote pet adoption, including the introduction of several "flash" adoption specials with more flexible fees and shorter durations to boost placements when the shelter was reaching capacity; continued to work with partner organizations to rehome pets and established Facebook page to improve communication and coordination with staff and partner organizations.
- Animal Health: Sustained in-house sterilization surgeries for adoptable animals; continued to optimize hourly productivity and quality of in-house sterilization procedures; expanded options for pet insurance by partnering with a second company that offers a 30-day free trial of pet insurance with adopted animals; initiated treatment of heartworm positive dogs deemed highly adoptable; identified lower cost alternatives for medical supplies (vaccines, diagnostic testing) to better manage services without increased cost in these areas.

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Serve as open admission shelter					
Domestic animals admitted (cats & dogs)	2,949	2,879	2,700	2,727	2,700
• Cats admitted	1,391	1,414	1,266	1,512	1,404
• Dogs admitted	1,558	1,465	1,434	1,215	1,296
Average Length of Stay (cats & dogs)					
• Cats (target ≤ 21 days)	24.8	22.8	21.0	23.4	21.0
• Dogs (target ≤ 14 days)	14.1	12.8	14.0	13.6	14.0
Service: Facilitate recovery of lost pets (dogs and cats)					

Animal Services – continued

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Number of recoveries	441	408	450	355	400
Stray animal recovery rate (all animals) (Target ≥ 25%)	21%	22%	25%	20%	25%
• Stray recovery rate for cats	7%	8%	15%	4%	15%
• Stray recovery rate for dogs	34%	34%	35%	40%	40%
Microchips per Adoption (Target ≥ 65%)	69%	54%	65%	48%	60%
Service: Maintain strong overall placement and "live release" rates **					
Number of placements (cats & dogs)	1,666	1,625	1,700	1,654	1,700
• Cat placements	815	830	850	922	901
• Dog placements	851	795	850	732	799
Live Release rate (all animals) (Target ≥ 80.0%)**	84%	83%	85%	88%	85%
• Live release rate for cats	79%	80%	85%	81%	85%
• Live release rate for dogs	86%	87%	85%	95%	85%
Service: Sustain high quality in-house sterilization surgeries for adoptable animals					
Number of animals sterilized	1,228	1,260	1,250	1,229	1.250
Number of surgeries per DVM hour (Target ≥ 2.8)	3.0	2.8	3.0	2.6	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.

FY 2016-17 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; work to expand network of foster homes for providing care to litters of kittens.
- Increase owner recovery of stray animals by continuing to offer opportunities for pets to be microchipped via low-cost clinics and as an optional service for adopters and partners, requiring microchipping for stray pets recovered from the shelter, virtually managing lost and

found records, and leveraging social media and online resources 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.
- Continue to use our 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 without significant adverse impact to revenue.
- Partner with Human Resources to capitalize on partnership opportunities with regional schools to obtain Animal Shelter Interns.

Budget Highlights

The FY16-17 Manager's Recommended Budget includes:

- Continued use of donated funds available from the Orange County Community Giving Fund to support additional veterinary services and to treat specific health conditions previously limiting the adoptability of cats and dogs.
- A continuation of the transfer of $12,600 from the Spay/Neuter Fund to help offset the cost of Spay/Neuter expenses within the Animal Shelter division.
- An increase microchipping of pets by requiring that all stray cats and dogs recovered are microchipped resulting in a projected gain of microchip revenues ($8,625).
- An increase in recovery fees (projected revenue gain of $10,608) by implementing a more progressive tiered and differential fee schedule for owned pets recovered from the shelter.
- An additional $6,000 (total of $12,000) in Seasonal personnel funds. These funds will be used to help staff the shelter during peak months and to supplement for permanent position vacancies within the Shelter.

<u>Animal Control & Protection Division</u>

Major Services

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

  - Investigate animal bites and rabies exposures and implement proper public health protocols, such as rabies testing and quarantines.
  - 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.
  - Coordinate with Communicable Disease Nurses who are responsible for human risk assessment and advice in rabies exposure cases.

- Animal Protection
  - Investigate animal neglect and cruelty complaints and work with animal owners to achieve compliance with legal requirements.
  - Seize animals for their protection when necessary and institute appropriate legal action regarding their custody as well as criminal prosecution
  - Inform and educate owners on proper animal care as requiredby the county's animal ordinance and North Carolina General Statute.

- Community Service
  - Inform and educate pet owners and others about requirements and responsible pet ownership in the course of normal duties.
  - Promote responsible pet ownership; faciliate public outreach regarding low-cost rabies vaccination clinics; refer pet owners to the county's Community Spay/Neuter Program.
  - 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 2015-16 Outcomes

- General Field Services:
  - Continued to coordinate with Emergency Services staff to obtain portable radios and base station for Animal Control Officers (ACOs) and dispatch services to allow more efficient dispatching, ensure officer safety and improve coordination with County Communications and other agencies.
  - Began implementing the county's new Unified Animal Ordinance (effective March 1, 2016), based upon extensive staff training and public outreach.

- Public Health and Safety:
  - Investigated rabies exposures and managed all positive rabies cases (including coordination with Communicable Disease Nurses).
  - Provided public information about the control and prevention of rabies; investigated animal bite reports and conducted confinement for rabies control.
  - Reviewed each bite case or aggressive incident report to determine if an animal should be declared vicious and/or dangerous and served those declarations in a timely manner.
  - Implemented procedural changes, in coordination with the county's Health Director, based upon the recommendations of the 2016 Rabies Compendium,

namely, by requiring 4 rather than 6 month quarantines for unvaccinated dogs and cats when there is a rabies exposure and allowing cats and dog that are unvaccinated but have a documented history of vaccination to receive a booster shot.

- Animal Protection:
    - Coordinated efforts between different Animal Services staff in several investigations.
    - Worked closely with the county attorney and the district attorney in numerous cases of cruelty and neglect
    - Received a grant from the ASPCA for Animal Cruelty and Neglect Investigations for assorted resources (including digital cameras, optics, and veterinary forensic kits) that will allow staff to continuously be on site and have a work area to collect and process evidence in a large-scale investigation.
- Community Service:
    - Continued to raise community awareness for special events, education, and public health and safety by posting flyers throughout Orange County and speaking with citizens one-on-one as they assist residents with animal issues.
    - Initiate connections between animal owners, the county's Community Spay Neuter Program, and community partners.
    - Participated in events such as the summer camp programs at Rogers Road.

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: General Field Services					
Service Responses	6189	6179	6000	6122	6100
• Responses Per Officer	1031	1029	998	1019	1015
Animal Impounds	878	766	870	838	824
Met Stray Animal Response Target (<120 minutes)	68%	67%	75%	70%	73%
Service: Health and Safety					
Rabies Exposure and Bite Investigations	470	456	450	458	454
Met Response Target (<90 minutes)	53%	55%	55%	55%	58%
Positive Rabies Cases	20	12	20	17	16
Service: Animal Protection					
Investigations	479	418	447	443	431
Met Response Target	47%	47%	60%	51%	52%

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
(<90 minutes)					

FY 2016-17 Objectives

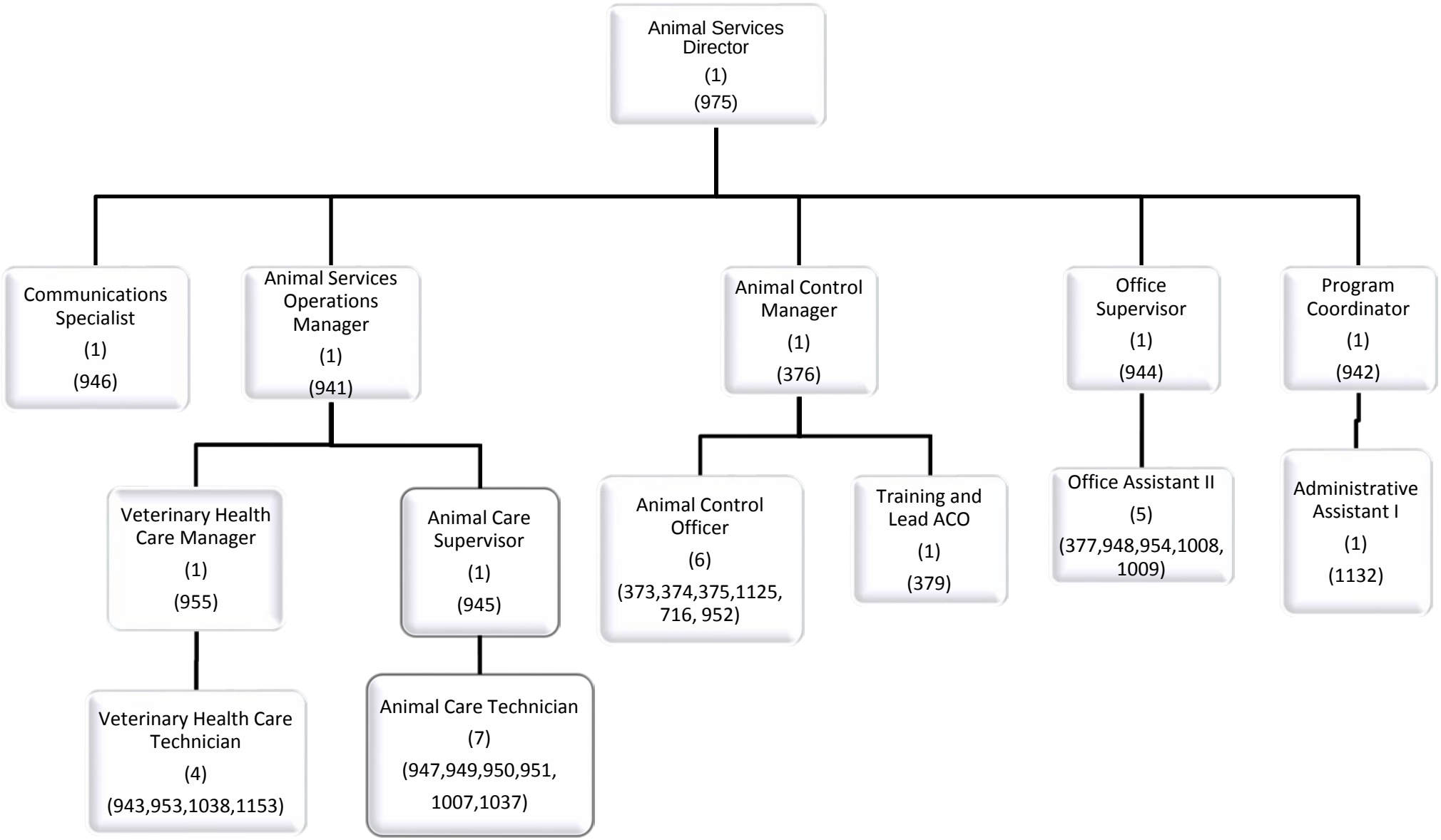
- Continue efficient and effective service in towns as well as the county, providing detailed and timely updates to residents and working with community partners.
- Work through the full implementation of the new Unified Animal Ordinance (providing ongoing feedback to ensure that issues are identified and addressed through the implementation process.
- Continue to provide effective rabies control and control of dangerous animals based upon timely investigations and effective enforcement of the requirements for keeping such an animal.
- Continue to follow the new recommendations contained in the 2016 Rabies Compendium, ensuring that county procedures are informed by the changes that ensure from new approaches to managing exposures to unvaccinated animals and animals with lapsed vaccinations.
- Continue to coordinate effectively between different staff within Animal Services, the county's staff attorney and the District Attorney, and other county departments and agencies in the investigation and resolution of animal cruelty and neglect complaints.
- Utilize new resources available from the ASPCA for Animal Protection and Cruelty and Neglect Investigations including the use of digital cameras for documentation of scenes and animal body conditions.
- Continue to promote community awareness for special events, responsible pet ownership and different public health and safety issues by posting assorted flyers throughout Orange County and through direct contact with residents.
- Continue to refer residents to the county's Community Spay Neuter Program and community partners in regard to fencing, cat care, and wildlife.

Budget Highlights

The FY2016-17 Manager's Recommended Budget includes:

- A decrease in revenue from service agreements with the towns by $11,159, primarily as a result of Hillsborough using a smaller percentage of services than last year.
- An increase of $1,632 in Overtime as part of a 3-year phase-in to reduce total number of comped out hours.

Animal Services



FY 2016-2017 Recommended

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 approved uses of the anticipated proceeds of $3,007,726 by the two school systems and Economic Development in FY 2016-17:

School Systems Recommended Use for FY 2016-17	**Amount**
Technology – Student Access Computing Devices (Chapel Hill-Carrboro City Schools)	$ 451,835
Facility Improvements at Older Schools – Mechanical Systems (Chapel Hill-Carrboro City Schools)	$ 451,835
Technology – Upgrades (District-Wide – Orange County Schools)	$ 600,193
TOTAL	**$1,503,863**

Economic Development Recommended Use for FY 2016-17	Amount
Debt Service on Infrastructure	$ 817,477
Utility Service Agreement with Mebane	$ 50,000
Collaborative/Outreach	$ 20,000
Small Business Loan Pool	$ 100,000
Innovation Center – "Launch Chapel Hill"	$ 40,000
Agricultural Grants	$ 60,000
Business Investment Grants	$ 100,000
Incentives	$ 258,886
Agricultural Summit	$ 7,500
Durham Tech – Orange Connect Project (Scholarships)	$ 50,000
TOTAL	**$1,503,863**

At its October 13, 2015 work session, the Board of County Commissioners received a report on the Article 46 one-quarter cent Sales Tax, including updated information on the status of collections, since its inception on April 1, 2012. In that report, it reflected that a total of $765,612 ($382,806 for Education and $382,806 for Economic Development) had been collected in excess of the budgeted amount since inception, through September 30, 2015.

At its December 15, 2015 regular meeting, the Board of County Commissioners approved a budget amendment for the receipt of the additional proceeds of $382,806 for Education, and the abstract indicated that Economic Development's share of $382,806 would be allocated and incorporated in the FY 2016-17 Budget.

See the table below for allocating and incorporating this additional revenue as part of the FY 2016-17 Budget:

Economic Development's Use of Actual Collections in Excess of Prior Year's Budgets (through September 30, 2015)	Amount
Prior Years' Excess Actual Collections	$ 382,806
Use of Funds in FY 2016-17:	
• Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis	$ (75,000)
• Incentives	$ (307,806)
Balance	**$ 0**

Asset Management Services

Phone Number: (919) 245-2625 Website: http://www.co.orange.nc.us/AssetMgmt/index.asp

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Category (General Fund)						**Account: 240**
Personnel Services	2,037,716	2,097,732	2,150,873	2,200,948	2,279,359	2,279,359
Operations	1,887,789	2,190,585	2,342,819	2,053,033	2,162,260	2,051,260
Capital Outlay	62,640	7,640	14,736	14,711	53,497	16,652
Total Expenditures	**$ 3,988,145**	**$ 4,295,957**	**$ 4,508,428**	**$ 4,268,692**	**$ 4,495,116**	**$ 4,347,271**
Offsetting Revenues	*(334,969)*	*(339,034)*	*(339,034)*	*(338,578)*	*(316,687)*	*(331,687)*
County Costs (net)	**$ 3,653,177**	**$ 3,956,923**	**$ 4,169,394**	**$ 3,930,114**	**$ 4,178,429**	**$ 4,015,584**
Total Asset Management Services and Related Expenditures	**$ 3,988,145**	**$ 4,295,957**	**$ 4,508,428**	**$ 4,268,692**	**$ 4,495,116**	**$ 4,347,271**

Division Summary

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Program (General Fund)						
Administration	580,938	636,118	637,974	665,949	691,369	680,002
Central Services	(25,928)	87,000	88,000	25,176	87,796	87,796
Custodial Services	930,114	975,168	989,458	989,547	981,708	981,708
Facilities Maintenance	2,453,522	2,545,300	2,800,201	2,638,769	2,808,291	2,679,278
Fleet Services	49,499	52,371	(7,205)	(50,749)	(74,048)	(81,513)
Rents and Insurance	0	0	0	0	0	0
Total Expenditures	**$ 3,988,145**	**$ 4,295,957**	**$ 4,508,428**	**$ 4,268,692**	**$ 4,495,116**	**$ 4,347,271**
Offsetting Revenue	*(334,969)*	*(339,034)*	*(339,034)*	*(338,578)*	*(316,687)*	*(331,687)*
County Costs (net)	**$ 3,653,177**	**$ 3,956,923**	**$ 4,169,394**	**$ 3,930,114**	**$ 4,178,429**	**$ 4,015,584**
Total Expenditures	**$ 3,988,145**	**$ 4,295,957**	**$ 4,508,428**	**$ 4,268,692**	**$ 4,495,116**	**$ 4,347,271**

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 Administration Division

Major Services

- Manage and support County building projects as identified in the County's Capital Investment Plan (CIP) and Operating budgets, including departmental oversight, support and guidance for building projects managed by Solid Waste, Planning, Department of Environment, Agriculture, Parks and Recreation (DEAPR), and the Orange County Sportsplex.

- Facilitate real estate management, including acquisition, lease activity, and disposal, as may be needed for County operations; and coordinate space allocations for County departments and services.
- 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 assets[1]; 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.
- Manage service contracts for County facilities (life safety systems, security systems, 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.

FY 2015-16 Outcomes

- Significant Capital Project Management outcomes in FY2015-16*:*
    - Recruitment and hiring of the Orange County Capital Projects Manager, responsible for overseeing and managing County building projects while providing support to County departments operating within these projects, specifically Orange County Solid Waste, Planning, and DEAPR.
    - Capital projects completed for their intended use in FY2015-16:
        - Cedar Grove Community Center and adjacent storage facilities within the historic former site of the Cedar Grove School;
        - Cedar Grove Library Kiosk;
        - Standby power generators located at the Seymour Center and Whitted Health Department Facilities;
        - Roof sections replaced according to the CIP schedule at the Orange County Jail;
    - Significant Capital Projects started or continued in due diligence, design, or construction, phases :
        - Southern Human Services Center Expansion (due diligence, design)
        - Southern Branch Library (due diligence)
        - County Detention Center (due diligence, design)
        - Environment and Agriculture Center (design)
        - Parking Lot improvements at Skills Development Center (design)

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

  - HVAC Improvements at Skills Development Center (equipment replacement)
  - Eubanks Road Solid Waste Convenience Center (design)
  - Sportsplex Fieldhouse (design)
  - 9-1-1 Communications back-up center (due diligence, design)
  - Fairview Park access and parking improvements (design)

- Significant Administrative and Organizational Outcomes in FY2015-16*:*
  - Established an after-hours call service that answers calls from AMS Facility Maintenance, Fleet Maintenance, and Facility Services customers during non-business hours and helps those customers' trouble shoot issues before dispatching AMS staff, potentially savings significant overtime hours that would have been incurred by the dispatch of AMS on-call staff.
  - Significantly improve the ongoing department budget monitoring process by incorporating Crystal Reports software into the process. This software allows the balances of accounts to be more easily tracked while also eliminating the significant time that it takes for administrative staff to prepare these reports.
  - Provided training to all staff who serve as liaisons between County departments and the divisions of Asset Management Services. This training was successful in improving communication, decreasing unnecessary emergency work orders, and improve customer satisfaction.
  - Implemented a staff committee of representatives from County departments to ensure that a new County-wide public records retention and disposition policy was adopted by the BOCC. This new policy set the standards for record retention and disposition of all public records for County departments. The committee also established a comprehensive records management and storage policy, adopted by the BOCC, for all County departments. This policy sets the standards for the management of all county-wide storage as well as storage housed within County Departments.
  - Continued to successfully manage the Whitted meeting facility. Its flexibility of use, capacity, and availability provide a tremendous benefit to the residents of the County. Over the course of FY 2015-16, the space continues to grow in popularity for use both by County staff and by Orange County residents. The increasing use of this space has led to a significant and successful effort by the administrative staff to provide high quality service to the customers of the Whitted Meeting Facility.
  - Asset Management Services conducts several department wide trainings every year to facilitate department wide discussion and comradery. The planning and coordination of these events is significant investment that is appreciated by all AMS staff.

Facility Maintenance Division

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.
- Team facilitation of periodic "Know Your Building" and Emergency Action Plan training for building occupants for safe, efficient and sustainable operations.
- Performance of periodic building "stress testing" to verify proper operation of critical building systems (i.e., life safety, mechanical, electrical systems).

FY 2015-16 Outcomes

- Continued to successfully lead and implement an inter-departmental team (AMS, DEAPR, and Solid Waste) for inclement weather preparation and recovery in order to keep the County operating safely during times of inclement weather.
- Reduced after hours emergency service calls by approximately 35% from FY2014-15; signifying successful systems maintenance, internal customer education and communications, and increased internal maintenance team skills and productivity.
- Successfully integrated the Link Government Services Center renovations, the Department of Social Services Hillsborough expansion, the Justice Facility renovations, and the Cedar Grove Community Center without a dilution of services to the County.
- Successfully recruited highly skilled facilities technicians to bring the team to a fully staffed, highly efficient and productive unit.

Custodial Services Division

Major Services

- Routine cleaning of County and Court system occupied buildings (24 buildings comprising 299,074 cleanable square feet)[2].
- Schedule and manage floor care (carpet cleaning, hard surface refinishing/Vinyl Composition Tile ("VCT") for County and Court system of occupied buildings.
- Manage indoor air quaility maintenance and initiatives as needed due to potential water infiltration and other threats to indoor air quaility.
- Supply management for spaces cleaned by Facility 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 2015-16 Outcomes

- Approximately 186,000 square feet of carpet cleaned and 47,000 square feet of tile refinished (i.e., VCT, ceramic).

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

- Delivered integrated facility improvements of 65 County restrooms with major tile restorations to increase/improve the resiliency and long-term hygiene of the facilities.
- Improved the division's environmental consciousness by converting base cleaning supplies to more environmentally friendly products and introducing dispensing systems in key areas, thereby improving cleaning efficiencies and accuracy of managing supply distribution.
- Minimized 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.
- Continued to elevate the level of service by giving 4 employees a higher level of responsibility within the team structure with 4 team leaders (training in leadership skills and training techniques).
- Successfully deployed the team leaders' training techniques to keep the division focused on best practices in cleaning due to the training and certifications earned by the team leaders from the CMI/Cleaning Management Institute.

Fleet Maintenance 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 2015-16 Outcomes

- Ensured 95% availability of vehicles and equipment for County department use.
- Ensured 90% of all standby generators were mission capable during actual emergency load needs.
- Established an early morning flex schedule with fleet technicians to accomplish complex preventive maintenance services on the bus and ambulance fleet in coordination with time sensitive routes and shift changes.

Sustainability Program

Major Services

- Enhance or develop sustainable practices and programs for County residents and County government operations to increase efficiencies and decrease negative impacts on society and the environment.
- Monitor and educate staff and stakeholders about County sustainability efforts.
- Manage sustainability projects to include pre-project design, development of budget and specifications, project implementation, and project training.
- Coordinate sustainability activities among County departments, boards & commissions, external agencies, other local governments, and community organizations.

FY 2015-16 Outcomes

- Wrote successful $83,500 grant to pilot the use of propane bi-fuel vehicles and infrastructure in collaboration with the Sheriff's Office and Orange Public Transportation.
- Drafted Telework Policy and program in partnership with Human Resources for scheduled implementation in the Spring-Summer of 2016.
- Collaborated with County residents and non-profits to pursue installation of the County's first solar panels on the Rogers Road Community Center for the benefit of the community.
- Worked with Housing, Human Rights and Community Development to organize representatives from County departments and disability support groups to assess accessibility at all County facilities and address any obstacles identified. Accessibility project funding has been recommended in the FY 2016-21 Capital Investment Plan.
- Convened Sustainability Roundtable in partnership with Solid Waste to connect all external governmental sustainability partners with jurisdiction in Orange County.
- Implemented a grant-funded idle reduction project with Emergency Services, that has reduced thousands of gallons of diesel fuel consumption and improve air quality.
- Assisted AMS Administrative staff in installing and publicizing the opening of the County's first two public high speed electric vehicle charging stations.
- Provided staff support for the Commission for the Environment, facilitating the Air and Energy Committee and leading efforts to create and publish two local news articles and three radio spots.
-

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 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***	$4.34	$4.27	$4.54	$4.47	$4.56
Variance from Index Year:	-32%	-33%	-29%	-30%	-29%
Energy Consumed (Million BTUs per 1,000 Square Feet)					
Performance Index: FY2009-10 baseline: ***96.2***	79.9	To be provided as part of the Energy Scorecard in the fall of 2016	Not Applicable*	Not Applicable*	Not Applicable*
Variance from Index Year:	-17%	To be provided as	Not Applicable*	Not Applicable*	Not Applicable*

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
		part of the Energy Scorecard no later than 4/19/2015			
Fuel Consumption (Total Gallons)					
Performance Index: FY2009-10 baseline: ***240,813***	259,166	261,018	262,746	269,784	283,273
Variance from Index Year:	7.6%	8.4%	9.1%	12.0%	17.6%
Fuel Efficiency (Miles Per Gallon)					
Performance Index: FY2009-10 baseline: ***12.82***	11.70	11.83	11.83	11.60	11.60
Variance from Index Year[3]:	-8.8%	-7.7%	-7.7%	-9.5%	-9.5%
Water Consumption (Gallons per Square Foot)					
Performance Index: FY2009-10 baseline: ***15.93***	15.07	To be provided as part of the Energy Scorecard no later than 4/19/2016	Not Applicable*	Not Applicable*	Not Applicable*
Variance from Index Year:	5%	To be provided as part of the Energy Scorecard no later than 4/19/2016	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***	$0.23	$0.22	$0.20	$0.23	$0.23
Variance from Index Year:	-22%	-23%	-31%	-20%	-20%
Service: Downtime (Percentage of time fleet vehicles are not available for use by customers)					
	Not Applicable	1.2%	5%	1.1%	5%

* Energy data is drive by weather conditions, therefore budget figures and projects are not issued for these figures.

FY 2016-17 Objectives

[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.

Overall Department Objectives

- Refine and improve performance based upon meaningful measurements for next fiscal year and beyond.
- Appropriately plan, manage, communicate 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 execute 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.
- Collaborate more effectively with the facilities grounds maintenance operations managed by DEARP to ensure a fully integrated delivery of services.

Administrative Division Objectives

- Implement a new facility maintenance work order system that will improve efficiency by utilizing mobile technology and improve customer services by increasing communications with customers.
- Collaborate with Financial Services to significantly improve the County vehicle internal services fund with emphasis on proper cost allocation, cost recovery, operational efficiency, and capital funding.
- Continue development and commissioning of a fully functional and useful master asset Information system that supports accurate reporting and management regarding facilities, fleet, and other real estate asset information.
- Develop and commission integrated performance measures 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.

Facility Maintenance Division Objectives

- Continue to reduce after-hours emergency calls and business hour call backs by productively executed preventive maintenance work planning; 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.

Facility Services Division 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.

Fleet Maintenance Division Objectives

- Continue meeting or exceeding the 95% availability of County equipment at all times.
- Collaborate with the Asset Management Sevices Administrative Division and the County Finance Department on a comprehensive installation of a true Internal Services Fund model for the fleet maintenance operation.
- Continue decreasing the needs for outside repairs by continuing to train and deploy diagnostic software module items.
- Continue to assist in the acquisition of newer vehicles within the fleet to reduce the need for extensive troubleshooting, man hours and labor or 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.

Budget Highlights

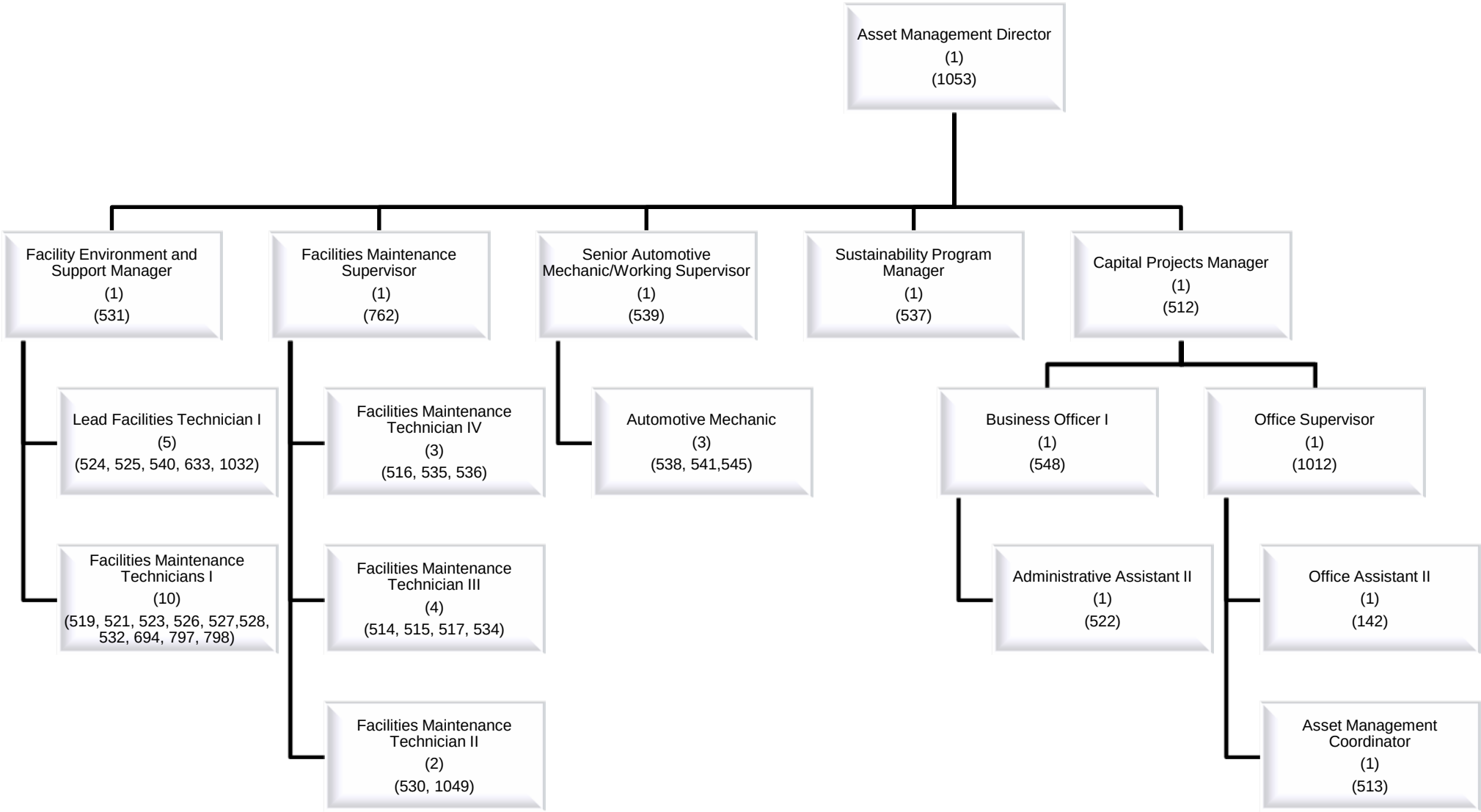
The FY2016-17 Manager's Recommended Budget includes:

- A decrease in training of $13,022 due to a reduced need for training after a period of intensive training and increased staff retention.
- A decrease in Rent revenues due to only budgeting for a half-year lease for the 501 W. Franklin property. The current lease expires on June 30, 2016 and the tenant will be vacating, Asset Management staff is in the process of securing another lessee.
- An increase in Electricity of $21,928 due to new facilities coming on-line and an expected 1% Duke Energy rate increase. This increase is partially offset by expected utility savings from a Retro Commissioning Study of the Whitted Campus.
- Purchase of an additional snow blade to allow for improved capacity and performance in clearing snow and ice during inclement weather.
- A decrease in both the Gas & Oil ($233,298) and Diesel ($110,000) fuel accounts due to a decrease in the per-unit costs of fuel.

Asset Management Services – continued

- A hazardous materials outdoor storage unit with spill containment for the Fleet Maintenance division.
- The transfer of a 1.0 FTE Facilities Maintenance position from the Aging Department into the Facilities Maintenance Division. The position was moved during FY2015-16, but was originally budgeted in Aging, FY2016-17 is the first year that the position will be shown in Asset Management's original budget.

Asset Management Services



Board of County Commissioners

Phone Number: (919) 245-2130

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

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Category (General Fund)						**Account: 200**
Personnel Services	512,191	573,755	573,755	592,665	591,348	591,348
Operations	250,400	296,600	297,175	246,273	290,810	290,810
Capital Outlay	0	0	0	0	0	0
Total Expenditures	**$ 762,591**	**$ 870,355**	**$ 870,930**	**$ 838,938**	**$ 882,158**	**$ 882,158**
County Costs (net)	**$ 762,591**	**$ 870,355**	**$ 870,930**	**$ 838,938**	**$ 882,158**	**$ 882,158**
Total Board of County Commissioners and Related Expenditures	**$ 762,591**	**$ 870,355**	**$ 870,930**	**$ 838,938**	**$ 882,158**	**$ 882,158**

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 30+ 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
- Perform complex and highly responsible administrative work that requires a thorough knowledge of County governmental operations, procedures, policies, rules, regulations, and appropriate state and legislative codes governing the activities of the Board of Commissioners
- Manage the maintenance of the legislative record of the Board of Commissioners and all other committees, boards, and commissions; manage the maintenance of minutes, resolutions, ordinances, and other documents that come under the jurisdiction of the Clerk.
- Research past and current Board actions as requested; ensure that County staff and the public have access to all aspects of the legislative history in a timely manner.

- Oversee and participate in the development and administration of the office budget; participate in the forecast of funds needed for staffing, equipment, materials, and supplies; ensure that program expenditures and cost estimates are adequately documented and monitored throughout the program area; review and approve program expenditures; implement adjustments.
- Direct, monitor, and evaluate the work of assigned consultants and/or contractors according to pertinent agreements; assist in the development of appropriate contract language; provide clear, concise, and consistent direction; act as a resource and County representative to consultant or contractor regarding administrative and operational policies, procedures, and guidelines.
- Serve as the liaison for assigned programs with other programs, divisions, departments, and outside agencies; coordinate assigned program activities with those of other County departments and outside agencies.
- Respond to and resolve difficult and sensitive citizen inquiries and complaints.
- 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
- Encourage the public to be knowledgeable about the Board's decisions by making resources useful and available.
- Protect the public's right to petition their government and to have access to government records and information.
- Ensure open public meetings where public involvement in local government can occur.

FY 2015-16 Outcomes

- Provided BOCC meeting support for 53 meetings and was the administrative lead for Granicus.
- Continued to improve communications with citizens through public meetings, web streaming of meetings, media, and integrated technology.
- Continued scanning of public records to enable quicker retrieval of records and increase public access
- Continued to push out agenda and meeting highlights before Board meetings.
- Re-initiated Advisory Board Support Staff training during summer.
- Continued to assist the Communications and Public Relations Department in their coverage and understanding of County issues
- Continued to provide the as the PIO Back Up for Emergency Services

- Working with AMS, Emergency Services and Risk Management on continuation of facility risk assessment and preparedness training.
- Continued to work on Strategic Communications
- Continued to assist with update of technology at the Southern Human Services Center and Whitted meeting rooms for the BOCC. Updates will help standardize meeting tools and process for both locations
- Possible representation on the proposed Communication Governance Team
- Drafted for BOCC Approval- 22+ closed session minutes
- Continuation of Web re-design support
- Coordinates and completes Public Records Requests
- Continue to train for succession planning
- Delayed implementation of Granicus Boards and Commissions database due to company's delayed response to issues surrounding the database

FY 2016-17 Objectives

- To establish and maintain a records management program for the Clerk's office by improving access to information, reducing operating costs, and preserving historical records.
    - Objective: Establishing standards, policies and procedures for controlling, retaining and destroying documents for the retention of the Clerk's office records, determining administrative value and/or disposition, in any format, by creating policies and procedures manual for the Clerk's office.
    - Objective: To continue reviewing all records currently in Laserfiche for quality assurance to improve the capability of records being text searchable by the public and County departments on Weblink.
- To Cross-train the Assistant to the Clerk/Records Management with the Clerk and the Deputy Clerk by her assisting at Commissioners' meetings so she can be a back-up for either one when the need arises and to learn to post agendas to web (by learning new software and techniques) so as to be a back-up when needed.
- Support Staff Training and Information Session(s). Chairs Meetings, Outside Appointees Meeting (with BOCC on an annual basis).
- Continue to perform all accounting functions for the department including accounts payable, Visa Purchase Card payments (both include reconciliation), and department budgeting functions.
- Review the concerns existing around the new Granicus Boards and Commissions database system. This includes feasibility of moving forward or not renewing the contract.
- The possible re-vamping of our Access Boards and Commissions database, should we not move forward with Granicus or another outside vendor.

Board of County Commissioners – continued

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Appointment to Advisory Boards and Commissions (including advertising, processing applications, agenda process for appointments, follow up after appointments are made).	100	110	103	132	140
BOCC Meetings-agendas, minutes, etc.	55	50	52	53	50
Webcasting of BOCC meetings		110	50	Scheduled to Web-stream all BOCC meetings-52	Scheduled to web-stream all BOCC meetings - 49
There were numerous other documents processed as well such as research project requests, Memorandum of Agreements, easements, etc.					

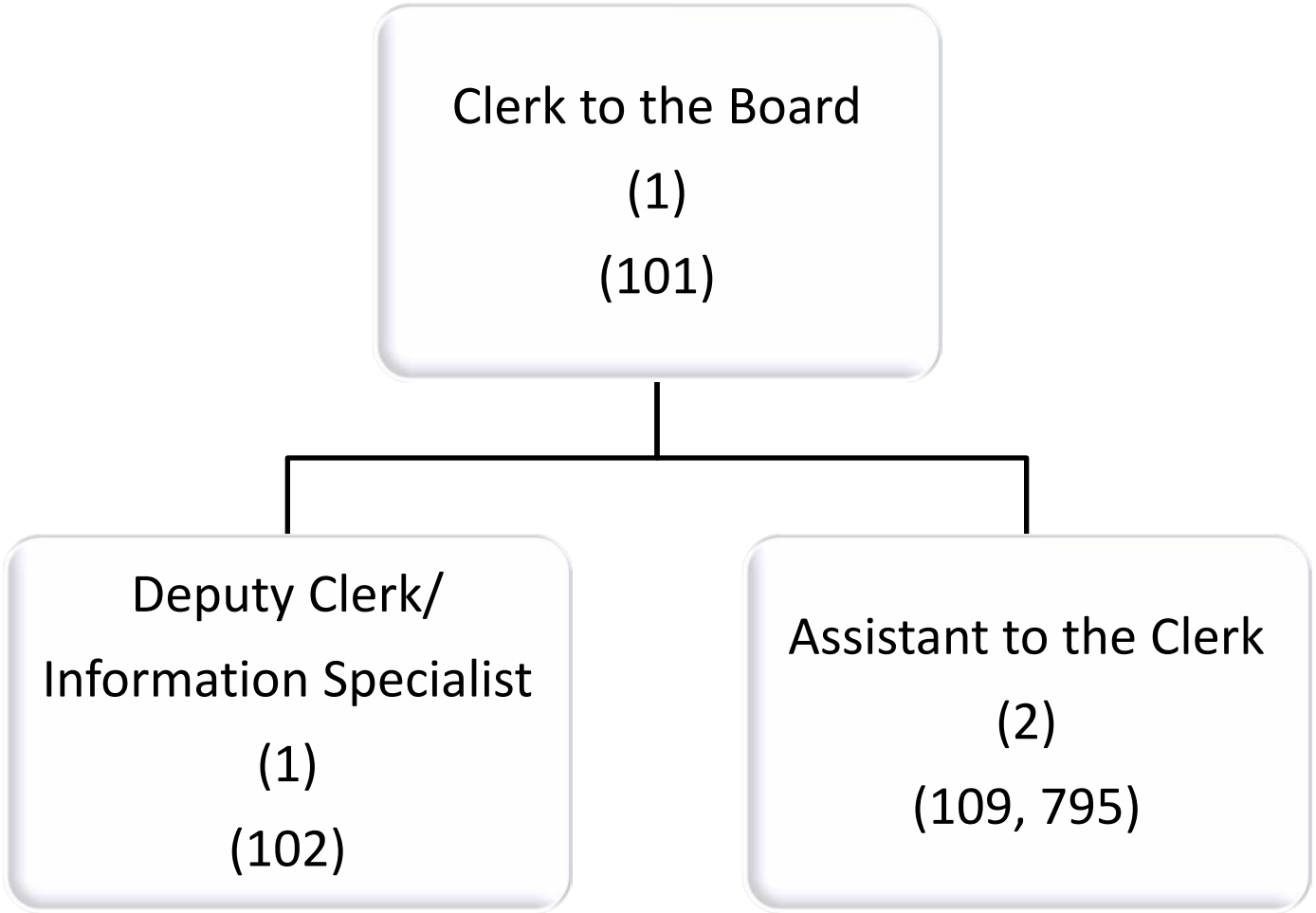
Outcome Measure	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Resolutions	120	89	90	67	70
Proclamations		13	15	17	15
Ordinances	50	48	50	34	40
Contracts	550	650	675	666	675

Budget Highlights

The FY2016-17 Manager's Recommended Budget includes:

- A minor decrease in the Contract Services ($2,890) and Cablecasting ($3,400) accounts.

Board of County Commissioners Office



Board of Elections

Phone Number: (919) 245 - 2350 Website: http://www.orangecountync.gov/departments/board_of_elections/index.php

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Category (General Fund)						**Account: 310**
Personnel Services	452,757	693,177	693,177	645,657	528,527	528,527
Operations	153,214	298,076	298,076	217,107	164,250	164,250
Capital Outlay	53,011	71,895	71,895	71,895	0	0
Total Expenditures	**$ 658,981**	**$ 1,063,148**	**$ 1,063,148**	**$ 934,659**	**$ 692,777**	**$ 692,777**
Offsetting Revenues	*(113)*	*(54,495)*	*(54,495)*	*(58,674)*	*(110)*	*(110)*
County Costs (net)	**$ 658,868**	**$ 1,008,653**	**$ 1,008,653**	**$ 875,985**	**$ 692,667**	**$ 692,667**
Total Board of Elections and Related Expenditures	**$ 658,981**	**$ 1,063,148**	**$ 1,063,148**	**$ 934,659**	**$ 692,777**	**$ 692,777**

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 2015-16 Outcomes

- Effectively and efficiently conducted Municipal and School Board Elections held in Orange County
- Effectively and efficiently implemented electronic poll books
- Successfully tested and operated new voting machines at one-stop early voting sites
- Successfully operated 4 one-stop 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

- 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

SERVICE: Conduct Elections

Outcome Measures	2012 Primary	2012 General	2013 Municipal	2014 Primary	2014 General	2015 Municipal
Registered Voters	105,111	111,851	74,533	105,935	109,158	75,212
Total Ballots Cast	46,079	77,050	8,779	20,501	52,962	12,615
Voter Turnout	43.84%	68.89%	11.78%	19.35%	48.52%	16.77%
Ballots Cast Prior to Election Day	37.35%	70.18%	24.48%	28.90%	46.12%	30.54%
Ballots Cast on Election Day	62.65%	29.82%	75.52%	71.10%	53.88%	69.46%

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	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual
Absentee Ballots Processed	151	5,699	351	2,188	227
Registrations Processed	12,671	43,869	10,810	23,855	15,292
Registrations Removed	9,208	14,309	10,728	11,099	6,422
Voter Card Mailings	30,541	58,005	19,691	53,151	22,385

FY 2016-17 Fiscal Year Objectives

- Successfully conduct November 8, 2016 General Election
- Expand voter education outreach initiatives
- Identify, inform and assist voters who need assistance getting proper photo ID for 2016
- Recruit and train more student assistants
- Increase voter participation
- Establish additional one-stop voting sites

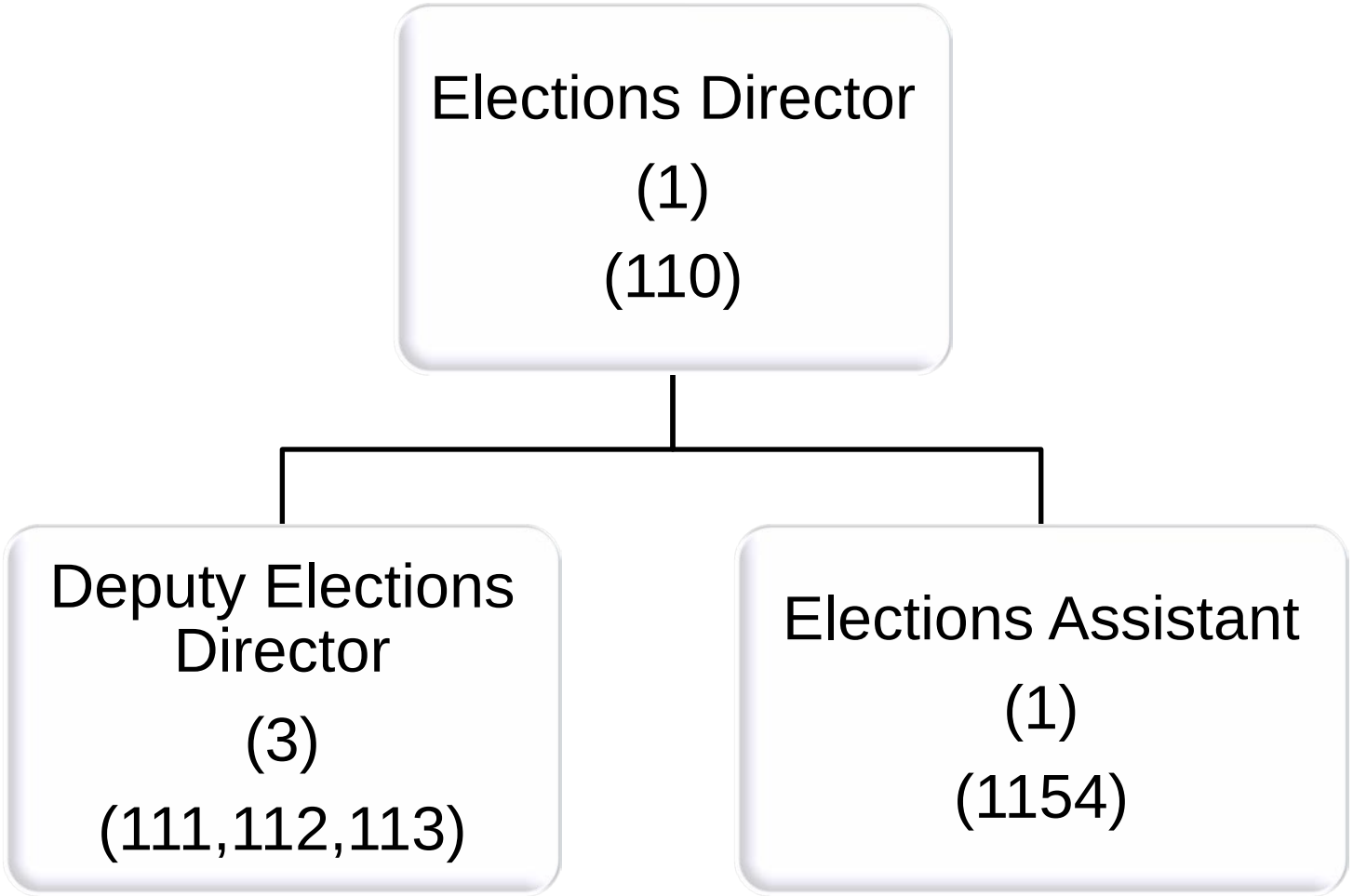
- Complete List Maintenance mailings to identify inactive voters
- Provide the best possible customer services to the voting public
- Continue to earn and maintain the public trust
- Work to maintain our most informative and user friendly website.
- Continue to diligently and accurately maintain our registration database

Budget Highlights

The FY2016-17 Manager's Recommended Budget includes:

- Decreases in both Personnel (Overtime and Seasonal) and multiple Operating accounts due to only budgeting for 1 election during FY2016-17, compared to 4 elections in FY2015-16. There is a total decrease of $370,371 from FY2015-16.

Board of Elections



Manager Recommended

FY 2016-21 Capital Investment Plan

The Manager Recommended FY 2016-21 Capital Investment Plan (CIP) was presented to the Board of County Commissioners on March 29, 2016. The following CIP Summaries were included as part of the presented Plan. The Board held a work session on April 7, 2016 to continue review and discussion. The Board will consider approval of FY 2016-17 (Year 1) funding of the FY 2016-21 CIP on June 21, 2016.

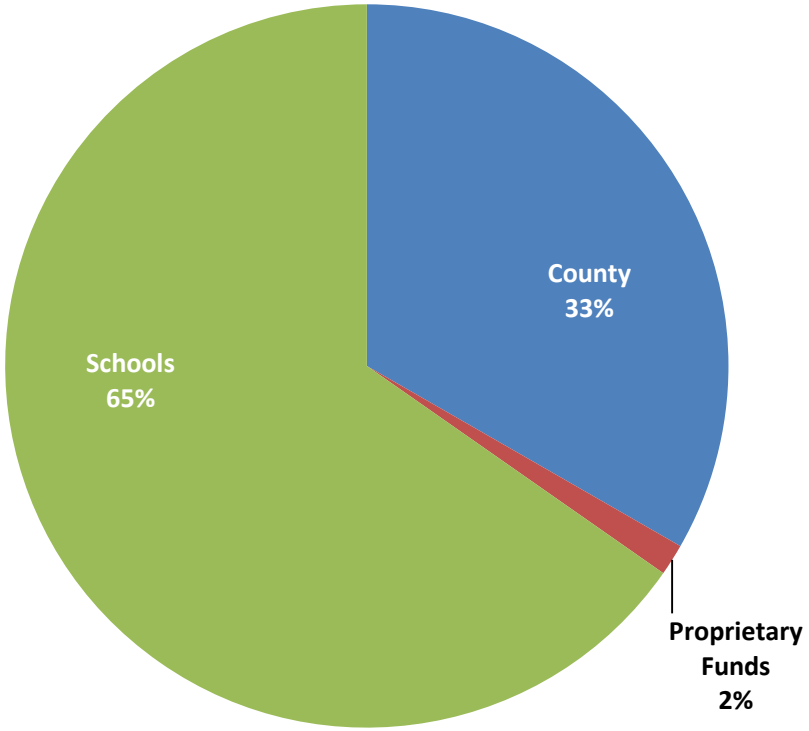
Orange County Capital Investment Plan- Plan Summary - RECOMMENDED
Fiscal Years 2016-21

	Current Fiscal Year 2015-16	Year 1 Fiscal Year 2016-17	Year 2 Fiscal Year 2017-18	Year 3 Fiscal Year 2018-19	Year 4 Fiscal Year 2019-20	Year 5 Fiscal Year 2020-21	Five Year Total	Year 6 to Year 10
Appropriations								
County Capital Projects	7,303,674	21,773,700	39,050,440	9,879,800	15,649,000	25,130,000	111,482,940	30,418,772
Bond Referendum Projects		2,500,000		2,500,000			5,000,000	
Total County Capital Projects		24,273,700	39,050,440	12,379,800	15,649,000	25,130,000	116,482,940	
Proprietary Capital Projects								
Water & Sewer Utilities	2,340,000	145,000	895,000	375,000	2,145,000	25,000	3,585,000	
Solid Waste	1,317,384	562,717	1,076,746	1,122,521	2,089,973	807,473	5,659,430	5,908,717
Sportsplex	3,150,000	320,000	400,000	400,000	380,000	1,775,000	3,275,000	1,900,000
Schools Capital Projects								
Chapel Hill Carrboro City Schools	4,726,246	4,635,910	4,683,863	4,732,536	4,781,939	4,832,082	23,666,331	21,885,792
Bond Referendum Projects		24,428,000		24,428,000		24,428,000	73,284,000	
Total Chapel Hill Carrboro City Schools		29,063,910	4,683,863	29,160,536	4,781,939	29,260,082	96,950,331	
Orange County Schools	2,990,254	2,955,233	2,985,801	3,016,828	3,048,321	3,070,286	15,076,470	13,951,437
Bond Referendum Projects		15,572,000		15,572,000		15,572,000	46,716,000	
Total Orange County Schools		18,527,233	2,985,801	18,588,828	3,048,321	18,642,286	61,792,470	
Durham Tech Community College (Orange Co Campus)			623,879	-	-	-	623,879	20,000,000
Total	**21,827,558**	**72,892,560**	**49,715,729**	**62,026,685**	**28,094,233**	**75,639,841**	**288,369,050**	**94,064,718**
Revenues/Funding Source								
Available Project Balances							-	
Transfer from Capital Reserve							-	
Transfer from General Fund - County	755,000	867,500	611,909	405,000	1,380,000	1,042,500	4,306,909	3,974,500
Transfer from General Fund - W & S Utilities							-	
Transfer from General Fund - Schools	3,724,849	3,799,346	3,856,336	3,914,181	3,972,894	4,032,487	19,575,246	21,088,098
Transfer from other Capital Projects		260,000	20,000				280,000	
County Capital Fund Balance							-	
Visitors Bureau Fund Balance							-	
Solid Waste Fund Balance	596,543		104,972		117,946		222,918	132,524
Sportsplex Fund Balance	350,000	320,000	400,000	400,000	380,000	275,000	1,775,000	1,900,000
Recycling - 3R Fee							-	
Lottery Proceeds	1,356,362	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						-	
State 9-1-1 Funds		600,000					600,000	

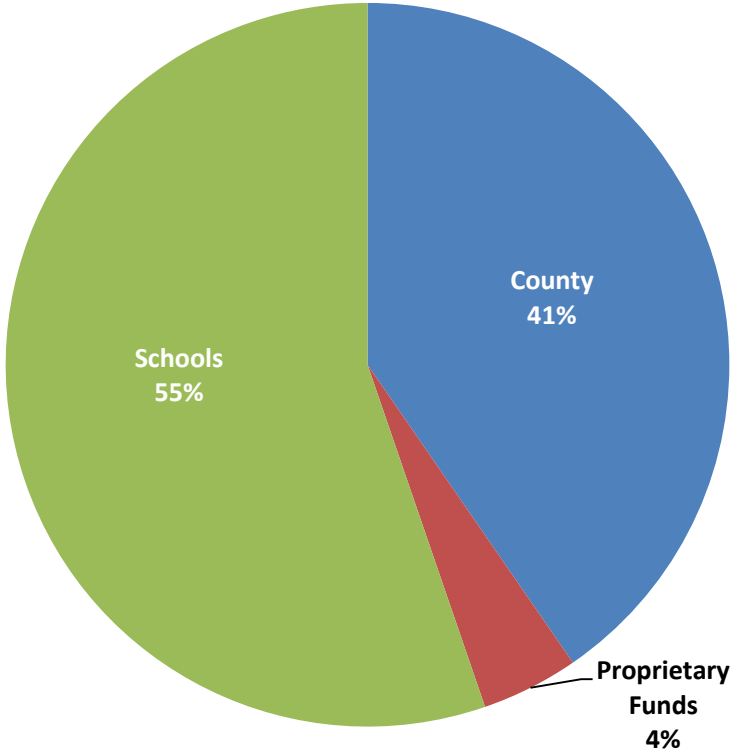
	Current Fiscal Year 2015-16	Year 1 Fiscal Year 2016-17	Year 2 Fiscal Year 2017-18	Year 3 Fiscal Year 2018-19	Year 4 Fiscal Year 2019-20	Year 5 Fiscal Year 2020-21	Five Year Total	Year 6 to Year 10
Grants & Contributions	762,840	577,500	255,000	1,270,000	3,450,000	377,500	5,930,000	3,012,500
Grants - Solid Waste Fund							-	
User Fees/Donations							-	
Article 46 Sales Tax Proceeds - Schools	1,407,289	1,435,435	1,456,966	1,478,821	1,501,004	1,513,519	7,385,745	7,967,321
Article 46 Sales Tax Proceeds - W & S	340,000	145,000	115,000	375,000	25,000	25,000	685,000	
State Revolving Loan Funds							-	
Financing:								
Debt Financing - County Capital	5,336,335	19,388,700	38,083,531	8,124,800	10,739,000	23,630,000	99,966,031	23,031,772
Debt Financing - W & S Utilities	2,000,000		780,000		2,120,000		2,900,000	
Debt Financing - Solid Waste	720,841	562,717	971,774	1,122,521	1,972,027	807,473	5,436,512	5,776,193
Debt Financing - Sportsplex	2,800,000					1,500,000	1,500,000	
Debt Financing - Special Revenue Funds		-					-	
Debt Financing - E-9-1-1							-	
Debt Financing - Affordable Housing (Bond Proceeds)		2,500,000		2,500,000			5,000,000	
Debt Financing - Schools (Bond Proceeds)		40,000,000		40,000,000		40,000,000	120,000,000	
Debt Financing - Durham Tech (Orange Co. Campus)			623,879				623,879	20,000,000
Debt Financing - Schools Capital	1,228,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	
Total	**21,827,558**	**72,892,560**	**49,715,729**	**62,026,685**	**28,094,233**	**75,639,841**	**288,369,050**	**94,064,718**

FY 2016-21 Orange County Capital Investment Plan Projects
County-Wide Summary - Appropriations

Year 1: FY 2016-17
$72,892,560

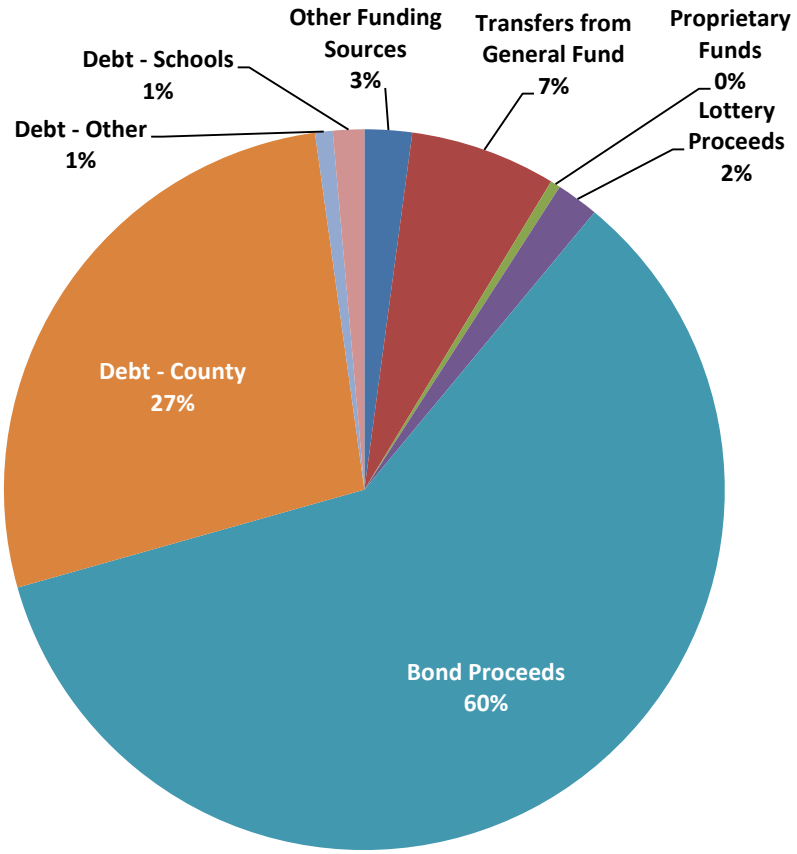


Years 1-5: FY 2016-2021
$288,369,050

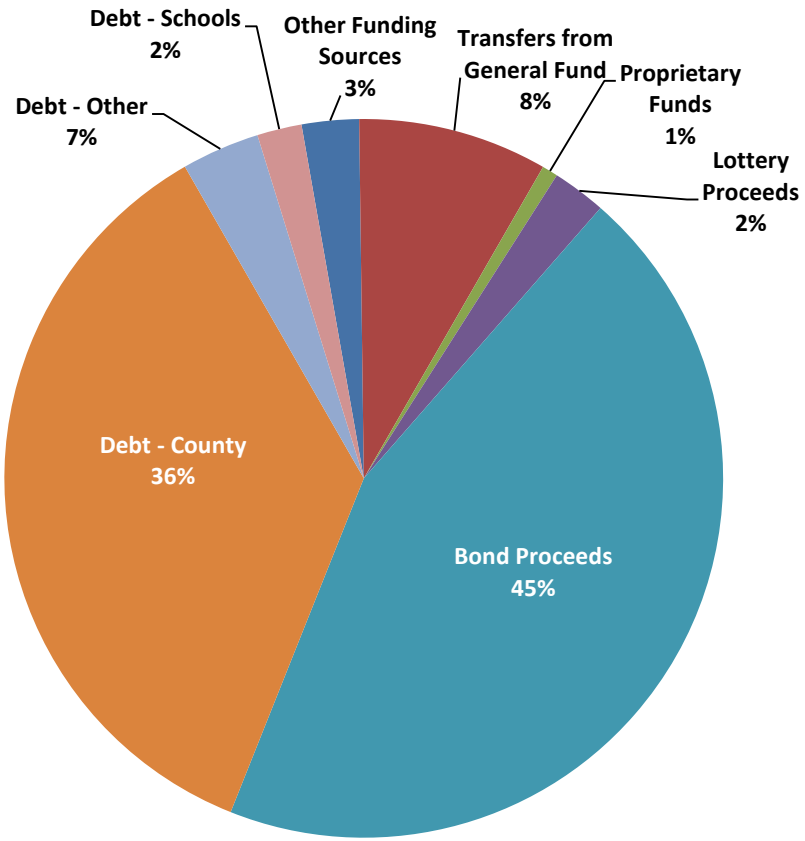


FY 2016-21 Orange County Capital Investment Plan Projects
County-Wide Summary - Revenues

Year 1: FY 2016-17
$72,892,560



Years 1-5: FY 2016-2021
$288,369,050



Note:

Other Funding Sources includes Available Project Balances, Register of Deeds Fees, E-9-1-1 Funds, Grants/Contributions, User Fees/Donations, and Transfers from Other Capital Projects.

Transfers from General Fund includes transfers to Water and Sewer Utilities, Solid Waste, and E-9-1-1 Funds.

Proprietary Fund includes Solid Waste Program Fees, Solid Waste Fund Balance and Sportsplex Fund Balance.

Debt - Other includes debt for E-9-1-1, Solid Waste, Sportsplex and Water and Sewer Utilities projects.

Water & Sewer Utilities Capital Projects Summary - RECOMMENDED
Fiscal Years 2016-21

Projects	Current Fiscal Year 2015-16	Year 1 Fiscal Year 2016-17	Year 2 Fiscal Year 2017-18	Year 3 Fiscal Year 2018-19	Year 4 Fiscal Year 2019-20	Year 5 Fiscal Year 2020-21	Five Year Total	Year 6 to Year 10
Appropriations								
Efland/North Buckhorn Sewer Expansion							-	
McGowan Creek Outfall							-	
Buckhorn-Mebane EDD Phase 2							-	
Efland Sewer Flow to Mebane	240,000	-	-	-	-	-	-	
Economic Development Infrastructure	50,000	25,000	25,000	25,000	25,000	25,000	125,000	
Hillsborough EDD	1,000,000	-	380,000	-	-	-	380,000	
Eno EDD	1,050,000	120,000	490,000	-	-	-	610,000	
Buckhorn-Mebane EDD Phase 3 & 4	-	-	-	350,000	2,120,000	-	2,470,000	
Total	**2,340,000**	**145,000**	**895,000**	**375,000**	**2,145,000**	**25,000**	**3,585,000**	**-**
General Fund Related Operating Costs								
Personnel Services								
Operations								
New Debt Service	931,511	1,091,511	1,091,511	1,153,911	1,153,911	1,323,511	5,814,355	6,617,555
Total Operating Costs	**931,511**	**1,091,511**	**1,091,511**	**1,153,911**	**1,153,911**	**1,323,511**	**5,814,355**	**6,617,555**
Revenues/Funding Source								
Transfer from General Fund	-		-		-		-	
Transfer from Other Projects (30017)							-	
General Fund - Debt Service Payments	224,515	224,515	224,515	224,515	224,515	224,515	1,122,575	1,122,575
Article 46 Sales Tax - Debt Service	706,996	866,996	866,996	929,396	929,396	1,098,996	4,691,780	5,494,980
Reserve Funds - Article 46 Sales Tax							-	
Article 46 Sales Tax Proceeds	340,000	145,000	115,000	375,000	25,000	25,000	685,000	
CDBG Grant							-	
State Revolving Loan Funds							-	
Debt Financing - Article 46 Sales Tax	2,000,000		780,000		2,120,000		2,900,000	-
Total	**3,271,511**	**1,236,511**	**1,986,511**	**1,528,911**	**3,298,911**	**1,348,511**	**9,399,355**	**6,617,555**

Solid Waste Capital Projects Summary - RECOMMENDED
Fiscal Years 2016-21

Projects	Current Fiscal Year 2015-16	Year 1 Fiscal Year 2016-17	Year 2 Fiscal Year 2017-18	Year 3 Fiscal Year 2018-19	Year 4 Fiscal Year 2019-20	Year 5 Fiscal Year 2020-21	Five Year Total	Year 6 to Year 10
Appropriations								
Environmental Support		-	116,484	-	-	-	116,484	
Sanitation - Equipment		217,285	155,478	251,790	359,832		984,385	745,126
Recycling - Vehicles and Equipment	1,152,384	345,432		552,189	825,886	807,473	2,530,980	4,147,570
Eubanks Road Convenience Center							-	
High Rock Road Convenience Center			804,784				804,784	
Ferguson Road Convenience Center					904,255		904,255	
Bradshaw Quarry Convenience Center							-	1,016,021
Roll-Cart Distribution/Maintenance Bldg	165,000						-	
Landfill - C & D Equipment				318,542			318,542	
Total	**1,317,384**	**562,717**	**1,076,746**	**1,122,521**	**2,089,973**	**807,473**	**5,659,430**	**5,908,717**
Solid Waste Fund Related Operating Costs								
Personnel Services		39,429	71,480	72,153	72,832	73,519	329,413	371,059
Operations	44,000	32,405	83,773	33,852	43,346	36,956	230,332	186,781
New Debt Service	384,269	497,376	619,463	745,650	989,192	1,321,931	4,173,612	6,661,939
Total Operating Costs	**428,269**	**569,210**	**774,716**	**851,655**	**1,105,370**	**1,432,406**	**4,733,357**	**7,219,779**
Revenues/Funding Source								
Solid Waste - Debt Service	384,269	497,376	619,463	745,650	989,192	1,321,931	4,173,612	6,661,939
Solid Waste Funds	640,543	71,834	260,225	106,005	234,124	110,475	782,663	690,364
Debt Financing	720,841	562,717	971,774	1,122,521	1,972,027	807,473	5,436,512	5,776,193
Grant							-	
Total	**1,745,653**	**1,131,927**	**1,851,462**	**1,974,176**	**3,195,343**	**2,239,879**	**10,392,787**	**13,128,496**

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 residents of Orange County.

Sportsplex Capital Projects Summary - RECOMMENDED
Fiscal Years 2016-21

Project Budget	Prior Fiscal Year 2014-15	Current Fiscal Year 2015-16	Year 1 Fiscal Year 2016-17	Year 2 Fiscal Year 2017-18	Year 3 Fiscal Year 2018-19	Year 4 Fiscal Year 2019-20	Year 5 Fiscal Year 2020-21	Five Year Total	Year 6 to Year 10
Appropriations									
New Facilities Projects:									
Field House Expansion Fitness section(1)	950,000							-	
Field House Sports and Recreation Section(1)		2,800,000						-	
Facility Maintenance/Replacement Items:									
Parking Lot Repair/Repave (2)		150,000						-	200,000
Pool wall reglaze (2)	125,000							-	
Tilt up Panel (exterior wall system) (2)	100,000							-	
Rotating Fitness Equipment Upgrade/Replacement (9)			100,000		100,000		100,000	300,000	350,000
Kidsplex Equipment Upgrade (10)				50,000				50,000	100,000
Pool pump/filter (11)		100,000						-	
Major upgrade of Servers, Telephones (8)			35,000					35,000	50,000
Rink concrete ice floor repair (3) ***Completed***		75,000						-	
Ice Rink Re-Build (4)							1,500,000	1,500,000	
Rink de-humidification /Ice Rink Munters (5)						125,000		125,000	
Major rebuild - compressors/chiller barrel (7)					100,000			100,000	
Climbing Wall (deferred to 2017-18)				100,000				100,000	
HVAC Contingency (12)			50,000		85,000			135,000	250,000
IT/Communications/Security Contingency (13)				50,000				50,000	100,000
Ice Rink/Fitness Wall Repair Paint Project			40,000					40,000	50,000
Pool Lane Timer/Scoreboard (4)								-	40,000
Rink Scoreboard			20,000					20,000	
Outside Play Area (6)			45,000					45,000	
Inflatables (14)			30,000		25,000	5,000		60,000	30,000
Boiler/Pumps (15)				75,000		50,000		125,000	125,000
Pools Replaster and Tile(16)				125,000				125,000	125,000
Low Mtc., High Efficiency Pool Chemical Feed Upgrade					90,000			90,000	
Signage Upgrade		25,000						-	30,000
Ice Rink Renovation: Boards; Lockers, Rubberized Floor							175,000	175,000	
Upgrade to High Effeciency Utility Mgmt. System						200,000		200,000	
Roof Asset Mgmt. Program (RAMP) recommendations									450,000
Total	**1,175,000**	**3,150,000**	**320,000**	**400,000**	**400,000**	**380,000**	**1,775,000**	**3,275,000**	**1,900,000**
Sportsplex Related Debt Service Costs									
New Debt Service		91,200	360,000	360,000	360,000	360,000	360,000	1,800,000	2,520,000
Total		**91,200**	**360,000**	**360,000**	**360,000**	**360,000**	**360,000**	**1,800,000**	**2,520,000**
Revenues/Funding Source									
Sportsplex Fund Balance	225,000	350,000	320,000	400,000	400,000	380,000	275,000	1,775,000	1,900,000
Sportsplex - Debt Service		91,200	360,000	360,000	360,000	360,000	360,000	1,800,000	2,520,000
Debt Financing	950,000	2,800,000	-	-	-		1,500,000	1,500,000	
Total	**1,175,000**	**3,241,200**	**680,000**	**760,000**	**760,000**	**740,000**	**2,135,000**	**5,075,000**	**4,420,000**

1. No change in growth assumptions from prior years submittal. Project was re-scoped to create national class recreation facility adding indoor turf and court. Fitness space in Pool Mezzanine moved to Field House for construction synergies. All phases now consolidated to facilitate maximum construction logistics and cost efficiencies with a Spring 2016 groundbreaking.

Field House fitness section to feature new member lockers; dedicated spin/row/yoga studio: strength center and aging adults cardio center.

Field House sports/recreation section to include indoor turf field and courts 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 more than cover the annual debt service required for this project. Land has been acquired and parking plan approved.

2. Parking Lot repave; pool wall; exterior paint all deferred to be done with Field House addition for construction synergy purposes

3. Rink floor repair completed and paid out of Operating Funds

4. Formal studies estimate the average life of concrete roads at 27 years. (40 years in southern climates and 18 years in the north). The same permafrost conditions that shorten the useful lives of concrete roads in the north impact ice rinks. In 2020 the rink will be 25 years old and investment in a new rink system (including refrigeration systems) will protect this significant source of annual revenue.

5.Key Munters components replaced out of emergency fund in 2015. Estimated useful life extended by four years.

6. Outside play area for Pre-school and a statutory requirement to be all day care certified. Grants may be available.

7. Routine process to extend useful life by 5 years. Moved from 2016-17 to 17-18 to better spread spending.

8. Building wide telephone/intercom scheduled to be completed with major building expansion.

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.

10. With growth in Kidsplex programs we expect more equipment needs and wear to high usage.

11. Filter/pump replacement due to shell corrosion. Structural integrity fail is imminent. To be done as soon as possible.

12. Contingency for HVAC equipment, many units are over 20 year old. Average useful life is 15 years.

13. Contingency to replace and/or upgrade servers, point of sale register, entry security systems.

14. 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.

15. Boilers and Pumps have the least useful life if any class of commercial/industrial equipment. Contingency for replacement.

16. Replaster required every 8 years. This is in year 10 also.

Schools Capital Projects Summary - RECOMMENDED
Fiscal Years 2016-21

Projects by School System	Current Fiscal Year 2015-16	Year 1 Fiscal Year 2016-17	Year 2 Fiscal Year 2017-18	Year 3 Fiscal Year 2018-19	Year 4 Fiscal Year 2019-20	Year 5 Fiscal Year 2020-21	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	2,320,260	2,355,064	2,390,390	2,426,246	2,462,639	11,954,600	12,878,498
Lottery Proceeds [2]	835,626	828,330	828,330	828,330	828,330	828,330	4,141,650	4,141,650
Article 46 Sales Tax Proceeds	865,482	876,620	889,769	903,116	916,663	930,413	4,516,581	4,865,644
Facility Improvements to Older Schools		610,700	610,700	610,700	610,700	610,700	3,053,500	
Bond Referendum Projects [3]		24,428,000		24,428,000		24,428,000	73,284,000	
Preliminary Planning Funds [4]	750,000						-	
Total	4,726,246	29,063,910	4,683,863	29,160,536	4,781,939	29,260,082	96,950,331	21,885,792
Orange County Schools								
Long Range Capital								
Pay-As-You-Go Funds [1]	1,449,711	1,479,086	1,501,272	1,523,791	1,546,648	1,569,848	7,620,646	8,209,600
Lottery Proceeds [2]	520,736	528,032	528,032	528,032	528,032	528,032	2,640,160	2,640,160
Article 46 Sales Tax Proceeds	541,807	558,815	567,197	575,705	584,341	583,106	2,869,164	3,101,677
Facility Improvements to Older Schools		389,300	389,300	389,300	389,300	389,300	1,946,500	
Bond Referendum Projects [3]		15,572,000		15,572,000		15,572,000	46,716,000	
Preliminary Planning Funds [4]	478,000						-	
Total	2,990,254	18,527,233	2,985,801	18,588,828	3,048,321	18,642,286	61,792,470	13,951,437
Durham Tech Community College (Orange County Campus)								
Long Range Capital								
State Bond - County Match [5]			623,879				623,879	
Construction/Expansion Project [6]							-	20,000,000
Total	-	**-**	**623,879**	**-**	**-**	**-**	**623,879**	**20,000,000**
Total all Schools	**7,716,500**	**47,591,143**	**8,293,543**	**47,749,364**	**7,830,260**	**47,902,368**	**159,366,680**	**55,837,229**
Revenues/Funding Source								
General Fund (Pay-As-You-Go)	3,724,849	3,799,346	3,856,336	3,914,181	3,972,894	4,032,487	19,575,246	21,088,098
Lottery Proceeds	1,356,362	1,356,362	1,356,362	1,356,362	1,356,362	1,356,362	6,781,810	6,781,810
Article 46 Sales Tax Proceeds	1,407,289	1,435,435	1,456,966	1,478,821	1,501,004	1,513,519	7,385,745	7,967,321
Debt Financing - Durham Tech (Orange Co Campus)			623,879				623,879	20,000,000
Debt Financing - Bond Proceeds		40,000,000	-	40,000,000	-	40,000,000	120,000,000	-
Debt Financing - Facility Improvements	1,228,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	
	7,716,500	**47,591,143**	**8,293,543**	**47,749,364**	**7,830,260**	**47,902,368**	**159,366,680**	**55,837,229**

Note: School Construction is guided by the Schools Adequate Public Facilities Ordinance (SAPFO) projections of capacity and need. The FY 2016-21 CIP is based on the most recent proposed SAPFO projections shared with the Board of County Commissioners in December 2015, scheduled to be certified in Spring 2016.

[1] Pay-As-You-Go funds reflect a 2% increase in funding in FY 2016-17 from FY 2015-16, and assumes a 1.5% annual growth throughout the remaining years of the CIP.

[2] Lottery Proceeds are assumed at the same amount throughout the remaining CIP period, based on the most recent lottery estimates from the State. The County uses Lottery Proceeds towards school debt service and substitutes that amount of proceeds as additional PAYG funds to each school system based on the Average Daily Membership (ADM).

[3] Assumes the Bond Referendum passes in November 2016, with first issuance in Spring 2017, based on current ADM.

[4] Preliminary Planning Funds in FY 2015-16 allow the school systems to be "shovel ready" for a project or projects after a successful Bond Referendum.

[5] Includes the County match for the Durham Technical Community College - Orange County Campus, based on the voter approved March 2016 State Bond.

[6] Includes construction of a Health Technology Building (56,000 square foot) and surface parking of 250 spaces.

Child Support Services

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

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Category (General Fund)						**Account: 440**
Personnel Services	844,791	862,285	862,285	846,351	885,388	885,388
Operations	80,642	103,355	103,355	96,690	105,480	105,480
Capital Outlay	0	0	0	0	0	0
Total Expenditures	**$ 925,433**	**$ 965,640**	**$ 965,640**	**$ 943,041**	**$ 990,868**	**$ 990,868**
Offsetting Revenues	*(1,582,078)*	*(1,319,175)*	*(1,319,175)*	*(1,361,100)*	*(1,323,866)*	*(1,323,866)*
County Costs (net)	**$ (656,645)**	**$ (353,535)**	**$ (353,535)**	**$ (418,059)**	**$ (332,998)**	**$ (332,998)**
Total Child Support Enforcement and Related Expenditures	**$ 925,433**	**$ 965,640**	**$ 965,640**	**$ 943,041**	**$ 990,868**	**$ 990,868**

Mission Statement

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

Major Services

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

FY 2015-16 Outcomes

- Paternity established for 200 children
- Court ordered child support established for 145 families
- Collections of $5,300,000

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Paternity					
Paternity established for children	179	140	160	200	180
Service: Establishment					
New child support orders established	196	179	175	145	145
Service: Enforcement					
Total child support collected for Orange County children	$5,252,279	$5,409,506	$5,255,000	$5,300,000	$5,300,000
Percentage of current support collected annually	65.32%	67.17%	66.00%	68.00%	68.00%

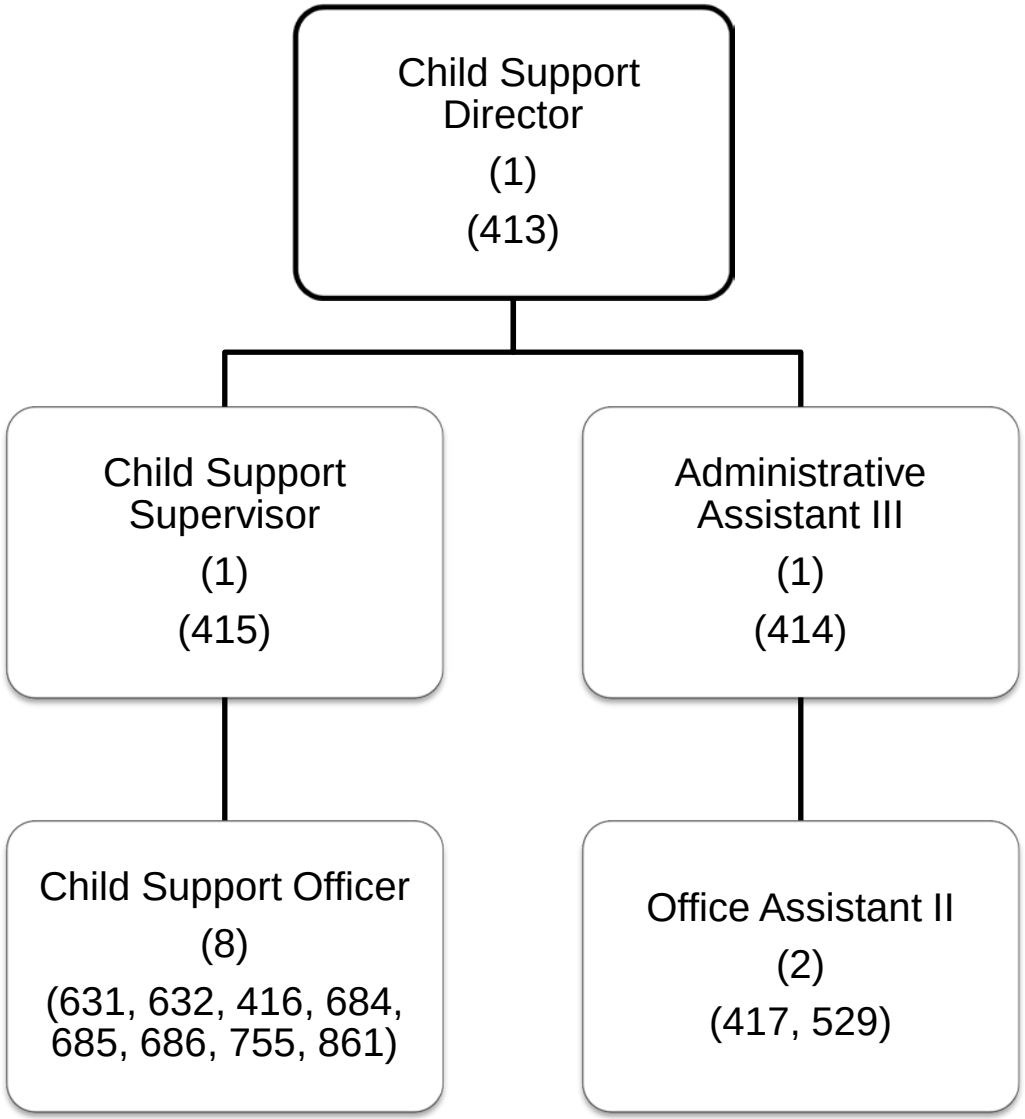
FY 2016-17 Objectives

- Establish paternity for 180 children
- Establish new child support orders for 145 families
- Collect $5,300,000 on behalf of Orange County children
- Increase percentage of support collected to 68%

Budget Highlights

Economic recovery has not reached most of the families served. Collections, projected to be $5,300,000, provide acutely needed income for Orange County families.

Child Support Services



FY 2016-2017 Recommended

Community Relations & Tourism Department

Visitors Bureau: (919) 245 - 4320 Website: www.visitchapelhill.org

Public Affairs: (919) 245 - 2302 Website: http://orangecountync.gov

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
Public Affairs (General Fund)						**Account: 212**
Personnel Services	120,154	122,697	122,697	116,494	155,766	155,766
Operations	55,558	66,019	67,244	57,357	69,625	69,625
Capital Outlay	0	0	0	0	0	0
Total Expenditures	**$ 175,712**	**$ 188,716**	**$ 189,941**	**$ 173,851**	**$ 225,391**	**$ 225,391**
County Costs (net)	**$ 175,712**	**$ 188,716**	**$ 189,941**	**$ 173,851**	**$ 225,391**	**$ 225,391**
Visitors Bureau (Visitors Bureau Fund)						**Account: 6005**
Overhead	51,611	51,611	51,611	51,611	51,611	102,888
Personnel Services	452,674	518,247	518,247	519,972	536,736	536,736
Operations	1,044,854	821,482	1,155,087	1,121,024	957,549	957,549
Capital Outlay	18,483	50,000	1,234	734	0	0
Total Expenditures	**$ 1,567,622**	**$ 1,441,340**	**$ 1,726,179**	**$ 1,693,341**	**$ 1,545,896**	**$ 1,597,173**
Offsetting Revenues	*(1,611,608)*	*(1,441,340)*	*(1,726,179)*	*(1,726,179)*	*(1,545,896)*	*(1,597,173)*
County Costs (net)	**$ (43,986)**	**$ 0**	**$ 0**	**$ (32,838)**	**$ 0**	**$ 0**
Total Community Relations & Tourism and Related Expenditures	**$ 1,743,334**	**$ 1,630,056**	**$ 1,916,120**	**$ 1,867,192**	**$ 1,771,287**	**$ 1,822,564**

Division Summary

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Program (General Fund)						
Public Affairs	175,712	188,716	189,941	173,851	225,391	225,391
Total Expenditures	**$ 175,712**	**$ 188,716**	**$ 189,941**	**$ 173,851**	**$ 225,391**	**$ 225,391**
County Costs (net)	**$ 175,712**	**$ 188,716**	**$ 189,941**	**$ 173,851**	**$ 225,391**	**$ 225,391**
Total Expenditures	**$ 175,712**	**$ 188,716**	**$ 189,941**	**$ 173,851**	**$ 225,391**	**$ 225,391**
Chapel Hill/Orange County Visitors Bureau (Visitors Bureau Fund)						
Visitors Bureau	1,567,622	1,441,340	1,726,179	1,693,341	1,545,896	1,597,173
Total Expenditures	**$ 1,567,622**	**$ 1,441,340**	**$ 1,726,179**	**$ 1,693,341**	**$ 1,545,896**	**$ 1,597,173**
Offsetting Revenue	*(1,611,608)*	*(1,441,340)*	*(1,726,179)*	*(1,726,179)*	*(1,545,896)*	*(1,597,173)*
County Costs (net)	**$ (43,986)**	**$ 0**	**$ 0**	**$ (32,838)**	**$ 0**	**$ 0**
Total Expenditures	**$ 1,567,622**	**$ 1,441,340**	**$ 1,726,179**	**$ 1,693,341**	**$ 1,545,896**	**$ 1,597,173**

Mission Statement

Perform professional development activities in the areas of community engagement, tourism and local government news dissemination. Build awareness of Orange County, North Carolina's government services and general quality of life and tourism economy through a comprehensive marketing plan aimed at both residents and visitors. Position Orange County and the assets of Chapel Hill, UNC,

Carrboro, Hillsborough and parts of Mebane as a top destination in North Carolina, for business, education, tourism and family life. Develop strategies in public affairs to build awareness of Orange County services. Develop outward facing programs in tourism (Atlantic Coast is market) and awareness of Orange County's towns and University as a desirable destination for conferences, tourism, and special events in order to build and maintain a strong economy. Develop key messages and communications strategies; write and edit content for a wide range of print, web-based and digital publications; develop new marketing strategies; and create written internal policies and guidance for county departments, giving them tools and resources to launch successful outreach campaigns.

Community Relations & Tourism Department:

Chapel Hill/Orange County Visitors Bureau Division (Branded under Visit Chapel Hill)

Major Services

- Market the Orange County communities as a desirable visitor destination.
- Fill Orange County's 1630 hotel rooms by building and maintaining a strong visitor base and recognizing that increases in hotel rooms and conference facilities in contiguous counties compel Orange County to advertise and market its tourism assets.
- Encourage longer stays and increased tourism spending through a targeted tourism plan, crafted by a 16 member advisory board appointed by the Board of Orange County Commissioners.
- Lead an effort to encourage municipalities to manage growing Airbnb supply and strengthen the system that regulates taxation of such dwellings.
- Build community engagement and awareness for Orange County, North Carolina, including its government and services.
- Operate the County's Official Visitor Center, located in Chapel Hill.
- Work with the Town of Chapel Hill, a financial contributor, to provide quality visitor services that remind all guests that we are a welcoming, safe community that promotes justice, dignity and quality services to all guests.

FY 2015-16 Outcomes

- From a tourism perspective, 2014 was one of the strongest years since the 2008 recession with all key metrics performing at record levels, including demand and overall revenues. Early predictions in 2015, which are the latest available numbers, anticipate a 5% growth rate in spending, taxes and jobs.
- August 2016 NC Commerce reports are anticipated to show overall economic impact from Orange County tourism at $190 million up from $181 million the previous year.
- Industry has generated interest among hospitality related development including meeting space, restaurants, events and attractions. General health of Triangle tourism will result in increased RDU air service, additional restaurant development and feasibility studies for new conference facilities.
- Potential challenges include rising popularity of Airbnb and its impact on the hotel industry. The Visitors Bureau continues to lead the charge to monitor this growing industry and work with the municipalities on compliance.

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Conference, meeting bookings	52	75	75	75	80
Generate sales leads for hotels	70	80	96	100	135
Build attraction visitations (in millions)	2.0	2.1	2.2	2.5	2.6
Room nights generated from Bureau	3991	4500	5000	5000	5000
Media stories on Orange County	280	280	285	300	350
Annual tourism impact* (in millions) Info reported by NC dept. of Commerce	168.6	170.0	172.0	181.00	190.00

FY 2016-17 Objectives

- Grow Orange County tourism 7%, adding jobs and spending through tourism marketing initiatives that draw conferences, tour groups and leisure visitors.
- Grow Orange County's community engagement strategies by working with County Manager on County's external relations and outreach programs.
- 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.

Budget Highlights

The FY 2016-17 Manager's Recommended Budget includes:

- Revenue Increase (+$79,336): Occupancy Tax revenues continue to increase due to strong travel economy. In FY15-16, Orange County's 3% Occupancy Tax collections have increased on average 14 percent over previous year collections.
- Increases in operations for additional advertising, market research, and community engagement initiatives (+$171,926)
- Decreases in operations related to Promotions & Events (-$30,000)

Community Relations & Tourism Department: Public Affairs Division

Major Services

- (NEW) Web Site content management and social media activity will housed in Community Relations Department.
- (NEW) Primary focus of department in FY 2016-17 will be to develop a more robust website and online digital strategies.
- Request addition of one FTE in website management.
- Marketing: Enhanced graphics through design and printing of brochures, posters, flyers, business cards.
- Develoment of monthly Orange County newspaper program.
- Increased focus on RURAL residents and vehicles of communications.

- Media Relations and press releases as needed.
- Event planning and coordination as needed.
- Digital Message Monitor bulletin design and scheduling.

FY 2015-16 Outcomes

- Greater communications of Orange County meetings and initiatives
- Increased focus on social media, on-line content and new mediums
- Build Rural Communications Plan for residents who do not rely on digital means
- Coordinate and hosted the Orange County Expo

Performance Measures	2014-15 Budget	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Media Relations					
NEW: Digital Social Media and New website content	N/A	N/A	N/A	NEW	NEW
Press Releases	300	272	250	250	As needed
Newsletters	18	24	24	52	52
Service: Advertising/Marketing					
Newspaper Ads	5	5	5	12	12
Radio PSAs	48	12	12	12	12
Billboards	5	4	5	5	0
Rural Outreach Program					New
Service: Graphic Design					
Print Materials	120	120	125	125	75
Guide Book and Annual Report	2	2	2	2	2

FY 2016-17 Objectives

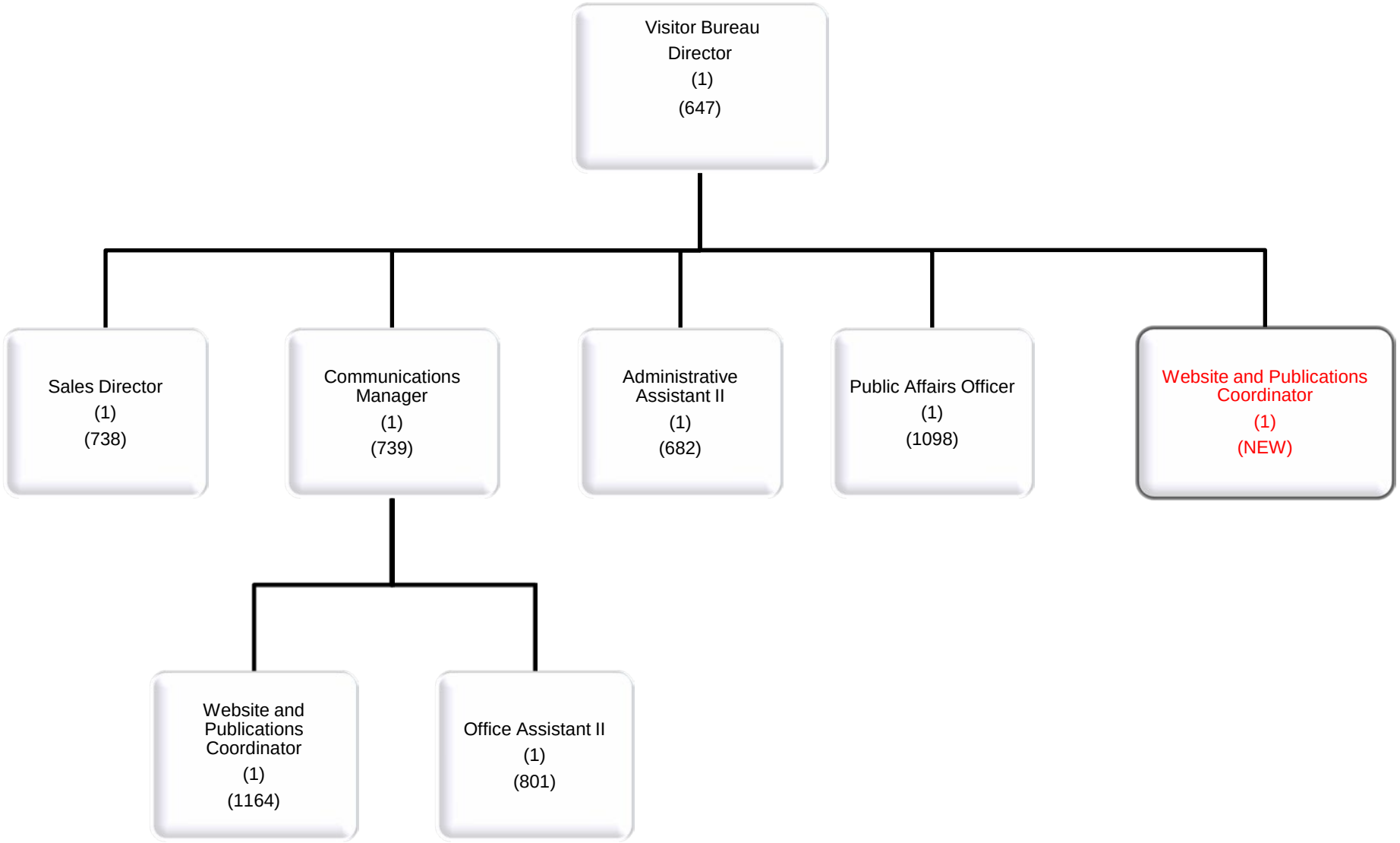
- Website redesign and full time web manager to make daily corrections.
- Stronger graphics materials through a new FTE experienced in graphics and websites.
- Social media programs on all major social media platforms being utilized by government today.
- Re-design bulletins displayed on Digital Message Monitors (DMMs)
- Increase advertising via newspapers: Chapel Hill News, News of Orange County, Mebane Enterprise.
- NEW: Rural Outreach Program that includes new methods of distributing county new
- Continue with video productions to promote County departments via YouTube channel
- Pursue direct mail publications, such as Annual Report and Guide to County Government
- Build new digital outreach campaigns
- Develop partnership with WHUP radio.

Budget Highlights

The FY 2016-17 Manager's Recommended Budget includes:

- New Position Recommended: Digital Media and Website Coordinator is recommended to work with Orange County Community Relations. The position will reside in Hillsborough and work in tandem with the Public Information Officer and Director of Community Relations and Tourism (+$55,803)
- Increase in operations for video productions (+$10,000)
- Decrease in operations for printing and advertising (-$10,000)

Community Relations and Tourism



FY 2016-2017 Recommended

N.C. Cooperative Extension, Orange County Center

Phone Number: (919) 245 - 2059 Website: http://orange.ces.ncsu.edu

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Category (General Fund)						**Account: 450**
Personnel Services	258,495	316,322	316,322	316,423	316,322	316,322
Operations	82,558	63,521	74,521	74,656	78,521	78,521
Capital Outlay	0	0	0	0	0	0
Total Expenditures	**$ 341,054**	**$ 379,843**	**$ 390,843**	**$ 391,079**	**$ 394,843**	**$ 394,843**
Offsetting Revenues	*(32,985)*	*(20,000)*	*(31,000)*	*(48,000)*	*(45,000)*	*(45,000)*
County Costs (net)	**$ 308,069**	**$ 359,843**	**$ 359,843**	**$ 343,079**	**$ 349,843**	**$ 349,843**
Total Cooperative Extension and Related Expenditures	**$ 341,054**	**$ 379,843**	**$ 390,843**	**$ 391,079**	**$ 394,843**	**$ 394,843**

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 maintenace 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 imputs.

Family and Consumer Sciences: Nutrition

- Provide educational programs to restaurant workers, consumers and limited resource families and assist in the adoption of good nutrition, weight management, and food safety, 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 2015-16 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: 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.
- Extension Community Association Volunteers will learn new skills used to manage households and deliver this information to community groups.

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 leaders
- Club leaders and teachers will adopt 4H curriculum.

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Sustainable Agriculture and Local Food					
Individual contacts with farmers enrolled in educational programs, receiving consultation via phone, email or on-site visit.	351	295	550	285	450
Farmers putting news skills to use in soil testing, fertilization or pesticide recommendations	74	86	125	99	125
Farmers improving pasture management and herd health	75	75	80	70	100
New farmers and existing farmers selling to local markets	70	81	120	133	140
Farmers income generated at local markets and livestock sales	$400,000	$1,500,000	$1,500,000	$1,750,000	$2,000,000
Horticulture					
Number of home gardeners receiving research-based information.	6,500	7,092	7,000	7,000	7,000
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
Number of Home Gardeners adopting at least one new practice .	6,500	7,000	6,000	6,300	6,500
Estimated value of Master Gardener volunteer service and financial impact of horticulture program on Green Industry.	$69,652	$78,309	$75,000	$75,000	$75,000
Family and Consumer Sciences: Household Management					

Cooperative Extension– continued

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
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.	101	100	94	90	90
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	10,097	20,000	11,000	12,500
Restaurant workers passing ServSafe Certification exam.	145	133	100	100	100
Individuals reducing body mass index.	20	35	35	35	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	0*	50
4-H Youth Development					
Number of Youth enrolled in 4-H Clubs	165	165	165	175	175
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 2016-17 Objectives

Sustainable Agriculture: Crops and Livestock

- Provide an increase number of educational programs for livestock and crop producers with the new agriculture agent.
- Develop a new long range plan for the PLANT@ Breeze Farm

Horticulture

- Enhance the Green industry's level of professionalism and knowledge of proper tree care and turf selection via the Triangle Landscape Symposium

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.
- Provide volunteer leadership opportunities to enhance leadership skills of community members.

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 FY2016-17 Manager's Recommended Budget includes:

- An increase of $15,000 in Breeze Farm expenditures due to bringing more land into use for the incubator program.
- An increase of $25,000 in revenue due to higher proceeds from the Farm-to-Fork event held at Breeze Farm.

County Attorney

Phone Number: (919) 245-2320

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Category (General Fund)						**Account: 205**
Personnel Services	502,463	505,071	505,071	500,277	519,334	519,334
Operations	44,896	46,430	46,430	27,680	56,380	56,380
Capital Outlay	0	0	0	0	0	0
Total Expenditures	**$ 547,358**	**$ 551,501**	**$ 551,501**	**$ 527,957**	**$ 575,714**	**$ 575,714**
County Costs (net)	**$ 547,358**	**$ 551,501**	**$ 551,501**	**$ 527,957**	**$ 575,714**	**$ 575,714**
Total County Attorney's Office and Related Expenditures	**$ 547,358**	**$ 551,501**	**$ 551,501**	**$ 527,957**	**$ 575,714**	**$ 575,714**

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: County Attorney

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 2015-16 Outcomes

- Collected $39,142 through the collections program.
- Achieved positive results in sixteen animal services cases. Achieved positive results in four cases before the North Carolina Property Tax Commission.

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Delinquent Account Collections					
Delinquent Account Collections *	$130,000	$45,000	$20,000	$40,000	$40,000

***** This outcome measure is not reflected in the County Attorney budget but rather in the budgets of the departments participating in the collections program

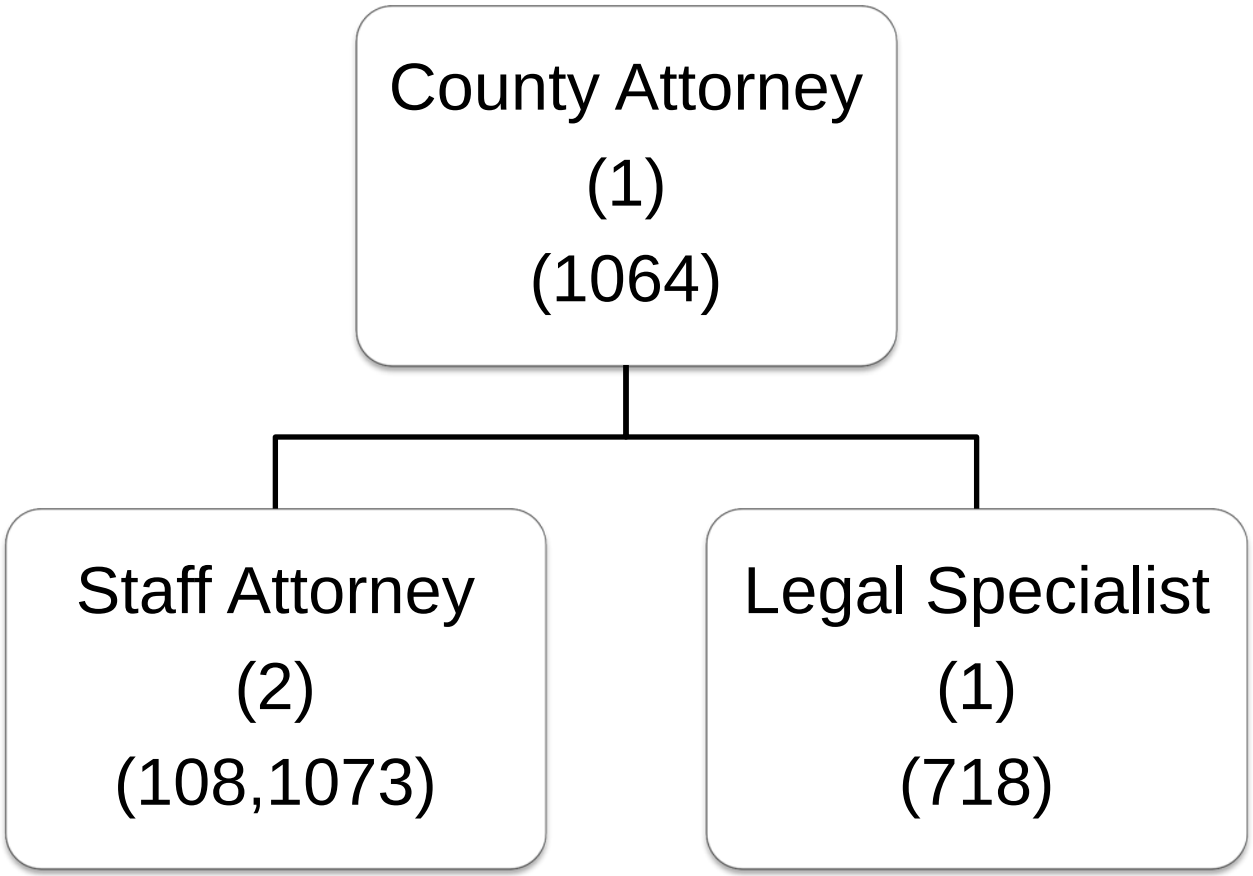
FY 2016-17 Objectives

Objectives to be determined during the County Attorney's annual review, with the Board of County Commissioners.

Budget Highlights

The FY 2016-17 Manager's Recommended Budget includes an increase of $10,000 for potential litigation. This recommendation is made in order to have a source of funding to offset costs associated with litigation such as court costs and opposing party attorneys' fees.

County Attorney's Office



County Manager's Office

Phone Number: (919) 245 - 2300 Website: http://orangecountync.gov/manager

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Category (General Fund)					**Accounts: 2100, 2120, 2302**	
Personnel Services	539,053	753,902	747,527	750,142	1,035,004	1,035,004
Operations	31,861	102,135	164,710	142,095	2,234,485	2,234,485
Capital Outlay	0	0	0	0	0	0
Total Expenditures	**$ 570,913**	**$ 856,037**	**$ 912,237**	**$ 892,237**	**$ 3,269,489**	**$ 3,269,489**
Offsetting Revenues	*0*	*0*	*(56,200)*	*(57,848)*	*(345,608)*	*(345,608)*
County Costs (net)	**$ 570,913**	**$ 856,037**	**$ 856,037**	**$ 834,389**	**$ 2,923,881**	**$ 2,923,881**
Orange County Partnership to End Homelessness (Housing & Community Development Fund)						**Account: 4706**
Personnel Services	69,473	74,951	74,951	60,894	84,923	84,923
Operations	14,272	42,170	42,170	15,177	34,120	34,120
Capital Outlay	0	0	0	0	0	0
Total Expenditures	**$ 83,745**	**$ 117,121**	**$ 117,121**	**$ 76,071**	**$ 119,043**	**$ 119,043**
Offsetting Revenues	*(63,330)*	*(65,344)*	*(65,344)*	*(65,344)*	(55,787)	(55,787)
County Costs (net)	**$ 39,295**	**$ 51,777**	**$ 51,777**	**$ 51,777**	**$ 63,256**	**$ 63,256**
Total County Manager's Office and Related Expenditures	**$ 654,658**	**$ 973,158**	**$ 1,029,358**	**$ 968,308**	**$ 3,388,532**	**$ 3,388,532**

Division Summary

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Program (General Fund)						
County Manager's Office	570,913	856,037	912,237	892,237	796,056	796,056
Criminal Justice Resource Office	0	0	0	0	345,608	345,608
Risk Management	0	0	0	0	2,127,825	2,127,825
Total Expenditures	**$ 570,913**	**$ 856,037**	**$ 912,237**	**$ 892,237**	**$ 3,269,489**	**$ 3,269,489**
Offsetting Revenue	*0*	*0*	*(56,200)*	*(57,848)*	*(345,608)*	*(345,608)*
County Costs (net)	**$ 570,913**	**$ 856,037**	**$ 856,037**	**$ 834,389**	**$ 2,923,881**	**$ 2,923,881**
Total Expenditures	**$ 570,913**	**$ 856,037**	**$ 912,237**	**$ 892,237**	**$ 3,269,489**	**$ 3,269,489**
Housing & Community Development Fund						
OC Partnership to End Homeless	83,745	117,121	117,121	76,071	119,043	119,043
Total Expenditures	**$ 83,745**	**$ 117,121**	**$ 117,121**	**$ 76,071**	**$ 119,043**	**$ 119,043**
Offsetting Revenue	*(63,330)*	*(65,343)*	*(65,343)*	*(65,344)*	*(55,787)*	*(55,787)*
County Costs (net)	**$ 39,295**	**$ 51,777**	**$ 51,777**	**$ (51,777)**	**$ 63,256**	**$ 63,256**
Total Expenditures	**$ 83,745**	**$ 117,121**	**$ 117,121**	**$ 76,071**	**$ 119,043**	**$ 119,043**

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.

COUNTY MANAGER OFFICE

Major Services

- Administers 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.
- Develops and implements 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.
- Coordinates with the County's two school Superintendents 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.

FY2015-16 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.
- Administered 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.
- Integrated new Deputy County Manager position into Departmental responsibilities to enhance assistance to departments, BOCC, and residents.
- Integrated new Administrative Assistant into the County's telephone call receipt and assignment structure to enhance service to public and more efficiently utilize personnel across County government.
- Outlined options and assisted Board of Commissioners with consideration of possible November 2016 bond referendum.
- Assisted Board with recommendations regarding formation of Bond Education Committee for November 2016 Bond referendum.
- Executive oversight in the development of a draft Affordable Housing Strategic Plan
- Continued outlining issues, financial impacts and options to the Solid Waste Advisory Group (SWAG)
- Continued work with Orange Water and Sewer Authority (OWASA) and town partners to extend sewer to the Historic Rogers Road Neighborhood.

Budget Highlights

- Increase for contracted services (+$100,000) for Development Impact and Double Taxation studies and reports
- Creation of a Transit Department with the addition of a Transit Department Director position reporting to the County Manager
- Implementation of an Orange Connect scholarship program for high school graduates to attend Durham Technical College.

FY 2016-17 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.
- Assist Board of Commissioners with November 2016 Bond Referendum.
- Support efforts of Bond Education Committee to develop brochures, electronic media and other materials to educate the public about the bond referendum
- Continue implementation of the Strategic Communications Plan through Community Relations Department.

CRIMINAL JUSTICE RESOURCE

Major Services

- Oversees the County's Pretrial Release and Drug Court programs and supports and seeks to enhance jail alternative programming for the County.
- Assists the court and criminal justice stakeholders in providing recommendations for pretrial release and diversion and treatment opportunities in the community.
- Provides case management services to individuals participating in the Pretrial Release and Drug Court programs. In addition, the Criminal Case Assessment Specialist works directly with individuals incarcerated in the Orange County Jail with mental health or substance abuse issues in order to address specific therapeutic needs and to link them to appropriate services in the community.
- Provides coordination and administration of a new Misdemeanor Diversion Program to divert 16 and 17 year old misdemeanor offenders from the criminal justice system.
- Collects and provides data and information to the County, Board of County Commissioners and justice stakeholders in order to support, enhance or recommend changes to jail alternative programming with the objective of safely and successfully reducing rates of pretrial detention, reducing recidivism and addressing racial and economic disparities.

FY 2015-16 Outcomes

- Established Criminal Justice Resource Office and hired Criminal Justice Resource Manager, Pretrial Services Case Manager, a Drug Treatment Coordinator and a Criminal Case Assessment Specialist

Budget Highlights

- Moved Criminal Justice Resource Office into its own division, out of the County Manager division. FY 2016-17 will be the first full year with fully staffed and operational Criminal Justice Resource Office within County government
- Revenue from Cardinal Innovations (+$72,735) and ABC Board (+$272,873) will fully offset cost of Criminal Justice Resource Office ($247,873 of these ABC Board funds have been previously shown in General Government Revenue)

ORANGE COUNTY PARTNERSHIP TO END HOMELESSNESS

Major Services

- Builds partnerships and oversees collaboration among homelessness stakeholders in Orange County to end and prevent homelessness in the community;
- Oversees and submits annual applications for state and federal homeless program funding and fulfills reporting requirements;
- Works collaboratively to identify unmet local homeless housing and service needs and develops strategies to fill those needs;
- Encourages homeless housing and service providers to adopt best data-driven practices to improve program performance;
- Assists homeless housing providers to collect high-quality homelessness data to understand the nature of homelessness in our community and to measure outcomes.

FY 2015-16 Outcomes

- Managed the hiring process of a new Homeless Programs Coordinator.
- Organized and oversaw Project Connect, a comprehensive community outreach event connecting people who are homeless with 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.

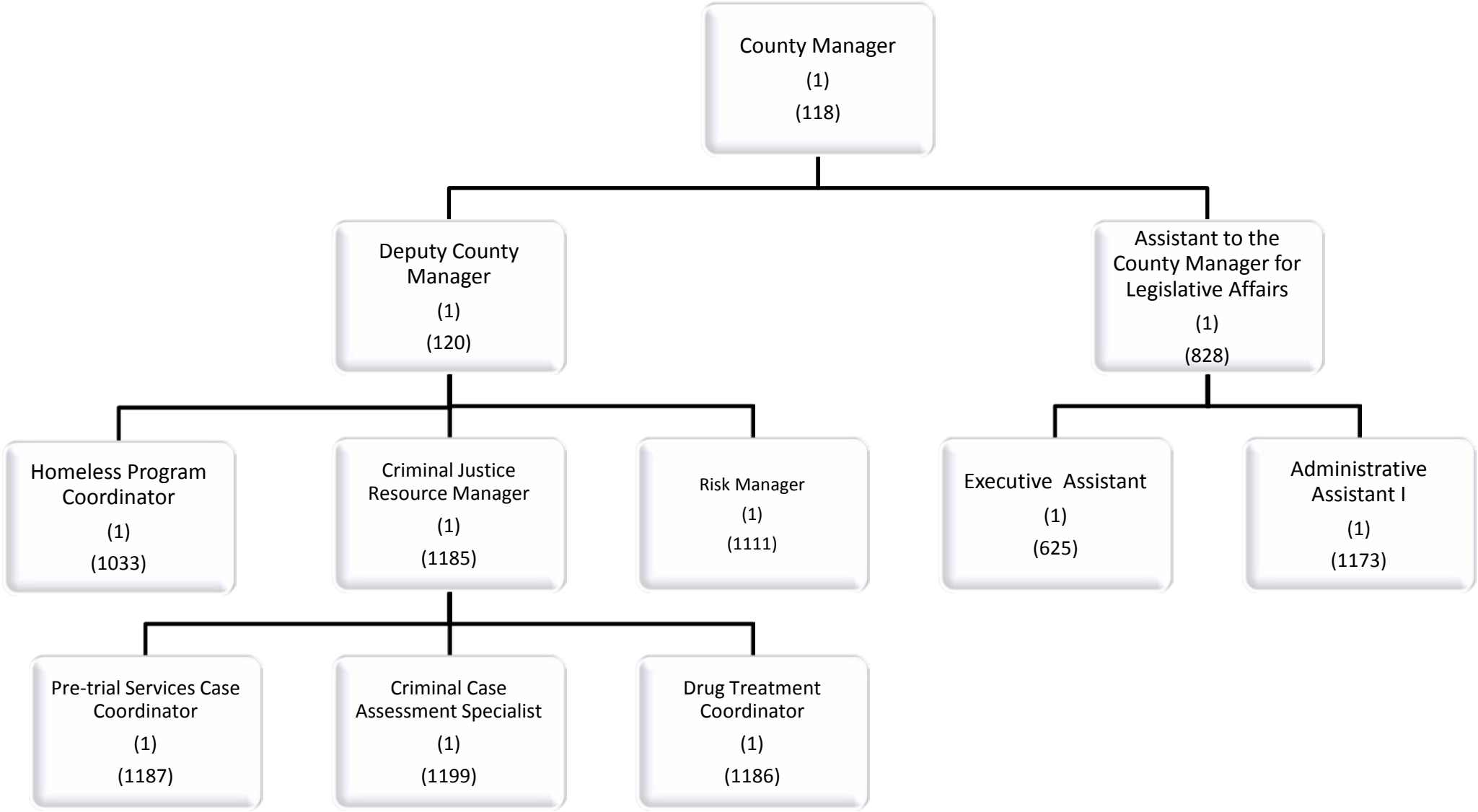
FY 2015-16 Outcomes

- Relocated Risk Management and Property and Liability Insurance efforts and oversight into the Manager's Office.

Budget Highlights

- FY 2016-17 will be first full year with Risk Management and Property and Liability Insurance duties housed within Manager's Office ($2,127,825)
- Increase for operations: Insured Property Damage (+$70,000) Bonds & Insurance (+$55,000), Reserve for deductibles ($+21,948). Property damage has previously been paid through the Asset Management Department. Cost savings are anticipated with Risk Management taking advantage of deductible and insurance proceed process.
- Proceeds increase: (+$20,000) related to recouping cost for property damage
- Decrease for operations: Workers Compensation (-$150,000)

County Manager's Office



FY 2016-2017 Recommended

Courts

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

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Category (General Fund)						**Account: 700**
Personnel Services	0	9,000	9,000	7,500	0	0
Operations	20,723	81,655	81,655	36,000	81,455	81,455
Capital Outlay	4,746	0	0	0	0	0
Total Expenditures	**$ 25,469**	**$ 90,655**	**$ 90,655**	**$ 43,500**	**$ 81,455**	**$ 81,455**
County Costs (net)	**$ 25,469**	**$ 90,655**	**$ 90,655**	**$ 43,500**	**$ 81,455**	**$ 81,455**
Total Courts and Related Expenditures	**$ 25,469**	**$ 90,655**	**$ 90,655**	**$ 43,500**	**$ 81,455**	**$ 81,455**

Major Services

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

Budget Highlights

- The decrease in Personnel Services for FY16-17 is due to not budgeting for the Jury Personnel master list in FY16-17; this is budgeted every other fiscal year.

Department of Environment, Agriculture, Parks & Recreation

Phone Number: (919) 245-2510 Website: *www.orangecountync.gov/departments/deap*

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Category (General Fund)						**Account: 615**
Personnel Services	2,609,722	2,712,702	2,712,702	2,639,296	3,054,510	2,943,228
Operations	584,593	692,451	737,297	669,148	772,781	778,281
Capital Outlay	90,961	59,735	72,343	77,730	134,489	38,884
Total Expenditures	**$ 3,285,276**	**$ 3,464,888**	**$ 3,522,342**	**$ 3,386,174**	**$ 3,961,780**	**$ 3,760,393**
Offsetting Revenues	*(582,199)*	*(512,661)*	*(535,167)*	*(599,628)*	*(529,665)*	*(529,665)*
County Costs (net)	**$ 2,703,076**	**$ 2,952,227**	**$ 2,987,175**	**$ 2,786,546**	**$ 3,432,115**	**$ 3,230,728**
Total Department of Environment, Agriculture, Parks and Recreation and	**$ 3,285,276**	**$ 3,464,888**	**$ 3,522,342**	**$ 3,386,174**	**$ 3,961,780**	**$ 3,760,393**

Division Summary

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Program (General Fund)						
Admin/Support Services	716,985	718,893	728,871	707,606	758,920	762,620
Community Centers	0	0	0	0	184,576	183,876
Natural and Cultural Resources	301,666	280,866	289,824	290,245	291,125	291,125
Parks	1,205,237	1,325,367	1,332,640	1,302,333	1,568,852	1,411,969
Recreation	699,058	774,240	802,594	722,206	781,454	733,950
Soil & Water Conservation	362,330	365,522	368,412	363,784	376,853	376,853
Total Expenditures	**$ 3,285,276**	**$ 3,464,888**	**$ 3,522,342**	**$ 3,386,174**	**$ 3,961,780**	**$ 3,760,393**
Offsetting Revenue	*(582,199)*	*(512,661)*	*(535,167)*	*(599,628)*	*(529,665)*	*(529,665)*
County Costs (net)	**$ 2,703,076**	**$ 2,952,227**	**$ 2,987,175**	**$ 2,786,546**	**$ 3,432,115**	**$ 3,230,728**
Total Expenditures	**$ 3,285,276**	**$ 3,464,888**	**$ 3,522,342**	**$ 3,386,174**	**$ 3,961,780**	**$ 3,760,393**

Mission Statement

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

Department of Environment, Agriculture, Parks & Recreation:

Administrative and Support 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.
- Supervise the community center initiative and support the Community Center Coordinator.

FY 2015-16 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 Socccer.com Soccer Center in summer 2014 and 2015. Implemented other capital projects as budgeted and approved.

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

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 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 2016-17 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

The FY 2016-17 Manager's Recommended Budget includes:
- Increase in seasonal staff of 1,300 hours (+$16,588)
- Community Center Coordinator position and related operations have moved to its own division
- Increase for Fairview community watch contract ($5,500), previously budgeted through outside agency process

Department of Environment, Agriculture, Parks & Recreation Name: Community Centers

Major Services

- To provide for community centers at Cedar Grove (opening June 2016), Efland Cheeks and Rogers Road (operated by the Rogers Eubanks Neighborhood Association or RENA), providing

for community-building, personal development, sharing of information and opportunities to meet and recreate.

- To provide a safe haven for youth and adult activities that promote life skills, team work and positive interactions that enhance community values.
- To enable communities to develop, leverage and secure special program needs identified by the community, and encourage community investment and engagement in the facilities and their activities.
- To provide a location and multi-purpose rooms for family reunions, parties, special events, meetings and community engagement.

FY 2015-16 Outcomes

- Open the Cedar Grove Community Center, working with community groups to organize and help support the center.
- Make the Efland Cheeks Community Center more accessible by providing regular free time and working with the community groups to organize and help support the center.
- Synchronize all three community centers in terms of overall model of activity and operations. Secure needed equipment and provide staff support to "seed" center operations as community volunteers are identified and trained to operate the centers.
- Provide support as needed to the Rogers Road Community Center and RENA for its operations and needs.
- Conduct extensive community outreach to learn about community needs and interests.

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Provide programs and activities for community residents					
Number of programs and activities offered			4	4	
Number of persons served by programs and activities	480	480	NA	480	2,000
Facility rentals for community usage			NA	64	60
Service: Engagement of community groups in center operations and programs.					
Number of community groups participating in center operations or activities	NA	NA	NA	NA	15
Number of persons on Community Center specific boards	NA	NA	NA	NA	48

FY 2016-17 Objectives

- Develop quantifiable performance measures for future evaluation of center operations
- Leverage community volunteers and support for center operations and programs at Efland Cheeks and Cedar Grove centers. Continue community outreach in these areas to build base for center support..
- Ensure that community centers are open on a regular basis and provide open "free" time, community programs and events, and reservation opportunities for area families and groups.

- Continue to provide support for the Rogers Road Community Center and RENA, as needed. Work to synchronize the types of opportunities at all centers, based on the Rogers Road model.
- Complete the Living History Wall at Cedar Grove Community Center, which offers exhibits, memorabilia and documentation of the historic African American Cedar Grove School and Cedar Grove community. Assist Rogers Road and Efland Cheeks with small community historic display.

Budget Highlights

The FY 2016-17 Manager's Recommended Budget includes:
- Increase in seasonal staff of 3,420 hours (+$43,639)
- Vehicle for Community Center Coordinator (+$17,184)
- Cedar Grove Community Center history wall (+$15,000)
- The proposed funding will provide for greatly-enhanced operations and activities at the community centers.

Department of Environment, Agriculture, Parks & 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.

- Recreation manages permit scheduling, maintenance, rental supervision, and billing support of Orange County recreation facilities including the Central Recreation Center, Soccer.com Center, Fairview Park, Cedar Grove Community Park, and Efland-Cheeks Community Park 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/training, and County voting precincts.

- Recreation manages over 375 volunteers annually including 50 special event volunteers and 325 youth athletic league coaches. 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 sexual predator checks every two years. Coaches also serve on advisory committees directed by Recreation Staff to improve and enhance youth program implementation. In addition to managing volunteers, the division enlists the support of parents in providing a safe and enjoyable environment for youth sports participants, including parent orientations that introduce parents to the benefits of youth sports and proper behavior for supporters during athletic games and practices.

- Recreation manages a full-service concession stand at the Soccer.com Center and a mobile food trailer, both of which operate under the guidelines of North Carolina health codes and standards. The Soccer.com Center concession stand supports all activities at the Soccer.com Center including tournament, league play, and special events. The mobile food trailer is deployed at County wide special events including Movies in the Park, Community Egg Hunt, Halloween Spooktacular, Fairview Live, and sports tournaments.

- Recreation manages many partnerships and new collaborations with community organizations, local interest groups and other County Departments. Existing partners include Orange Tennis Club, Hillsborough Youth Athletic Association, Triangle United Soccer Association, Hillsborough Police Department, YMCA Young Leaders, Beyond Expectations, Orange County Health Department, Orange County Schools, and Chamber of Commerce. New community collaborations are explored and pursued as they arise.

FY 2015-16 Outcomes

- Improved communication with registered participants in youth soccer on schedule changes and cancellations using the new text messaging function in the Rec Trac reservation software. All 500+ participants will be automatically notified as needed.
- Completed Emergency Action Plans (EAP) for all large scale events in 2015-16 with assistance of the Orange County Fire Marshall and Risk Manager. Events included all sports tournaments at the Soccer.com Center, the Halloween Spooktacular, and Community Egg Hunt. In addition to the development and implementation of EAP's, all division FTE staff certified as Crowd Control Managers and completed 8 hours of Emergency Management training.
- Successful implementation of the Volunteer Coach Incentive Program. Volunteers that participate as a head coach for an entire youth sports season receive a credit on their initial program registration fees, which they can use on future recreation or athletics program offerings. This program addresses two goals - to reward existing coaches for their many hours of volunteer service to County residents (the average volunteer head coach earns approximately 125 service hours each year); and to attract new head coaches within our youth sports programs - which have seen annual growth of 250 participants each year.

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Development and implementation of a wide range of recreation programs, for youth and adults.					
Healthy Lifestyle Programs	145	145	145	145	160
Healthy Lifestyle Participants	4,547	5,800	5,200	6,000	6,500
Service: Recreation Division facility management and rental supervision					
Recreation Facility Reservation	656	800	750	935	889
Recreation Facility Revenue	$56,616	$64,595	$60,000	$70,193	$66,700
Recreation Facility Attendance	229,705	250,000	235,000	275,000	260,000

FY 2016-17 Objectives

- Continue to provide the quality recreation, athletics and special events programs listed above for the health and benefit of all County residents.
- Support the community-based Family Success Alliance initiative by providing recreational base programs that meet the FSA's objectives of improving children's chances for educational and economic opportunities. Initially, the division will provide a 4-week summer camp program at New Hope Elementary School in July and August 2016 to supplement the FSA's reading literacy program. Division staff anticipates continuing support of the Family Success Alliance throughout FY 2016-17.
- Improve the safety and quality of service for Orange County residents through employee education for all division personnel. Safety will be enhanced by risk management training which will include

CPR/First Aid, emergency action plan development and implementation, and safety inspections. To improve quality of service, staff will conduct annual customer service training for seasonal employees, develop a seasonal staff training handbook, and improve current customer service policies.

- In collaboration with the Orange County Health Department, the Family Success Alliance and New Hope Elementary School, Recreation staff will be organizing, planning and conducting a series of S.T.E.A.M. (Science, Technology, Engineering, Arts & Athletics, and Mathematics) summer camps from July 11 – August 4, 2016. This pilot project will incur additional costs for seasonal staff and supplies, which are reflected in the budget request.

Budget Highlights

The FY 2016-17 Manager's Recommended Budget includes:

- Increase in seasonal staff hours of 682 hours (+$8,708)
- Increase in revenue for facility rentals (+7,000)
- Increase in revenue for soccer complex (+6,000)

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

Major Services

- Operate and maintain nine County Parks comprising 746 acres, including the new Hollow Rock Nature Park opening in May, 2016. Assist in the conservation and management of four land-banked future park sites that comprise 336 acres, and three nature preserves (plus public open spaces) that total 412 acres. County parks and public open spaces are operated and maintained by 10 full-time staff augmented with seasonal staff support from March-October.
- Maintain and manage County grounds and "landscape areas" totaling over 78 acres at 18 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 and occasional management practices 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 at parks, to various age groups, promoting nature awareness and appreciation and environmental stewardship. Provide nature and environmental programs to various age groups and schools, promoting environmental stewardship and nature appreciation.
- 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 2015-16 Outcomes

- All County Parks, public open spaces, grounds 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 or participated in such as Earth Day, Arbor Day, National Star Gazing Night, and the Annual Bird Count.
- Open Hollow Rock Nature Park in May 2016.
- 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.

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Manage a total of 1500 acres of County Parks, preserves, open space and landscaped areas					
Park acreage maintained	557 acres	557	709	746	783
Grounds and landscaped areas maintained	60	70	70	78	81
Stewardship support & management or future park sites and nature preserves	601 (7 sites)	601 (7)	412 (5)	412 (5)	522 (7)
Service: Inspect and maintain all County Facilities and Playgrounds					
Number of athletic fields and playgrounds maintained	44	44	44	44	44
Conduct at a minimum, monthly inspections (% completed)	100%	100%	100%	100%	100%
Meet or exceed all NSI & ASTM codes and regulations	100%	100%	100%	100%	100%

FY 2016-17 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, totaling 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.
- Make needed park and infrastructure improvements at Blackwood Farm Park and Fairview Park, including new entrance and parking lot at Fairview.
- Complete trails and parking at the Seven Mile Creek Access Area (part of the Upper Eno Preserve) This is includes part of the NC Mountains-to-Sea Trail.

- Conduct and/or participate in a number of nature and environmental programs, including the fourth annual Arbor Day program with New Hope Elementary School.
- Manage natural turf sports fields in order to meet public demand, while maintaining high quality playing turf.
- Complete facility improvements at RiverPark, and repair and renovations at designated parks. This includes part of the trails and bridge for the NC Mountains-to-Sea Trail.

Budget Highlights

The FY 2016-17 Manager's Recommended Budget includes:

- Increase in seasonal staff hours of 4,727 hours (+$60,310)
- Increase for departmental supplies (+$10,200)
- Increase for soccer complex grounds maintenance (+$9,675)
- Increase for port-a-john service at Blackwood Farm Park (+7,812)

Department of Environment, Agriculture, Parks & Recreation:

Natural and Cultural Resources

Major Services

- The Natural and Cultural Resources (NCR) Division provides a wide range of services in the areas of land conservation, water resources policy analysis and data, protection of significant historic/cultural resources, agricultural land preservation, and efforts to implement the long-term goal of environmental responsibility in county government.
- The **Lands Legacy Program** works with willing landowners and other partners (e.g., land trusts, universities, other units of gov't.) to conserve high priority natural and cultural resource lands. One major area of the program has been the acquisition of land toward **Nature Preserves**. The division is responsible for the evaluation, acquisition and stewardship of these preserves, two of which currently exist (Upper Eno Nature Preserve and New Hope Preserve).
- 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 division staff) 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 provides staff support to the Commission for the Environment, and supports initiatives identified by this advisory board and adopted by the Board of Commissioners. This includes the **"State of the Environment"** report, a multi-year project published every 3-4 years.
- Finally, the NCR Division maintains the **Comprehensive Natural and Cultural Resources Database**, 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.
- Based on current General Statutes language, NC DWR may not be able to participate in years 2-3 of the Eno River Hydrilla Project, leaving the other partners to pick up their shares. This has been addressed in the partner budgets.

FY 2015-16 Outcomes

- Completed Pope Farm conservation easement along with state grant and Eno River Association
- Completed Year 2 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 joint County-Hillsborough publication on the architecture of Orange County (using matching funds from NC DCR)
- Completed the designation of the Hester House as an Orange County Local Historic Landmark
- Worked with other jurisdictions to complete Year 1 of a two-year pilot to evaluate the use of an herbicide to manage an aquatic weed (Hydrilla) causing adverse impacts to the Eno River
- Initiated master plan for Hillsborough to Haw River segment of the NC Mountains-to-Sea Trail
- Began work on the Cedar Grove Community Center "Living History Wall" project, with community residents and staff.
- Worked toward opening a public access area within the Upper Eno Preserve (Seven Mile Creek Nature Preserve).
- Helped to plan, organize, and conduct the 2016 Agricultural Summit

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Projected
Land conserved through Lands Legacy Program (acres)	49	3	73	73	137
Funds (or donative value) received for completing County land conservation	$136,000	$4,000	$93,000	$161,000	$180,000
New monitoring wells established by Orange Well Net (14 at present)	1	3	0	0	1
Local Historic Landmarks designated	1	1	1	1	2
National Historic Registry nominations completed	0	0	1	1	1

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Projected
Meetings of the Commission for the Environment, Historic Preservation Commission and Agricultural Preservation Commission	23	23	26	25	26

FY 2016-17 Fiscal Year Objectives

- Complete Year 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 joint County-Hillsborough publication on the architecture of Orange County (using matching funds private sources)
- Complete two farmland conservation easements with federal/state grant funds
- Acquire land for Soccer.com Park expansion and other priorities sites by Lands Legacy program
- Complete Year 2 of a two-year effort to combat aquatic weed (Hydrilla) in the Eno River
- Complete master plan for Hillsborough to Haw River segment of the NC Mountains-to-Sea Trail
- Complete current work to enable opening of a public access area at Seven Mile Creek Nature Preserve in late 2016. This includes part of the NC Mountains-to-Sea Trail.
- Designate two new Orange County Local Historic Landmarks
- Help plan and conduct 2017 Agricultural Summit

Budget Highlights

The FY 2016-17 Manager's Recommended Budget includes no significant budget changes.

Department of Agriculture, Environment, Parks and Recreation:

Soil and Water Conservation District

Major Services

- Provide technical assistance to public on agricultural land use recommendations, developing agriculture conservation plans, nutrient management planning, design and implementation of agriculture sediment and erosion control best management practices to meet USDA standards. Best management practices improve water quality by reducing soil erosion, nitrogen and phosphorus delivery to streams, and 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 (covering over 95% of Orange County). Participate in Orange County staff team (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 public awareness of natural resource conservation through educational programs: develop/sponsor workshops for landowners and farmers; plan/participate in Agricultural Summit; K-12 classroom presentations; outdoor classrooms at schools and Discovery Trail at Blackwood Farm; Earth Walk, environmental field day for all Orange County Schools 7th graders, (plan and sponsored for 46 years); Envirothon program, local, area and State-middle and high school environmental education contest with 800+ student participation (4-5 teams from Orange Co.); annual Farm to Table school field trip at Blackwood Farm Park.

FY 2015-16 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 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; farm trips, mini-grants program, teachers' workshops, environmental field days, regional and state Envirothon contest. 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 and assist with developing Discovery Trail at Blackwood Farm Park.

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 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					
Outcome Measure: Contracted funding to install BMP's on ag and non-ag property to protect natural resources					
State funds encumbered /contracted for BMP's for agriculture	$161,806	$134,452	$98,730	$84,359	$100,000
Federal USDA-EQIP funding for BMP's for agriculture	$50,000	$25,000	$75,000	$40,000	$60,000
State funds encumbered/contracted with urban land users	$4,481	$11,070	$6,000	$6,583	$6,500
Service: Increase participation in Farmland preservation programs to protect agriculture.					
Outcome Measure: Promoted and increased enrollment into the VAD/EVAD program					
Farmland Enrolled in VAD/EVAD program (per year enrollment acres)	1613	1570	1500	2100	1500
Service: Increase outreach program participation to inform citizens of natural resource programs and through educational programs.					
Outcome Measure: Provide awareness and education programs to youth and adults through educational programs					
Number of individuals participated	2500	2600	2800	1800	2600

FY 2016-17 Objectives

- Promote and increase awareness of 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.
- Begin annual Agricultural Preservation Board VAD/EVAD landowners appreciation program and dinner

- Support from USDA Natural Resource Conservation Service (NRCS) is changing based on new service delivery models, based on a 10-county service area. While this may increase the availability of certain USDA/NRCS resources, it may also make some traditional support (District Conservationist) less available due to increased counties to cover.

Budget Highlights

The FY 2016-17 Manager's Recommended Budget includes no significant budget changes.

Department of Agriculture, Environment, Parks and Recreation:
Grant Project Fund: Historic Preservation Commission's Historic Resources Inventory (Multi-Year Project)

The department and the Historic Preservation Commission (HPC) will partner with the Town of Hillsborough in a joint project to produce a high-quality book that portrays the historic resources of the County and Town (Chapel Hill has already produced its own historic resources book).

The four-year project is partially funded through federal matching grants available through the state's Certified Local Government (CLG) program. DEAPR was awarded two grants totaling $20,000 on behalf of the HPC to match county funds for FY 14-15 and FY 15-16.

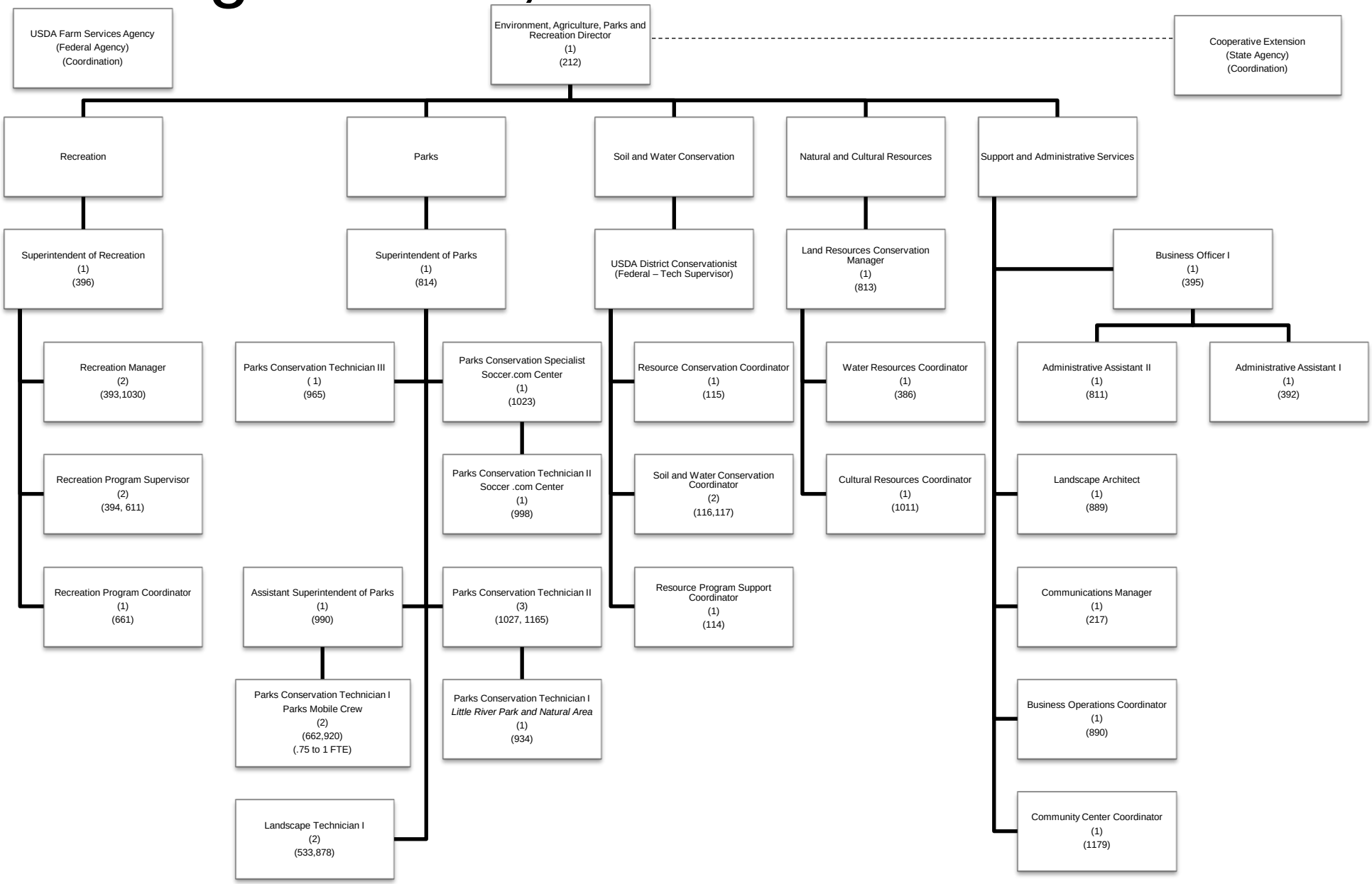
In FY 15-16, project consultants will complete the second phase of the inventory project covering ETJ areas, and prepare the first draft of the book text. In FY 16-17, the final text will be completed, along with editing and revising property descriptions for the catalog section of the book.

Budget Highlights:
The FY 2016-17 Manager's Recommended Budget includes:

The Historic Resources Inventory project will cost $65,000. The County will contribute a total of $40,000. CLG will contribute $20,000. Private grants, sponsorships and sales of the completed book will fund the remainder.

The FY 16-17 budget totals $20,000; the County will contribute $15,000 and private funds/donations will contribute $5,000. The FY 15-16 budget totaled $20,000; the County contributed $15,000 and the CLG grant contributed $5,000. The FY 14-15 budget totaled $25,000; the County contributed $10,000 and the CLG grant contributed $15,000.

Department of Environment, Agriculture, Parks & Recreation



Debt Service

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
Debt Service (General Fund)						
Principal - Schools G.O. Bonds	7,026,010	6,993,715	6,993,715	6,993,715	6,923,895	6,923,895
Interest - Schools G.O. Bonds	1,930,978	1,376,157	1,376,157	1,376,157	1,232,082	1,232,082
Principal - Non-G.O. Debt	5,090,894	4,942,271	4,942,271	4,942,271	5,135,271	5,135,271
Interest - Non G.O. Debt	2,634,970	2,334,772	2,334,772	2,334,772	2,081,135	2,081,135
Total School Debt Service	**$16,682,851**	**$ 15,646,915**	**$15,646,915**	**$ 15,646,915**	**$ 15,372,383**	**$ 15,372,383**
Principal - County G.O. Bonds	1,873,990	2,081,285	2,081,285	2,081,285	1,926,105	1,926,105
Interest - County G.O. Bonds	927,923	673,924	673,924	673,924	635,367	635,367
Principal - Non-G.O. Debt	5,258,929	5,986,899	5,986,899	5,986,899	5,854,923	5,854,923
Interest - Non-G.O. Debt	2,548,529	2,524,670	2,524,670	2,427,888	2,422,418	2,422,418
Total County Debt Service	**$10,609,370**	**$ 11,266,778**	**$11,266,778**	**$ 11,169,996**	**$ 10,838,813**	**$ 10,838,813**
Total Debt Service Expenditure	**$ 27,292,221**	**$ 26,913,693**	**$ 26,913,693**	**$ 26,816,911**	**$ 26,211,196**	**$ 26,211,196**

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 2016-17 recommended General Fund Budget equals $31,941,665 compared to our anticipated debt service payments of $26,211,196. The table below compares the County's current level of debt with the levels outlined in the Debt Management Policy.

County's Debt Level for Fiscal Year 2016-17			
	Per County's Adopted Debt Management Policy	**Legal Debt Limit per NC General Statute**	**As Included in FY 2016-17 Recommended Budget**
Annual Debt Service Payments as a Percentage of General Fund Expenditures	No greater than 15%	N/A	12.3%
Total Outstanding Debt as a Percentage of Total Assessed Valuation	No greater than 3%	No greater than 8%	1.08%

Bond Ratings

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

- Fitch – AAA
- Standards and Poors – AAA
- Moody's – Aaa

Economic Development

Phone Number: (919) 245 - 2325 Website: http://GrowInOrangeNC.com

Phone Number: (919) 968 - 2011 Website: www.artsorange.org

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Category (General Fund)						**Account: 600**
Personnel Services	348,443	431,725	431,725	434,640	445,179	445,179
Operations	59,973	83,850	87,166	68,238	83,850	83,850
Capital Outlay	1,496	0	530	0	0	0
Total Expenditures	**$ 409,912**	**$ 515,575**	**$ 519,421**	**$ 502,878**	**$ 529,029**	**$ 529,029**
Offsetting Revenues	*0*	*0*	*0*	*0*	*0*	*0*
County Costs (net)	**$ 409,912**	**$ 515,575**	**$ 519,421**	**$ 502,878**	**$ 529,029**	**$ 529,029**
Arts Commission (Visitors Bureau Fund)						**Account: 6010**
Personnel Services	66,320	65,410	65,410	65,410	66,717	66,717
Operations	81,230	81,010	83,110	83,110	82,812	82,812
Capital Outlay	0	0	0	0	0	0
Total Expenditures	**$ 147,550**	**$ 146,420**	**$ 148,520**	**$ 148,520**	**$ 149,529**	**$ 149,529**
Offsetting Revenues	*(30,951)*	(30,878)	(32,888)	(32,888)	*(32,590)*	*(32,590)*
County Costs (net)	**$ 116,599**	**$ 115,542**	**$ 115,632**	**$ 115,632**	**$ 116,939**	**$ 116,939**
Total Economic Development and Related Expenditures	**$ 557,462**	**$ 661,995**	**$ 667,941**	**$ 651,398**	**$ 678,558**	**$ 678,558**

Division Summary

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Program (General Fund)						
Economic Development	409,912	515,575	519,421	502,878	529,029	529,029
Total Expenditures	**$ 409,912**	**$ 515,575**	**$ 519,421**	**$ 502,878**	**$ 529,029**	**$ 529,029**
County Costs (net)	**$ 409,912**	**$ 515,575**	**$ 519,421**	**$ 502,878**	**$ 529,029**	**$ 529,029**
Total Expenditures	**$ 409,912**	**$ 515,575**	**$ 519,421**	**$ 502,878**	**$ 529,029**	**$ 529,029**
Other Related Programs (Visitors Bureau Fund)						
Arts Commission	147,550	146,420	148,520	148,520	149,529	149,529
Total Expenditures	**$ 147,550**	**$ 146,420**	**$ 148,520**	**$ 148,520**	**$ 149,529**	**$ 149,529**
Offsetting Revenue	*(30,951)*	*(30,878)*	*(32,888)*	*(32,888)*	*(32,590)*	*(32,590)*
County Costs (net)	**$ 116,599**	**$ 115,542**	**$ 115,632**	**$ 115,632**	**$ 116,939**	**$ 116,939**
Total Expenditures	**$ 147,550**	**$ 146,420**	**$ 148,520**	**$ 148,520**	**$ 149,529**	**$ 149,529**

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 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.

Economic Development Division:

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 to include entrepreneurs, high tech manufacturing, agriculture, arts, and tourism.
- Oversee activities of the Orange County Arts Commission, which has its own advisory board & budget 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/industrial buildings, and economic development construction sites to prospective businesses, investors, State of North Carolina corporate site selection business recruiters, and site selection consultants.
- Promote a growing food system economy through support of local producers, food entrepreneurs, and recruitment of food process and manufacturing business.

FY 2015-16 Outcomes

- Dramatically increased the actual number of qualified corporate inquiries received from retail, commercial & industrial prospects & site selection consultants, and boosted the number of actual prospect visits made to Orange County. In FY 2015-16, the Economic Development Department received 45 separate investment inquiries from prospective light manufacturing, commercial and retail projects, and was able to respond to at least 28 of those projects with proposals on available sites and buildings.
- Worked closely with the firm Yep Roc Records throughout FY 2015-16 to introduce an available large warehouse in Hillsborough, which the firm decided to purchase and relocate its warehouse operations and workforce from another County into Orange County.
- Significantly increased the demand for the Orange County Small Business Loan, Small Business Investment Grant & Agriculture Economic Development Grant programs to small businesses and farming operations through the County. For FY 2015-16 the Department made 39 Small Business Grants totaling $245,839.00; made 23 new Agricultural Grants totaling $170,480.00 and

increased the Small Business Loan portfolio to 13 borrowers totaling $484,000.00. There were no delinquent loans.

- Visited all tenants of the "Chapel Hill LAUNCH Innovation Center" incubator, and the "Piedmont Food & Agriculture Food Processing Center" to assist in retention & growth support, and, market the Economic Development Department's small business loan and grant programs. Successfully worked on a new Interlocal Agreement between the County and Town of Chapel Hill for a new 3-year renewal of the LAUNCH incubator.
- Provided collaborative assistance to other Orange County departments (Visitors Bureau, the Arts Commission, Social Services, Asset Management, Library Services, Planning & Inspections, and Aging) and their respective advisory boards. Also worked closely with the Chambers of Commerce in Hillsborough & Chapel Hill, and the 3 town economic developers in Hillsborough, Carrboro & Chapel Hill.
- Assisted Orange County's newest industry – Morinaga American Food, Inc. – with its factory start-up operations by serving as a liaison between the Company and supporting agencies (Durham Technical Community College, N.C. Works, City of Mebane, Orange County Department of Social Services, and Orange County Planning & Inspections). The Company's Open House event is now scheduled for May 26th, 2016.
- Updated and expanded the Department's inventory of site maps, demographic reports, marketing materials, advertising outreach efforts, and networking opportunities focused in a targeted plan of business retention and expansion, and the recruitment of new businesses. Also issued a second quarterly e-newsletter on economic development activities.
- Continued to market sites in Orange County's 3 Economic Development Districts (EDDs) to prospective business prospects, with regular emphasis placed on properties located in the Hillsborough and Buckhorn regions.
- The Department's new Agriculture Economic Development staff member began to work with all related aspects of the County's agricultural sector, while the new Business Retention staff member made over 350 visits with existing firms in the County, and marketed the loan and grant programs.

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Attract new economic opportunities to Orange County.					
# of Inquiries Received from Commercial & Industrial Prospects.	20	38	25	25	45
Change in frequency of visits by commercial, retail & industrial prospects, compared to the prior year	5%	20%	20%	20%	20%
Service: Market Orange County's business advantages through business development and job growth.					
Visitors to Department's Web Site	72,900	73,090	98,000	98,000	90,000
Number of businesses in Orange County	3,793	3,972	3,800	3,980	4,000
Service: Provide guidance and resources to new, expanding and relocating businesses.					
Small Business Loan (approvals/applications)	3/5	4/4	2/5	7/7	8/9
Percentage increase of existing business (visitation/interview)	15%	20%	20%	25%	25%

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Increase the economic vitality of Orange County through leveraging of partnership with NC Department of Commerce					
Industrial site selection proposals submitted to investment prospects.	18	24	25	25	32
Current Projects: Recruitment & Support	1	12	10	10	12
Service: Foster recruitment and retention of a skilled workforce – attract skilled workers to match requirements of key industries.					
Orange County's Unemployment Rate	3.7%	4.4%	3.9%	4.0%	4.2%
Orange County's Available Workforce	72,399	75,030	73,000	75,500	76,000

FY 2016-17 Objectives

- Organize a strategic team to consider the potential to form a public-private partnership that can aid in the attraction of food processing facilities to Orange County.
- Develop a searchable database of all known Orange County businesses to assist residents identify both locally owned small businesses and larger companies.
- Continue to market the financial tools (small business loan and grant programs) that assist in the retention and growth of Orange County businesses, agriculture and food system ventures.
- Further diversify the source of business recruitment leads that seek site locations, and increase the number of project inquires received and responded to with community and real estate data for Orange County.
- Collaborate more closely on projects of mutual benefit with other economic development stakeholders in the County, to include the two Chambers of Commerce, the 3 towns' economic developers, local utilities, developers, and the University of North Carolina at Chapel Hill.
- Update the Department's web site with new materials, linked marketing videos, and a redesign of presented inventory of available building and green field site data that is suitable for a host of retail, commercial, warehouse and clean, light industrial operations.
- Consider forming a recognition/appreciation program for existing businesses and manufacturers large and small, located in the County.

Budget Highlights

The FY 2016-17 Manager's Recommended Budget includes no significant budget changes.

Economic Development: Orange County Arts Commission

Major Services

- Strengthen the artistic and cultural development of Orange County, North Carolina
- Write grants primarily to NC Arts Council for funding and distribute arts grants to nonprofit organizations, schools and individuals via two grant cycles per year (Spring and Fall)

- Provide information to the public on local arts resources via website, email, monthly e-newsletters, online arts calendar, Facebook page, telephone contacts, personal consultations, group workshops, meetings, etc.
- Offer free workshops RE: professional/skills development for artists and arts administrators (Artists' Salons, Grants Information Workshops, 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 2015-16 Outcomes

- Increased public awareness of local arts events, programs and individual artists' work primarily online (via new WordPress website design and arts calendar). Created and distributed 12 monthly e-newsletters via database (3 months) and now MailChimp (9 months). Distributed 8,000 Artists' Salon postcards annually to area artists (via direct mail), to nonprofit and for-profit arts organizations, and area libraries. Each OCAC press release goes out to 1,069 media/residents (as of 2/12/16) via Public Affairs listserv. OCAC press releases are also emailed to the OCAC database of 3,095 records (as of 2/12/16) of area artists and arts organizations. Fielded approx. 1,000 information/referral requests.

- Increased Number of Network Views for online arts calendar (ExploreChapelHillARTS.com) by 34% over previous year.

- Increased quality of grant applications (to increase likelihood of funding) from artists and arts organizations by conducting 2 grant-writing workshops annually and consulting with potential grant applicants regarding proposals.

- 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 and community groups, North Carolina Arts Council, ARTS North Carolina, Town of Chapel Hill Public and Cultural Arts Office, Town of Chapel Hill Recreation and Parks Department, Chapel Hill Downtown Partnership, Hillsborough Arts Council, The ArtsCenter, Durham Arts Council, Raleigh Arts Commission, United Arts Council of Raleigh/Wake County, Granville County Arts Council, Chatham Arts, Fayetteville/Cumberland County Arts Council, Person County Arts Council, and Americans for the Arts.

- Collaboration with Town of Carrboro, Town of Chapel Hill, and Town of Hillsborough as local partners in *Arts & Economic Prosperity 5*, a national arts economic impact study conducted by Americans for the Arts. Involved collecting Audience Surveys and Organizational Surveys from 179 arts and culture nonprofits in Orange County

- Completed market research with Sheer Associates to seek community input to advance our organizational goals, while staying relevant and engaged with our community.

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Increased Communication Efforts					
E-Newsletter (monthly) emailed to approx. 883 subscriber emails via MailChimp	Not Available		4,415	7,947	10,596

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
(10/1/15 – 2/11/16); previously emailed to database (7/1/15 - 9/30/15)		24,500	9,285		
Press Releases emailed to database (3095 records as of 2/11/15)	Not Available	Not Available	74,280	111,420	148,560
Views on Online Arts Calendar (Clicks to ExploreChapelHillARTS.com **and** clicks to our content on entire EverWondr Network as of 2/11/15)	97,783	302,296	102,800	203,664	400,000
Impressions on Entire EverWondr Network (# of times content displayed on a page but not clicked as of 2/11/15)	1,885,722	6,209,208	1,923,400	5,546,892	7,000,000
Views on new WordPress OCAC Website (artsorange.org) – from 7/1/15 – 2/11/16)	2,040 (previous design)	93	7,868	10,000	12,000
Service: Increased # of Grant Applications Received					
# of Grant Applications Received – Fall & Spring (as of 2/11/16)	52	70	55	67	72
# of Grant Applications Funded – Fall & Spring (as of 2/11/16)	44	42	46	52	57

FY 2016-17 Objectives

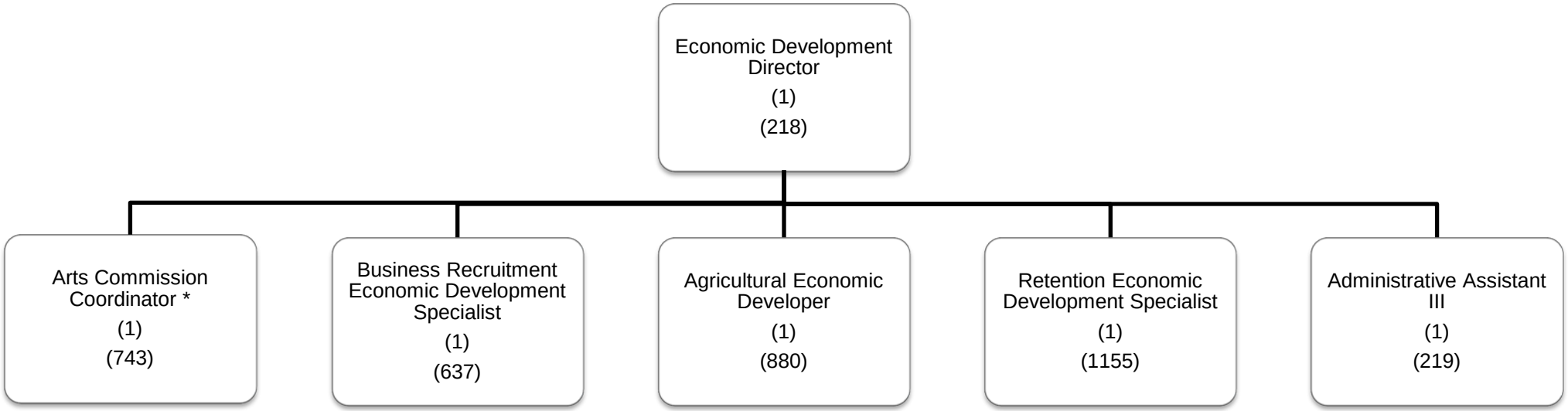
- To further strengthen our role as an arts information resource, adding a revived Facebook page to our responsive WordPress website and online arts calendar
- To grow the arts for nontraditional entities and audiences via a new arts “mini-grant” category and increased advertising for outreach purposes
- To respond to community needs learned from Sheer Associates’ market research with possible new arts initiatives

Budget Highlights

The FY 2016-17 Manager’s Recommended Budget includes no significant budget changes.

An Economic Development Strengths Weaknesses Opportunities Threats (SWOT) Analysis is funded under Article 46 non-departmental.

Economic Development
(Including Arts Commission)



* Separately funded through the Orange County/Chapel Hill Visitor's Bureau

Education

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
Local School Systems						
Current Expenses (General Fund)						
Orange County Schools	28,081,028	28,844,029	28,844,029	28,844,029	32,630,269	29,649,452
Chapel Hill/Carrboro City Schools	44,066,106	45,253,437	45,253,437	45,253,437	49,718,640	44,637,946
Total Current Expenses	**$ 72,147,134**	**$ 74,097,466**	**$ 74,097,466**	**$ 74,097,466**	**$ 82,348,909**	**$ 74,287,398**
Recurring Capital						
Orange County Schools	1,167,600	1,167,900	1,167,900	1,167,900	1,197,000	1,197,300
Chapel Hill/Carrboro City Schools	1,832,400	1,832,100	1,832,100	1,832,100	1,803,000	1,802,700
Total Recurring Capital	**$ 3,000,000**	**$ 3,000,000**	**$ 3,000,000**	**$ 3,000,000**	**$ 3,000,000**	**$ 3,000,000**
Long Range Capital						
School Capital	4,727,236	3,724,849	4,640,984	4,640,984	3,799,346	3,799,346
Total Long Range Capital	**$ 4,727,236**	**$ 3,724,849**	**$ 4,640,984**	**$ 4,640,984**	**$ 3,799,346**	**$ 3,799,346**
Debt Service (Schools)						
Interest Non-GO Bonds	2,634,970	2,334,772	2,334,772	2,334,772	2,081,135	2,081,135
Principal & Interest GO Bonds	8,956,988	8,369,872	8,369,872	8,369,872	8,155,977	8,155,977
Principal Non-GO Bonds	5,090,894	4,942,271	4,942,271	4,942,271	5,135,271	5,135,271
School Debt Reserve	0	0	0	0	0	0
Total Debt Service	**$ 16,682,851**	**$ 15,646,915**	**$ 15,646,915**	**$ 15,646,915**	**$ 15,372,383**	**$ 15,372,383**
Other School-Related Programs						
School Health Nursing Initiative	694,858	705,000	707,522	697,762	705,000	0
School Resource Officers [1]	229,730	291,039	291,039	241,217	229,730	0
After School Program [2]	0	35,200	35,200	35,200	35,200	35,200
School Health & Safety Contracts [3	0	0	0	0	0	3,354,000
Reserve for Fair Funding	988,000	988,000	988,000	988,000	988,000	0
Total Other School-Related Programs	**$ 1,912,588**	**$ 2,019,239**	**$ 2,021,761**	**$ 1,962,179**	**$ 1,957,930**	**$ 3,389,200**
Total Local School Systems Expense	**$ 98,469,809**	**$ 98,488,469**	**$ 99,407,126**	**$ 99,347,544**	**$ 106,478,568**	**$ 99,848,327**
Durham Technical Community College (DTCC)						
Current Expenses (General Fund)						
Durham Technical Community Coll	557,280	621,875	621,875	621,875	728,928	628,928
Total Current Expenses (Gener	**$ 557,280**	**$ 621,875**	**$ 621,875**	**$ 621,875**	**$ 728,928**	**$ 628,928**
Recurring Capital						
Durham Technical Community Coll	155,000	130,000	130,000	130,000	75,000	75,000
Total Recurring Capital Expens	**$ 155,000**	**$ 130,000**	**$ 130,000**	**$ 130,000**	**$ 75,000**	**$ 75,000**
Debt Service						
Principal & Interest Non-GO Bonds	295,843	295,843	295,843	273,462	266,001	266,001
Total Debt Service Expenses	**$ 295,843**	**$ 295,843**	**$ 295,843**	**$ 273,462**	**$ 266,001**	**$ 266,001**
Total DTCC	**$ 1,008,123**	**$ 1,047,718**	**$ 1,047,718**	**$ 1,025,337**	**$ 1,069,929**	**$ 969,929**
Total Education Expenditures	**$ 99,477,932**	**$ 99,536,187**	**$ 100,454,844**	**$ 100,372,881**	**$ 107,548,497**	**$ 100,818,256**

[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. [2] includes funds toward the Middle School After School Program at OCS. [3] includes contracted payments for the costs of supplying a Nurse in every school in both CHCCS and OCS, as well as supplying School Resource Officers in the middle and high schools in both CHCCS and OCS.

Note: In addition to the funding outlined here, in fiscal year 2016-17 Chapel Hill Carrboro City Schools anticipate receiving approximately $22.4 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 2016-17 totals 7,551, an increase of 25 students from the March 2015 projections. The district has experienced a growing number of charter students, with a current enrollment of 519 students. The Commissioner Approved FY 2015-16 Budget included 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, which amounts to an additional 155 charter students. The cost to fully fund the 519 charter students in Orange County Schools in FY 2016-17 is $1,931,718. Out of district students are budgeted at 104 students; 15 more than budgeted in the current fiscal year. This brings the total district enrollment to 7,966 for FY 2016-17.

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

  The Chapel Hill-Carrboro City School District DPI projections total 12,017, reflecting a decrease of 186 when compared to the March 2015 projections. The district has experienced a growing number of charter students, with a current enrollment of 217 students. The Commissioner Approved FY 2015-16 Budget included 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 the additional students in FY 2016-17, which amounts to an additional 50 charter students. The cost of fully fund the 217 charter students in Chapel Hill-Carrboro City Schools in FY 2016-17 is $807,674. Out of district students are budgeted at 241; 110 more than budgeted in the current fiscal year. This brings the total district enrollment to 11,993 for 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
Less: Out of District	131	89	220
	12,072	7,437	19,509
Plus: Budgeted Charter Students	167	364	531
Total Budgeted Students	**12,239**	**7,801**	**20,040**
	61.07%	38.93%	

2016-17 Enrollment Projections

	CHCCS	OCS	Total
March 2016 Department of Public Instruction ADM Planning #s	12,017	7,551	19,568
Less: Out of District	(241)	(104)	(345)
	11,776	7,447	19,223
Plus: Budgeted Charter Students	217	519	736
Total Budgeted Students	**11,993**	**7,966**	**19,959**
	60.09%	39.91%	

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 2016-17 budget provides $3,722 per student for each of the 19,959 students in the two school systems. This represents a $24.50 per pupil increase from the $3,697.50 per pupil approved for fiscal year 2015-16. This increase is to cover the cost of both school systems increases in Retirement and Health Insurance for FY 2016-17, estimated at $485,000.

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

  The recommended budget increases the current year funding level by $805,423 and brings the total appropriation in current expense funding to $29,649,452.

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

  For the Chapel Hill-Carrboro City Schools, the recommended budget decreases the current year funding level by $615,491 and brings the total current expense funding for the District to $44,637,946.

- **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 2016-17. Each penny on the Chapel Hill-Carrboro district tax rate for fiscal year 2016-17 is expected to produce $1,076,092. Anticipated revenue from this special tax is estimated to generate $1,870 per student for the district. Projected revenue from district tax proceeds for fiscal year 2015-16 totals $22,425,758.

School Health and Safety Contracts

In an effort to replace the Fair Funding model implemented in FY 2006-07, which provided equal funds of $494,000 to both school systems outside of the per pupil funding to pay for costs associated with School Resource Officers and School Health Nurses, the FY 2016-17 Manager's Recommended Budget includes funds totaling $3,354,000 to cover the costs of School Resource Officers in every middle and high school, and a School Health Nurse in every elementary, middle, and high school in both school systems. This additional funding, outside the per pupil funding, represents a $1.4 million increase from FY 2015-16 related to these services, and will be instituted through a contractual arrangement with both school systems to provide these safety and health initiatives.

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 2016-17, 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 $1,802,700, and Orange County Schools' allocation is $1,197,300.

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 $969,929 to DTCC for fiscal year 2016-17. This includes current expense funding of $628,928, recurring capital of $75,000 and debt service of $266,001. The FY 2016-17 Requested amount included $100,000 for 100 scholarships for Orange County residents attending DTCC. The Manager's Recommended Budget includes $50,000 for 50 scholarships (student tuition for Orange County Residents) paid through Article 46 Sales Tax proceeds instead of through Current Expense.

CHAPEL HILL-CARRBORO CITY SCHOOLS



Board of Education's Budget Request

2016-2017

April 7, 2016

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Statistical Profile

Chapel Hill-Carrboro City Schools:

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BUDGET MESSAGE

CHAPEL HILL-CARRBORO CITY SCHOOLS

2016-17 Budget Message

The 2016-17 budget development process began shortly after significant delays in the current fiscal year's state budget. The current state budget was not adopted until October and our local budget followed shortly thereafter. As we began the budget development process for 2016-17, it was clear that teacher salaries would comprise the majority of our budget request. Anticipated salary increases, due in part to election year politics and increased competition from Wake County Public Schools has placed tremendous financial pressure on our school system.

The district has continued the usual budget development process for 2016-17. 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. As you will see however, teacher recruitment and retention has become paramount and the great majority of the recommendations are focused on ensuring we have quality teachers teaching our children.

Student Enrollment Levels, Special District Tax, and Revenues Changes

District enrollment projections are for 186 fewer students next year. The district is requesting that the county provide the second phase of funding for charter school students. Orange County funded additional charter school students this year as part of the Orange County Manager's plan to fully fund charter school students in 2016-17. The district estimates paying the county per pupil rate for 217 charter school students next year.

An additional $331,415 of revenue growth is estimated from the inflationary increase in the special district tax. We are anticipating, however, a reduction in our miscellaneous revenues of $183,784. After considering enrollment changes and local revenue changes, the district anticipates a slight increase of local revenue at $147,631.

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 for teachers and other public school employees. We anticipate teachers receiving on average a 5% pay raise and all other employees receiving a 3% increase. The district's budget request includes funding to provide the state mandated raise for locally paid teachers and all other locally paid employees, including the increase in the local supplement for state-paid personnel, classified employees, and administrator's pay-for-performance. At this time we have placed $1.8 million in our request to fund the anticipated increase in the local portion of employees' salaries.

Cost increases for the employer matching retirement ($244,845) and health insurance payments ($96,200) for locally paid employees are included at a combined cost of $337,045. The 2015-16 state budget included a reduction to our teacher assistant budget of $306,161. This equates to approximately 9 teacher assistant positions. We are requesting funding to maintain our current ratio of teacher assistants at the elementary level and offset this additional state reduction. The Board approved two mid-year hires for Human Resources and the Budget and Finance office and an additional $85,000 is required to fully fund the positions. Combined with anticipated state salary mandates, retirement matches, and health insurance matches, the total continuation request is $2,130,692.

Teacher Supplements

Wake County Public Schools significantly increased their teacher supplement levels in October 2015 after receiving an additional $16 million from their county commissioners for the purposes of increasing salaries. This is the first step of their 5-year plan to have all teachers paid at the national average. As a result, the salaries we have been offering our teachers were significantly below that of Wake County Public Schools. Our salaries were approximately $2,000 to $3,000 below Wake County Public Schools. This past fall we were unable to fill all of our elementary classroom vacancies, let alone address traditionally hard to fill positions of math, science, and exceptional children. This was prior to Wake's adoption of their increased supplement. Mid-year, Wake County Schools had nearly 200 vacancies. Wake County Public Schools hires well over 1000 teachers annually. We are in the middle of our recruiting season now. We were extremely concerned that we would have significant challenges recruiting and retaining staff unless we took immediate action. Absent a competitive supplement, we are at great risk of losing current staff and fall short hiring employees.

The Board approved an increase in the teacher supplement schedule to restore our competitive position and is seeking financial support from the county. In total, the additional funding needed for the supplement increase is $1.84 million. The Board recognized that should the county be unable to fully fund our request, the district may need to make budget cuts to balance our operational plan.

If we must cut, it is important to note that the district has made $9 million in local reductions over the past seven years and absorbed millions more in state reductions. Details of prior years' budget reductions are included on the budget development website. Given the scale of what we have already reduced, it will not be possible to protect the programs and positions that we have worked so hard to hold on to over the past seven years. We must, however, be prepared to cut millions of dollars from our current operational plan. Possible areas include teacher assistants, media assistants, gifted specialists, central office positions, school based office/clerical positions, secondary level class size increases, elementary foreign language, instructional coaching positions, and athletics. Should reductions be necessary, we of course would work closely with our principals to identify reductions that are as manageable as possible and work with impacted employees to reassign them into vacancies, if possible. Once we have greater clarity on our level of state and local funding, a plan will be formulated for Board consideration.

Priority Related Expansion Requests

We received nearly $3 million in budget requests from our program managers and schools. These requests included funding to restore teacher assistant positions that were reduced as a result of state budget cuts, funding for professional development needs, funding for technology resources, funding for student mental health needs, and funding for core curriculum materials, and many others. While these all represent legitimate identified needs, we are recommending holding the line on nearly all of the requests due to the aforementioned importance of remaining competitive and retaining our talented teachers. Two requests that we do recommend are to fund a grow-our-own teacher program and the final phase of the classified pay study.

Grow Our Own Program with NC Central University

This request is made to support a new "Grow Our Own" recruitment effort, in partnership with NC Central University. This program would provide tuition reimbursement for ten (selected) teacher assistants to complete NC Central's EC teacher certification program. As we know, efforts to recruit high quality teaching candidates in NC has become increasingly difficult for a variety of reasons (decreasing numbers enrolled in teacher education programs; slow state teacher compensation growth; changes to teacher tenure; costly increases to teacher licensing testing requirements; new obstacles in rehiring retirees; etc.) The presence of these obstacles requires that we think innovatively to address teacher shortages. This investment in our own employees has many benefits, including: 1) aligns directly with our long range plan and district philosophy in the growth mindset, 2) the selected employees will already be knowledgeable and experienced with our students, district, and community, 3) EC teacher retention among the cohort group will be higher, allowing for better service continuity and stability for our children and families, 4) cohort members will have a built in support system with their colleagues, as they complete the program together. This kind of support system is a key ingredient in retaining talent, 5) making this kind of investment in our employees, whose salaries will increase upon completion of the program and securing a teaching position, has potential for positive economic impact in our community, 6) the certification program is less than two years, so the district will be able to see positive recruitment impact in a short period of time. We are requesting $50,000 for this new program.

Classified Pay Study Final Phase

The 2015-16 budget included funding for the initial phase of the classified pay study recommendations. This funding addressed employees who were furthest from market rate and critical areas including our EC teacher assistants, bus drivers, information technology staff, and staff in our finance department. The initial phase included funding to ensure the district pay all employees a living wage. Custodians and bus drivers received increases bring the total employee count to nearly 300 employees, nearly 40% of our classified staff. However years of frozen wages have resulted in significant issues of wage rate compression among employees with years of dedicated service to the district's children and we still have employees paid at rates below market rate. We are requesting $200,000 to complete the recommendations of the classified pay study. This funding will be used to address wage compression and be more competitive in line with recommendations from the study.

Fund Balance

In November, the Board approved administration's recommendation to set aside $1.3 million in fund balance to be used in the 2016-17 budget development process, ideally for one-time expenditures. Current year end fund balance estimates suggest that the Board could appropriate up to $900,000 for 2016-17 budget needs and still maintain the targeted undesignated fund balance of 5.5%. We are working to identify appropriate expenditures for this purpose.

In summary, the district has significant fiscal needs. Our focus is to ensure that we have highly qualified teachers working with our students and that our employees are receiving appropriate compensation for the essential work they do. The recruitment and retention of our teaching staff has been prioritized above all other budget needs. The total local budget increase request for 2016-17 is $4,465,205. As the General Assembly develops the State's 2016-17 budget and the County Commissioners determine our local budget, adjustments to our final operational plan may become necessary. We are confident that with the continued strong support from our County Commissioners and our community, we can continue providing excellent instruction, supports, and services to our students.

2016-2017 Central Office and School Administrators (COSA)

Superintendent's Office

Tom Forcella	**Superintendent**
Jeff Nash	**Executive Director,** Community Relations
Mary Roberts	**Director**, After School Programs
Julie Hennis	**Coordinator,** Volunteer Service
Amatullah Stanback	**Coordinator,** BRMA

Information Technology Division

Daniel Curry-Corcoran	**Chief Technology Officer**
Doug Noell	**Director,** IT Operations
Debby Atwater	**Director,** Digital Learning and Library Services
Dave Scott	**Director,** Technical Services

Instructional Services Division

Magda Parvey	**Assistant Superintendent, Instructional Services**
Diane Villwock	**Executive Director,** Testing and Program Evaluation
Rydell Harrison	**Executive Director,** PL & Project ADVANCE
Steven Weber	**Executive Director,** Curriculum and Instruction & High School Programs
Vacant	**Executive Director,** Leadership and Middle School Programs
Debby Atwater	**Director,** Digital Learning and Library Services
Kathi Breweur	**Director,** Career & Technical Education (CTE)
Roslyn Moffitt	**Director,** Title I & Elementary School Programs
Scarlett Steinert	**Director,** Athletic Programs/Healthful Living
Sheldon Lanier	**Director,** Equity and AVID
Brenda Whiteman	**Coordinator,** Arts (P/T)
Camille House	**Coordinator,** Gifted Education/2e
Christy Stanley	**Coordinator,** English Language Arts (7-12), & Social Studies
Elaine Watson-Grant	**Coordinator,** Dual Language & World Language
Helen Atkins	**Coordinator,** ESL
Kelli Briggs	**Coordinator,** English Language Arts (K-6)
Linda Joseph	**Coordinator,** Nurses and Homebound
LuAnn Malik	**Coordinator,** Math
Tony Srithai	**Coordinator,** Science
Sherron Leplin	***Senior Executive Director, Exceptional Children***
Spencer Register	**Assistant Director,** Exceptional Children
Kerry Moore	**Director,** HeadStart/Pre-K
Thea Wilson	**Coordinator,** Preschool Disabilities/Early Intervention
Alisha Schiltz	**Coordinator,** MTSS and 504
Michele Leykum	**Coordinator,** EC System Level
Nancy Kueffer	**Coordinator,** EC Compliance and PBIS

Support Services Division

Todd LoFrese	**Assistant Superintendent, Support Services**
Bill Mullin	**Executive Director,** Facilities Management
Brad Johnson	**Director,** Transportation
Liiz Cartano	**Director,**Child Nutrition
Catherine Mau	**Coordinator,** Student Enrollment
Jeff Reilly	**Coordinator,** Safe Schools/Student Records/Sch Social Workers/Homeless
Ruby Pittman	***Senior Executive Director, Budget & Finance***
Jonathan Scott	**Director,** Accounting
Arasi Adkins	***Senior Executive Director, Human Resources***
Erika NewKirk	**Coordinator,** Teacher Recruitment & Support

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

James Barrett, Chair

Annetta Streeter, Vice Chair

Joal Broun

Rani Dasi

Andrew Davidson

Pat Heinrich

Margaret Samuels

Tom Forcella, Superintendent

Magda Parvey, Assistant Superintendent
for Instructional Services

Todd LoFrese, Assistant Superintendent
for Support Services

Ruby Pittman, Senior Executive Director of Budget and Finance

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

March 3, 2016

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
Coretta Sharpless	Northside Elementary School
Janice Croasmun	Rashkis Elementary School
Crystal Epps	Scroggs Elementary School
Beverly Rudolph	Culbreth Middle School
Robert Bales	McDougle Middle School
Tomeka Ward-Satterfield	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
2016-17 Budget Development Calendar

November 24, 2015	Kick off budget request process with schools and departments
January 15, 2016	Schools and Administrative Department submit new budget requests
January, 2016	Present the district budget requests to the Cabinet
January 18-22, 2016	Departmental budget review sessions
February 8-9, 2016	Superintendent presents budget to Board of Education, Board Planning Conference, February 8-9, 2016
March 3, 2016	Board of Education work session on the budget, Town Hall, Chapel Hill, NC at 7:00 pm
March 17, 2016	Board of Education work session and public hearing on the budget, Town Hall, Chapel Hill, NC at 7:00 pm
April 7, 2016	Board of Education approves budget to be submitted to the County Commissioners, Town Hall
April 26, 2016	Present budget to BOCC at joint meeting of school boards at Hillsborough Commons, Southern Human Services, Chapel Hill at 7:00 pm
May 5, 2016	County Manager presents recommended 2016-17 budget, Whitted Building, Hillsborough at 7:00 pm
May 10, 2016	County Commissioners' Work Session, Southern Human Services, Chapel Hill at 7:00 pm
May 12, 2016	County Commissioners' Budget Public Hearing, Whitted Building, Hillsborough at 7:00 pm
May 17, 2016	County Commissioners' Regular Meeting, Manager Presents 2016-17 Budget, Southern Human Services, Chapel Hill, NC at 7:00pm
May 19, 2016	County Commissioners' Budget Public Hearing, Hillsborough Commons, Southern Human Services, Chapel Hill, NC at 7:00 pm

Chapel Hill-Carrboro City Schools
2016-17 Local Fund Budget Calendar

May 26, 2016	County Commissioners' Budget Work Session, Southern Human Services Center on Homestead Road, Chapel Hill at 7:00 pm
June 9, 2016	County Commissioners' Budget Work Session, Southern Human Services Center on Homestead Road, Chapel Hill at 7:00 pm
June 14, 2016	County Commissioners' Budget Work Session, Hillsborough Commons (Whitted Bldg) Hillsborough, NC at 7:00 pm
June 16, 2016	County Commissioners'Budget Work Session, Southern Human Services Center on Homestead Road, Chapel Hill at 7:00 pm
June 21, 2016	County Commissioners to approve the 2016-17 budget, Southern Human Services Center on Homestead Road, Chapel Hill at 7:00 pm
July, 2016	Board of Education approves Budget resolutions for all Fund Codes

3/21/16

2016-17 BUDGETS

Combined Operating Budget
Revenues and Expenditures

REVENUE	2014-15 BUDGET	2014-15 ACTUAL	2015-16 BUDGET	2015-16 ESTIMATE	2016-17 SUPT RECOM	2016-17 BOARD REQ
Total Local Revenue	69,350,886	70,784,079	71,783,564	71,783,564	76,396,400	76,396,398
Total State Revenue	59,064,223	61,233,884	60,876,056	64,340,172	63,792,801	63,792,801
Total Federal Revenue	5,624,802	4,992,403	4,749,000	4,529,685	4,058,300	4,058,300
TOTAL REVENUE	$ 134,039,911	$ 137,010,366	$ 137,408,620	$ 140,653,421	$ 144,247,500	$ 144,247,500

ALLOCATIONS INSTRUCTIONAL PROGRAMS	2014-15 BUDGET	2014-15 ACTUAL	2015-16 BUDGET	2015-16 ESTIMATE	2016-17 SUPT RECOM	2016-17 BOARD REQ
Regular Instructional Programs	$ 68,002,153	$ 62,476,943	$ 64,991,925	$ 67,663,229	$ 70,517,305	$ 70,517,305
Special Programs	18,698,124	21,235,943	20,924,044	20,652,367	21,217,755	21,217,755
Alternative Prog. and Services	5,519,988	5,510,568	5,501,485	6,387,860	5,531,497	5,531,497
Co-Curricular Activities	2,086,729	2,095,262	2,093,873	2,093,873	2,124,317	2,124,317
School Leadership	3,809,085	4,396,936	4,411,399	4,741,137	4,637,616	4,637,616
School Based Support Services	12,091,156	12,107,501	11,673,191	11,470,299	12,182,988	12,182,988
Other	676,520	747,489	939,787	988,584	923,732	923,732
TOTAL INSTRUCTIONAL PROG.	110,883,754	108,570,642	110,535,703	113,997,349	117,135,210	117,135,210

SUPPORT SERVICES	2014-15 BUDGET	2014-15 ACTUAL	2015-16 BUDGET	2015-16 ESTIMATE	2016-17 SUPT RECOM	2016-17 BOARD REQ
Instructional Support Services	2,869,505	3,090,973	3,210,219	3,440,015	3,439,807	3,439,807
Administrative Leadership	3,469,677	2,981,400	3,668,762	3,664,348	3,749,755	3,749,755
Technology Support Services	2,120,097	2,076,202	2,110,659	2,171,769	2,155,251	2,155,251
Operational Support Services	10,930,337	12,972,390	13,719,771	13,754,938	13,831,080	13,831,080
Financial and Human Services	2,031,088	1,911,004	2,142,614	2,142,614	2,316,439	2,316,439
TOTAL SUPPORT SERVICES	21,420,704	23,031,969	24,852,025	25,173,684	25,492,332	25,492,332

OTHER SERVICES	2014-15 BUDGET	2014-15 ACTUAL	2015-16 BUDGET	2015-16 ESTIMATE	2016-17 SUPT RECOM	2016-17 BOARD REQ
Community Relations	254,922	214,432	257,025	257,025	261,728	261,728
Charter School Funds	554,680	819,753	733,230	733,230	733,230	733,230
Child Nutrition Supp./Transfers	270,000	270,118	271,533	272,340	270,000	270,000
Community Schools Transfers	-	-	-	-	-	-
State Textbooks			459,103	259,202	355,000	355,000
Other	655,850	153,359	300,000	340,591		
TOTAL OTHER SERVICES	1,735,452	1,457,662	2,020,891	1,862,388	1,619,958	1,619,958

TOTAL OPERATING EXPENSES	$ 134,039,911	$ 133,060,273	$ 137,408,620	$ 141,033,421	$ 144,247,500	$ 144,247,500
Per Pupil Expenditures	$ 10,863	11,003	$ 11,136	$ 11,748	$ 12,024	$ 12,024

Orange County Budget Office form

CHAPEL HILL - CARRBORO CITY SCHOOLS
2016-2017 Local Fund Revenue Projections
Requires a $446.76 per pupil rate increase

Projected Student Enrollment	2014-15 BUDGET	2014-15 ACTUAL	2015-16 BUDGET	2015-16 ESTIMATE	2016-17 SUPT RECOM	2016-17 BOARD REQ
State projection of Students	12,353	12,107	12,203	12,203	12,017	12,017
Less: Out-of-County Tuition Paid	(131)	(131)	(131)	(131)	(237)	(237)
Existing Charter School students	117	193	167	190	217	217
Total County Resident Students	12,339	12,169	12,239	12,262	11,997	11,997
County Appropriation	$ 3,571	$ 3,571	3,697.50	3,697.50	4,144.26	4,144.26
Special District Tax	$ 1,764	$ 1,764	$ 1,805	$ 1,802	$ 1,869	$ 1,869

LOCAL REVENUES	2014-15 BUDGET	2014-15 ACTUAL	2015-16 BOARD APPR	2015-16 ESTIMATE	2016-17 SUPT RECOM	2015-16 BOARD REQ
County Appropriation	44,066,106	44,066,106	45,253,437	45,253,437	49,718,639	49,718,640
Special District Tax	21,767,826	22,135,495	22,094,343	22,094,343	22,425,758	22,425,758
Prior Year Special District Tax	300,000	271,111	250,000	250,000	250,000	250,000
Fair Funding	494,000	494,000	494,000	494,000	494,000	494,000
Sales Tax Revenue	75,000	-	75,000	75,000	75,000	75,000
Tuition - Regular School	170,000	196,093	170,000	170,000	170,000	170,000
Tuition - Preschool	380,000	515,553	440,000	440,000	440,000	440,000
Fines & Forfeitures	375,000	333,101	340,000	340,000	330,000	330,000
ABC Revenue	41,800	45,300	45,300	45,300	40,000	40,000
Interest Earned on Investments	50,000	23,785	25,000	25,000	25,000	25,000
Medicaid Reimbursements	325,000	1,157,423	450,000	450,000	300,000	300,000
Miscellaneous Revenue	196,154	359,558	168,484	168,484	150,000	150,000
Indirect Cost	110,000	186,555	110,000	110,000	110,000	110,000
Appropriated Fund Balance	1,000,000	1,000,000	1,868,000	1,868,000	1,868,000	1,868,000
TOTAL LOCAL REVENUES	$ 69,350,886	$ 70,784,079	$ 71,783,564	$ 71,783,564	$ 76,396,398	$ 76,396,398
					$ 4,612,836	**$ 4,612,836**

Budget Assumptions

1. Appropriation is based on the State's projected enrollment of 12,017.
2. The County's per pupil allotment is increased by $446.76.
3. The projected 2016-2017 district tax one cent valuation amount is $1,076,092. The special district tax rate remains at $.2084. Assumes there is a 1.5% inflationary increase in the special district tax revenue.
4. Charter student funding will be increased to 217.
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 $1,868,000 of Local fund balance to balance the 2016-2017 budget.
8. Alcohol and Beverage Commission grant in the amount of $40,000 is expected in 2016-17.

Orange County Budget Office form

Local Fund Budget Summary
Summary by Purpose Code

INSTRUCTIONAL	2014-15 BUDGET	2014-15 ACTUAL	2015-16 BUDGET	2015-16 ESTIMATE	2016-17 SUPT RECOM	2016-17 BOARD REQ
5110 Regular Instructional Services	23,145,908	19,734,614	21,857,652	21,857,652	24,901,665	24,901,665
5112 Cultural Arts Services	212,653	128,836	235,056	235,056	240,802	240,802
5113 Physical Education Curricular Services	274,123	59,812	274,123	274,123	285,558	285,558
5114 Foreign Language Curricular Services	163,127	25,208	163,127	163,127	170,183	170,183
5116 Homebound/Hospitalized Curricular Ser.	578,817	83,546	578,817	578,817	601,583	601,583
5120 CTE Curricular Services	388,152	474,874	438,986	438,986	455,658	455,658
5210 Special Populations Services	7,754,560	9,029,227	9,054,958	9,054,958	9,358,344	9,358,344
5211 EC Homebound Curricular Services	6,304	-	6,304	6,304	6,304	6,304
5220 CTE Children w/Disabillities Curricular	35,110	10,588	14,041	14,041	14,301	14,301
5230 Pre-K Children w/Disabilities Curricular	188,075	149,866	199,713	199,713	206,284	206,284
5240 Speech and Language	683,514	746,911	962,267	962,267	1,004,329	1,004,329
5260 Academically Gifted	754,224	916,048	756,003	756,003	783,496	783,496
5270 ESL Services	972,781	1,426,618	972,259	972,259	1,011,723	1,011,723
5310 Alternative Instructional Services	195,223	142,578	195,335	195,335	202,138	202,138
5320 Attendance/Social Work Services	725,097	896,488	725,827	725,827	751,645	751,645
5330 Remedial and Supplemental	386,280	401,690	384,267	384,267	396,090	396,090
5340 Pre-K Services	527,475	586,313	521,988	521,988	539,429	539,429
5353 Summer School	77,657	114,292	109,329	109,329	112,918	112,918
5401 Principal's Office	1,060,455	1,007,421	1,164,290	1,164,290	1,227,078	1,227,078
5402 Assistant Principal	927,630	791,523	814,278	814,278	856,065	856,065
5404 School Building Support	1,378,655	2,030,001	2,062,747	2,062,747	2,216,859	2,216,859
5501 Athletics	1,454,432	1,573,410	1,453,576	1,453,576	1,478,135	1,478,135
5502 Cultural Arts	200,802	194,786	205,802	205,802	210,923	210,923
5503 School Clubs/Student Organizations	282,829	327,066	285,829	285,829	286,594	286,594
5504 Before/After School Care	148,666	120,438	148,666	148,666	148,666	148,666
5810 Education Media	1,111,138	1,202,891	1,131,767	1,131,767	1,169,272	1,169,272
5820 Student Accounting	468,216	667,992	106,367	106,367	108,307	108,307
5830 Guidance Services	2,024,783	1,658,107	2,194,955	2,194,955	2,284,746	2,284,746
5840 Health Services	1,302,659	1,640,466	1,553,152	1,553,152	1,606,536	1,606,536
5841 ABC/Health Services	41,800	41,258	40,000	40,000	40,000	40,000
5850 Safety and Security	1,163,746	1,243,274	1,364,165	1,364,165	1,387,912	1,387,912
5860 Instructional Technology	72,100	134,775			-	-
5870 Staff Development	454,194	401,898	604,194	604,194	578,667	578,667
5880 Parent Involvement		1,787				
5890 Volunteer Services	196,526	236,453	300,593	300,593	310,065	310,065
5000 TOTAL INSTRUCT.SERVICES	49,357,710	48,201,055	50,880,432	50,880,433	54,952,275	54,952,275
SUPPORT SERVICES						
6110 Regular Curricular Support	873,490	1,136,283	1,469,932	1,469,932	1,660,056	1,660,056
6113 Physical Education Support	95,436	90,956	91,787	91,787	94,242	94,242
6115 Technology Curricular Support	96,421	97,728	98,286	98,286	100,505	100,505
6120 CTE Curricular Support	135,406	112,706	134,912	134,912	138,968	138,968
6100 Sub-total Regular Instruction Support	1,200,753	1,437,673	1,794,917	1,794,917	1,993,771	1,993,771

Local Fund Budget Summary
Summary by Purpose Code

SUPPORT SERVICES (continued)	2014-15 BUDGET	2014-15 ACTUAL	2015-16 BUDGET	2015-16 ESTIMATE	2016-17 SUPT RECOM	2016-17 BOARD REQ
6201 Children w/Disabilities Support	147,803	146,669	132,740	132,740	135,951	135,951
6207 ESL Support	71,629	23,256	89,256	89,256	101,942	101,942
6200 Sub-total Special Populations Support	219,432	169,925	221,996	221,996	237,893	237,893
6304 Pre-K Readiness/Remedial Services	32,508	37,004	44,247	44,247	45,358	45,358
6300 Sub-Total Admin. Staff/Alternative Prog.	32,508	37,004	44,247	44,247	45,358	45,358
6400 Technology Support	2,046,097	2,008,321	2,110,659	2,110,659	2,155,251	2,155,251
6510 Telephones	119,083	72,405	119,083	119,083	110,083	110,083
6520 Printing and Copying Services	512,349	388,032	512,349	512,349	512,354	512,354
6530 Public Utility and Energy Serv (new)	3,788,586	3,295,532	3,788,586	3,788,586	3,743,586	3,743,586
6540 Custodial Services	1,558,576	1,303,550	1,553,247	1,553,247	1,562,879	1,562,879
6550 Transportation	785,130	831,649	848,032	848,032	869,849	869,849
6580 Maintenance of Plant	2,866,613	3,097,169	2,938,591	2,938,591	2,993,249	2,993,249
6500 Sub-total Operational Support	9,630,337	8,988,337	9,759,888	9,759,888	9,791,999	9,791,999
6611 Financial Services	870,863	870,064	932,239	932,239	985,743	985,743
6613 Risk Management	311,000	319,992	311,000	311,000	311,000	311,000
6621 Human Resource Services	849,225	720,948	899,375	899,375	1,019,697	1,019,697
6600 Sub-total Financial/Human Resources	2,031,088	1,911,004	2,142,614	2,142,614	2,316,439	2,316,439
6720 Research and Evaluation	464,681	440,978	409,181	409,181	415,009	415,009
6700 Sub-total Student Accountability	464,681	440,978	409,181	409,181	415,009	415,009
6910 Board or Education	65,563	67,778	65,594	65,594	65,594	65,594
6920 Legal Services	100,000	161,992	100,000	100,000	100,000	100,000
6930 Audit Services	60,000	51,636	60,000	60,000	60,000	60,000
6941 Office of the Superintendent	240,595	234,754	250,509	250,509	256,082	256,082
6942 Assistant Supt of Instruction	1,814,122	1,170,313	1,707,765	1,707,765	1,706,787	1,706,787
6943 Assistant Supt of Supp Serv	853,397	694,029	820,507	820,507	879,981	879,981
6950 Public Relations	254,922	214,432	257,025	257,025	261,728	261,728
6900 Sub-total Other Support	3,388,599	2,594,934	3,261,400	3,261,400	3,330,172	3,330,172
7200 Nutrition Services						
6000 TOTAL SYSTEMWIDE SUPPORT	19,013,495	17,588,176	19,744,902	19,744,902	20,285,893	20,285,893
TRANSFERS						
8100 Charter School Funds	554,680	819,753	733,230	733,230	733,230	733,230
8100 Child Nutrition Transfers	225,000	225,000	225,000	225,000	225,000	225,000
8400 Transfers to Community Schools						
8100 Other Transfers	200,000		200,000	200,000	200,000	200,000
8400 Intrafund Transfers						
TOTAL LOCAL FUND BUDGET	69,350,886	66,833,986	71,783,564	71,783,564	76,396,400	76,396,400

Orange County Budget Office form

CHAPEL HILL - CARRBORO CITY SCHOOLS
2016-2017 CONTINUATION/EXPANSION BUDGET REQUEST

2016-17 District Student Enrollment Projection	12,139
2015-16 DPI Student Enrollment Projection	12,203
Projected Student Enrollment Growth	(64)

LOCAL FUND EXPENSES:

State/Federal Mandates	**Amount**
Potential State pay raises:	
5% Teacher Pay raise - base pay including benefits	$ 1,106,000
3% Pay Raise for all other Locally-paid employees (incl. benefits, supplements, PFF	683,647
Increase in employer state retirement match from 15.32% to 15.47% - projection	244,845
Increase in employer health insurance match from $5471 to $5580 - projection	96,200
Subtotal	**$ 2,130,692**

Continuation of Current Services	
Continued funding for State teacher assistant budget reduction in 2015-16	$ 306,161
HR Compliance Position (2015-16 mid-year hire)	55,000
Accounts payable technician/position upgrades (2015-16 mid-year hire)	30,000
Subtotal	**$ 391,161**

TOTAL CONTINUATION REQUESTS	**2,521,853**

Priority Expansion Requests	
Teachers' Local Supplement Proposal for 2016-17	$ 1,840,983
Classified Employee Pay Study Salary Adjustments - Second Phase	200,000
Tuition Reimbursement Program for EC Teacher Assistants	50,000
TOTAL EXPANSION REQUESTS	**$ 2,090,983**

GRAND TOTAL OF CONTINUATION AND EXPANSION REQUESTS	**$ 4,612,836**

LESS PROJECTED LOCAL FUND REVENUE INCREASES:	
1.5% Inflationary increase in Special District Tax Revenue	331,415
Net Change in all other Local Revenues	(183,784)
GRAND TOTAL - REVENUES	**$ 147,631**

BUDGET EXCESS/(DEFICIT)	**$ (4,465,205)**

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	*	1,593
2010-11	3,096	-	0.1884		1,571
2011-12	3,102	6	0.1884		1,605
2012-13	3,167	65	0.1884		1,577
2013-14	3,269	102	0.2084		1,752
2014-15	3,571	302	0.2084		1,764
2015-16	3,697.50	126.50	0.2084		1,805
2016-17					

For 2016-2017:
A $.01 Special District Tax increase is estimated to generate $1,076,092 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

2016-17 State Fund Revenue Projection

	2014-15 BUDGET	2014-15 ACTUAL	2015-16 BUDGET	2015-16 ESTIMATE	2016-17 SUPT RECOM	2016-17 BOARD REQ
Revenue	$ 58,889,223	$ 61,233,884	$ 60,416,953	$ 64,080,970	$ 63,437,801	$ 63,437,801
State Textbook Revenue	175,000		459,103	259,202	355,000	355,000
Total Revenue	$ 59,064,223	$ 61,233,884	$ 60,876,056	$ 64,340,172	$ 63,792,801	$ 63,792,801

Orange County Budget Office form

State Fund Budget Summary
Summary by Purpose Code

INSTRUCTIONAL	2014-15 BUDGET	2014-15 ACTUAL	2015-16 BUDGET	2015-16 ESTIMATE	2016-17 SUPT RECOM	2016-17 BOARD REQ
5110 Regular Instructional Services	38,000,000	37,034,886	36,082,882	37,662,108	37,902,618	37,902,618
5112 Cultural Arts Services	200,000	439,947	638,516	641,746	670,442	670,442
5113 Physical Education Curr. Serv.	80,000	93,792	131,539	133,154	138,116	138,116
5114 Foreign Language Curr. Serv.	171,000	175,242	324,737	327,321	340,974	340,974
5116 Homebound/Hospitalized Curr.	800,000	618,288	817,822	824,527	858,713	858,713
5120 CTE Curricular Services	3,239,094	3,148,334	3,689,655	3,773,041	3,874,138	3,874,138
5210 Children w/Disab. Curr. Serv.	3,500,000	4,041,639	3,977,608	4,122,103	4,176,488	4,176,488
5220 CTE Children w/Disab. Curr.		1,370			-	-
5240 Speech & Language Path. Ser.	700,000	703,645	653,526	661,876	686,202	686,202
5260 Acad/Intell. Gifted Curricular	600,000	649,144	624,949	637,668	656,196	656,196
5270 LEP Curricular Services	1,200,000	1,259,803	1,367,416	1,383,959	1,435,787	1,435,787
5310 Alternative Instructional Prog.	500,000	535,420	571,254	650,101	599,817	599,817
5320 Attendance and Social Work	800,000	767,606	899,481	591,253	944,455	944,455
5330 Remedial & Suppl. K-12 Serv.	400,000	328,657	126,004	499,400	132,304	132,304
5353 Summer School Instruction	400,000	448,043	574,000	1,125,290	602,700	602,700
5401 Principal's Office	1,100,000	1,492,908	1,642,207	1,683,892	1,724,317	1,724,317
5402 Assistant Principal	721,000	1,105,084	790,624	1,078,677	830,155	830,155
5404 School Building Support		54,095		39,290	-	-
5810 Educational Media Services	588,000	549,803	660,432	531,182	693,454	693,454
5820 Attendance - Social Work	200,000	176,125	187,232	192,632	196,594	196,594
5830 Guidance Services	1,500,000	1,772,502	1,306,606	1,110,473	1,371,936	1,371,936
5840 Health Services	900,000	833,037	832,102	848,831	873,707	873,707
5850 Safety & Security Support			-	-	-	-
5860 Instructional Technology	175,000	123,003	168,808	885,082	177,248	177,248
5870 Staff Development				3,000		
5000 INSTRUCTIONAL SERVICES	55,774,094	56,352,373	56,067,400	59,406,606	58,886,362	58,886,362

SUPPORT SERVICES	2014-15 BUDGET	2014-15 ACTUAL	2015-16 BUDGET	2015-16 ESTIMATE	2016-17 SUPT RECOM	2016-17 BOARD REQ
6110 Regular Curricular Support	110,000	149,328	229,532	221,246	234,123	234,123
6120 CTE Support	41,000	51,392	44,715	54,022	45,609	45,609
6201 Children w/Disability Support	108,000	123,789	120,631	88,639	123,044	123,044
6207 LEP Support		74,822		31,219	-	-
6400 Technology Support	74,000	67,881		61,110	-	-
6540 Custodial Services	1,300,000	2,213,122	2,228,526	2,255,337	2,273,097	2,273,097
					-	-
6550 Transportation	1,276,129	1,770,931	1,731,357	1,739,713	1,765,984	1,765,984
6580 Maintenance		7,992		31,992	-	-
6941 Office of the Superintendent	117,000	158,126	173,194	167,258	178,390	178,390
6942 Asst. Supt. for Instruction	116,000	115,951	123,866	124,627	127,582	127,582

State Fund Budget Summary
Summary by Purpose Code

SUPPORT SERVICES	2014-15 BUDGET	2014-15 ACTUAL	2015-16 BUDGET	2015-16 ESTIMATE	2016-17 SUPT RECOM	2016-17 BOARD REQ
6943 Asst. Supt. for Support Serv.	103,000	103,059	110,302	111,063	113,611	113,611
6000 SUPPORT SERVICES	3,245,129	4,836,393	4,762,123	4,886,226	4,861,439	4,861,439
7200 Child Nutrition Services	45,000	45,118	46,533	47,340	45,000	45,000
8100 Transfers						
TOTAL	$ 59,064,223	$ 61,233,884	$ 60,876,056	$ 64,340,172	$ 63,792,801	$ 63,792,801

Orange County Budget Office form

Summary of Changes
State Fund
2016-2017

* The 2016-17 State Planning Allotment has not been received to date.
* The estimated State retirement rate is 15.47%.
* The employer health insurance match rate is projected to increase from $5,471 to $5,580 per FTE.
* The State's enrollment projection for the district for 2016-17 has not been received to date.

2016-2017 Federal Fund Revenue Projection

	2014-15 BUDGET	2014-15 ACTUAL	2015-16 BUDGET	2015-16 ESTIMATE	2016-17 SUPT RECOM	2016-17 BOE REQ
Federal Revenue	$ 5,624,802	$ 4,992,403	$ 4,749,000	$ 4,529,685	$ 4,058,300	$ 4,058,300

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

Projected 2015-16 Federal Grant Allotments		Estimated 2016-17 Allotment	Estimated Carryover Amount	Projected Total
PRC017	Career Technical Education - Program Improvement	$ 84,500	$ -	$ 84,500
PRC049	IDEA-VI-B - Preschool Handicapped	37,800	-	37,800
PRC050	Title I	1,007,000	50,000	1,057,000
PRC060	IDEA VI-B, Handicapped	1,697,000	100,000	1,797,000
PRC070	IDEA - Early Intervening Services	320,000	100,000	420,000
PRC103	Improving Teacher Quality	240,000	30,000	270,000
PRC104	Language Acquisition - State Grant	212,000	100,000	312,000
PRC111	Language Acquisition	80,000	-	80,000
Total		$ 3,678,300	$ 380,000	$ 4,058,300

Orange County Budget Office form

Federal Fund Budget Summary
Summary by Purpose Code

INSTRUCTIONAL	2014-15 BUDGET	2014-15 ACTUAL	2015-16 BUDGET	2015-16 ESTIMATE	2016-17 SUPT RECOM	2016-17 BOE REQ
5110 Regular Instructional Services	$ 600,000	$ 374,943	$ 350,000	$ 318,678	$ 300,000	$ 300,000
5120 CTE Curricular Services	84,209	84,621	80,000	67,367	60,000	60,000
5210 Children w/Disabilities Curriculum	1,133,393	1,768,139	1,400,000	1,424,938	1,300,000	1,300,000
5230 Pre-K Children w/Disab. Curr.	260,000	152,218	260,000	88,857	100,000	100,000
5240 Speech and Language Pathology	130,000	158,027	150,000	139,416	130,000	130,000
5270 ESL Services	780,163	222,700	525,000	228,005	348,300	348,300
5320 Attendance and Social Work	123,979	109,748	100,000	118,542	100,000	100,000
5330 Remedial and Suppl. K-12 Serv.	1,334,277	1,156,672	1,244,000	1,330,912	1,100,000	1,100,000
5350 Extended Day/Year Instruc.	50,000	23,061	50,000	135,616	50,000	50,000
5840 Health Services	50,000	61,383	50,000	62,275	50,000	50,000
5850 Safety and Security Support						
5870 Staff Development	5,800	45,053				
5880 Parent Involvement Services	20,000	64,085	35,000	83,797	35,000	35,000
5000 INSTRUCTIONAL SERVICES	4,571,821	4,220,650	4,244,000	3,998,403	3,573,300	3,573,300

SUPPORT SERVICES	2014-15 BUDGET	2014-15 ACTUAL	2015-16 BUDGET	2015-16 ESTIMATE	2016-17 SUPT RECOM	2016-17 BOE REQ
6120 CTE Support	3,000	3,000				
6200 Instructional Staff	485,825	311,509	170,000	268,538	170,000	170,000
6201 Children w/Disabilities Support	133,306	201,830	135,000	145,819	135,000	135,000
6300 Alt Progs & Services Supp		22,361		48,372		
6550 Transportation	20,000	70,362	40,000	81,928	40,000	40,000
6940 Leadership Services		9,330	60,000	26,037	40,000	40,000
6000 SUPPORT SERVICES	642,131	618,392	405,000	570,694	385,000	385,000

7200 Child Nutrition Services						
8100 Transfers	48,817	153,359	100,000	120,189	100,000	100,000
8200 Other - Unbudgeted	362,033			220,402		

TOTAL	$ 5,624,802	$ 4,992,403	$ 4,749,000	$ 4,909,685	$ 4,058,300	$ 4,058,300

Orange County Budget Office form

Summary of Changes
Federal Fund
2016-2017

* 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 2016-17. Less carryover in the individual grants is projected.

Community Schools Fund Budget Summary

		2014-15 ACTUAL	2015-16 BUDGET	2016-17 PROPOSED	Percent Change
REVENUE					
After-school program	$	1,400,418	$ 1,409,017	$ 1,405,734	-0.2%
Summer Camp		152,971	157,114	156,713	-0.3%
Summer Youth Enrichment		30,500	33,000	25,000	-24.2%
'District Tuition Assistance		50,000	50,000	50,000	0.0%
Interest Income		-	-	-	
Fund Balance Appropriated		60,000	26,000	-	0.0%
Total Revenue	$	1,693,889	$ 1,675,131	$ 1,637,447	-2.2%
OPERATING EXPENSES					
Salaries, wages and benefits	$	1,461,826	$ 1,443,291	$ 1,399,771	-3.0%
Supplies		66,737	55,328	63,566	14.9%
Food		115,362	116,162	114,860	-1.1%
Purchased services/activities		49,964	60,350	59,250	-1.8%
Total Expenses	$	1,693,889	$ 1,675,131	$ 1,637,447	-2.2%
After-school program enrollment		645	634	668	5.4%

Summary of Changes
Community Schools Fund
For 2016-17

Changes in Revenue

* Changes in revenue are due to an After-School tuition increase, changes in After-School enrollment, an expected decrease Summer Youth and Summer Camp enrollment.

Changes in Expenses

* Changes in operating expenses are due to the expected 2015-16 Living Wage pay increase for Group Leaders, expected increases in the retirement rate to 15.47% and health insurance to $5,580 per FTE and anticipated annual leave payouts.

Child Nutrition Fund Budget Summary

	2014-15 ACTUAL	2015-16 BUDGET	2016-17 PROPOSED	Percent Change
REVENUE				
Sales of meals and supplemental sales	$ 1,805,710	$ 1,727,394	$ 1,670,997	-3.3%
Federal reimbursements	2,136,021	2,220,678	2,341,428	5.4%
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	-	-	-	
	$ 4,475,431	$ 4,481,772	$ 4,546,125	1.4%
OPERATING EXPENSES				
Food	$ -	$ -	$ -	
Salaries, wages and benefits	1,167,749	1,124,554	1,107,567	-1.5%
Supplies	150,000	133,973	114,476	-14.6%
Administrative expenses	2,848,983	2,914,544	3,015,382	3.5%
Chartwells contract reimbursements	-	-	-	
Indirect cost	308,700	308,700	308,700	
TOTAL OPERATING EXPENSES	$ 4,475,432	$ 4,481,771	$ 4,546,125	1.4%

Summary of Changes
Child Nutrition Fund
For 2016-17

Changes in Revenue

* No Changes

Changes in Expenses

* Changes in operating expenses are due to the expected increases in the retirement rate to 15.47% and health insurance to $5,580.

Summary of Recurring Capital Budget

School District

Fiscal Year 2016-2017

Capital Item	Justification/Description	Category			Funding Amount	
		Category 1 - Buildings & Grounds	Category 2 - Furniture & Equipment	Category 3 - Vehicles	Superintendent's Recommended	Board Requested
School						
Carrboro Elementary	furniture/equipment		X		5,365	5,899
Ephesus Elementary	"		X		4,857	5,181
Estes Hills Elementary	"		X		5,804	5,308
FP Graham Elementary	"		X		6,289	6,282
Glenwood Elementary	"		X		5,579	4,914
McDougle Elementary	"		X		5,241	6,015
Morris Grove			X		6,052	6,884
Northside Elementary			X		5,939	5,575
Rashkis Elementary	"		X		6,199	6,363
Scroggs Elementary	"		X		6,142	5,262
Seawell Elementary	"		X		5,342	6,131
Culbreth Middle	"		X		8,137	8,148
McDougle Middle	"		X		7,607	8,159
Phillips Middle	"		X		7,810	7,452
Smith Middle	"		X		9,354	9,179
Carrboro High	"		X		10,233	9,249
Chapel Hill High	"		X		16,567	17,385
East Chapel Hill High	"		X		16,308	15,484
Hospital School	"		X		564	580
Total					**139,387**	**139,451**
District Projects						
Technology Equipment	MIS Department Expenses		X		250,000	250,000
Classroom Furniture	Facilities Management Dept.		X		20,000	20,000
Child Nutrition Equip.	Child Nutrition Department		X		40,000	40,000
Custodial Supp/Equip	Facilities Management Dept.		X		20,000	20,000
Administrative Equip.	Administrative Tech. Dept.		X		55,000	55,000
Print Shop Equipment	Support Services Division		X		3,500	3,500
Cafeteria Equipment	Facilities Management Dept.		X		5,000	5,000
Equipment	Support Services Division		X		50,000	50,000
Cultural Arts Equip.	Instructional Services		X		5,500	5,500
Total					**449,000**	**449,000**
District Projects						
Site Development	Drainage/Safety Improvements	X			107,733	107,733
Renovations	Painting, IAQ, Electrical, etc.	X			673,360	673,298
Floor Coverings	Carpet/Tile Installations	X			20,000	20,000
Roof Replacement	CIP Supplement	X				
Roof Repairs	District Repairs	X			81,920	81,920
Playgrounds/Playfields	Safety Comp./Major Maint.	X			240,000	240,000
Total					**1,123,013**	**1,122,951**

Summary of Recurring Capital Budget

School District

Fiscal Year 2016-2017

Capital Item	Justification/Description	Category			Funding Amount	
		Category 1 - Buildings & Grounds	Category 2 - Furniture & Equipment	Category 3 - Vehicles	Superintendent's Recommended	Board Requested
District Projects						
District Vehicles	Maintenance Dept. Trucks				36,000	36,000
Transportation Vehicles	Transportation Department				60,000	60,000
Contingency	Unknown Expenses				25,000	25,000
Total					**$ 121,000**	**$ 121,000**
Total Recurring Capital					**$ 1,832,400**	**$ 1,832,400**

2016-2026
CAPITAL INVESTMENTS PLAN

EXPENDITURES	PENDING								
	2015-16 Budgeted	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year		Years 6 to 10
PROJECT TITLE	Lottery Funded Projects	2016-17	2017-18	2018-19	2019-20	2020-21	Total		2021-26
ADA Requirements	45,000	35,000	35,000	35,000	35,000	50,000	190,000		335,000
							-		
Abatement Projects							-		
District Abatement Projects	35,000	35,000	50,000	50,000	50,000		185,000		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	185,000						-		
Carrboro HS: Athletic Track and Field Improvem	130,000						-		
ECHHS: Field Improvements					194,059		194,059		
							-		
Classroom/Building Improvements							-		450,000
Ephesus: Classroom Casework			150,000				150,000		
Scroggs: Classroom Casework			150,000				150,000		
Seawell: PODs Casework/Bathrooms				105,000			105,000		
Phillips: 4 Science Classrooms Casework			100,000				100,000		
CTE: Classroom Upgrades	50,000						-		
							-		
Doors/Hardware/Canopies	75,000						-		
District Hardware and Door Replacements							-		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	123,244	150,000	100,000	175,000	200,000		625,000		730,000
							-		
Energy Efficiency/Lighting Improvemnets							-		
FPG: Lighting Upgrades/Efficiency							-		125,000
Ephesus: Lighting Upgrades/Efficiency							-		125,000
CHHS: Light Fixture Upgrades			121,225				121,225		
							-		
Fire/Safety/Security Systems							-		
Security Systems: Camera Upgrades/Expansion	150,000	105,000	75,000		150,000		330,000		250,000
							-		
Indoor Air Quality Improvements							-		
District IAQ Projects		50,000		50,000	50,000	75,000	225,000		150,000
							-		
Rental Space		131,000	134,000	137,000	140,000	143,000	685,000		730,000
Central Office Space			200,000	200,000	200,000	200,000	800,000		
CHHS: Window Replacements		120,000					120,000		350,000

PROJECT TITLE	PENDING 2015-16 Budgeted Lottery Funded Projects	Year 1 2016-17	Year 2 2017-18	Year 3 2018-19	Year 4 2019-20	Year 5 2020-21	Five Year Total		Years 6 to 10 2021-26
Paving:Parking Lots/Driveways/Walkways							-		
CHHS: Student Parking Lots				150,000		250,000	400,000		200,000
Estes Hills: front driveway		50,000							
McD Mdl: bus driveway and lot		75,000					75,000		
							-		
Roofing/Building Waterproofing Projects							-		
Scroggs: Flat Roof Sections Replacement		368,262					368,262		
Smith: Roof project						419,169	419,169		
ECHHS: Brick pointing/window seals/roof repairs	42,382						-		330,000
							-		
Window Replacements							-		
Ephesus: replace Windows in Origional Bld							-		150,000
Seawell: Replace Classroom/Bld Windows							-		200,000
Culbreth: Replace Classroom/Bld Windows		155,033					155,033		
CHHS: Window Replacements		120,000					120,000		350,000
Mechanical Systems							-		2,859,656
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		
FPG: Primary Building Boiler Replacement				57,602			57,602		
McDougle Complex: Cooling Tower Replacement							-		344,608
McDougle Complex: Chillers Replaced-20 plus y				120,000	300,000		420,000		
Scroggs: Classroom Air Ventilators Humidity Cntrol				334,758			334,758		
Culbreth: Roof Top Units			261,472				261,472		75,000
CHHS: HVAC Replacements					308,229	200,000	508,229		
ECHHS: HVAC Systems						308,316	308,316		
							-		
Technology: Total of Listed Categories		1,574,295	1,591,697	1,609,360	1,627,288	1,645,484	8,048,124		8,586,764
Network Infrastructure		*558,875*	*565,052*	*571,323*	*577,687*	*584,147*	2,857,084		
Enterprise Software		*154,281*	*155,986*	*157,717*	*159,474*	*161,257*	788,716		
Instructional Computers & Technology		*787,148*	*795,849*	*804,680*	*813,644*	*822,742*	4,024,062		
Administrative Computers		*47,229*	*47,751*	*48,281*	*48,819*	*49,365*	241,444		
Network Printers		17,317	17,509	17,703	17,900	18,100	88,529		
Community Access Technology		9,443	9,547	9,654	9,761	9,852	48,259		
							-		
TOTAL EXPENDITURES - 10 YEAR CIP	**835,626**	**3,268,590**	**3,183,394**	**3,218,720**	**3,254,576**	**3,290,969**	**16,216,249**		**17,523,528**

PROJECT TITLE	PENDING 2015-16 Budgeted Lottery Funded Projects	Year 1 2016-17	Year 2 2017-18	Year 3 2018-19	Year 4 2019-20	Year 5 2020-21	Five Year Total		Years 6 to 10 2021-26
Paving:Parking Lots/Driveways/Walkways							-		
CHHS: Student Parking Lots				150,000		250,000	400,000		200,000
Estes Hills: front driveway		50,000							
McD Mdl: bus driveway and lot		75,000					75,000		
							-		
Roofing/Building Waterproofing Projects							-		
Scroggs: Flat Roof Sections Replacement		368,262					368,262		
Smith: Roof project						419,169	419,169		
ECHHS: Brick pointing/window seals/roof repairs	42,382						-		330,000
							-		
Window Replacements							-		
Ephesus: replace Windows in Origional Bld							-		150,000
Seawell: Replace Classroom/Bld Windows							-		200,000
Culbreth: Replace Classroom/Bld Windows		155,033					155,033		
CHHS: Window Replacements		120,000					120,000		350,000
Mechanical Systems							-		2,859,656
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		
FPG: Primary Building Boiler Replacement				57,602			57,602		
McDougle Complex: Cooling Tower Replacement							-		344,608
McDougle Complex: Chillers Replaced-20 plus y				120,000	300,000		420,000		
Scroggs: Classroom Air Ventilators Humidity Cntrol				334,758			334,758		
Culbreth: Roof Top Units			261,472				261,472		75,000
CHHS: HVAC Replacements					308,229	200,000	508,229		
ECHHS: HVAC Systems						308,316	308,316		
							-		
Technology: Total of Listed Categories		1,574,295	1,591,697	1,609,360	1,627,288	1,645,484	8,048,124		8,586,764
Network Infrastructure		*558,875*	*565,052*	*571,323*	*577,687*	*584,147*	2,857,084		
Enterprise Software		*154,281*	*155,986*	*157,717*	*159,474*	*161,257*	788,716		
Instructional Computers & Technology		*787,148*	*795,849*	*804,680*	*813,644*	*822,742*	4,024,062		
Administrative Computers		*47,229*	*47,751*	*48,281*	*48,819*	*49,365*	241,444		
Network Printers		17,317	17,509	17,703	17,900	18,100	88,529		
Community Access Technology		9,443	9,547	9,654	9,761	9,852	48,259		
							-		
TOTAL EXPENDITURES - 10 YEAR CIP	**835,626**	**3,268,590**	**3,183,394**	**3,218,720**	**3,254,576**	**3,290,969**	**16,216,249**		**17,523,528**

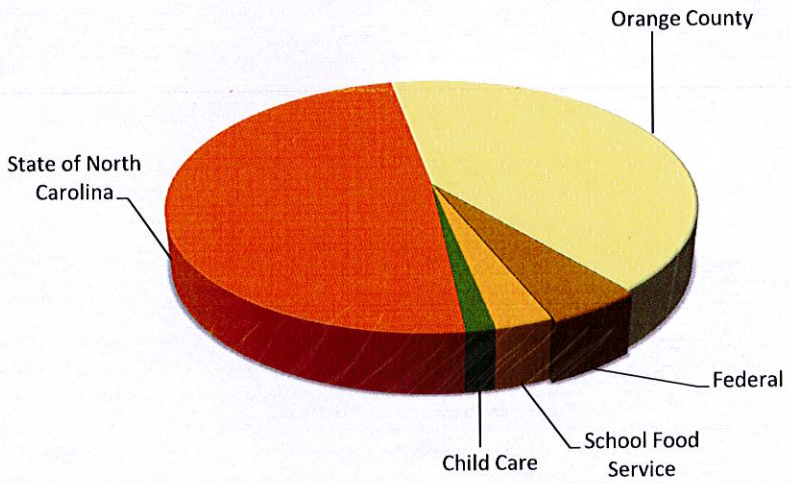
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STATISTICAL PROFILE

Financial Perspective

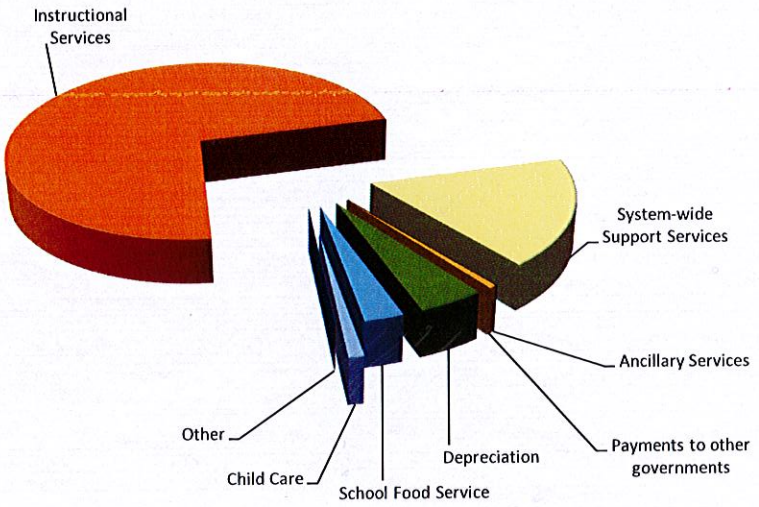
Governmental and Business-type Activities for Fiscal Year 2014-2015

Revenue Sources



State of North Carolina	$ 61,999,596
Orange County	53,064,569
Federal	6,282,796
School Food Service	3,807,242
Child Care	1,941,681
Other	27,835,154
Total	$ 154,931,038

Expenses



Instructional Services	$ 108,968,591
System-wide Support Services	27,034,498
Ancillary Services	61,433
Payments to other governments	819,752
Depreciation	6,996,814
School Food Service	4,170,678
Child Care	1,605,549
Other	24,695
Total	$ 149,682,010

Source: Chapel Hill-Carrboro City Board of Education, North Carolina, Annual Financial Report for the year ended June 30, 2015.

CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION

Net Position by Component

Last Ten Fiscal Years

Year Ended June 30	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Governmental activities:										
Net investment in capital assets	$ 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	$ 180,120,404
Restricted	820,219	828,491	880,818	899,663	1,496,810	3,023,739	3,403,894	2,943,181	3,733,701	3,060,507
Unrestricted (deficit)	(653,029)	387,063	162,415	41,399	1,790,409	4,081,358	3,355,228	(1,507,943)	(4,026,196)	(25,876,479)
	$ 126,269,954	$ 144,215,626	$ 164,526,533	$ 167,924,491	$ 167,236,436	$ 171,067,025	$ 172,004,947	$ 181,997,689	$ 182,476,706	$ 157,304,432
Business-type activities:										
Investment in capital assets	$ 89,007	$ 47,546	$ 12,508	$ 17,486	$ 42,980	$ 351,474	$ 340,873	$ 329,853	$ 595,469	$ 662,343
Unrestricted (deficit)	267,329	108,657	41,283	96,627	282,203	203,985	336,611	363,478	252,864	(192,193)
	$ 356,336	$ 156,203	$ 53,791	$ 114,113	$ 325,183	$ 555,459	$ 677,484	$ 693,331	$ 848,333	$ 470,150
Government-wide:										
Net investment in capital assets	$ 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	$ 180,782,747
Restricted	820,219	828,491	880,818	899,663	1,496,810	3,023,739	3,403,894	2,943,181	3,733,701	3,060,507
Unrestricted (deficit)	(385,700)	495,720	203,698	138,026	2,072,612	4,285,343	3,691,839	(1,144,465)	(3,773,332)	(26,068,672)
	$ 126,626,290	$ 144,371,829	$ 164,580,324	$ 168,038,604	$ 167,561,619	$ 171,622,484	$ 172,682,431	$ 182,691,020	$ 183,325,039	$ 157,774,582

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

Note: Net position for 2014 and before are not comparable to 2015 (and after) net position due to the implementation of GASB 68 for the year ended June 30, 2015. The standard requires the Board to record its proportionate share of the net pension liability associated with its participation in the statewide Teachers' and State Employees' Retirement System (TSERS).

CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION

Changes in Net Position
Last Ten Fiscal Years

Year Ended June 30	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Expenses:										
Governmental Activities:										
Instructional services	$ 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	$ 108,968,591
System-wide support services	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	27,034,498
Ancillary services	478,600	622,045	50,456	3,826	34,044	237,408	136,883	106,706	90,470	61,433
Payments to other governments	301,204	418,143	463,074	416,950	492,838	575,187	527,076	508,313	649,613	819,752
Interest on long-term debt	-	4,349	51,977	39,912	31,171	16,154	675	20,142	32,455	24,695
Unallocated depreciation expense	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	6,996,814
Total governmental activities	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	143,905,783
Business-type activities:										
School food service	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	4,170,678
Child Care	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	1,605,549
Total business-type activities	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	5,776,227
Total government-wide	$ 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	$ 149,682,010
Program Revenues:										
Governmental activities:										
Charges for services:										
Co-curricular	$ 2,145,681	$ 2,414,520	$ -	$ 2,739,392	$ 2,665,684	$ 2,655,827	$ 2,712,319	$ 2,900,197	$ 2,626,915	$ 2,434,363
Operational support	390,412	387,696	286,919	484,614	491,528	470,487	515,397	494,505	725,262	755,480
Operating grants and contributions	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	68,179,662
Capital grants and contributions	659,835	370,572	425,185	290,592	129,328	157,678	39,470	162,818	61,675	102,730
Total governmental activities	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	71,472,235
Business-type activities:										
Charges for services										
School food service	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	1,652,723
Child care	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	1,941,681
Operating grants and contributions	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	2,154,519
Capital grants and contributions	-	-	-	-	31,955	-	-	-	-	-
Total business-type activities	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	5,748,923
Total government-wide	$ 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	$ 77,221,158
Net (Expense)/Revenue										
Governmental activities	$ (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)	$ (72,433,548)
Business-type activities	(182,483)	(355,548)	(514,144)	(351,641)	(366,747)	(273,454)	(19,629)	(51,628)	(157,748)	(27,304)
Total government-wide	$ (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)	$ (72,460,852)

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CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION

Changes in Net Position (Continued)
Last Ten Fiscal Years

Year Ended June 30	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
General Revenues and Other Changes in Net Position										
Governmental activities:										
Unrestricted county and city appropriations - operating	$ 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	$ 66,966,712
Unrestricted county appropriations - capital	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	8,504,463
Investment earnings, unrestricted	259,385	425,481	450,995	248,970	113,561	102,977	86,429	42,140	38,313	23,785
Miscellaneous, unrestricted	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	2,214,920
Transfers	(578,066)	(122,000)	(386,177)	(406,883)	(577,192)	(500,017)	(141,654)	(67,475)	(312,750)	(193,286)
Total governmental activities	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	77,516,594
Business-type activities:										
Investment earnings, unrestricted	-	-	25,555	5,079	625	3,713	-	-	-	-
Miscellaneous, unrestricted	-	33,415	-	-	-	-	-	-	-	-
Transfers	578,066	122,000	386,177	406,883	577,192	500,017	141,654	67,475	312,750	193,286
Total business-type activities	578,066	155,415	411,732	411,962	577,817	503,730	141,654	67,475	312,750	193,286
Total government-wide	$ 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	$ 77,709,880
Change in Net Position										
Governmental activities	$ 12,485,634	$ 17,945,672	$ 20,310,907	$ 3,397,959	$ (688,055)	$ 3,830,589	$ 937,922	$ 9,992,742	$ 479,017	$ 5,083,046
Business-type activities	395,583	(200,133)	(102,412)	60,321	211,070	230,276	122,025	15,847	155,002	165,982
Total government-wide	$ 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	$ 5,249,028

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	2006	2007	2008	2009	2010
General Fund					
Reserved	$ 605,293	$ 1,173,547	$ 1,210,499	$ 1,569,752	$ 1,034,519
Unreserved	4,954,863	5,640,941	4,333,818	5,160,768	7,135,658
Total General Fund	$ 5,560,156	$ 6,814,488	$ 5,544,317	$ 6,730,520	$ 8,170,177
All Other Governmental Funds					
Reserved	$ 431,875	$ 5,622,675	$ 3,647,263	$ 605,816	$ 1,226,320
Unreserved (deficit), reported in					
Special Revenue Funds	818,723	828,491	880,818	899,663	875,082
Capital Projects Fund	(885,171)	(5,573,306)	(3,167,944)	(480,904)	(402,339)
Total all other governmental funds	$ 365,427	$ 877,860	$ 1,360,137	$ 1,024,575	$ 1,699,063

Year Ended June 30	2011	2012	2013	2014	2015
General Fund					
Reserved	$ -	$ -	$ -	$ -	$ -
Unreserved	-	-	-	-	-
Nonspendable	1,080,333	972,818	941,271	1,120,202	1,051,690
Restricted	443,625	528,824	758,515	1,131,274	792,982
Assigned	3,652,913	3,222,913	3,222,913	1,000,000	1,868,000
Unassigned	6,675,445	6,123,908	2,841,362	3,458,330	5,947,241
Total General Fund	$ 11,852,316	$ 10,848,463	$ 7,764,061	$ 6,709,806	$ 9,659,913
All Other Governmental Funds:					
Reserved	$ -	$ -	$ -	$ -	$ -
Unreserved (deficit), reported in					
Special Revenue Funds	-	-	-	-	-
Capital Projects Fund	-	-	-	-	-
Nonspendable	-	425	-	-	-
Restricted	2,580,114	2,875,070	2,184,666	2,602,427	2,267,525
Assigned, reported in					
Special Revenue Funds	28,970	11,169	-	-	-
Unassigned, reported in					
Special Revenue Funds	-	-	(63,868)	(187,210)	(28,864)
Total all other governmental funds	$ 2,609,084	$ 2,886,664	$ 2,120,798	$ 2,415,217	$ 2,238,661

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
Governmental Funds
Changes in Fund Balances
Last Ten Fiscal Years

Year Ended June 30	2006	2007	2008	2009	2010
Revenues					
State of North Carolina	$ 51,235,505	$ 55,717,793	$ 59,630,771	$ 60,922,569	$ 55,475,547
Orange County	47,238,885	57,136,424	60,497,786	47,036,977	42,643,077
U.S. Government	4,946,334	4,800,173	5,293,013	5,726,314	9,864,399
Other	18,154,810	19,541,912	21,863,500	23,959,296	23,474,646
Total revenues	121,575,534	137,196,302	147,285,070	137,645,156	131,457,669
Expenditures					
Instructional services	78,231,187	86,185,395	101,462,067	106,935,971	102,689,608
System-wide support services	22,607,917	23,611,655	18,627,203	19,848,927	19,658,874
Ancillary services	478,600	665,695	50,456	46,025	34,044
Non-programmed charges	467,526	526,474	591,395	579,216	753,318
Debt service - principal	388,575	410,122	463,568	629,600	480,592
Debt service - interest	-	-	52,378	44,450	31,171
Capital outlay	16,595,509	25,699,612	26,649,049	9,150,703	5,118,725
Total expenditures	118,769,314	137,098,953	147,896,116	137,234,892	128,766,332
Revenues over (under) expenditures	2,806,220	97,349	(611,046)	410,264	2,691,337
Other financing sources (uses)					
Transfers from (to) other funds	(578,066)	(122,000)	(386,177)	(398,639)	(577,192)
Installment purchase obligations	-	1,791,417	209,328	387,981	-
	(578,066)	1,669,417	(176,849)	(10,658)	(577,192)
Net change in fund balances	$ 2,228,154	$ 1,766,766	$ (787,895)	$ 399,606	$ 2,114,145
Ratio of debt service to non-capital expenditures	0.38%	0.37%	0.43%	0.53%	0.42%

Year Ended June 30	2011	2012	2013	2014	2015
Revenues					
State of North Carolina	$ 55,543,828	$ 58,808,280	$ 58,911,178	$ 58,878,531	$ 61,999,596
Orange County	45,703,931	46,915,324	63,241,889	51,422,939	53,064,569
U.S. Government	11,791,692	5,570,774	5,501,707	5,178,736	6,282,796
Other	24,551,625	24,885,251	25,157,529	27,375,623	27,977,875
Total revenues	137,591,076	136,179,629	152,812,303	142,855,829	149,324,836
Expenditures					
Instructional services	103,771,701	105,498,842	108,523,623	108,971,020	113,420,291
System-wide support services	20,087,800	20,327,573	22,260,008	22,987,200	23,595,307
Ancillary services	237,408	136,883	106,706	90,470	63,164
Non-programmed charges	762,551	638,776	636,315	793,774	1,006,307
Debt service - principal	700,922	98,292	435,540	322,084	370,899
Debt service - interest	16,154	675	20,142	32,455	24,695
Capital outlay	8,071,720	10,097,491	26,258,936	10,409,996	8,116,798
Total expenditures	133,648,256	136,798,532	158,241,270	143,606,999	146,597,461
Revenues over (under) expenditures	3,942,820	(618,903)	(5,428,967)	(751,170)	2,727,375
Other financing sources (uses)					
Transfers from other funds	182,811	896,939	850,425	293,373	341,610
Transfers to other funds	-	(1,004,309)	(880,273)	(302,039)	(377,544)
Installment purchase obligations issued	-	-	1,608,547	-	82,110
Total other financing sources (uses)	182,811	(107,370)	1,578,699	(8,666)	46,176
Net change in fund balances	$ 4,125,631	$ (726,273)	$ (3,850,268)	$ (759,836)	$ 2,773,551
Ratio of debt service to non-capital expenditures	0.57%	0.08%	0.35%	0.26%	0.28%

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

Proprietary Fund - Food Service Operations
Revenues by Source
Last Ten Fiscal Years

Expressed in Nominal Dollars

Year ended June 30	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Food Sales	$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	$1,652,723
Federal Reimbursements	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	1,927,898
Federal Commodities	129,094	146,978	170,504	193,434	299,074	159,160	161,631	187,786	234,534	220,602
Other	261,951	294,858	351,442	166,249	255,466	216,307	142,613	174,474	174,031	141,479
State/Local Reimbursements	578,066	122,000	386,177	505,161	668,556	248,848	270,470	236,610	257,124	258,563
Totals	$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	$4,201,265

Expressed in Constant Dollars

Year ended June 30	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Food Sales	$ 895,408	$ 955,585	$ 921,944	$ 932,939	$ 877,918	$ 847,624	$ 811,222	$ 764,511	$ 721,951	$ 692,565
Federal Reimbursements	513,937	526,748	555,668	650,229	636,273	659,719	739,708	798,161	804,787	807,876
Federal Commodities	63,624	70,543	77,922	89,680	137,212	70,512	70,434	80,421	98,402	92,442
Other	129,103	141,519	160,611	77,077	117,205	95,829	62,147	74,720	73,017	59,286
State/Local Reimbursements	284,902	58,555	176,486	234,204	306,726	110,245	117,863	101,330	107,880	108,349
Totals	$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	$1,701,232

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

Proprietary Fund - Food Service Operations
Expenses by Category
Last Ten Fiscal Years

Expressed in Nominal Dollars

Year ended June 30	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Purchased Food	$ 1,291,420	$ 1,302,493	$ 1,466,999	$ 1,599,210	$ 1,658,249	$ 26,124	$ -	$ -	$ -	$ -
Salaries and Benefits	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	1,043,464
Other	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	3,268,693
Totals	$ 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	$ 4,312,157

Expressed in Constant Dollars

Year ended June 30	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Purchased Food	$ 636,481	$ 625,141	$ 670,429	$ 741,429	$ 760,787	$ 11,574	$ -	$ -	$ -	$ -
Salaries and Benefits	682,749	663,371	698,320	704,373	661,117	656,955	559,959	518,930	499,974	437,258
Other	444,005	569,180	562,457	521,309	630,938	1,180,731	1,249,594	1,327,245	1,354,219	1,369,729
Totals	$ 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	$ 1,806,987

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



	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Avg Daily Membership	10,973	11,060	11,395	11,614	11,504	11,629	11,905	12,094	12,138	12,076

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]
2015	917	12,076	1/13	95.68%	27.89%
2014	894	12,138	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%

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 2015 obtained from Chapel Hill-Carrboro City Board of Education Student Data.

(3) North Carolina Public Schools Statistical Profile (2006-2015 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	2006	2007	2008	2009	2010
Average Daily Membership	10,973	11,060	11,395	11,614	11,504
Instructional	$ 7,174	$ 7,843	$ 8,859	$ 9,228	$ 8,924
Support	2,291	2,477	1,845	1,900	1,999
Ancillary	44	56	4	-	3
Total Expenditures	**$ 9,509**	**$ 10,376**	**$ 10,708**	**$ 11,128**	**$ 10,926**

EXPRESSED IN NOMINAL DOLLARS

Year Ended June 30	2011	2012	2013	2014	2015
Average Daily Membership	11,629	11,905	12,094	12,138	12,076
Instructional	$ 8,927	$ 8,816	$ 9,055	$ 9,028	$ 9,024
Support	1,951	1,976	2,159	2,151	2,239
Ancillary	20	11	9	7	5
Total Expenditures	**$ 10,898**	**$ 10,803**	**$ 11,223**	**$ 11,186**	**$ 11,268**

EXPRESSED IN CONSTANT DOLLARS

Year Ended June 30	2006	2007	2008	2009	2010
Instructional	$ 3,536	$ 3,764	$ 4,049	$ 4,278	$ 4,094
Support	1,129	1,189	843	881	917
Ancillary	22	27	2	-	1
Total Expenditures	**$ 4,687**	**$ 4,980**	**$ 4,894**	**$ 5,159**	**$ 5,012**

EXPRESSED IN CONSTANT DOLLARS

Year Ended June 30	2011	2012	2013	2014	2015
Instructional	$ 3,955	$ 3,842	$ 3,878	$ 3,788	$ 3,781
Support	864	861	925	902	938
Ancillary	9	5	4	3	2
Total Expenditures	**$ 4,828**	**$ 4,708**	**$ 4,807**	**$ 4,693**	**$ 4,721**

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	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Officials, Admins, Mgrs	16	17	16	20	21	21	38	24	28	27
Principals	16	17	17	18	19	19	19	22	22	20
Asst. Principals, Non-Teaching	20	20	19	23	22	23	23	22	18	22
Total Administrators	52	54	52	61	62	63	80	68	68	69
Elementary Teachers	228	426	439	434	431	431	459	415	408	388
Secondary Teachers	372	205	209	206	204	206	261	144	142	153
Other Teachers	273	251	249	236	257	266	273	376	344	376
Total Teachers	873	882	897	876	892	903	993	935	894	917
Guidance	33	40	39	37	39	39	39	44	39	42
Psychological	9	8	9	11	9	9	9	8	7	8
Librarian, Audiovisual	15	30	14	18	32	32	32	33	32	35
Consultant, Supervisor	13	16	20	28	15	15	15	17	15	14
Other Professionals	87	108	85	94	126	126	127	149	157	157
Total Professionals	1,082	1,138	1,116	1,125	1,175	1,187	1,295	1,254	1,212	1,242
Teacher Assistants	331	361	347	350	356	356	359	359	397	375
Technicians	21	12	45	23	28	28	26	13	14	14
Clerical, Secretarial	93	100	112	110	114	114	155	104	109	111
Service Workers	137	152	177	132	115	115	119	104	117	114
Skilled Crafts	22	23	-	27	26	26	26	27	31	30
Totals	1,686	1,786	1,797	1,767	1,814	1,826	1,980	1,861	1,880	1,886

Source: North Carolina Public Schools Statistical Profile (2006-2015 Editions)

CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION

School Building Data

June 30, 2015

Site	Year Built	Square Footage	Capacity	Current Membership	Over/(Under) Capacity	Condition
ELEMENTARY SCHOOLS						
Carrboro Elementary	1957	61,562	533	501	(32)	Poor
Ephesus Elementary	1972	73,096	448	432	(16)	Poor
Estes Hills Elementary	1958	57,029	527	490	(37)	Poor
FP Graham Elementary	1960	68,513	538	497	(41)	Poor
Glenwood Elementary	1952	54,412	423	473	50	Poor
McDougle Elementary	1996	99,920	564	479	(85)	Good
Morris Grove Elementary	2008	90,221	585	551	(34)	Excellent
Northside Elementary	2013	97,423	585	519	(66)	Excellent
Rashkis Elementary	2003	95,729	585	527	(58)	Excellent
Mary Scroggs Elementary	1999	92,900	575	545	(30)	Good
Seawell Elementary	1969	58,629	466	526	60	Poor
MIDDLE SCHOOLS						
Culbreth Middle	1969	108,058	670	683	13	Good
McDougle Middle	1994	138,141	732	722	(10)	Good
Phillips Middle	1962	109,498	706	624	(82)	Poor
Smith Middle	2001	136,054	732	824	92	Good
HIGH SCHOOLS						
Carrboro High School	2007	148,023	800	820	20	Excellent
Chapel Hill High	1966	254,551	1,520	1,427	(93)	Poor
East Chapel Hill High	1996	267,549	1,515	1,395	(120)	Good
UNC Hospital School (School is a part of the UNC Hospitals Facilities)				9		
Phoenix Academy (Alternative School is a part of Lincoln)				32		
ADMINSTRATIVE OFFICES						
Transportation Center		5,089				
Lincoln Center		72,932				

APPENDIX

Chapel Hill- Carrboro Schools
Allotment Formula – 2016-2017

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	1:26 ADM			
Core subjects		1: 120 ADM (teaching 5 classes at 1:24)	1:140 ADM (5 sections at 1:28)	
Mathematics			1: 120 ADM (teaching five 1:24)	
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		.60 FTE per school	AVID teacher must have free coordination period .2 FTE	
Math Coach ELA	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	

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POSITION	ELEMENTARY	MIDDLE	HIGH SCHOOL	Proposed Changes TBD
Elem World Language (FLES)	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 Coordinator --	1 FTE per school	1 FTE per school	1: up to 1000 ADM 1.5: 1001-1500 ADM 2: 1501+ ADM	
Math/Science Specialist	.5 FTE per school			
Intervention Specialist	.5 FTE			
School Counselor	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	
School Social Worker	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	
Positive Behavior Specialist & Student Support		1 FTE		
Student Assistance Specialist			1 FTE @CHHS .5 FTE @ ECHHS & CHS 09-10	
ISS Assistant			1FTE per High School	
Nurses	1 per school	1 per school	1 per school	
Service Learning			1 district wide	
Athletic Director		Extra duty supplement	1 FTE per school @ 11 moe Assigned 2 teaching periods	

POSITION	ELEMENTARY	MIDDLE	HIGH SCHOOL	Proposed Changes TBD
Instructional Tech Specialist	1 FTE per school (11 MOE)	1 FTE per school (11 MOE)	1 FTE per school (12 MOE)	
504 Facilitator		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 FTE per school	1 FTE per school		
Occupational Therapist	System allocation	System allocation	System allocation	
Physical Therapist	System allocation	System allocation	System allocation	
Teacher Assistant	1FTE per K-3 class @ 210 day school year .50 FTE per 4-5 @ 210 day school year	1 per school	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			2 @ each H.S.	
Principal Secretary	1per school @ 12 MOE	1per school @ 12 MOE	1per 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	
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	
Online Learning Asst.			1 FTE	
Athletic Trainer			1 FTE 10 month year (August 1-May 30th); 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

Other position allocations	**Elementary**	**Middle**	**High**
Athletic Coaches		25 positions	49 positions
Co-curricular assignments		12 assignments	24 assignments
Activity Units ($467 ea.)	5 units	10 units	40 units

2016-17 NON-PERSONNEL BUDGET ALLOCATIONS TO SCHOOLS

ACCOUNT	per	ELEM	MIDDLE	HIGH	HOSPITAL	No Changes for 2016-17 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 2016-17

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 alloted 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)

Formulas indicated are 2007-08. The state planning budgets have not been received for 2012-13.

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).

Formulas indicated are 2007-08. The state planning budgets have not been received for 2012-13.

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.

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 coordincation 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 identying and serving students (in accordance with state and federal regulations) having special physicla, emotional, or mental impediments to learning. Also included are those students identified as needing specialized services such 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 musr 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 repsonsible 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 preention, extended day, services to help kep 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,

secretaries and instructional supplies

5840 Health Services:
Includes salaries and supplements for nurses and substance abuse coordinator, and supplies and travel

5850 Psychological Services:
Includes salaries and supplements for psychologists, supplies, and travel

5240 Speech, Pathology and Audiology Services:
Includes salaries and supplements for Speech/Language Pathologists and supplies

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.

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BOARD OF EDUCATION

The Orange County Board of Education is the local governing body of the Orange County Schools system. The Orange County Board of Education consists of a seven member board, elected to serve four-year, staggered terms.

One of the primary functions of the Board is to set policy for the district. The district's policies are then implemented by the Superintendent and the administrative staff. In addition to setting policy for the district, the Board is responsible for adopting and presenting a proposed budget each year. The proposed budget is submitted to the Orange County Board of Commissioners. The budget includes the request for local funding, and it includes plans for the expenditure of state and federal funds. The Orange County Board of Education does not have taxing authority.



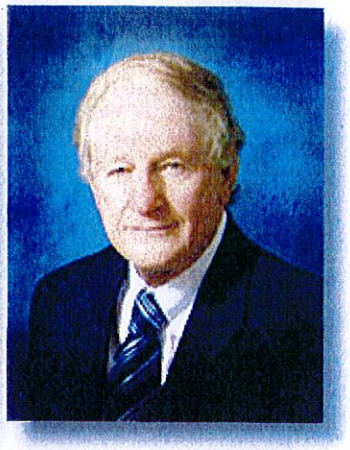
Donna Coffey
Chair
donna.coffey@orange.k12.nc.us



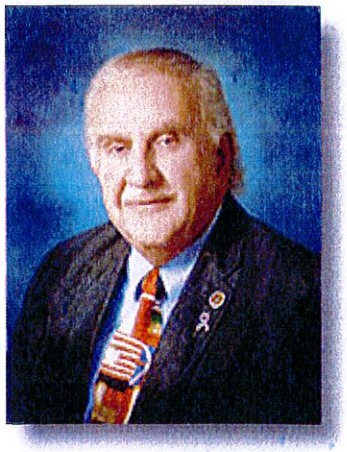
Brenda Stephens
Vice-Chair
brenda.stephens@orange.k12.nc.us



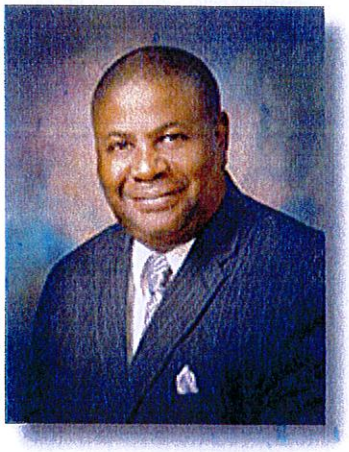
Jessica Aguilar
jessica.aguilar@orange.k12.nc.us



Tom Carr
tom.carr@orange.k12.nc.us



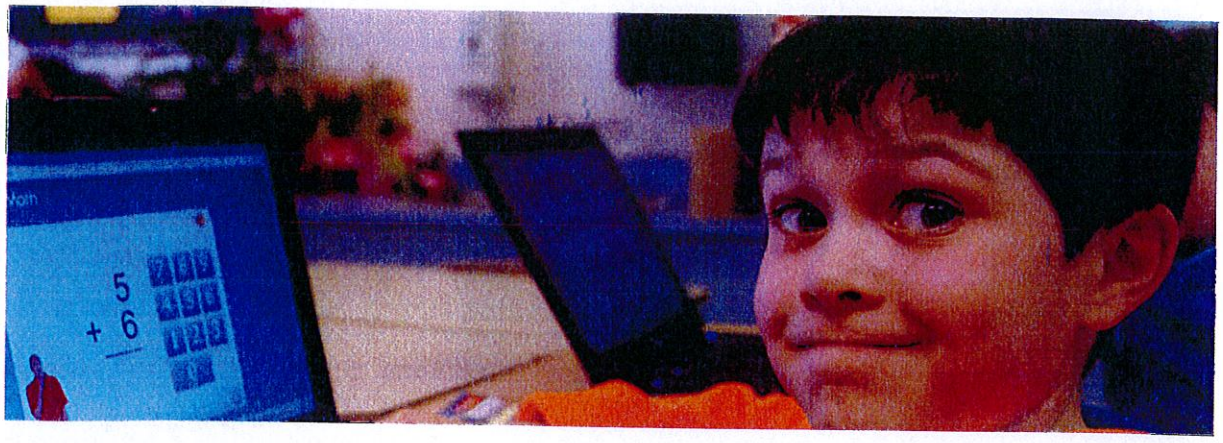
Dr. Stephen Halkiotis
stephen.halkiotis@orange.k12.nc.us



Tony Mcknight
tony.mcknight@orange.k12.nc.us



Dr. Milicent Rainey
millicent.rainey@orange.k12.nc.us



OUR VISION

We will provide 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.

OUR MISSION

We will provide learning opportunities that develop resourceful citizens prepared to engage in an ever changing and diverse world.

STRATEGIC PLAN

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;
...through consistent and effective engagement with our diverse community;
...through retaining, recruiting and developing a diverse professional team accountable for the learning opportunities for all students;
...through the provision of safe and sustainable operations for all students;
...through the accountable, equitable and transparent management of human and financial resources.



Orange County Board of Education

Board Members:

Donna Coffey
Chair
Brenda Stephens
Vice Chair

Jessica Aguilar
Tom Carr
Dr. Stephen H. Halkiotis
Tony McKnight
Dr. Millicent C. Rainey

Superintendent:

Dr. Todd Wirt

200 East King Street
Hillsborough, NC 27278
Telephone: 919-732-8126
FAX: 919-732-8120

Orange County Schools
FIRST CHOICE FOR FAMILIES

FY2017 Approved Budget
A Message from the Orange County Board of Education Chair

April 11, 2016

Dear Orange County Commissioners and Orange County Schools Community,

It is after much careful thought and consideration, the Orange County Board of Education is pleased to submit its approved FY2017 budget request. I would like to highlight for you some of the opportunities, as well as some of the challenges that this budget presents.

The approved document is a plan that directly reflects the OCS Strategic Plan of being the "First Choice for Families" and a career destination for teachers. Our teachers, administrators, board members and leadership staff have been actively engaged in the development of the plan before you.

Leadership has looked internally and reviewed programs and staffing to ensure we are dedicating funds to the areas that best support the district's #1 strategic goal - "challenge and engage every learner to achieve his/her full potential." One of our top priorities is, and will continue to be, to "look within" and, where possible, repurpose funding for programs that may not align with this goal to those areas that would.

Our FY2017 budget represents an increase of $3,786,240 from the current year's budget.

- The Continuation Request includes $1,866,240 to fund an anticipated state salary increase for all employees, mandated health insurance and retirement cost increases, as well as additional staff to meet special education compliance requirements;
- The Expansion Request of $1.9 million allows our District to restructure supplements.

Our Board is fully aware that this represents a significant request, and we have not made our decisions without much thoughtful deliberation. If our schools are to offer the high-quality education that our community deserves and expects, we must be able to attract high-quality teachers. While staff submitted numerous requests, the District's leadership recommended—and the Board of Education supported—the proposed restructuring of supplements for the District as a **critical necessity** for FY2017. Why?

- National narrative surrounding public education in North Carolina is not favorable and while we may not be able to change the national view, we can offer a view of Orange County that will attract qualified teachers.
- The State's baseline salary—by which all North Carolina teachers are paid—competes for the lowest in the nation, coming in at #50 and #49 for the past two years. It is the supplement that sets us apart from other districts and allows us to recruit (or not) successfully.

- Base salary for a beginning teacher is $35,000; OCS supplement now is $3500 per year; proposed OCS supplement will be $4,900.
- A Bachelor level teacher with 20 years experience in the district has a base salary of $46,500, existing supplement is $6,510; proposed supplement is $9,300.
- Other area school districts are restructuring supplements thereby making it even more difficult to recruit teachers in the future.
- One such example is Wake County who has the highest supplement in the area now and plans to increase it next year. In doing so, Wake will put other districts at an even greater competitive disadvantage in the future. Even at their current high supplement rate, it is our understanding they have been unable to fill approximately 100 teaching positions this year.

Our District has cut almost $3 million since FY2009. Many of the cuts were positions that our Board has not restored due to limited funding and ever increasing state mandates. With that said, it is important to note that OCS would have limited flexibility for further cuts to accommodate the supplement increase if the requested per pupil is not funded.

Last, but not least, the OCS Board of Education, our students, parents and staff once again thank the Commissioners for recognizing the importance of public education in our community. This spending plan demonstrates our District's strong focus and dedication to student success and ensuring that OCS is the first choice for families and a career destination for teachers. Our Board is grateful and humbled by your continued commitment to the OCS Vision, and we look forward to working together as your local investment allows us to *"prepare all students to be creative, constructive thinkers who become healthy, productive and responsible members of our community and the world."*

Sincerely,

Donna Coffey

Chair, Orange County Board of Education

Orange County Schools
Budget Calendar
Fiscal Year 2016-2017

OCS – Board Presentation	**January 11, 2016**	**OCS Board of Education presentation of Fiscal Year 2016-26 Capital Investment Plan**
OCS – Board Approval	**January 25, 2016**	**OCS Board of Education approval of Fiscal Year 2016-26 Capital Investment Plan**
OCS – Approved Capital Investment Plan to County	**Late January – Early February, 2016**	**Approved Capital Investment Plan due to County Commissioners**
OCS – Budget Recommendation	**March 7, 2016**	**Formal presentation made to Board of Education by the Superintendent on "Budget Recommendations"**
OCS – Budget Consideration (Public Hearing)	**March 21, 2016**	**Public Hearing – Capital Investment Plan And Local Current Expense Budget**
OCS – Work Session	**March 21, 2016**	**Board of Education participates in Budget Work session**
BOCC – Capital Investment Plan	March 22, 2016	County Manager presents 2016-2021 Recommended Capital Investment Plan to Board of County Commissioners – Regular Work Session (Southern Human Services Center)
BOCC – CIP Follow-up	April 7, 2016	Capital Investment Plan follow-up with BOCC - Budget Work Session (Southern Human Services Center)
OCS – Board Approval	**April 11, 2016**	**Board of Education Adopts Local Current Expense Budget**
OCS – Budget Distribution	**April 19, 2016**	**Budget due to County Commissioners From Orange County Schools**
BOCC – Work Session	April 26, 2016	Boards of Education Fiscal Year 2016-17 Budget Presentations to BOCC – Joint Work Session (Southern Human Services Center)
BOCC – County Manager Presents	May 5, 2016	County Manager presents Fiscal Year 2016-17 Annual Operating Budget to Board of County Commissioners (Southern Human Services Center)
BOCC – Work Session	May 12, 2016	Board of County Commissioners participates in CIP follow-up – Budget Work Session (Richard Whitted Meeting Facility)
BOCC – Budget Consideration	May 19, 2016	Public Hearing – Orange County Budget and Capital Investment Plan Public Hearings (Richard Whitted Meeting Facility)
BOCC – Budget Consideration	May 26, 2016	Public Hearing – Orange County Budget and Capital Investment Plan Public Hearings (Southern Human Services Center)
BOCC – Work Sessions: Discussion of School Budgets @ one session	June 9, 2016 June 14, 2016 June 16, 2016	Board of County Commissioners Participates in Board of Education Budget Work Session (@ one of these meetings (TBD)
BOCC – County Commissioners Adoption of Budget	June 21, 2016	Board of County Commissioners adopts Fiscal Year 2016-17 Annual Operating Budget and 2016-21 Capital Investment Plan (Southern Human Services Center)
OCS – Continuation Budget Approval	**June 13, 2016**	**Board of Education adopts Continuation Budget**

ORANGE COUNTY SCHOOLS
CENTRAL SERVICE LEAD ADMINISTRATORS

Superintendent's Office

Dr. H. Todd Wirt	Superintendent
Pam Jones	Deputy Superintendent

Curriculum and Instruction

Dr. Jake Henry	Chief Academic Officer
Aaron Woody	Director, Secondary Instruction
Dr. Lisa Napp	Director, Elementary Instruction/Title I
Connie Crimmins	Director, Exceptional Children
Sherita Cobb	Director, Student Support
Patricia Harris	Director, College and Career Readiness
Tara Hewitt	Director, Literacy/Professional Development
Andrew Wiener	Director, Testing & Accountability

Operations

Patrick Abele	Chief Operations Officer
Roger Ivey	Director, Maintenance
Sara Pitts	Director, Environmental Health & Safety
Valerie Green	Director, Child Nutrition Services
Errin Bryant	Director, Transportation

Finance

Donna Brinkley	Chief Finance Officer
Rhonda Rath	Associate Finance Officer

Human Resources

Teresa Cunningham-Brown	Chief Human Resources Officer
Heather Witherspoon	Coordinator, Employment

Information Technology

Todd Jones	Chief Technology Officer

Communications

Seth Stephens	Chief Communications Officer
Amy Franks	Coordinator, School-Community Relations

FIRST CHOICE FOR FAMILIES FIRST CHOICE FOR TEACHERS

ORANGE COUNTY SCHOOLS
FIRST CHOICE FOR FAMILIES

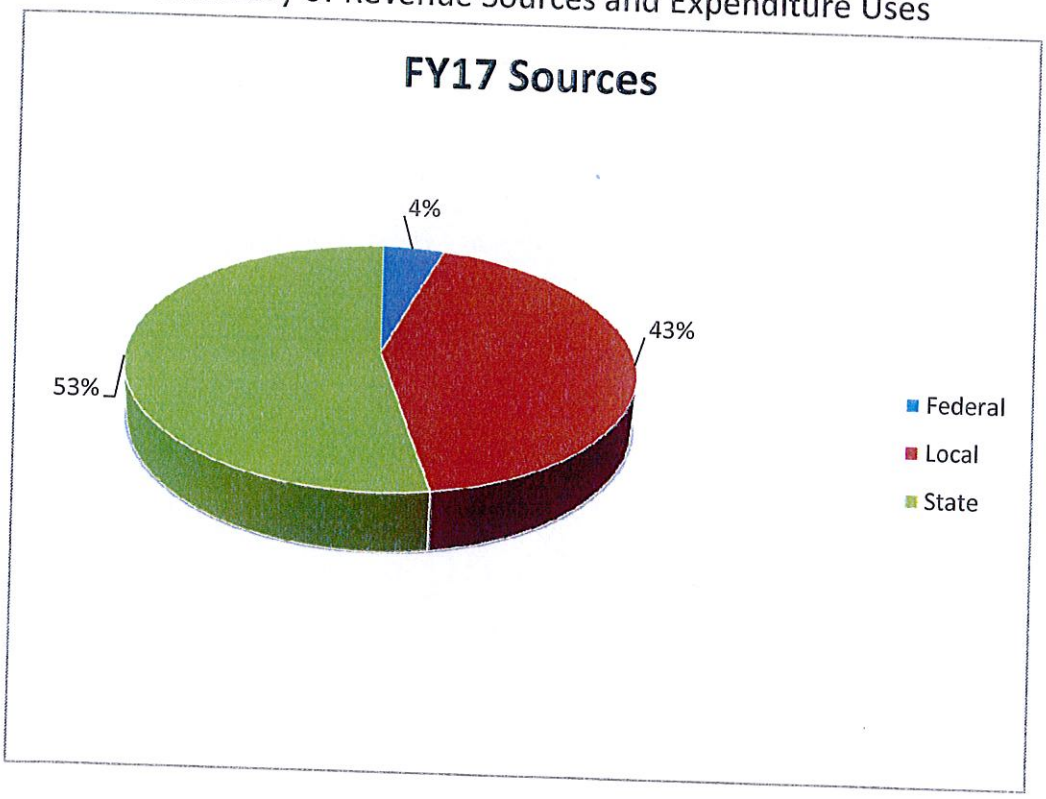
FY 2017

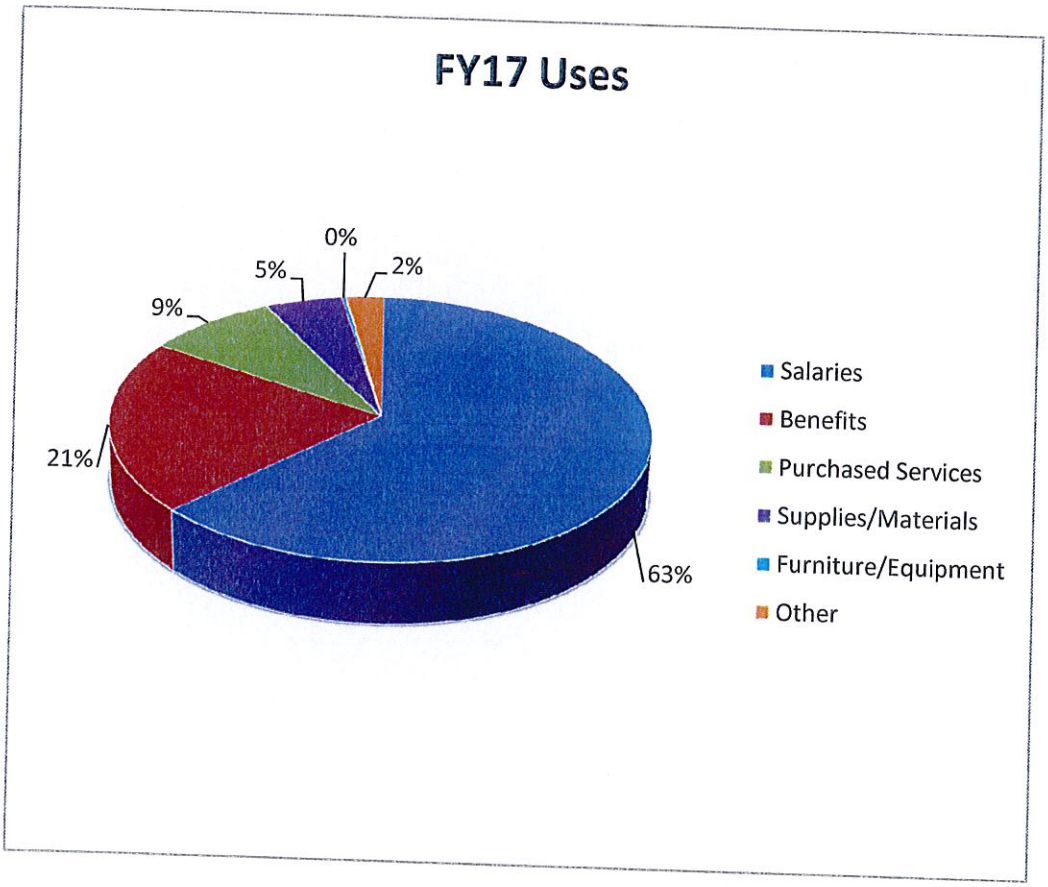
APPROVED BUDGET

REVENUES AND EXPENDITURES

ORANGE COUNTY SCHOOLS

Summary of Revenue Sources and Expenditure Uses





ORANGE COUNTY SCHOOLS
2016 - 2017 CONTINUATION/EXPANSION BUDGET REQUEST

2016 - 2017 DPI Student Enrollment Projection	7,551
2015 - 2016 DPI Student Enrollment Projection	7,526
Projected Student Enrollment Growth	25

LOCAL FUND EXPENSES:

State/Federal Mandates

State Mandated Raises for Certified (5%) and Classified Staff (3%)	$650,197
Increase in employee health insurance from $5,471 to 5,580	$29,060
Increase in employer state retirement match from 15.32% to 15.47%	$114,457
Student growth at same per pupil funding as FY 2015-2016	$92,438
Subtotal	**$886,152**

Continuation of Current Services

Charter School Enrollment Growth - Revenue Sharing	$610,088
Salary & benefit increases for federally funded positions	$130,000
EC additional staffing to meet required class size/teacher/TA ratio	$260,000
Subtotal	**$1,000,088**
TOTAL CONTINUATION REQUESTS	**$1,886,240**

Priority Expansion Requests

Classified Staff Supplement Increases	$117,000
Certified Staff Supplement Increases	$1,783,000
TOTAL EXPANSION REQUESTS	**$1,900,000**
GRAND TOTAL CONTINUATION AND EXPANSION REQUESTS FROM COUNTY	**$3,786,240**

ORANGE COUNTY SCHOOLS
FY2017 CONTINUATION/EXPANSION BUDGET REQUEST

DESCRIPTION	COST		AMOUNT REQUESTED	FY17 FUND BALANCE APPROPRIATION
CONTINUATION REQUIREMENTS				
CONTINUATION HOLD HARMLESS	$1,496,240		$1,496,240	
FEDERAL FUNDING IMPACT	$130,000		$130,000	
EC PROGRAM ADDITIONAL STAFFING TO MEET REQUIRED CLASS SIZE/T/TA RATIO	$260,000		$260,000	
CONTINUATION REQUIREMENTS SUB TOTAL	**$1,886,240**		**$1,886,240**	
EXPANSION REQUEST				
CERTIFIED SUPPLEMENT CHANGE 14/16/18/20	$1,783,000		$1,783,000	
SUPPLEMENT CHANGE/CLASSIFIED	$117,000		$117,000	
Dental Insurance	$500,000			
RECOMMENDED EXPANSION TOTAL	**$2,861,909**		**$1,900,000**	
TOTAL ADDITIONAL FUNDING REQUESTED FROM COUNTY			**$3,786,240**	
FY2017 FUND BALANCE APPROPRIATION				
Universal Breakfast K-5--all schools (one year pilot program)	$286,909			$286,909
Elementary Schools Environmental Enhancements (one year pilot program)	$175,000			$175,000
HR: Consulting for job descriptions, employee handbo	$62,000			$62,000
Transportation: Wrecker	$86,000			$86,000
C & I: Infosnap- digital registration process (30K)	$30,000			$30,000
Maintenance: Bobcat	$62,000			$62,000
TOTAL PROPOSED FY2017 FUND BALANCE APPROPRIATION				**$701,909**

Summary of Changes
State Fund

* The 2016-2017 State Planning Allotment has not been received to date.
* The estimated State retirement rate is 15.47%
* The employer health insurance match rate is projected to increase from $5,471 to $5,580 per FTE
* The State's enrollment projection for the district for 2016-17 is 7,551; a 25 student increase over the 2015-16 projection.
* Salary increases are projected to be 5% for certified staff and 3% for classified staff.

ORANGE COUNTY SCHOOLS

2016-2017 Federal Fund Revenue Projection

	2014-2015 Budget	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Supt Recom.	2016-2017 Board Appvd.
Federal Revenue	$ 3,642,513	$ 3,512,640	$ 3,503,734	$ 3,431,902	$ 3,516,177	$ 3,516,177

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

Projected 2016-2017 Federal Grant Allotments		Estimated 2016-17 Allotment	Estimated Carryover Amount	Projected Total
PRC 017	CTE-Program Improvement	$ 77,902	$ -	$ 75,196
PRC 049	IDEA-VI-B - Preschool Handicapped	49,537	-	49,537
PRC 050	Title I - LEA Basic Program	1,210,410	216,000	1,426,410
PRC 060	IDEA VI-B Handicapped	1,684,285		1,684,285
PRC 103	Title II - Improving Teacher Quality	196,217	-	196,217
PRC 104	Title III - Language Acquisition - State Grant	65,927	-	65,927
PRC 111	Title III - Language Acquisition - Significant Increase	5,521	-	5,521
PRC 114	Children W/Disabilities - Risk Pool	28,612		
PRC 118	IDEA VI-B Targeted Assistance for Special Needs	5,744	-	5,744
PRC 119	IDEA - Targeted Assistance for Preschool	1,817	-	1,817
PRC 154	Governors Teacher Network	5,523	-	5,523
Total		$ 3,331,495	$ 216,000	$ 3,516,177

ORANGE COUNTY SCHOOLS

2016-2017 Local Fund Revenue Projections

$391 per pupil increase

Projected Student Enrollment	2014-2015 Budget	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Supt Recom.	2016-2017 Board Appvd.
State Projection of Students	7,698	7,454	7,526	7,526	7,551	7,551
Less: Out-of-County Tuition Paid	89	89	89	89	89	89
Existing Charter School Students	254	254	354	354	519	519
Total County Resident Students	7,863	7,619	7,791	7,791	7,981	7,981
County Appropriation	$ 3,571	$ 3,686	$ 3,697.50	$ 3,697.50	$ 4,088	$ 4,088

Local Revenues	2014-2015 Budget	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Supt Recom.	2016-2017 Board Appvd.
County Appropriation	$ 28,080,975	$ 28,081,028	$ 28,844,029	$ 28,844,029	$ 32,630,269	$ 32,630,269
Special District Tax (CHCCS only)	N/A	N/A	N/A	N/A	N/A	N/A
Prior Year Special District Tax	N/A	N/A	N/A	N/A	N/A	N/A
ABC Revenue	38,500	38,500	32,000	32,000	32,000	32,000
Appropriated Fund Balance	1,134,400	-	1,505,316	-	-	701,909
Appropriated Fund Balance-Carryover	2,174,622	-	1,276,290	1,276,290	-	-
Cartwheels Grant	-	7,000	-	-	-	-
Duke Energy Foundation Grant	-	13,120	-	-	-	-
Fair Funding	494,000	494,000	494,000	494,000	494,000	494,000
Fines and Forfeitures	200,000	211,681	210,000	204,000	204,000	204,000
Indirect Cost	95,000	119,855	110,000	110,000	110,000	110,000
Interest Income on Investments	68,000	21,657	20,000	13,000	13,000	13,000
Leader's & Learners	-	16,000	-	-	-	-
Math/Science Partnership Grant	18,225	18,225	-	-	-	-
Medicaid Reimbursement	275,000	553,689	280,000	175,000	175,000	175,000
Miscellaneous Revenue	197,000	199,986	227,800	200,000	200,000	200,000
National Pawn Band Grant	-	2,000	2,000	2,000	2,000	2,000
N.C. PreK	249,200	341,138	320,000	320,000	320,000	320,000
Nurses - County	236,696	234,174	239,700	239,700	239,700	239,700
Sales Tax Revenue	50,000	64,590	60,000	84,525	84,525	84,525
Tuition - PreK	5,400	5,400	-	-	-	-
Tuition - Regular School	49,000	62,410	71,420	71,420	71,420	71,420
Total Local Revenues	33,366,018	30,484,453	33,692,555	32,065,964	34,575,914	35,277,823

Local Fund Revenue History

	Year	County Appropriation Per Pupil	Increase
	1990-91	1,057	
	1991-92	1,175	118
*	1992-93	1,310	135
	1993-94	1,310	-
	1994-95	1,363	53
	1995-96	1,451	88
*	1996-97	1,571	120
	1997-98	1,782	211
	1998-99	1,889	107
	1999-00	2,040	151
*	2000-01	2,256	216
	2001-02	2,395	139
	2002-03	2,437	42
	2003-04	2,516	79
*	2004-05	2,566	50
	2005-06	2,623	57
	2006-07	2,796	173
	2007-08	2,957	161
*	2008-09	3,069	112
	2009-10	3,200	131
	2010-11	3,096	(104)
	2011-12	3,096	-
	2012-13	3,102	6
	2013-14	3,167	65
	2014-15	3,269	102
	2015-16	3,571	302
	2016-17	3,697.50	126.50

It is estimated that approximately $629,151 in revenue is generated for the Orange County School system with every $0.01 tax increase.

* Re-valuation year of property tax values

ORANGE COUNTY SCHOOLS

Local Fund Expense/Budget Summary

Summary by Purpose Code

INSTRUCTIONAL SERVICES	2014-2015 Budget	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Supt Recom.	2016-2017 Board Appvd.
5110 Regular Instructional	$ 6,639,286	$ 6,442,697	$ 7,376,678	$ 7,229,837	$ 7,499,401	$ 7,499,401
5111 Supplement - Tenured Teacher	848,556	832,137	845,540	829,180	1,871,940	1,871,940
5112 Cultural Arts	1,595,554	1,676,338	1,615,674	1,697,477	1,697,477	1,697,477
5113 Physical Education	386,224	137,705	112,691	40,179	112,691	112,691
5114 Foreign Language	213,637	232,449	229,532	249,744	234,123	234,123
5115 Technology	-	751	-	-	-	-
5120 CTE	4,610	5,425	4,896	5,761	4,896	4,896
5210 Children With Disabilities	1,147,442	1,031,342	1,297,597	1,297,597	1,323,549	1,323,549
5220 Special Populations CTE	412,119	415,094	433,452	436,581	433,452	433,452
5230 Pre-K Children With Disabilities	65,850	95,015	88,225	127,300	127,300	127,300
5240 Speech and Language	-	162	39,092	38,000	39,092	39,092
5260 Academically/Intellectually Gifted	384,822	145,930	351,522	133,302	250,585	250,585
5270 Limited English Proficiency	286,041	121,550	348,108	147,925	230,374	230,374
5310 Alternative Instructional	5,204	3,865	3,411	2,533	3,411	3,411
5320 Attendance/Social Work	695,000	273,089	487,424	191,526	332,015	332,015
5330 Remedial and Supplemental	270,036	242,363	256,736	230,426	241,948	241,948
5340 Pre-K Services	593,533	238,400	724,800	291,125	434,806	434,806
5350 Extended Day/Year	-	15	-	-	-	-
5400 School Leadership	82,831	30,968	757,755	283,300	373,956	373,956
5401 School Principal	299,303	330,662	351,426	388,246	351,426	351,426
5402 School Assistant Principal	824,919	797,733	892,538	863,123	892,538	892,538
5403 School Treasurer	331,853	324,921	7,500	7,343	7,500	7,500
5404 School Clerical Support	365,418	369,230	-	-	-	-
5500 Co-Curricular	52,346	31,025	49,717	29,467	49,717	49,717
5501 Athletics	631,312	622,978	632,328	623,980	632,328	632,328
5502 Cultural Arts	125,153	113,363	129,056	116,898	129,056	129,056
5503 School Clubs/Student Organizations	6,983	315	6,989	315	6,989	6,989
5504 Before/After School Care	135,526	92,788	186,515	127,698	153,876	153,876
5810 Education Media	362,962	284,981	353,223	277,334	353,223	353,223
5820 Student Accounting	527,678	488,884	533,249	494,045	533,249	533,249
5830 Guidance	441,739	538,074	674,291	821,342	674,291	674,291
5840 Health Support	339,864	335,204	364,066	359,074	364,066	364,066
5850 Safety and Security	196,148	147,241	196,148	147,241	196,148	196,148
5860 Instructional Technology	80,000	79,222	-	-	-	-
5880 Parent Involvement	-	4,006	23,536	23,536	23,536	23,536
5000 Total Instructional Services	$ 18,351,949	$ 16,485,924	$ 19,373,714	$ 17,487,902	$ 19,578,959	$ 19,578,959
SUPPORT SERVICES						
6110 Regular Curricular Support	$ 1,902,299	$ 1,592,893	$ 1,743,196	$ 1,459,668	$ 1,743,196	$ 1,773,196
6113 Physical Education Support	2,713	3,091	5,404	6,158	5,404	$ 5,404
6120 CTE Curricular Support	101,397	105,635	-	-	-	-
6200 Special Population Support	111,451	153,024	160,455	220,307	160,455	160,455
6300 Alternative Programs	17	25,554	10,034	10,034	10,034	10,034
6303 Remedial & Supplemental Svcs K-12	48,133	37,758	42,375	33,241	42,375	42,375
6400 Technology Support Service	246,807	238,525	247,064	238,773	247,064	247,064
6401 Technology Service	581,799	534,776	584,628	537,376	584,628	584,628

ORANGE COUNTY SCHOOLS
Local Fund Expense/Budget Summary
Summary by Purpose Code

SUPPORT SERVICES (CONT.)	2014-2015 Budget	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Supt Recom.	2016-2017 Board Appvd.
6510 Communication	$ 76,248	$ 87,092	$ 75,198	$ 85,893	$ 75,198	$ 75,198
6520 Printing and Copying	303,642	290,300	272,873	260,883	272,873	272,873
6530 Public Utility and Energy	2,397,444	2,341,325	2,385,711	2,329,866	2,385,711	2,385,711
6540 Custodial/Housekeeping	1,106,962	955,486	1,007,253	1,008,952	1,072,158	1,072,158
6550 Transportation	615,452	636,406	805,271	832,687	805,271	805,271
6551 Non - Yellow Bus	10,229	15,864	10,230	15,865	10,230	10,230
6560 Warehouse and Delivery	21,148	22,554	21,341	22,760	21,341	21,341
6580 Maintenance	2,504,139	2,005,715	1,831,505	1,466,962	1,868,135	2,191,135
6610 Financial	317,861	167,073	211,861	111,358	211,861	211,861
6613 Risk Management	367,186	365,685	370,149	368,636	370,149	370,149
6620 Human Resource	406,734	429,571	540,120	570,446	540,120	602,120
6621 Human Resource Management	13,280	11,360	11,500	9,837	11,500	11,500
6622 Recruitment	16,600	11,612	19,300	13,500	19,300	19,300
6623 Staff Development	5,000	6,268	3,000	3,761	3,000	3,000
6624 Salary & Benefits	5,000	2,628	2,000	1,051	2,000	2,000
6625 2015-16 Salary Study	65,000	-	65,000	65,000	-	-
6626 Job Fair - Tables and Chairs	-	-	1,000	1,000	1,000	1,000
6710 Student Testing	205,271	213,867	224,040	233,422	224,040	224,040
6840 Health Support	888	-	888	888	-	-
6850 Safety and Security	12,000	8,429	12,000	8,429	12,000	12,000
6910 Board of Education	523,296	275,065	674,191	354,381	674,191	674,191
6920 Legal	225,000	259,308	225,000	259,308	255,000	255,000
6930 Audit	51,000	45,696	51,000	45,696	51,000	51,000
6940 Leadership	223,503	207,922	327,252	304,438	327,252	327,252
6941 Office of the Superintendent	91,767	202,122	79,350	79,350	81,731	81,731
6942 Deputy, Associate, and Assistants	426,742	238,739	283,752	158,744	283,752	283,752
6950 Public Relations and Marketing	96,718	126,438	116,133	151,819	116,133	116,133
6000 Total Support Services	$ 13,082,726	$ 11,617,777	$ 12,420,075	$ 11,270,489	$ 12,488,102	$ 12,903,102
OTHER SERVICES						
7100 Community Service	$ 82	$ 4,418	$ 5,547	$ 5,547	$ 5,547	$ 5,547
7200 Nutrition Service	17,710	12,229	22,203	22,203	22,203	309,112
8100 Pay to Other Gov. Units/Charter Sch.	1,755,510	1,821,498	1,871,016	1,871,016	2,481,104	2,481,104
8300 Debt Service	158,042	-	-	-		
7000/8000 Total Other Services	$ 1,931,344	$ 1,838,145	$ 1,898,766	$ 1,898,766	$ 2,508,854	$ 2,795,763
TOTAL LOCAL OPERATING EXPENSES	$ 33,366,018	$ 29,941,846	$ 33,692,555	$ 30,657,157	$ 34,575,914	$ 35,277,823
Per Pupil Expenditures	3,571		3,697.50		4,088	4,088

ORANGE COUNTY SCHOOLS
FIRST CHOICE FOR FAMILIES

FY 2017

APPROVED BUDGET

FUND BALANCE

ORANGE COUNTY BOARD OF EDUCATION
Governmental Funds
Fund Balances
Last Ten Fiscal Years

Year Ended June 30	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
General Fund:										
Reserved	$ 761,603	$ 205,964	$ 338,976	$ 283,772	$ 42,261	$ -	$ -	$ -	$ -	$ -
Unreserved	3,420,435	3,066,286	1,388,852	2,473,105	3,376,690	-	-	-	-	-
Restricted	-	-	-	-	-	36,491	28,173	52,026	47,174	119,558
Assigned	-	-	-	-	-	170,582	2,850,000	3,263,999	2,666,206	-
Unassigned	-	-	-	-	-	4,875,245	4,207,417	2,543,699	2,498,886	5,321,833
Total General Fund	$ 4,182,038	$ 3,272,250	$ 1,727,828	$ 2,756,877	$ 3,418,951	$ 5,082,318	$ 7,085,590	$ 5,859,724	$ 5,212,266	$ 5,441,391
All other governmental funds:										
Reserved	$ 157,936	$ 114,361	$ 58,486	$ 328,176	$ 205,123	$ -	$ -	$ -	$ -	$ -
Unreserved, reported in:										
Special Revenue Funds	619,804	463,002	381,979	376,204	589,139	-	-	-	-	-
Capital Projects Fund	1,752,212	2,114,471	2,336,345	621,911	762,277	-	-	-	-	-
Restricted	-	-	-	-	-	1,663,865	1,978,842	1,879,668	2,036,661	2,579,494
Assigned, reported in:										
Other Special Revenue Fund	-	-	-	-	-	-	45,660	208,537	269,281	784,989
Total all other governmental funds	$ 2,529,952	$ 2,691,834	$ 2,776,810	$ 1,326,291	$ 1,556,539	$ 1,663,865	$ 2,024,502	$ 2,088,205	$ 2,305,942	$ 3,364,483

Source: Orange County 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.

ORANGE COUNTY SCHOOLS
FIRST CHOICE FOR FAMILIES

FY 2017

APPROVED BUDGET

CHILD NUTRITION SERVICES

Orange County Schools
Child Nutrition Services

REVENUES	2014-2015 Budget	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Budget
USDA- REGULAR	$ 1,615,000	$ 1,618,341	$ 1,630,660	$ 1,630,660	$ 1,650,000
SALES AND USE TAX REVENUE	1,000	860	1,000	1,000	1,000
USDA- SUMMER FEED	7,500	-	9,000	9,000	10,000
USDA- COMMODITIES	165,000	154,629	170,890	170,890	175,000
SALES- BREAKFAST FULL	25,000	30,120	32,000	32,000	33,000
SALES- LUNCH FULL	350,000	357,649	372,000	372,000	372,000
SALES- LUNCH REDUCED	16,600	14,867	17,000	17,000	17,000
SALES- SUPPLEMENTAL	385,000	227,129	394,000	394,000	393,000
SALES- OTHER (VENDING MACHINES)	30,000	21,527	30,000	30,000	25,000
CATERED- BREAKFAST	1,000	3,214	3,000	3,000	3,000
CATERED- LUNCHES	2,500	2,237	2,500	2,500	2,500
SUPPERS AND BANQUETS	3,000	-	1,000	1,000	1,000
CATERED- SUPPLEMENTS	30,000	52,952	53,000	53,000	53,000
AFTERSCHOOL SNACKS- REDUCED	-	11	-	-	-
STATE REIMB -REDUCED PRICE BREAKFAST	4,000	4,288	4,300	4,300	4,300
INTEREST EARNED ON INVESTMENT	1,000	-	1,000	1,000	1,000
OTHER LOCAL OPERATING REVENUE	300	(142)	300	300	300
TRANSFER FROM LOCAL CURRENT	45,000	9,738	45,000	45,000	45,000
TRANSFER FROM STATE PUBLIC	-	41,440	-	-	-
TOTAL REVENUES	$ 2,681,900	$ 2,538,858	$ 2,766,650	$ 2,766,650	$ 2,786,100

Orange County Schools
Child Nutrition Services

EXPENDITURES	2014-2015 Budget	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Budget
SALARY- DIRECTOR	$ 38,000	$ 66,093	$ 55,000	$ 55,000	$ 55,000
SALARY- OFFICE PERSONNEL	52,000	47,179	55,000	55,000	56,650
SALARY- CN SUBSTITUTES	38,000	52,118	42,000	42,000	43,000
SALARY- FOOD SERVICE EMPLOYEES	555,000	498,873	582,000	582,000	589,000
SALARY- MANAGERS	320,000	313,598	339,000	339,000	349,100
SUPPLEMENT	-	7,931	-	-	-
LONGEVITY	16,000	11,742	13,000	13,000	13,000
BONUS LEAVE PAYOFF	500	1,320	1,000	1,000	1,500
ANNUAL LEAVE	5,000	4,850	5,000	5,000	6,000
PAYMENT OF SHORT TERM DISABILITY	5,000	6,631	11,000	11,000	11,000
OVERTIME PAY	5,000	6,553	5,000	5,000	5,000
EMPLOYER'S SOCIAL SECURITY	77,500	75,992	75,000	75,000	75,000
EMPLOYER'S RETIREMENT	135,000	89,643	139,000	139,000	155,680
EMPLOYER'S HOSPITAL	245,000	222,399	229,000	229,000	234,360
WORKERS' COMPENSATION	35,000	41,962	60,000	60,000	60,000
UNEMPLOYMENT	1,000	202	1,000	1,000	1,000
OTHER INSURANCE COST	300	-	300	300	300
CONTRACTED SERVICES	9,345	11,913	11,500	11,500	11,500
WORKSHOP EXPENSE	1,500	1,329	1,500	1,500	1,500
ADVERTISING FEES	100	-	100	100	100
PRINTING & BINDING	3,000	568	2,000	2,000	2,000
CONTRACTED REPAIRS AND MAINT.	2,000	-	1,000	1,000	1,000
TRAVEL	7,200	8,752	8,800	8,800	8,800
POSTAGE	550	622	550	550	550
TELEPHONE - MOBILE	405	600	700	700	700
MEMBERSHIP FEES AND DUES	300	1,295	300	300	300
SUPPLIES AND MATERIALS	7,000	5,442	7,000	7,000	7,000
COMPUTER SOFTWARE AND SUPPLIES	12,000	8,921	10,000	10,000	10,000
REPAIR PARTS	800	-	500	500	500
FOOD PURCHASES	980,000	937,796	990,000	990,000	976,320
FOOD PROCESSING SUPPLIES	79,000	79,246	81,000	81,000	81,000
OTHER FOOD PURCHASES	18,000	11,056	12,000	12,000	7,000
PURCHASED NON-CAPITAL EQUIP	10,000	(595)	10,000	10,000	10,000
COMPUTER EQUIPMENT- INVENTORIED	2,400	-	2,400	2,400	2,400
PURCHASE OF EQUIPMENT- CAPITALIZED	-	602	-	-	-
DEPRECIATION	20,000	10,499	15,000	15,000	9,840
TOTAL EXPENSES	$ 2,681,900	$ 2,525,130	$ 2,766,650	$ 2,766,650	$ 2,786,100

ORANGE COUNTY SCHOOLS
FIRST CHOICE FOR FAMILIES

FY 2017

APPROVED BUDGET

SCHOOL COMMUNITY RELATIONS

Orange County Schools
School Community Relations

REVENUES	2014-2015 Budget	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Budget
TUITION AFTER SCHOOL CARE	$ 707,060	$ 626,241	$ 707,060	$ 707,060	$ 800,128
SUMMER CAMP/INTERSESSIONS	128,000	105,297	128,000	128,000	140,157
FUND EQUITY ACCOUNT	19,500	-	56,094	56,094	30,280
TOTAL REVENUE	**$ 854,560**	**$ 731,538**	**$ 891,154**	**$ 891,154**	**$ 970,565**

EXPENSES					
COMMUNITY SCHOOLS PROGRAM	$ 262,929	$ 178,035	$ 262,929	$ 262,929	$ 268,976
AFTER SCHOOL PROGRAM	459,190	353,422	490,239	490,239	514,075
SUMMER CAMP PROGRAM	123,019	114,744	128,564	128,564	178,092
DEPRECIATION	9,422	6,061	9,422	9,422	9,422
TOTAL EXPENSES	**$ 854,560**	**$ 652,261**	**$ 891,154**	**$ 891,154**	**$ 970,565**

Orange County Schools
School Community Relations

COMMUNITY SCHOOLS PROGRAM	2014-2015 Budget	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Budget
COORDINATOR SALARY	$ 65,000	$ 43,197	$ 54,564	$ 54,564	$ 56,201
AFTER SCHOOL/CLERICAL SALARY	109,226	76,500	122,840	122,840	125,544
CONTRACTED SERVICES	-	544	2,000	2,000	2,000
WORKSHOP EXPENSES / ALLOWABLE TRAVEL	4,352	2,322	4,352	4,352	4,352
ADVERTISING COST	2,750	-	2,000	2,000	2,000
PRINTING & BINDING FEES	2,550	375	1,500	1,500	1,500
REPRODUCTION COST	2,437	1,558	2,000	2,000	2,000
OTHER PROFESSIONAL & TECH SERVICES	600	448	600	600	600
ELECTRICAL UTILITIES	3,092	3,287	3,200	3,200	3,200
CONTRACTED REPAIRS & MAINT. - EQUIPMENT	609	-	609	609	609
TRAVEL	4,000	1,974	4,000	4,000	4,000
MEMBERSHIP & DUES	460	399	500	500	500
SUPPLIES/MATERIALS	1,960	1,304	2,000	2,000	2,000
COMPUTER/SOFTWARE & SUPPLIES	500	125	500	500	500
FURNITURE & EQUIPMENT - INVENTORIED	1,692	111	1,124	1,124	1,124
COMPUTER EQUIPMENT - INVENTORIED	1,848	-	1,000	1,000	1,000
PURCHASE OF EQUIPMENT CAPITALIZED	350	-	350	350	350
PURCHASE OF COMPUTER HARDWARE CAPITALIZED	1,500	-	1,000	1,000	1,000
UNEMPLOYMENT CHARGES	3,865	2,817	3,865	3,865	3,865
LONGEVITY	6,530	3,281	5,277	5,277	5,436
EMPLOYER'S SOCIAL SECURITY	11,113	8,540	11,068	11,068	11,401
EMPLOYER'S RETIREMENT	22,361	18,705	22,166	22,166	23,055
EMPLOYER'S HOSPITAL INSURANCE	16,134	12,548	16,414	16,414	16,739
COMMUNITY SCHOOLS PROGRAM TOTALS	**$ 262,929**	**$ 178,035**	**$ 262,929**	**$ 262,929**	**$ 268,976**

Orange County Schools
School Community Relations

AFTER SCHOOL PROGRAM	2014-2015 Budget	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Budget
ACTIVITY BUS DRIVERS SALARIES	$ 300	$ 143	$ 300	$ 300	$ 300
AFTER SCHOOL STAFF SALARIES	-	(14,642)	-	-	-
ANNUAL LEAVE PAY OUT	-	3,633	-	-	-
EMPLOYER'S SOCIAL SECURITY	100	(1,109)	100	100	100
EMPLOYER'S RETIREMENT	-	(1,059)	-	-	-
PENSION EXPENSE ADJUSTMENT - GASB 68	-	(8,334)	-	-	-
CONTRACTED SERVICES	-	-	-	-	1,000
FIELD TRIPS	1,100	-	1,100	1,100	1,100
TELEPHONE	308	279	308	308	308
MOBILE COMMUNICATION COSTS	5,000	3,394	4,000	4,000	3,000
EMPLOYEE EDUCATION REIMBURSEMENTS	200	50	200	200	200
SUPPLIES/MATERIALS	1,500	549	1,500	1,500	1,500
FOOD PURCHASES	1,000	588	2,000	2,000	2,000
COMPUTER EQUIPMENT - INVENTORIED	4,600	2,207	4,600	4,600	4,600
SUB-TOTAL:	**$ 14,108**	**$ (14,302)**	**$ 14,108**	**$ 14,108**	**$ 14,108**
CAMERON PARK AFTER SCHOOL PROGRAM					
AFTER SCHOOL SUB	$ 3,000	$ 3,465	$ 3,861	$ 3,861	$ 4,000
AFTER SCHOOL STAFF SALARIES	40,000	33,017	40,000	40,000	41,200
STAFF OVERTIME	4,000	4,674	8,000	8,000	9,000
EMPLOYEES SOCIAL SECURITY	3,790	3,033	3,967	3,967	4,146
EMPLOYEES RETIREMENT	6,500	4,042	7,961	7,961	8,407
EMPLOYERS HOSPITAL INSURANCE	6,500	4,352	6,500	6,500	7,000
WORKSHOP EXPENSES / ALLOWABLE TRAVEL	500	-	500	500	500
LOCAL TRAVEL	200	-	200	200	200
TUITION/SCHOLARSHIPS	750	-	750	750	750
SUPPLIES/MATERIALS	2,000	2,018	2,000	2,000	2,000
FOOD PURCHASES (SNACKS)	7,000	4,258	7,000	7,000	7,000
FURNITURE & EQUIPMENT INVENTORIED	1,000	-	1,000	1,000	1,000
SUB-TOTAL:	**$ 75,240**	**$ 58,859**	**$ 81,740**	**$ 81,740**	**$ 85,204**
CENTRAL ELEM AFTER SCHOOL PROGRAM					
AFTER SCHOOL SUB	$ 500	$ 3,347	$ 1,158	$ 1,158	$ 1,200
AFTER SCHOOL STAFF SALARIES	30,000	24,110	28,000	28,000	28,840
STAFF OVERTIME	650	777	1,500	1,500	2,000
EMPLOYEES SOCIAL SECURITY	2,700	2,124	2,345	2,345	2,451
EMPLOYEES RETIREMENT	2,000	964	4,697	4,697	4,957
EMPLOYERS HOSPITAL INSURANCE	2,500	1,123	2,500	2,500	3,000
WORKSHOP EXPENSES / ALLOWABLE TRAVEL	500	131	500	500	500
LOCAL TRAVEL	200	-	200	200	200
TUITION/SCHOLARSHIPS	750	-	750	750	750
SUPPLIES/MATERIALS	2,000	1,373	2,000	2,000	2,000
FOOD PURCHASES (SNACKS)	350	86	1,000	1,000	1,000
FURNITURE & EQUIPMENT INVENTORIED	1,000	377	1,000	1,000	1,000
SUB-TOTAL:	**$ 43,150**	**$ 34,412**	**$ 45,650**	**$ 45,650**	**$ 47,898**
EFLAND CHEEKS AFTER SCHOOL PROGRAM					
AFTER SCHOOL SUB	$ 300	$ -	$ 1,000	$ 1,000	$ 1,030
AFTER SCHOOL STAFF SALARIES	34,000	27,535	31,883	31,883	32,839
STAFF OVERTIME	1,000	1,459	1,500	1,500	2,000
EMPLOYEES SOCIAL SECURITY	2,831	2,195	2,630	2,630	2,744
EMPLOYEES RETIREMENT	2,100	1,434	5,267	5,267	5,549
EMPLOYERS HOSPITAL INSURANCE	2,050	1,309	2,050	2,050	2,500
WORKSHOP EXPENSES / ALLOWABLE TRAVEL	500	175	500	500	500
LOCAL TRAVEL	200	-	200	200	200
TUITION/SCHOLARSHIPS	750	-	750	750	750
SUPPLIES/MATERIALS	2,000	1,944	2,000	2,000	2,000
FOOD PURCHASES (SNACKS)	350	232	350	350	1,000
FURNITURE & EQUIPMENT INVENTORIED	1,000	-	1,000	1,000	1,000
SUB-TOTAL:	**$ 47,081**	**$ 36,283**	**$ 49,131**	**$ 49,131**	**$ 52,112**

Orange County Schools
School Community Relations

GRADY BROWN AFTER SCHOOL PROGRAM	2014-2015 Budget	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Budget
AFTER SCHOOL SUB	$ 300	$ 2,488	$ 2,311	$ 2,311	$ 2,380
AFTER SCHOOL STAFF SALARIES	35,000	31,441	35,000	35,000	36,050
STAFF OVERTIME	1,500	3,001	4,000	4,000	5,000
EMPLOYEES SOCIAL SECURITY	3,000	2,766	3,160	3,160	3,322
EMPLOYEES RETIREMENT	3,000	2,890	6,329	6,329	6,719
EMPLOYERS HOSPITAL INSURANCE	2,900	3,088	2,900	2,900	3,400
WORKSHOP EXPENSES / ALLOWABLE TRAVEL	500	-	500	500	500
LOCAL TRAVEL	200	-	200	200	200
TUITION/SCHOLARSHIPS	750	-	750	750	750
SUPPLIES/MATERIALS	2,000	1,616	2,000	2,000	2,000
FOOD PURCHASES (SNACKS)	5,450	5,371	350	350	1,000
FURNITURE & EQUIPMENT INVENTORIED	1,000	-	1,000	1,000	1,000
SUB-TOTAL:	**$ 55,600**	**$ 52,661**	**$ 58,500**	**$ 58,500**	**$ 62,321**
HILLSBOROUGH ELEM AFTER SCHOOL PROGRAM					
AFTER SCHOOL SUB	$ 1,000	$ 4,206	$ 3,938	$ 3,938	$ 5,000
AFTER SCHOOL STAFF SALARIES	65,000	54,667	68,000	68,000	70,040
STAFF OVERTIME	5,000	7,067	8,000	8,000	9,000
EMPLOYEES SOCIAL SECURITY	5,300	4,935	6,115	6,115	6,429
EMPLOYEES RETIREMENT	9,000	7,423	12,247	12,247	13,001
EMPLOYERS HOSPITAL INSURANCE	11,000	7,990	11,000	11,000	11,000
WORKSHOP EXPENSES / ALLOWABLE TRAVEL	500	66	500	500	500
LOCAL TRAVEL	200	-	200	200	200
TUITION/SCHOLARSHIPS	750	-	750	750	750
SUPPLIES/MATERIALS	2,000	1,298	3,000	3,000	3,000
FOOD PURCHASES (SNACKS)	13,000	7,856	10,000	10,000	11,000
FURNITURE & EQUIPMENT INVENTORIED	1,000	-	1,000	1,000	1,000
SUB-TOTAL:	**$ 113,750**	**$ 95,508**	**$ 124,750**	**$ 124,750**	**$ 130,920**
NEW HOPE ELEM AFTER SCHOOL PROGRAM					
AFTER SCHOOL SUB	$ 200	$ 826	$ 1,000	$ 1,000	$ 1,000
AFTER SCHOOL STAFF SALARIES	34,450	29,017	33,269	33,269	34,267
STAFF OVERTIME	2,200	3,652	3,958	3,958	4,500
EMPLOYEES SOCIAL SECURITY	2,945	2,450	2,924	2,924	3,042
EMPLOYEES RETIREMENT	4,513	2,848	5,856	5,856	6,152
EMPLOYERS HOSPITAL INSURANCE	5,300	3,082	5,300	5,300	5,800
WORKSHOP EXPENSES / ALLOWABLE TRAVEL	500	180	500	500	500
LOCAL TRAVEL	200	-	200	200	200
TUITION/SCHOLARSHIPS	750	-	750	750	750
SUPPLIES/MATERIALS	2,000	1,272	2,000	2,000	2,000
FOOD PURCHASES (SNACKS)	350	287	350	350	1,000
FURNITURE & EQUIPMENT INVENTORIED	$ 1,000	$ -	$ 1,000	$ 1,000	$ 1,000
SUB-TOTAL:	**$ 54,408**	**$ 43,613**	**$ 57,108**	**$ 57,108**	**$ 60,211**
PATHWAYS AFTER SCHOOL PROGRAM					
AFTER SCHOOL SUB	$ 200	$ 1,076	$ 1,000	$ 1,000	$ 1,000
AFTER SCHOOL STAFF SALARIES	30,000	26,532	31,060	31,060	31,991
Longevity Pay	-	143	250	250	250
STAFF OVERTIME	2,564	2,786	3,311	3,311	4,000
EMPLOYEES SOCIAL SECURITY	2,671	2,188	2,725	2,725	2,849
EMPLOYEES RETIREMENT	4,968	3,727	5,457	5,457	5,761
EMPLOYERS HOSPITAL INSURANCE	6,000	4,354	6,000	6,000	6,000
WORKSHOP EXPENSES / ALLOWABLE TRAVEL	500	184	500	500	500
LOCAL TRAVEL	200	-	200	200	200
TUITION/SCHOLARSHIPS	750	685	750	750	750
SUPPLIES/MATERIALS	2,000	1,588	2,000	2,000	2,000
FOOD PURCHASES (SNACKS)	5,000	2,898	5,000	5,000	5,000
FURNITURE & EQUIPMENT INVENTORIED	1,000	226	1,000	1,000	1,000
SUB-TOTAL:	**$ 55,853**	**$ 46,387**	**$ 59,253**	**$ 59,253**	**$ 61,301**
AFTERSCHOOL PROGRAM TOTAL	**$ 459,190**	**$ 353,422**	**$ 490,239**	**$ 490,239**	**$ 514,075**

Orange County Schools
School Community Relations

SUMMERCAMP/INTERSESSIONS PROGRAMS	2014-2015 Budget	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Budget
SUMMER CAMP BUS DRIVERS SALARIES	$ 1,900	$ 948	$ 1,500	$ 1,500	$ 1,500
SUMMER CAMP STAFF SALARIES	3,000	1,636	2,000	2,000	2,500
SUMMER CAMP OVERTIME	500	-	500	500	500
EMPLOYER'S SOCIAL SECURITY	350	197	306	306	344
EMPLOYER'S RETIREMENT	500	323	613	613	696
EMPLOYER'S HOSPITALIZATION	-	86	-	-	-
ADVERTISING	500	457	500	500	500
LOCAL TRAVEL	500	356	500	500	700
TRANSPORTATION COST- FIELD TRIPS/BUS COST	5,000	4,770	5,500	5,500	7,500
OTHER INSURANCE AND JUDGMENTS	2,000	2,254	3,000	3,000	4,500
SUPPLIES/MATERIALS	1,500	1,427	1,500	1,500	1,500
PRINTING AND BINDING	-	1,114	-	-	-
FOOD PURCHASES	1,436	857	1,267	1,267	1,267
SUB-TOTAL:	**$ 17,186**	**$ 14,424**	**$ 17,186**	**$ 17,186**	**$ 21,507**
CENTRAL SUMMER CAMP					
SUMMER STAFF SALARIES	$ 19,000	$ 17,629	$ 19,000	$ 19,000	$ 19,570
OVERTIME	132	111	150	150	150
EMPLOYER'S SOCIAL SECURITY	1,500	1,343	1,465	1,465	1,509
EMPLOYER'S RETIREMENT	1,500	995	2,117	2,117	3,051
EMPLOYER'S HOSPITALIZATION	600	232	600	600	-
CONTRACTED SERVICES	-	1,952	-	-	1,500
TRANSPORTATION COST- FIELD TRIPS ADMIN	2,000	398	2,000	2,000	2,000
SUPPLIES/MATERIALS	1,500	1,061	1,500	1,500	1,500
FOOD PURCHASES	750	535	750	750	1,000
SUB-TOTAL:	**$ 26,982**	**$ 24,256**	**$ 27,582**	**$ 27,582**	**$ 30,279**
EFLAND CHEEKS SUMMER CAMP					
SUMMER STAFF SALARIES	$ -	$ -	$ -	$ -	$ 19,570
OVERTIME	-	-	-	-	150
EMPLOYER'S SOCIAL SECURITY	-	-	-	-	1,509
EMPLOYER'S RETIREMENT	-	-	-	-	3,051
EMPLOYER'S HOSPITALIZATION	-	-	-	-	-
CONTRACTED SERVICES	-	-	-	-	1,500
TRANSPORTATION COST- FIELD TRIPS ADMIN	-	-	-	-	2,000
SUPPLIES/MATERIALS	-	-	-	-	1,500
FOOD PURCHASES	-	-	-	-	1,000
SUB-TOTAL:	**$ -**	**$ -**	**$ -**	**$ -**	**$ 30,279**
GRADY BROWN SUMMER CAMP					
SUMMER STAFF SALARIES	$ 15,000	$ 16,584	$ 19,000	$ 19,000	$ 19,570
OVERTIME	132	617	150	150	150
EMPLOYER'S SOCIAL SECURITY	1,500	1,298	1,465	1,465	1,509
EMPLOYER'S RETIREMENT	1,500	2,062	2,117	2,117	3,051
EMPLOYER'S HOSPITALIZATION	600	1,162	600	600	-
CONTRACTED SERVICES	-	832	-	-	1,500
TRANSPORTATION COST- FIELD TRIPS ADMIN	2,000	348	2,000	2,000	2,000
SUPPLIES/MATERIALS	1,500	25	1,500	1,500	1,500
FOOD PURCHASES	750	535	750	750	1,000
SUB-TOTAL:	**$ 22,982**	**$ 23,462**	**$ 27,582**	**$ 27,582**	**$ 30,279**

Orange County Schools
School Community Relations

HILLSBOROUGH'S INTERSESSIONS	2014-2015 Budget	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Budget
INTERSESSION STAFF SALARIES	$ 16,755	$ 14,961	$ 19,000	$ 19,000	$ 23,000
OVERTIME	132	247	150	150	150
EMPLOYER'S SOCIAL SECURITY	1,500	1,126	1,465	1,465	1,771
EMPLOYER'S RETIREMENT	2,000	1,797	2,117	2,117	3,547
EMPLOYER'S HOSPITALIZATION	1,400	1,635	1,200	1,200	-
CONTRACTED SERVICES	-	-	-	-	1,500
TRANSPORTATION COST- FIELD TRIPS ADMIN	2,000	6,024	2,000	2,000	2,000
SUPPLIES/MATERIALS	1,500	665	1,500	1,500	1,500
FOOD PURCHASES	1,200	854	1,200	1,200	2,000
SUB-TOTAL:	**$ 26,487**	**$ 27,308**	**$ 28,632**	**$ 28,632**	**$ 35,468**
NEW HOPE SUMMER CAMP					
SUMMER STAFF SALARIES	$ 20,000	$ 18,487	$ 19,000	$ 19,000	$ 19,570
OVERTIME	132	110	150	150	150
EMPLOYER'S SOCIAL SECURITY	1,500	1,382	1,465	1,465	1,509
EMPLOYER'S RETIREMENT	2,000	1,968	2,117	2,117	3,051
EMPLOYER'S HOSPITALIZATION	1,500	1,128	600	600	-
CONTRACTED SERVICES	-	982	-	-	1,500
TRANSPORTATION COST- FIELD TRIPS ADMIN	2,000	328	2,000	2,000	2,000
SUPPLIES/MATERIALS	1,500	372	1,500	1,500	1,500
FOOD PURCHASES	750	535	750	750	1,000
SUB-TOTAL:	**$ 29,382**	**$ 25,293**	**$ 27,582**	**$ 27,582**	**$ 30,279**
TOTAL PROGRAM AREAS	**$ 845,138**	**$ 646,200**	**$ 881,732**	**$ 881,732**	**$ 961,143**
DEPRECIATION	$ 9,422	$ 6,061	$ 9,422	$ 9,422	$ 9,422
TOTAL PROGRAM EXPENSE	**$ 854,560**	**$ 652,261**	**$ 891,154**	**$ 891,154**	**$ 970,565**

ORANGE COUNTY SCHOOLS
FIRST CHOICE FOR FAMILIES

FY 2017

APPROVED BUDGET

CAPITAL INVESTMENT PLAN

ORANGE COUNTY SCHOOLS

FY 2017 CIP--COMBINED FUNDING SOURCES BY LOCATION

ATTACHMENT 1

	A	B	C	D	E	F	G	H	J	K	L	M	N	O
1	PAYGO	ADDTL PG	ART 46	OLD FAC	BOND	CATEGORY	Scope of Work	Location	YEAR 1 2016-2017 (FY 17)	YEAR 2 2017-2018 (FY18)	YEAR 3 2018-2019 (FY 19)	YEAR 4 2019-2020 (FY 20)	YEAR 5 2020-2021 (FY 21)	FIVE YEAR TOTAL
2		X				CB	REPLACE ALL COMPROMISED INSULATED GLASS IN MAIN ENTRY STOREFRONT; INCLUDES LINTEL REPAIRS, PREPPING AND REPAINTING	ALS	$100,000					
3				X		CB	UPGRADE SCIENCE CLASSROOMS TO MEET CURRENT STANDARDS	ALS	$244,300					$244,300
4		X				HAZ	ABATEMENT PROJECT: CARPET/MASTIC CAMPUS WIDE: A L STANBACK	ALS				$225,000		
5		X				K	SERVING LINE EQUIPMENT MODIFICATIONS	ALS		$5,600				
6					X	M	**MECHANICAL SYSTEM REPLACEMENTS**	ALS	$4,108,000					
7					X	M	BOILER REPLACEMENT	ALS						
8					X	M	ENERGY MANAGEMENT SYSTEM	ALS						
9					X	M	BASE MOUNTED PUMPS	ALS						
10					X	M	NEW AIR HANDLING/VENTILATION SYSTEM	ALS						
11					X	R	**ROOF REPLACEMENTS**	ALS	$1,775,000					
12					X	R	AUDITORIUM ROOF REPLACEMENT	ALS						
13					X	R	CAFETERIA/CLASSROOMS ROOF REPLACEMENT	ALS						
14					X	R	GYM/LOCKER ROOMS ROOF REPLACEMENT	ALS						
15					X	R	OFFICE/MAIN ENTRY ROOF REPLACEMENT	ALS						
16					X	R	UPPER CLASSROOMS/ROOF REPLACEMENT	ALS						
17	X					ADA	ADD HANDICAPPED PARKING AND FRONT ENTRANCE ACCESSIBILITY	BOE	$27,000					$27,000
18	X					AP	RESURFACE BASKETBALL COURTS	CENTRAL	$18,000					$18,000
19	X					**AP**	RESURFACE PLAY AREA AT REAR OF SCHOOL	CENTRAL	$20,000					$20,000
20	X					PS	ENGINEERING STUDY: BRICK EXTERIOR	CENTRAL		$35,000				$35,000
21	X					CB	RESERVE: CENTRAL ELEMENTARY BUILDING ENVELOPE IMPROVEMENTS BASED ON ENGINEERING ANALYSIS	CENTRAL			$200,000			
22	X					FS	REPLACE HOOD AND FIRE SUPPRESSION SYSTEM	CENTRAL	$16,000					$16,000
23	X					K	UPGRADE SERVING LINE EQUIPMENT	CENTRAL	$20,000					$20,000
24		X				K	REPLACE DISHWASHER CONDENSATE HOOD	CENTRAL	$1,500					
25		X				K	ADD DRYING RACKS	CENTRAL	$1,500					
26		X				K	REPLACE FLOOR DRAIN AT STEAMER AND BRAISER	CENTRAL	$2,500					
27		X				K	REPLACE PREP SINKS TO 3-COMPARTMENT SINKS	CENTRAL	$12,000					
28		X				K	ADD PASS-THROUGH REFRIGERATOR	CENTRAL	$6,000					
29				X		K	REPLACE COLD STORAGE UNIT	CENTRAL	$50,000					$50,000
30				X		K	REPLACE REACH IN REFRIGERATORS	CENTRAL	$20,000					$20,000
31				X		K	REPLACE COOKING EQUIPMENT	CENTRAL	$75,000					$75,000
32					X	M	**MECHANICAL SYSTEM REPLACEMENTS**	CENTRAL	$1,738,219					
33					X	M	ENERGY MANAGEMENT SYSTEM	CENTRAL						
34					X	M	NEW COOLING TOWER	CENTRAL						
35					X	M	NEW DOAS UNITS	CENTRAL						
36					X	M	NEW WSHPs	CENTRAL						

ORANGE COUNTY SCHOOLS

FY 2017 CIP--COMBINED FUNDING SOURCES BY LOCATION

ATTACHMENT 1

	A	B	C	D	E	F	G	H	J	K	L	M	N	O
1	PAYGO	ADDTL PG	ART 46	OLD FAC	BOND	CATEGORY	Scope of Work	Location	YEAR 1 2016-2017 (FY 17)	YEAR 2 2017-2018 (FY18)	YEAR 3 2018-2019 (FY 19)	YEAR 4 2019-2020 (FY 20)	YEAR 5 2020-2021 (FY 21)	FIVE YEAR TOTAL
37					X	M	PROVIDE FRESH AIR SYSTEM FOR FACILITY	CENTRAL						
38					X	M	BOILER REPLACEMENT	CENTRAL						
39					X	M	NEW BASE MOUNTED PUMPS	CENTRAL						
40					X	M	REPLACE ALL AIR HANDLING EQUIPMENT	CENTRAL						
41					X	R	**ROOF REPLACEMENTS**	CENTRAL	$512,000					
42					X	R	MEDIA CENTER ROOF REPLACEMENT	CENTRAL						
43					X	R	ART/MUSIC CLASSROOM ROOF REPLACEMENT	CENTRAL						
44					X	R	CAFETERIA ROOF REPLACEMENT	CENTRAL						
45					X	R	GYMNASIUM ROOF REPLACEMENT	CENTRAL						
46	X					ADA	ADD ACCESSIBLE RAMP AT KITCHEN	CP		$16,000				$16,000
47	X					AP	RESURFACE BASKETBALL COURTS	CP	$20,000					$20,000
48		X				FS	REPLACE HOOD AND FIRE SUPPRESSION SYSTEM	CP	$16,000					
49	X					K	NEW DISHWASHER EXHAUST FAN AND DUCTWORK	CP	$3,500					
50	X					K	KITCHEN IMPROVEMENTS FOR CODE COMPLIANCE	CP	$10,000					
51	X					K	ADD ADDITIONAL HAND SINK	CP	$2,500					
52	X					K	NEW FLOOR DRAIN KITCHEN	CP	$1,600					
53	X					K	NEW FLOOR SINK KITCHEN	CP	$4,500					
54	X					K	NEW FLOOR TROUGH --KITCHEN	CP	$10,000					
55	X					K	NEW LAVATORY IN KITCHEN	CP	$1,400					
56		X				K	UPGRADE/ADD STEAMER & BRAISING PAN	CP	$40,000					
57		X				K	UPGRADE DISHWASHING AREA	CP	$1,500					
58		X				K	REPLACE COLD STORAGE UNIT	CP	$55,000					
59		X				K	REPLACE REACH IN REFRIGERATOR	CP	$13,000					
60		X				K	UPGRADE SERVING LINE EQUIPMENT	CP	$5,000					
61		X				K	NEW KITCHEN HOOD EXHAUST AND SUPPLY FAN/DUCTWORK	CP	$20,000					
62		X				K	NEW KITCHEN HOT WATER SYSTEM	CP	$28,000					
63		X				K	REPLACE TWO COMPARTMENT SINK WITH 3 COMPARTMENT SINK	CP	$5,000					
64		X				K	UPGRADE FLOOR DRAINS NEAR BRAISER AND STEAMER	CP	$3,000					
65					X	M	**MECHANICAL SYSTEM REPLACEMENTS**	CP	$1,365,444					
66					X	M	NEW BOILER	CP						
67					X	M	NEW PUMPS	CP						
68					X	M	NEW CLASSROOM FAN COIL UNITS (IN EACH CLASSROOM)	CP						
69					X	M	NEW DOAS UNIT	CP						
70					X	M	NEW AIR HANDLERS AND ZONE DAMPER SYSTEM FOR MEDIA CENTER AND 4 CLASSROOM ADDN.	CP						
71					X	M	NEW ENERGY MANAGEMENT SYSTEM	CP						
72					X	R	**ROOF REPLACEMENTS**	CP	$575,000					

ORANGE COUNTY SCHOOLS

FY 2017 CIP--COMBINED FUNDING SOURCES BY LOCATION

ATTACHMENT 1

	A	B	C	D	E	F	G	H	J	K	L	M	N	O
1	PAYGO	ADDTL PG	ART 46	OLD FAC	BOND	CATEGORY	Scope of Work	Location	YEAR 1 2016-2017 (FY 17)	YEAR 2 2017-2018 (FY18)	YEAR 3 2018-2019 (FY 19)	YEAR 4 2019-2020 (FY 20)	YEAR 5 2020-2021 (FY 21)	FIVE YEAR TOTAL
73					X	R	ROOF: ROOF: OFFICE/CLASSROOMS	CP						
74					X	R	ROOF: BACK CLASSROOMS ROOF REPLACEMENT	CP						
75	X					CB	PROVIDE LABORATORY GRADE DISHWASHER IN SCIENCE AREA	CRHS		$9,500				$9,500
76	X					CB	PROVIDE SEPARATE CHEMICAL PREP AREAS	CRHS		$20,000				$20,000
77	X					CB	UPDATE SCIENCE CLASSROOMS AND PREP ROOMS BASED ON DPI STANDARDS	CRHS		$45,000				$45,000
78	X					FS	INSTALL DUCTED FUME HOODS	CRHS		$75,000				$75,000
79	X					K	NEW SERVING LINE COUNTERS	CRHS					$35,000	$35,000
80					X	NB	ADD CLASSROOM WING (PRICE INCLUDES FULL PROJECT COSTS)	CRHS						
81	X					PS	DESIGN: CWS CANOPY REPLACEMENT	CWS		$30,000				$30,000
82	X					CB	CWS CANOPY ENCLOSURES	CWS			$300,000			$300,000
83				X		CB	UPGRADE SCIENCE CLASSROOMS TO MEET CURRENT DPI STANDARDS	CWS		$235,000				$235,000
84				X		FS	REPLACE HOOD AND FIRE SUPPRESSION SYSTEM	CWS				$20,000		$20,000
85	X					K	ADD DRYING RACKS	CWS				$1,500		$1,500
86	X					K	ADD HOT FOOD CABINET	CWS				$5,000		$5,000
87	X					K	ADD NEW 60 QT. MIXER	CWS				$10,000		$10,000
88	X					K	NEW EXTERIOR GREASE TRAP--KITCHEN	CWS				$15,000		$15,000
89	X					K	NEW FLOOR SINK -KITCHEN	CWS				$6,750		$6,750
90	X					K	NEW FLOOR TROUGH-KITCHEN	CWS				$10,000		$10,000
91	X					K	NEW KITCHEN HOOD EXHAUST AND SUPPLY FAN	CWS				$20,000		$20,000
92	X					K	NEW LAVATORY--KITCHEN	CWS				$4,000		$4,000
93	X					K	NEW MIXING VALVE FOR KITCHEN LAVATORY	CWS				$1,400		$1,400
94	X					K	PROVIDE FLOOR TROUGH NEAR BRAISING PAN	CWS				$5,000		$5,000
95	X					K	REPLACE 2 COMPARTMENT SINKS AND ADD GREASE TRAP	CWS				$12,000		$12,000
96	X					K	REPLACE ICE MAKER	CWS				$8,500		$8,500
97				X		K	REPLACE COLD STORAGE UNIT	CWS				$50,000		$50,000
98				X		K	REPLACE STEAMER	CWS				$35,000		$35,000
99	X					AP	ATHLETIC FACILITIES IMPROVEMENTS/DEVELOPMENT	DISTRICT				$200,000		$200,000
100	X					AP	PLAYGROUND/PLAYZONE IMPROVEMENTS	DISTRICT				$100,000		$100,000
101	X					CB	EMERGENCY GENERATORS FOR CRITICAL LIGHTING AND KITCHEN EQUIPMENT (ALL SCHOOLS)	DISTRICT			$150,000	$150,000	$150,000	$450,000
102	X					PS	FACILITIES USAGE ASSESSMENT: CLASSROOM SUPPORT/ ADMINISTRATIVE SPACE/PROGRAM SPACE	DISTRICT	$50,000					$50,000
103				X		CB	RESERVE: IMPLEMENTATION-FACILITIES USAGE ASSESSMENT	DISTRICT		$9,300	$41,800	$169,300	$389,300	$609,700
104	X					E	CONVERT GYMNASIUM LIGHTING TO LED--ALL SCHOOLS	DISTRICT	$50,000	$75,000				$125,000
105	X					NB	ELEMENTARY #8--NON PROTOTYPICAL DESIGN	DISTRICT				$2,500,000	$25,500,000	$28,000,000
106	X					RES	PAVING PARKING LOTS/DRIVEWAYS/WALKWAYS	DISTRICT	$100,000	$150,000	$200,000	$300,000	$165,000	$915,000

ORANGE COUNTY SCHOOLS

FY 2017 CIP--COMBINED FUNDING SOURCES BY LOCATION

ATTACHMENT 1

	A	B	C	D	E	F	G	H	J	K	L	M	N	O
1	PAYGO	ADDTL PG	ART 46	OLD FAC	BOND	CATEGORY	**Scope of Work**	**Location**	YEAR 1 2016-2017 (FY 17)	YEAR 2 2017-2018 (FY18)	YEAR 3 2018-2019 (FY 19)	YEAR 4 2019-2020 (FY 20)	YEAR 5 2020-2021 (FY 21)	FIVE YEAR TOTAL
107	X					RES	RESERVE: DESIGN SERVICES--SAF/SECURITY IMPROVEMENTS	DISTRICT	$50,000	$50,000	$50,000	$50,000		$200,000
108	X					RES	RESERVE: DESIGN AND BUILDING IMPROVEMENTS ASSOCIATED WITH SCHOOL SAFETY INITIATIVES (E.G. SECURITY VESTIBULES, ENCLOSED WALKWAYS, ETC)	DISTRICT	$0	$424,822	$299,791	$308,548	$299,848	$1,333,009
109	X					RES	RESERVE: CLASSROOM/BUILDING IMPROVEMENTS	DISTRICT			$274,000	$200,000	$130,000	$604,000
110		X				RES	DEFERRED MAINTENANCE RESERVE	DISTRICT						
111	X					S	REPLACE WRESTLING MATS/SAFETY PADDING (MULTI-YEAR FUNDING)	DISTRICT				$25,000		$25,000
112	X				X	S	IMPLEMENTATION OF SCHOOL SAFETY INITATIVES (ITEMIZED VIA ANNUAL WORKPLAN) **BOND PROJ YRS 1-5**	DISTRICT						$0
113		X				S	SCHOOL SAFETY INITIATIVES	DISTRICT	$732	$20,932	$153,032	$153,032	$378,032	$705,760
114	X		X			T	TECHNOLOGY UPGRADES	DISTRICT	$558,815	$567,197	$575,705	$584,341	$593,106	$2,879,164
115		X				T	TECHNOLOGY UPGRADES	DISTRICT	$150,000	$150,000	$150,000	$150,000	$150,000	$750,000
116	X					HAZ	HAZARDOUS MATERIALS ABATEMENT VARIOUS FACILITIES (MULTI-YEAR FUNDING)	DISTRICT		$50,000		$50,000		$100,000
117	X					V	ACTIVITY BUS REPLACEMENT	DISTRICT	$85,000					$85,000
118					X		**IMPLEMENTATION OF SCHOOL SAFETY INITATIVES (ITEMIZED VIA ANNUAL WORKPLAN)**	DISTRICT	$2,500,000					
119	X					CB	DRAINAGE PROJECT; FRONT OF BUILDING AND BY GYM DOOR LEADING TO PLAYGROUND	EFLAND	$25,000					$25,000
120	X					CB	CLASSROOM CABINET REPLACEMENT	EFLAND	$50,000					$50,000
121	X					K	ADD FLOOR TROUGH NEAR BRAISING PAN	EFLAND	$5,000					$5,000
122	X					K	NEW TROUGH DRAIN (KITCHEN)	EFLAND	$10,000					$10,000
123	X					K	RESTROOM RENOVATION	EFLAND	$50,000					$50,000
124	X					K	ADD FLOOR TROUGH NEAR BRAISING PAN	EFLAND	$5,000					$5,000
125	X					K	REPLACE COLD STORAGE ASSEMBLY	EFLAND	$70,000					$70,000
126		X				K	REPLACE COOKING EQUIPMENT	EFLAND	$18,000					
127		X				K	REPLACE SERVING EQUIPMENT CASTERS AND CASTER TROUGH	EFLAND	$4,800					
128		X				K	ADD PASS THROUGH MOBILE HOT CABINET	EFLAND	$9,500					
129					X	M	**MECHANICAL SYSTEM REPLACEMENTS**	EFLAND	$2,115,352					
130		X				PS	DESIGN: MAIN ENTRANCE RESTRUCTURE	EFLAND	$35,000					
131		X				S	RESERVE: RESTRUCTURE MAIN ENTRANCE	EFLAND		$350,000				
132					X	R	ROOF: BACK CLASSROOMS	EFLAND	$240,000					
133	X					CB	LIFT OUT GUARD RAILS AND HANDRAILS AT KITCHEN LOADING DOCK	GAB		$4,000				$4,000
134	X					K	NEW DISHWASHER EXHAUST SYSTEM--KITCHEN	GAB		$6,000				$6,000
135	X					K	NEW LAVATORY AND MIXING VALVE IN KITCHEN	GAB		$1,950				$1,950
136	X					K	ADD FLOOR TROUGH NEAR BRAISING PAN	GAB		$5,000				$5,000
137	X					K	ISOLATE DISH WASH ROOM FROM PREP AREA	GAB		$20,000				$20,000

ORANGE COUNTY SCHOOLS

FY 2017 CIP--COMBINED FUNDING SOURCES BY LOCATION

ATTACHMENT 1

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138	X					K	NEW TROUGH DRAIN (KITCHEN)	GAB		$10,000				$10,000
139	X					K	REPLACE POT WASH SINK	GAB		$6,000				$6,000
140	X					K	REPLACE PREP SINKS	GAB		$6,000				$6,000
141	X					K	ADD AIR CURTAIN ON RECEIVING UNIT	GAB		$2,000				$2,000
142	X					K	REPLACE FOOD SLICER	GAB		$4,500				$4,500
143	X					K	ADD TWO MOBILE PAN RACKS	GAB		$2,000				$2,000
144				X		K	REPLACE COLD STORAGE UNIT	GAB			$75,000			$75,000
145				X		K	ADD 1-COMPARTMENT COMBI-OVEN	GAB			$22,500			$22,500
146					X	M	**MECHANICAL SYSTEM REPLACEMENTS**	GAB	$704,000					
147					X	M	NEW BOILER	GAB						
148					X	M	NEW COOLING TOWER	GAB						
149					X	M	NEW DEDICATED OUTSIDE AIR UNIT	GAB						
150					X	M	NEW WATER SOURCE HEAT PUMPS	GAB						
151					X	R	**ROOF REPLACEMENTS**	GAB	$447,000					
152					X	R	300 BUILDING ROOFING	GAB						
153					X	R	500 BUILDING ROOFING	GAB						
154					X	R	REMOVE AND REPLACE HAZARDOUS MATERIALS IN EXTERIOR SOFFITS AND OTHER (in conjunction with roofing project)	GAB	$791,790					
155					X	W	REPLACE WINDOWS	GAB	$220,000					
156	X					CB	IMPROVE SCIENCE CLASSROOM AND PREP ROOMS TO MEET NCBOE STANDARDS	GHMS		$30,000				$30,000
157	X					AP	REPLACE CONCRETE PAVEMENT FOR BASKETBALL COURTS	HES	$50,000					$50,000
158	X					AP	REPAVE WALKING TRACK	HES	$30,000					$30,000
159	X					K	REPLACE ALL PREP TABLES	HES				$12,000		$12,000
160	X					K	ADD BEVERAGE COUNTER	HES				$5,000		$5,000
161	X					K	ADD FLOOR TROUGH AT BRAISING PAN AND STEAMER	HES				$3,000		$3,000
162	X					K	FLOOR TROUGH--KITCHEN	HES				$10,000		$10,000
163	X					K	NEW FAUCET/MIXING VALVE FOR KITCHEN HANDWASH AND LAVATORY	HES				$1,950		$1,950
164	X					K	NEW KITCHEN HOOD EXHAUST AND SUPPLY FANS	HES				$20,000		$20,000
165	X					K	REPLACE ALL PREP TABLES	HES				$12,000		$12,000
166	X					K	REPLACE HOOD AND FIRE SUPPRESSION SYSTEM	HES		$16,000				$16,000
167				X		K	REPLACE COLD STORAGE UNIT	HES				$55,000		$55,000
168				X		K	REPLACE COOKING EQUIPMENT	HES				$60,000		$60,000
169					X	M	**MECHANICAL SYSTEM REPLACEMENTS**	HES	$1,934,010					
170					X	M	ENERGY MANAGEMENT SYSTEM: UPGRADE	HES						
171					X	M	NEW 4-PIPE SYSTEM FOR GYM/CAFETERIA	HES						
172					X	M	NEW CHILLED WATER DISTRIBUTION PIPING TO GYM AND CAFETERIA	HES						

ORANGE COUNTY SCHOOLS

FY 2017 CIP--COMBINED FUNDING SOURCES BY LOCATION

ATTACHMENT 1

	A	B	C	D	E	F	G	H	J	K	L	M	N	O
1	PAYGO	ADDTL PG	ART 46	OLD FAC	BOND	CATEGORY	Scope of Work	Location	YEAR 1 2016-2017 (FY 17)	YEAR 2 2017-2018 (FY18)	YEAR 3 2018-2019 (FY 19)	YEAR 4 2019-2020 (FY 20)	YEAR 5 2020-2021 (FY 21)	FIVE YEAR TOTAL
173					X	M	NEW CHILLERS	HES						
174					X	M	NEW DEDICATED OUTSIDE AIR UNIT	HES						
175					X	M	NEW FAN COIL UNITS	HES						
176					X	M	REPLACE CAFETERIA BOILER WITH A NEW HW BOILER WITH INCREASED CAPACITY FOR GYM/CAFETERIA, ADD HW DISTRIBUTION PIPING	HES						
177					X	R	BUILDING 400 ROOF REPLACEMENT	HES	$175,000					$175,000
178	X					FS	NEW FIRE ALARM SYSTEM --25 STATION	MAINT		$35,000				$35,000
179	X					V	1/2 TON PICK UP	MAINT	$30,000					$30,000
180	X					V	VAN	MAINT	$30,000					$30,000
181	X					AP	REPAVE WALKING TRACK	NH		$12,500				$12,500
182					X	M	MECHANICAL SYSTEM REPLACEMENTS	NH	$2,002,738					$2,002,738
183					X	M	NEW BOILER	NH						
184					X	M	NEW CHILLERS	NH						
185					X	M	NEW DOAS	NH						
186					X	M	ENERGY MANAGEMENT SYSTEM	NH						
187					X	M	NEW FAN COIL UNITS (ALL CLASSROOMS)	NH						
188		X				HAZ	ABATEMENT PROJECT: CARPET/MASTIC CAMPUS WIDE: NEW HOPE	NH			$225,000			$225,000
189	X					CB	VENTING UPGRADE: SCIENCE ROOMS AND KILN HOOD SYSTEMS	OHS	$75,000					$75,000
190	X					CB	RESTROOM UPGRADES/RENOVATION	OHS	$200,000	$200,000				$400,000
191				X		CB	SCIENCE ROOM UPDATES TO MEET STANDARDS	OHS			$250,000			$250,000
192	X					FS	REPLACE HOOD AND FIRE SUPPRESSION SYSTEM W/HOOD SUPPLY AND EXHAUST FANS	OHS	$36,000					$36,000
193	X					K	ADD DRYING RACKS	OHS		$2,000				$2,000
194	X					K	ADD UTILITY CHASE BEHIND COOKING EQUIPMENT	OHS		$9,000				$9,000
195	X					K	ADD WORKTABLES AND PREP SINKS	OHS		$9,000				$9,000
196	X					K	FLOOR TROUGH--KITCHEN	OHS		$10,000				$10,000
197	X					K	REPLACE COLD WELLS IN SERVING EQUIPMENT	OHS		$6,000				$6,000
198	X					K	REPLACE FLOOR DRAIN AT STEAMER AND BRAISER	OHS		$2,500				$2,500
199	X					K	REPLACE FOOD SLICER	OHS		$2,000				$2,000
200	X					K	REPLACE COLD STORAGE UNIT	OHS		$50,000				$50,000
201	X					K	REPLACE HOT WELLS IN SERVING EQUIPMENT	OHS		$11,000				$11,000
202	X					K	ADD TWO HOT FOOD CABINETS	OHS		$10,000				$10,000
203	X					K	NEW DISHWASHER EXHAUST FAN/DUCTWORK (KITCHEN)	OHS		$3,500				$3,500
204				X		K	REPLACE COLD STORAGE UNIT	OHS		$50,000				$50,000
205				X		K	REPLACE MERCHANDISING REFRIGERATOR	OHS		$20,000				$20,000
206				X		K	REPLACE OUTDATED COOKING EQUIPMENT	OHS		$75,000				$75,000
207					X	M	MECHANICAL SYSTEM REPLACEMENTS--TRADITIONAL	OHS	$7,867,271					

ORANGE COUNTY SCHOOLS

FY 2017 CIP--COMBINED FUNDING SOURCES BY LOCATION

ATTACHMENT 1

	A	B	C	D	E	F	G	H	J	K	L	M	N	O
1	PAYGO	ADDTL PG	ART 46	OLD FAC	BOND	CATEGORY	**Scope of Work**	**Location**	YEAR 1 2016-2017 (FY 17)	YEAR 2 2017-2018 (FY18)	YEAR 3 2018-2019 (FY 19)	YEAR 4 2019-2020 (FY 20)	YEAR 5 2020-2021 (FY 21)	FIVE YEAR TOTAL
208					X	M	MECHANICAL SYSTEM REPLACEMENTS--GEOTHERMAL PREMIUM (ADD THIS TO $7.8 IF GEO OPTION IS CHOSEN)	OHS	$1,000,000					
209					X	M	CONVERT EXISTING BOILER TO HOT WATER/REPIPING	OHS						
210					X	M	ENERGY MANAGEMENT SYSTEM	OHS						
211					X	M	NEW AIR HANDLING/VENTILATION SYSTEM	OHS						
212					X	M	NEW BASE MOUNTED PUMPS	OHS						
213					X	M	NEW CHILLER	OHS						
214					X	M	NEW HOT WATER BOILER	OHS						
215					X	M	REPLACE HVAC IN KITCHEN	OHS						
216					X	M	TEST AND BALANCE	OHS						
217	X					R	200 WING (2nd year of MULTI YEAR FUNDING)	OHS	$130,000					$130,000
218	X					R	AUDITORIUM/ENTRANCE ROOF REPLACEMENT	OHS					$395,000	$395,000
219	X					R	GYM/OFFICE ROOF REPLACEMENT	OHS					$395,000	$395,000
220					X	R	AUDITORIUM/ENTRANCE ROOF REPLACEMENT	OHS						
221	X					S	PA SYSTEM	OHS	$170,000					$170,000
222	X					V	SKID STEER LOADER (USED EQUIPMENT AN OPTION)	TRANSP		$45,000				$45,000
223					X	NB	REPLACE TRANSPORTATION FACILITY	TRANSP.	$8,000,000					
224														
225														
226														
227							**TOTAL AVAILABLE FUNDING FROM COUNTY:**		**YEAR 1**	**YEAR 2**	**YEAR 3**	**YEAR 4**	**YEAR 5**	**5-YR TOTAL**
228							PAY-AS-YOU-GO		$1,479,086	$1,501,272	$1,523,791	$1,546,648	$1,569,848	**$7,620,645**
229							LOTTERY (SEPARATE SCHEDULE OF PROJECTS ATTACHED)		$528,032	$528,032	$528,032	$528,032	$528,032	**$2,640,160**
230							ARTICLE 46 SALES TAX (SEPARATE SCHEDULE OF PROJECTS ATTACHED)		$558,815	$567,197	$575,705	$584,341	$593,106	**$2,879,164**
231							FACILITY IMPROVEMENTS TO OLDER SCHOOLS (5 YEAR ALLOCATION)		$389,300	$389,300	$389,300	$389,300	$389,300	**$1,946,500**
232							GRAND TOTAL ANNUAL ALLOCATION		$2,955,233	$2,985,801	$3,016,828	$3,048,321	$3,080,286	
233														
234														

ORANGE COUNTY SCHOOLS PAY-AS-YOU-GO FUNDING PLAN

FY 2017--FY2026

ATTACHMENT 2

	C	G	P	Q	R	S	T	U	AA	AB
1	Scope of Work	LOCATION	YEAR 1 2016-2017 (FY 17)	YEAR 2 2017-2018 (FY18)	YEAR 3 2018-2019 (FY 19)	YEAR 4 2019-2020 (FY 20)	YEAR 5 2020-2021 (FY 21)	FIVE YEAR TOTAL	YEAR 6-10 SUMMARY	Ten Year Total
3										
4	ADD HANDICAPPED PARKING AND FRONT ENTRANCE ACCESSIBILITY	BOE	$27,000					$27,000	$0	$27,000
5	RESURFACE BASKETBALL COURTS	CENTRAL	$18,000					$18,000	$0	$18,000
6	RESURFACE PLAY AREA AT REAR OF SCHOOL	CENTRAL	$20,000					$20,000	$0	$20,000
7	REPLACE HOOD AND FIRE SUPPRESSION SYSTEM, INCLUDING NEW HOOD SUPPLY AND EXHAUST FANS	CENTRAL	$36,000					$36,000	$0	$36,000
8	UPGRADE SERVING LINE EQUIPMENT	CENTRAL	$20,000					$20,000	$0	$20,000
9	ENGINEERING STUDY: BRICK EXTERIOR	CENTRAL		$35,000				$35,000	$0	$35,000
10	RESERVE: CENTRAL ELEMENTARY BUILDING ENVELOPE IMPROVEMENTS BASED ON ENGINEERING ANALYSIS	CENTRAL			$250,000				$0	$0
11	ADD ACCESSIBLE RAMP AT KITCHEN	CP		$16,000				$16,000	$0	$16,000
12	RESURFACE BASKETBALL COURTS	CP	$20,000					$20,000	$0	$20,000
13	NEW DISHWASHER EXHAUST FAN AND DUCTWORK	CP	$3,500						$0	$0
14	KITCHEN IMPROVEMENTS FOR CODE COMPLIANCE	CP	$10,000						$0	$0
15	ADD ADDITIONAL HAND SINK	CP	$2,500						$0	$0
16	NEW FLOOR DRAIN KITCHEN	CP	$1,600						$0	$0
17	NEW FLOOR SINK KITCHEN	CP	$4,500						$0	$0
18	NEW FLOOR TROUGH --KITCHEN	CP	$10,000						$0	$0
19	NEW LAVATORY IN KITCHEN	CP	$1,400						$0	$0
20	NEW SERVING LINE COUNTERS	CRHS					$35,000	$35,000	$0	$35,000
21	INSTALL DUCTED FUME HOODS	CRHS		$75,000				$75,000	$0	$75,000
22	PROVIDE LABORATORY GRADE DISHWASHER IN SCIENCE AREA	CRHS		$9,500				$9,500	$0	$9,500
23	PROVIDE SEPARATE CHEMICAL PREP AREAS	CRHS		$20,000				$20,000	$0	$20,000
24	UPDATE SCIENCE CLASSROOMS AND PREP ROOMS BASED ON CURRENT STANDARDS	CRHS		$45,000				$45,000	$0	$45,000
25	DESIGN FEES: BACK CANOPY REPLACEMENT	CWS		$30,000				$30,000	$0	$30,000
26	RESERVE: CWS CANOPY REPLACEMENT/ CHILLED WATER LINES, ETC. PROTECTION	CWS			$300,000			$300,000	$0	$300,000
27	DRYING RACKS	CWS				$1,500		$1,500	$0	$1,500
28	ADD HOT FOOD CABINET	CWS				$5,000		$5,000	$0	$5,000

ORANGE COUNTY SCHOOLS PAY-AS-YOU-GO FUNDING PLAN
FY 2017--FY2026

ATTACHMENT 2

	C	G	P	Q	R	S	T	U	AA	AB
1	Scope of Work	LOCATION	YEAR 1 2016-2017 (FY 17)	YEAR 2 2017-2018 (FY18)	YEAR 3 2018-2019 (FY 19)	YEAR 4 2019-2020 (FY 20)	YEAR 5 2020-2021 (FY 21)	FIVE YEAR TOTAL	YEAR 6-10 SUMMARY	Ten Year Total
29	ADD 60 QT. MIXER	CWS				$10,000		$10,000	$0	$10,000
30	NEW EXTERIOR GREASE TRAP--KITCHEN	CWS				$15,000		$15,000	$0	$15,000
31	NEW FLOOR SINK -KITCHEN	CWS				$6,750		$6,750	$0	$6,750
32	NEW FLOOR TROUGH-KITCHEN	CWS				$10,000		$10,000	$0	$10,000
33	NEW KITCHEN HOOD EXHAUST AND SUPPLY FAN	CWS				$20,000		$20,000	$0	$20,000
34	NEW LAVATORY--KITCHEN	CWS				$4,000		$4,000	$0	$4,000
35	NEW MIXING VALVE FOR KITCHEN LAVATORY	CWS				$1,400		$1,400	$0	$1,400
36	PROVIDE FLOOR TROUGH NEAR BRAISING PAN	CWS				$5,000		$5,000	$0	$5,000
37	REPLACE 2 COMPARTMENT SINKS AND ADD GREASE TRAP	CWS				$12,000		$12,000	$0	$12,000
38	REPLACE ICE MAKER	CWS				$8,500		$8,500	$0	$8,500
39	REPLACE WRESTLING MATS/SAFETY PADDING (MULTI-YEAR FUNDING)	DISTRICT				$25,000		$25,000	$0	$25,000
40	ADD FLOOR TROUGH NEAR BRAISING PAN	EFLAND	$5,000					$5,000	$0	$5,000
41	NEW TROUGH DRAIN (KITCHEN)	EFLAND	$10,000					$10,000	$0	$10,000
42	RESTROOM RENOVATION	EFLAND	$50,000					$50,000	$0	$50,000
43	DRAINAGE PROJECT; IN-GROUND PIPING AT FRONT OF BUILDING AND BY GYM DOOR LEADING TO PLAYGROUND	EFLAND	$25,000					$25,000	$0	$25,000
44	REPLACE IN-ROOM CABINETS/COUNTERS	EFLAND	$50,000					$50,000	$0	$50,000
45	ADD FLOOR TROUGH NEAR BRAISING PAN	EFLAND	$5,000					$5,000	$0	$5,000
46	REPLACE COLD STORAGE ASSEMBLY	EFLAND	$70,000					$70,000	$0	$70,000
47	NEW DISHWASHER EXHAUST SYSTEM--KITCHEN	GAB		$6,000				$6,000	$0	$6,000
48	NEW LAVATORY AND MIXING VALVE IN KITCHEN	GAB		$1,950				$1,950	$0	$1,950
49	ADD FLOOR TROUGH NEAR BRAISING PAN	GAB		$5,000				$5,000	$0	$5,000
50	ADD LIFT OUT GUARD RAILS AND HANDRAILS MAIN KITCHEN LOADING DOCK	GAB		$4,000				$4,000	$0	$4,000
51	ISOLATE DISH WASH ROOM FROM PREP AREA	GAB		$20,000				$20,000	$0	$20,000
52	NEW TROUGH DRAIN (KITCHEN)	GAB		$10,000				$10,000	$0	$10,000
53	REPLACE POT WASH SINK	GAB		$6,000				$6,000	$0	$6,000
54	REPLACE PREP SINKS	GAB		$6,000				$6,000	$0	$6,000
55	ADD AIR CURTAIN ON RECEIVING UNIT	GAB		$2,000				$2,000	$0	$2,000

ORANGE COUNTY SCHOOLS PAY-AS-YOU-GO FUNDING PLAN
FY 2017--FY2026

ATTACHMENT 2

1	C Scope of Work	G LOCATION	P YEAR 1 2016-2017 (FY 17)	Q YEAR 2 2017-2018 (FY18)	R YEAR 3 2018-2019 (FY 19)	S YEAR 4 2019-2020 (FY 20)	T YEAR 5 2020-2021 (FY 21)	U FIVE YEAR TOTAL	AA YEAR 6-10 SUMMARY	AB Ten Year Total
56	REPLACE FOOD SLICER	GAB		$4,500				$4,500	$0	$4,500
57	ADD TWO MOBILE PAN RACKS	GAB		$2,000				$2,000	$0	$2,000
58	EMERGENCY GENERATORS FOR CRITICAL LIGHTING AND KITCHEN EQUIPMENT	DISTRICT			$150,000	$150,000	$150,000	$450,000	$0	$450,000
59	IMPROVE SCIENCE CLASSROOM AND PREP ROOMS TO MEET CURRENT STANDARDS	GHMS		$30,000				$30,000	$0	$30,000
60	REPLACE CONCRETE PAVEMENT FOR BASKETBALL COURTS	HES	$50,000					$50,000	$0	$50,000
61	REPAVE WALKING TRACK	HES	$30,000					$30,000	$0	$30,000
62	REPLACE ALL PREP TABLES	HES				$12,000		$12,000	$0	$12,000
63	ADD BEVERAGE COUNTER	HES				$5,000		$5,000	$0	$5,000
64	ADD FLOOR TROUGH AT BRAISING PAN AND STEAMER	HES				$3,000		$3,000	$0	$3,000
65	FLOOR TROUGH--KITCHEN	HES				$10,000		$10,000	$0	$10,000
66	NEW FAUCET/MIXING VALVE FOR KITCHEN HANDWASH AND LAVATORY	HES				$1,950		$1,950	$0	$1,950
67	NEW KITCHEN HOOD EXHAUST AND SUPPLY FANS	HES				$20,000		$20,000	$0	$20,000
68	REPLACE ALL PREP TABLES	HES				$12,000		$12,000	$0	$12,000
69	REPLACE HOOD AND FIRE SUPPRESSION SYSTEM	HES		$16,000				$16,000	$0	$16,000
70	NEW FIRE ALARM SYSTEM --25 STATION	MAINT		$35,000				$35,000	$0	$35,000
71	REPAVE WALKING TRACK	NH		$12,500				$12,500	$0	$12,500
72	200 WING (2nd year of MULTI YEAR FUNDING)	OHS	$130,000					$130,000	$0	$130,000
73	VENTING UPGRADE: SCIENCE ROOMS AND KILN HOOD SYSTEMS	OHS	$75,000					$75,000	$0	$75,000
74	PA SYSTEM	OHS	$170,000					$170,000	$0	$170,000
75	ADD DRYING RACKS	OHS		$2,000				$2,000	$0	$2,000
76	ADD UTILITY CHASE BEHIND COOKING EQUIPMENT	OHS		$9,000				$9,000	$0	$9,000
77	ADD WORKTABLES AND PREP SINKS	OHS		$9,000				$9,000	$0	$9,000
78	FLOOR TROUGH--KITCHEN	OHS		$10,000				$10,000	$0	$10,000
79	REPLACE COLD WELLS IN SERVING EQUIPMENT	OHS		$6,000				$6,000	$0	$6,000
80	REPLACE FLOOR DRAIN AT STEAMER AND BRAISER	OHS		$2,500				$2,500	$0	$2,500
81	REPLACE FOOD SLICER	OHS		$2,000				$2,000	$0	$2,000
82	REPLACE COLD STORAGE UNIT	OHS		$50,000				$50,000	$0	$50,000

ORANGE COUNTY SCHOOLS PAY-AS-YOU-GO FUNDING PLAN
FY 2017--FY2026

ATTACHMENT 2

	C	G	P	Q	R	S	T	U	AA	AB
1	Scope of Work	LOCATION	YEAR 1 2016-2017 (FY 17)	YEAR 2 2017-2018 (FY18)	YEAR 3 2018-2019 (FY 19)	YEAR 4 2019-2020 (FY 20)	YEAR 5 2020-2021 (FY 21)	FIVE YEAR TOTAL	YEAR 6-10 SUMMARY	Ten Year Total
83	REPLACE HOOD AND FIRE SUPPRESSION SYSTEM W/HOOD SUPPLY AND EXHAUST FANS	OHS	$36,000					$36,000	$0	$36,000
84	REPLACE HOT WELLS IN SERVING EQUIPMENT	OHS		$11,000				$11,000	$0	$11,000
85	ADD TWO HOT FOOD CABINETS	OHS		$10,000				$10,000	$0	$10,000
86	NEW DISHWASHER EXHAUST FAN/DUCTWORK (KITCHEN)	OHS		$3,500				$3,500	$0	$3,500
87	AUDITORIUM/ENTRANCE ROOF REPLACEMENT	OHS					$395,000	$395,000	$0	$395,000
88	GYM/OFFICE ROOF REPLACEMENT	OHS					$395,000	$395,000	$0	$395,000
89	RESTROOM UPGRADES/RENOVATION	OHS	$200,000	$200,000				$400,000	$0	$400,000
90	**PAVING PARKING LOTS/DRIVEWAYS/WALKWAYS**	DISTRICT	$100,000	$150,000	$200,000	$300,000	$165,000	$915,000	$0	$915,000
91	FACILITIES USAGE ASSESSMENT: CLASSROOM SUPPORT/ ADMINISTRATIVE SPACE/PROGRAM SPACE	DISTRICT	$50,000					$50,000	$0	$50,000
92	ELEMENTARY #8--NON PROTOTYPICAL DESIGN	DISTRICT				$2,500,000	$25,500,000	$28,000,000	$0	$28,000,000
93	ATHLETIC FACILITIES RESERVE	DISTRICT				$200,000		$200,000	$0	$200,000
94	PLAYGROUND/PLAYZONE IMPROVEMENTS	DISTRICT				$100,000		$100,000	$0	$100,000
95	HAZARDOUS MATERIALS ABATEMENT VARIOUS FACILITIES (MULTI-YEAR FUNDING)	DISTRICT		$50,000		$50,000		$100,000	$0	$100,000
96	CONVERT GYMNASIUM LIGHTING TO LED--ALL SCHOOLS	DISTRICT	$50,000	$75,000				$125,000	$0	$125,000
97	IMPLEMENTATION OF SCHOOL SAFETY INITATIVES (PRIORITY WORK SHIFTED TO BOND)	DISTRICT						$0	$956,500	$956,500
98	RESERVE: DESIGN SERVICES--SAF/SECURITY IMPROVEMENTS	DISTRICT	$50,000	$50,000	$50,000	$50,000		$200,000	$0	$200,000
99	RESERVE: BUILDING IMPROVEMENTS ASSOCIATED WITH SCHOOL SAFETY INITIATIVES (E.G. SECURITY VESTIBULES, ENCLOSED WALKWAYS, ETC)		$3,586	$424,822	$299,791	$308,548	$299,848	$1,336,595	$1,463,900	$2,800,495
100	**RESERVE: CLASSROOM/BUILDING IMPROVEMENTS**				$274,000	$200,000	$130,000	$604,000	$0	$604,000
101	**VEHICLE REPLACEMENT**							$0	$0	$0
102	ACTIVITY BUS REPLACEMENT	TRANSP	$85,000					$85,000	$90,000	$175,000
103	1/2 TON PICK UP	MAINT	$30,000					$30,000	$0	$30,000
104	VAN	MAINT	$30,000					$30,000	$0	$30,000
105	SKID STEER LOADER (USED EQUIP AN OPTION)	TRANSP		$45,000				$45,000	$0	$45,000
106										
107										

ATTACHMENT 2

ORANGE COUNTY SCHOOLS PAY-AS-YOU-GO FUNDING PLAN
FY 2017--FY2026

	C	G	P	Q	R	S	T	U	AA	AB
1	Scope of Work	LOCATION	YEAR 1 2016-2017 (FY 17)	YEAR 2 2017-2018 (FY18)	YEAR 3 2018-2019 (FY 19)	YEAR 4 2019-2020 (FY 20)	YEAR 5 2020-2021 (FY 21)	FIVE YEAR TOTAL	YEAR 6-10 SUMMARY	Ten Year Total
108	PAY AS YOU GO ALLOCATIONS		**2016-17**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**5-YR TOTAL**		
109	AVAILABLE FUNDING		$1,479,086	$1,501,272	$1,523,791	$1,546,648	$1,569,848	$7,620,646		
110	AMOUNT ALLOCATED		$1,479,086	$1,501,272	$1,523,791	$4,046,648	$27,069,848	$35,620,645		
111	AVAILABLE FOR ALLOCATION		$0	$0	$0	-$2,500,000	-$25,500,000	-$27,999,999		
112										
113	TOTAL AVAILABLE FUNDING FROM COUNTY:									
114	PAY-AS-YOU-GO		$1,479,086	$1,501,272	$1,523,791	$1,546,648	$1,569,848	**$7,620,646**	**$8,209,600**	**$15,830,246**
115	ADDITIONAL PAY AS YOU GO (SEPARATE PROJECT SCHEDULE ATTACHED)		$528,032	$528,032	$528,032	$528,032	$528,032	**$2,640,160**	**$2,640,160**	**$5,280,320**
116	ARTICLE 46 SALES TAX (SEPARATE PROJECT SCHEDULE ATTACHED)		$558,815	$567,197	$575,705	$584,341	$593,106	**$2,879,164**	**$3,101,677**	**$5,980,841**
117	FACILITY IMPROVEMENTS TO OLDER SCHOOLS (5-YEAR ALLOCATION)		$389,300	$389,300	$389,300	$389,300	$389,300	**$1,946,500**	**$0**	**$1,946,500**
118	GRAND TOTAL ANNUAL ALLOCATION		$2,955,233	$2,985,802	$3,016,829	$3,048,321	$2,690,986			

ORANGE COUNTY SCHOOLS

FY 2017 CIP--ADDITIONAL PAY-AS-YOU-GO

ATTACHMENT 3

	C	D	E	F	G	H	I	J	P	Q
1	SCOPE OF WORK	LOCATION	Year 1 2016- 2017	Year 2 2017-2018	Year 3 2018-2019	Year 4 2019-2020	Year 5 2020-2021	5-YR TOTAL	YEAR 6-10 SUMMARY	10-YEAR TOTAL
3	DISTRICT: TECHNOLOGY UPGRADES		$150,000	$150,000	$150,000	$150,000	$150,000	**$600,000**	$750,000	$1,350,000
4	REPLACE ALL COMPROMISED INSULATED GLASS IN MAIN ENTRY STOREFRONT; INCLUDES LINTEL REPAIRS, PREPPING AND REPAINTING	ALS	$100,000					**$100,000**	$0	$100,000
5	DESIGN: MAIN ENTRANCE RESTRUCTURE		$35,000					**$35,000**	$0	$35,000
6	RESTRUCTURE MAIN ENTRANCE	EFLAND		$350,000				**$350,000**	$0	$350,000
7	SCHOOL SAFETY INITIATIVES		$732	$20,932	$153,032	$153,032	$378,032	**$327,728**	$0	$327,728
8	REPLACE DISHWASHER CONDENSATE HOOD	CENTRAL	$1,500					**$1,500**	$0	$1,500
9	ADD DRYING RACKS	CENTRAL	$1,500					**$1,500**	$0	$1,500
10	REPLACE FLOOR DRAIN AT STEAMER AND BRAISER	CENTRAL	$2,500					**$2,500**	$0	$2,500
11	REPLACE PREP SINKS TO 3-COMPARTMENT SINKS	CENTRAL	$12,000					**$12,000**	$0	$12,000
12	ADD DRYING RACKS	PE		$1,500				**$1,500**	$0	$1,500
13	ADD PASS-THROUGH REFRIGERATOR	CENTRAL	$6,000					**$6,000**	$0	$6,000
14	SERVING LINE EQUIPMENT MODIFICATIONS	ALS		$5,600				**$5,600**	$0	$5,600
15	REPLACE COOKING EQUIPMENT	EFLAND	$18,000					**$18,000**	$0	$18,000
16	REPLACE SERVING EQUIPMENT CASTERS AND CASTER TROUGH	EFLAND	$4,800					**$4,800**	$0	$4,800
17	ADD PASS THROUGH MOBILE HOT CABINET	EFLAND	$9,500					**$9,500**	$0	$9,500
18	UPGRADE/ADD STEAMER & BRASING PAN	CP	$40,000					**$40,000**	$0	$40,000
19	UPGRADE DISHWASHING AREA	CP	$1,500					**$1,500**	$0	$1,500
20	REPLACE COLD STORAGE UNIT	CP	$55,000					**$55,000**	$0	$55,000
21	REPLACE REACH IN REFRIGERATOR	CP	$13,000					**$13,000**	$0	$13,000
22	UPGRADE SERVING LINE EQUIPMENT	CP	$5,000					**$5,000**	$0	$5,000
23	NEW KITCHEN HOOD EXHAUST AND SUPPLY FAN/DUCTWORK	CP	$20,000					**$20,000**	$0	$20,000
24	REPLACE HOOD AND FIRE SUPPRESSION SYSTEM	CP	$16,000					**$16,000**	$0	$16,000
25	NEW KITCHEN HOT WATER SYSTEM	CP	$28,000					**$28,000**	$0	$28,000
26	REPLACE TWO COMPARTMENT SINK WITH 3 COMPARTMENT SINK	CP	$5,000					**$5,000**	$0	$5,000
27	UPGRADE FLOOR DRAINS NEAR BRAISER AND STEAMER	CP	$3,000					**$3,000**	$0	$3,000
28	ABATEMENT PROJECT: CARPET/MASTIC CAMPUS WIDE: NEW HOPE	NH			$225,000			**$225,000**	$0	$225,000
29	ABATEMENT PROJECT: CARPET/MASTIC CAMPUS WIDE: A L STANBACK	ALS				$225,000		**$225,000**	$0	$225,000
30	DEFERRED MAINTENANCE RESERVE							$0	$1,890,160	$1,890,160
31										
32	TOTAL COUNTY ALLOCATION		**$528,032**	**$528,032**	**$528,032**	**$528,032**	**$528,032**	**$2,640,160**	**$2,640,160**	**$5,280,320**
33	PROJECT TOTAL		$528,032	$528,032	$528,032	$528,032	$528,032			
34	AVAILABLE FOR ALLOCATION		$0	$0	$0	$0	$0			

ATTACHMENT 4

ORANGE COUNTY SCHOOLS

FY 2017 PROPOSED ARTICLE 46 SALES TAX CIP PROJECTS

	C	H	I	J	K	L	M	N	O	P	Q
1		Year 1 2016- 2017	Year 2 2017-2018	Year 3 2018-2019	Year 4 2019-2020	Year 5 2020-2021	Year 6 2021-2022	Year 7 2022-2023	Year 8 2023-2024	YEAR 9 2024-2025	YEAR 10 2025-2026
2	Scope of Work										
3											
4	**ANNUAL ALLOCATION FROM COUNTY**	$558,815	$567,197	$575,705	$584,341	$593,106	$602,002	$611,032	$620,198	$629,501	$638,943
5	TECHNOLOGY DEBT SERVICE										
6	TECHNOLOGY UPGRADES	$558,815	$567,197	$575,705	$584,341	$593,106	$602,002	$611,032	$620,198	$629,501	$638,943
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ATTACHMENT 5

ORANGE COUNTY SCHOOLS
FY 2017 CIP-- BOND PRIORITIES

	C	G	H	J	K	L	M	N	O
1			ESTIMATED COST	BOND PROJECTS	2017-2018	2018-2019	2019-2020	2020-2021	TOTAL
2	**Scope of Work**	**Location**		**$52,542,438**	**<<-----TOTAL BOND PROJECTS**				
3	**ROOF REPLACEMENTS**	ALS		$1,775,000					
4	AUDITORIUM ROOF REPLACEMENT	ALS	$130,000						
5	CAFETERIA/CLASSROOMS ROOF REPLACEMENT	ALS	$502,000						
6	GYM/LOCKER ROOMS ROOF REPLACEMENT	ALS	$235,000						
7	OFFICE/MAIN ENTRY ROOF REPLACEMENT	ALS	$30,000						
8	UPPER CLASSROOMS/ROOF REPLACEMENT	ALS	$878,000						
9	**MECHANICAL SYSTEM REPLACEMENTS**	ALS		$4,108,000					
10	BOILER REPLACEMENT	ALS	$200,000						
11	ENERGY MANAGEMENT SYSTEM	ALS	$476,000						
12	BASE MOUNTED PUMPS	ALS	$168,000						
13	NEW AIR HANDLING/VENTILATION SYSTEM	ALS	$3,264,000						
14	**ROOF REPLACEMENTS**	CENTRAL		$512,000					
15	MEDIA CENTER ROOF REPLACEMENT	CENTRAL	$300,000						
16	ART/MUSIC CLASSROOM ROOF REPLACEMENT	CENTRAL	$80,000						
17	CAFETERIA ROOF REPLACEMENT	CENTRAL	$52,000						
18	GYMNASIUM ROOF REPLACEMENT	CENTRAL	$80,000						
19	**MECHANICAL SYSTEM REPLACEMENTS**	CENTRAL		$1,738,219					
20	ENERGY MANAGEMENT SYSTEM	CENTRAL	$276,219						
21	NEW COOLING TOWER	CENTRAL	$40,000						
22	NEW DOAS UNITS	CENTRAL	$280,000						
23	NEW WSHPs	CENTRAL	$220,000						
24	PROVIDE FRESH AIR SYSTEM FOR FACILITY	CENTRAL	$35,000						
25	BOILER REPLACEMENT	CENTRAL	$100,000						
26	NEW BASE MOUNTED PUMPS	CENTRAL	$112,000						
27	REPLACE ALL AIR HANDLING EQUIPMENT	CENTRAL	$675,000						
28	**MECHANICAL SYSTEM REPLACEMENTS**	CP		$1,365,444					
29	NEW BOILER	CP	$200,000						
30	NEW PUMPS	CP	$168,000						
31	NEW CLASSROOM FAN COIL UNITS (IN EACH CLASSROOM)	CP	$160,000						
32	NEW DOAS UNIT	CP	$300,000						

ATTACHMENT 5

ORANGE COUNTY SCHOOLS
FY 2017 CIP-- BOND PRIORITIES

	C	G	H	J	K	L	M	N	O
1			ESTIMATED COST	BOND PROJECTS	2017-2018	2018-2019	2019-2020	2020-2021	TOTAL
2	**Scope of Work**	**Location**		**$52,542,438**	**<<-----TOTAL BOND PROJECTS**				
33	NEW AIR HANDLERS AND ZONE DAMPER SYSTEM FOR MEDIA CENTER AND 4 CLASSROOM ADDN.	CP	$218,790						
34	NEW ENERGY MANAGEMENT SYSTEM	CP	$318,654						
35	**ROOF REPLACEMENTS**	CP		$575,000					
36	ROOF: ROOF: OFFICE/CLASSROOMS	CP	$175,000						
37	ROOF: BACK CLASSROOMS ROOF REPLACEMENT	CP	$400,000						
38	ADD CLASSROOM WING (PRICE INCLUDES FULL PROJECT COSTS)	CRHS	$14,471,404	$14,471,404					
39	**MECHANICAL SYSTEM REPLACEMENTS**	EFLAND	$2,115,352	$2,115,352					
40	ROOF: BACK CLASSROOMS	EFLAND	$240,000	$240,000					
41	**ROOF REPLACEMENTS**	GAB		$447,000					
42	300 BUILDING ROOFING	GAB	$310,000						
43	500 BUILDING ROOFING	GAB	$137,000						
44	**MECHANICAL SYSTEM REPLACEMENTS**	GAB		$704,000					
45	NEW BOILER	GAB	$100,000						
46	NEW COOLING TOWER	GAB	$40,000						
47	NEW DEDICATED OUTSIDE AIR UNIT	GAB	$400,000						
48	NEW WATER SOURCE HEAT PUMPS	GAB	$164,000						
49	REPLACE WINDOWS	GAB	$220,000	$220,000					
50	REMOVE AND REPLACE HAZARDOUS MATERIALS IN EXTERIOR SOFFITS AND OTHER (in conjunction with roofing project)	GAB	$791,790	$792,000					
51	BUILDING 400 ROOF REPLACEMENT	HES	$175,000	$175,000					
52	**MECHANICAL SYSTEM REPLACEMENTS**	HES		$1,934,010					
53	ENERGY MANAGEMENT SYSTEM: UPGRADE	HES	$327,924						
54	NEW 4-PIPE SYSTEM FOR GYM/CAFETERIA	HES	$254,086						
55	NEW CHILLED WATER DISTRIBUTION PIPING TO GYM AND CAFETERIA	HES	$12,000						
56	NEW CHILLERS	HES	$250,000						
57	NEW DEDICATED OUTSIDE AIR UNIT	HES	$600,000						
58	NEW FAN COIL UNITS	HES	$240,000						

ATTACHMENT 5

ORANGE COUNTY SCHOOLS
FY 2017 CIP-- BOND PRIORITIES

	C	G	H	J	K	L	M	N	O
1			**ESTIMATED COST**	BOND PROJECTS	2017-2018	2018-2019	2019-2020	2020-2021	TOTAL
2	**Scope of Work**	**Location**		**$52,542,438**	**<<-----TOTAL BOND PROJECTS**				
59	REPLACE CAFETERIA BOILER WITH A NEW HW BOILER WITH INCREASED CAPACITY FOR GYM/CAFETERIA, ADD HW DISTRIBUTION PIPING	HES	$250,000						
60	MECHANICAL SYSTEM REPLACEMENTS	NEW HOPE		$2,002,738					
61	NEW BOILER	NEW HOPE	$200,000						
62	NEW CHILLERS	NEW HOPE	$500,000						
63	NEW DOAS	NEW HOPE	$600,000						
64	ENERGY MANAGEMENT SYSTEM	NEW HOPE	$450,738						
65	NEW FAN COIL UNITS (ALL CLASSROOMS)	NEW HOPE	$252,000						
66	MECHANICAL SYSTEM REPLACEMENTS--TRADITIONAL	OHS		$7,867,271					
67	MECHANICAL SYSTEM REPLACEMENTS--GEOTHERMAL PREMIUM (ADD THIS TO $7.8 IF GEO OPTION IS CHOSEN)	OHS		$1,000,000					
68	CONVERT EXISTING BOILER TO HOT WATER/REPIPING	OHS	$50,000						
69	ENERGY MANAGEMENT SYSTEM	OHS	$960,791						
70	NEW AIR HANDLING/VENTILATION SYSTEM	OHS	$5,124,216						
71	NEW BASE MOUNTED PUMPS	OHS	$224,000						
72	NEW CHILLER	OHS	$1,000,000						
73	NEW HOT WATER BOILER	OHS	$100,000						
74	REPLACE HVAC IN KITCHEN	OHS	$88,000						
75	TEST AND BALANCE	OHS	$320,264						
76	REPLACE TRANSPORTATION FACILITY	TRANSP	$8,000,000	$8,000,000					
77	**IMPLEMENTATION OF SCHOOL SAFETY INITATIVES (ITEMIZED VIA ANNUAL WORKPLAN)**		$2,500,000	$2,500,000					

ORANGE COUNTY SCHOOLS

FY 2017 CIP --FACILITY IMPROVEMENTS FOR OLDER SCHOOLS

ATTACHMENT 6

	C	D	E	F	G	H	I	J
1	**DESCRIPTION**	**LOCATION**	YEAR 1 2016-17	YEAR 2 2017-2018	YEAR 3 2018-2019	YEAR 4 2019-2020	YEAR 5 2020-2021	GRAND TOTAL
2	ANNUAL ALLOCATION		$389,300	$389,300	$389,300	$389,300	$389,300	$1,946,500
3	AVAILABLE FOR ALLOCATION		$0	$0	$0	$0	$0	$0
4	ALLOCATED		$389,300	$389,300	$389,300	$389,300	$389,300	$1,946,500
5								
6	UPGRADE SCIENCE CLASSROOMS TO MEET CURRENT STANDARDS	ALS	$244,300					$244,300
7	REPLACE COLD STORAGE UNIT	CENTRAL	$50,000					$50,000
8	REPLACE REACH IN REFRIGERATORS	CENTRAL	$20,000					$20,000
9	REPLACE COOKING EQUIPMENT	CENTRAL	$75,000					$75,000
10	UPGRADE SCIENCE CLASSROOMS TO MEET CURRENT STANDARDS	CWS		$235,000				$235,000
11	REPLACE COLD STORAGE UNIT	CWS				$50,000		$50,000
12	REPLACE HOOD AND FIRE SUPPRESSION SYSTEM	CWS				$20,000		$20,000
13	REPLACE STEAMER	CWS				$35,000		$35,000
14	REPLACE COLD STORAGE UNIT	GAB			$75,000			$75,000
15	ADD 1-COMPARTMENT COMBI-OVEN	GAB			$22,500			$22,500
16	REPLACE COLD STORAGE UNIT	HES				$55,000		$55,000
17	REPLACE COOKING EQUIPMENT	HES				$60,000		$60,000
18	UPGRADE SCIENCE CLASSROOMS TO MEET CURRENT STANDARDS	OHS			$250,000			$250,000
19	REPLACE COLD STORAGE UNIT	OHS		$50,000				$50,000
20	REPLACE MERCHANDISING REFRIGERATOR	OHS		$20,000				$20,000
21	REPLACE OUTDATED COOKING EQUIPMENT	OHS		$75,000				$75,000
22	RESERVE: IMPLEMENTATION-FACILITIES USAGE ASSESSMENT	DISTRICT		$9,300	$41,800	$169,300	$389,300	$609,700
23								$1,946,500
24								
25								
26								
27								
28								

26547

ORANGE COUNTY SCHOOLS FY 2017 CIP
DEFERRED MAINTENANCE FUNDS ALLOCATED IN PREVIOUS YEARS

Scope of Work	CATEGORY	Location	ESTIMATED COST	DEFERRED MAINT $$
ADD LIGHTING IN COLD STORAGE UNITS	DEFERRED MAINT	ALS	$1,600	$1,600
SERVING LINE EQUIPMENT MODIFICATION	DEFERRED MAINT	ALS	$5,600	$5,600
XERISCAPING COURTYARD	DEFERRED MAINT	CRHS	$2,500	$2,500
BMP MAINTENANCE FACILITY	DEFERRED MAINT	CWS	$10,000	$60,000
DRYER REPLACEMENTS--ALL SCHOOLS COMMERCIAL DRYER	DEFERRED MAINT	CWS	$20,000	$20,000
PROVIDE MICRO-SWITCH AT FLY FAN	DEFERRED MAINT	CWS	$300	$300
CONNECT DOWNSPOUTS UNDERGROUND AWAY FROM BUILDING	DEFERRED MAINT	EFLAND	$7,500	$7,500
GYM REPAINTED	DEFERRED MAINT	EFLAND	$10,000	$10,000
REMOVE CARPET ON HALLWAY WALLS	DEFERRED MAINT	EFLAND	$10,000	$10,000
REVERSE KITCHEN EXIT DOOR TO SWING OUT	DEFERRED MAINT	EFLAND	$2,100	$2,100
WATER COOLERS ADA COMPLIANT	DEFERRED MAINT	EFLAND	$2,500	$2,500
REPLACE CASTERS ON DRY STORAGE SHELVING	DEFERRED MAINT	GAB	$1,600	$1,600
REPAIR SERVING LINE COUNTER EQUIPMENT	DEFERRED MAINT	GAB	$3,500	$3,500
REPLACE FLOOR DRAIN WITH FLOOR SINK	DEFERRED MAINT	HES	$1,500	$1,500
SITE ISSUES: DOWNSPOUT GUTTER ISSUES	DEFERRED MAINT	NH	$50,000	$50,000
ADD A FLOOR SINK BEHIND COMBI-OVEN STEAMER	DEFERRED MAINT	PE	$2,500	$2,500
ADD ADDITIONAL DRYING RACKS	DEFERRED MAINT	PE	$1,500	$1,500
NEW FLOOR SINK-KITCHEN	DEFERRED MAINT	PE	$2,250	$2,250
ADD DRYING RACKS	DEFERRED MAINT	PE	$1,500	$1,500
ADD KICK PLATES TO COLD STORAGE UNIT DOORS	DEFERRED MAINT	NH	$2,500	$2,500
ADD LIGHTING TO COLD STORAGE UNITS	DEFERRED MAINT	NH	$3,200	$3,200
REPLACE 3 COMPARTMENT POT WASH SINK	DEFERRED MAINT	NH	$6,500	$6,500
REPLACE CASTERS ON SERVING EQUIPMENT AND PROVIDE CASTER CRADLE	DEFERRED MAINT	NH	$5,000	$5,000
				$196,450

FACILITIES STUDY IMPLEMENTATION/BAL AS OF 12/22/15 IS $281k

ORANGE COUNTY SCHOOLS
FIRST CHOICE FOR FAMILIES

FY 2017

APPROVED BUDGET

BUSINESS CASES

ORANGE COUNTY SCHOOLS
FIRST CHOICE FOR FAMILIES

Initiative: Supplement Increase: Certified and Classified Staff

Implementation Timeline and Budget Needed

2016-2017	Amount	Notes
Supplement Increases as follows:		Breakdown and comparative information attached.
• Classified Staff	$117,000	
• Certified Staff (Teachers)	$1,783,000	
TOTAL	$1,900,000	

Expected Results

OCS will be able to compete for qualified teachers in an exceptionally difficult recruiting environment. Further, the District's ability to retain qualified staff will be significantly enhanced.

Evidence or Reasoning for this Recommendation

As a state, North Carolina has become a less favorable teaching destination over the past several years. All area school districts are experiencing unprecedented difficulty in recruiting good teachers. Since base salary for all teachers is established by the State, the competitive advantage must be realized through the District's supplement.

Teacher Pipeline Needs Boost http://content.govdelivery.com/accounts/NCSBE/bulletins/136094c

North Carolina's public universities have seen a 30 percent decline in teacher education enrollments at the undergraduate and graduate levels since 2010, a trend that will make teacher recruitment even more challenging in the coming years.

UNC General Administration Vice President for Academic and University Programs Dr. Alisa Chapman presented this statistic as well as other information during an issues session on the effectiveness of public university teacher education programs. Chapman noted that the lower enrollment trends also are occurring in other states, intensifying North Carolina's recruitment concerns.

Historically, North Carolina public schools depend on a combination of in-state, out-of-state and lateral entry personnel to meet annual teacher hiring needs. UNC General Administration has developed initiatives to address this issue at the higher education level. These include launching a website to assist in recruiting young people into teaching as a career. Other strategies include campus education enrollment growth plans, enhanced market research and campus recruitment plans.

Time to Face up to the Growing Teacher Shortage in North Carolina prepared by the Central Carolina RESA; November 17, 2015

https://drive.google.com/a/orange.k12.nc.us/file/d/0Bx6GLZU71XAOdDM3dHFsNlhnNGc/view?usp=sharing

OCS Supplements

* PAY BANDS BASED ON ORANGE COUNTY SCHOOLS EXPERIENCE ONLY

CURRENT PAY BANDS*

- 10%--NON-TENURED
- 11.5%--UNDER 10 YEARS
- 14%--OVER TEN YEARS
- 12%--DIRECTORS
- 8%--COORDINATORS
- 6%--CLASSIFIED STAFF

PROPOSED PAY BANDS*

- 14%--0-5 YEARS
- 16%--6-13 YEARS
- 18%--14-20 YEARS
- 20%--20+ YEARS
- 13%--DIRECTORS
- 9%--COORDINATORS
- 7%--CLASSIFIED STAFF

Assistant Principal Supplements

*PAY BANDS BASED ON ORANGE COUNTY SCHOOLS EXPERIENCE ONLY

CURRENT PAY BANDS *

- ASSISTANT PRINCIPALS
  - 11.5%--UNDER 10 YEARS
  - 14% ---OVER 10 YEARS

PROPOSED PAY BANDS*

- ASSISTANT PRINCIPALS
  - APPROPRIATE EXPERIENCE PAY BAND PLUS
    - 1%--ELEMENTARY A/PS
    - 3%--MIDDLE SCHOOL A/PS
    - 5%--HIGH SCHOOL A/PS

NOTE: Principal Supplements are negotiated separately

Time to Face up to the Growing Teacher Shortage in North Carolina

prepared by the Central Carolina RESA
November 17, 2015

It's critical that the State Board of Education, Governor, General Assembly and other decisionmakers recognize that North Carolina is facing an increasingly critical shortage of quality teachers to serve an expanding population of students. They must begin to take steps to make this state more attractive, rather than less attractive, to prospective teachers and certified teachers from other states in order to expand the pool of teachers from which our schools can select the best candidates. Last August, newspapers across North Carolina were filled with articles about local school districts that were facing an unusually high number of vacancies to start the school year. Even some of our highest paying school districts had trouble filling elementary classroom teaching positions as well as traditionally hard to fill positions in special education, math, science, and English as a Second Language. Among the 18 districts in the Central Carolina RESA, there were 448 teacher vacancies when school opened, including an unprecedented 107 elementary vacancies, as well as 115 exceptional children (EC), 54 math and 25 science teacher vacancies. As districts move into the second quarter of the school year, many of these vacancies still exist. We cannot afford to take comfort in reports that enrollment in schools of education across the country are declining as well and that teacher shortages are a national phenomena. Yes, North Carolina is not alone; however, our educational and government leaders must focus their attention on making policy and legislative decisions that remedy this situation in our state.

North Carolina's public schools of education produce only about one-third of the teachers needed to staff the classrooms across the state. More than 50% of North Carolina's teachers were educated in other states or entered the profession through alternative channels. Of the teachers employed in North Carolina's public schools in 2013-14, only 36 percent were prepared by University of North Carolina (UNC) system institutions; 13 percent were prepared by North Carolina private and independent colleges and universities; 29 percent came from out-of-state institutions;15 percent were alternative entry teachers; and 0.50 percent entered through Teach For America. A report prepared by the Education Policy Initiative of North Carolina demonstrated that, in general, teachers who graduated from UNC system schools were more effective than teachers who graduated from out-of-state institutions and teachers who entered through an alternative path. This finding presents a compelling case for the need for our state's public schools of education to graduate more licensed teachers.

Unfortunately, fewer and fewer young people in North Carolina are choosing to pursue a career in K-12 education. From 2010 to 2014, enrollment in schools of education in the North Carolina university system decreased by 26% at the undergraduate level and 30% in graduate schools. Of those graduates who do become certified teachers in North Carolina, an increasing number are choosing to leave the state or the profession. In 2010-11, 3735 North Carolina teachers resigned for personal reasons. Four years later, in 2014-15, 5,681 teachers resigned for personal reasons, a 52% increase in four years. In 2014-15 more than 1,000 teachers resigned to accept teaching positions in another state, and 1209 (up from 1011 in 2013-14) resigned due to dissatisfaction with teaching and/or to make a career change. Statewide, the turnover rate in 2014-15 was 14.84%, a 33% increase since 2010-11. Turnover was particularly acute in the Northeast region, where it increased from 11.57% in 2010-11 to 17.41% in 2014-15. Turnover in the North Central region increased during this same period from 12.08% to 15.96%.

What's Driving the Teacher Shortage?

Historically, teaching was a respected profession that offered non-monetary satisfaction derived from helping our youth to develop into educated adults and well-rounded members of society. Public schools have not offered very competitive salaries; however, a teaching career provided a fairly high level of stability. Salary increases, though modest, were somewhat predictable, tenure provided a level of security, fringe benefits were better than many private sector jobs, and in North Carolina retired teachers could look forward to a stable pension and free health insurance. In 2008, prior to the Great Recession, North Carolina's teachers' salaries stood at the national average.

Today in North Carolina the picture has changed quite dramatically:

- **The stability and predictability of a career in education and the accompanying benefits have been significantly diminished.**
    - The General Assembly has ceased granting tenure to teachers.
    - Teachers in schools designated as failing could lose their jobs, regardless of their effectiveness, if they have one standard below proficient on their annual evaluation.
    - Current employees and retirees must pay supplements for the better health insurance plans.
    - The media has reported that leadership in the General Assembly has discussed changing the State Retirement Plan to a 401(K) plan and not providing health insurance after retirement to future state employees.

- **North Carolina's compensation for teachers and school administrators has plummeted relative to national trends.**
    - North Carolina's average teacher salary has decreased from 25th in the nation in 2008 to 46th in 2013. Over the past 10 years, North Carolina's teacher salary increases have been the lowest of any state in the nation.
    - Although the General Assembly has made a concerted effort to raise starting salaries over the past two years, starting salaries are still well below the national average. Three years ago, in 2012-13, the average beginning teacher salary in the United States was $36,141, more than $1,000 higher than the beginning salary for NC teachers in 2015-16 (newer starting salary comparisons could not be located). North Carolina's teacher salaries remain uncompetitive with most states and the $50,000 cap on salaries is lower than the national average teacher salary.
    - The General Assembly has provided almost no Cost-of-Living (COLA) salary increases for state employees since 2008.
    - Instead of providing salary increases in 2015-16, state employees received a modest one-time bonus.
    - The General Assembly eliminated stipends in the future for advanced degrees (grandfathering those who already had received degrees or who had begun taking graduate courses toward a degree).
    - In 2014 the General Assembly eliminated longevity pay for all school district employees paid on licensed scales (teachers and student services/support personnel such as counselors, media specialists, etc.) while retaining it for all other state and school district employees.
    - Annual step increases have been replaced with 5-year bands. In the absence of COLA increases, this means that a teacher's salary is frozen for four out of every five years.
- **The climate for teachers and support for public education has declined.**
    - Wallet Hub, which considers a myriad of factors in its analysis, recently rated North Carolina the 2nd worst state in the nation, behind only West Virginia, in which to be a teacher.
    - In 2013-14 North Carolina's per-pupil spending ranked 47th in the nation, behind Virginia (21), South Carolina (35), Georgia (36), and Tennessee (41).
    - In 2012, 4.6 percent of the teachers responded on the Teacher Working Conditions survey that they planned to leave education entirely. Only two years later, the percentage increased by 60 percent to 7.4 percent.
    - Programs that support the teaching profession -- Teaching Fellows, NC Teacher Academy, and the NC Center for the Advancement of Teaching --

as well as state funding for professional development have been reduced or eliminated.

- Teachers are faced with uncertainty about the impact of Standard 6 on their evaluations and their opportunity to continue to be licensed to teach.
- The assigning of letter grades to schools is of questionable validity and is demoralizing and perceived by some as a deliberate attempt to portray public schools as failing.
- The General Assembly's increasing support for charter schools, virtual charter schools, and opportunity scholarships, as well as its lack of oversight of homeschooling, may be perceived as a lack of commitment to our traditional PK-12 public school system.

- **At the same time, requirements for entering the teaching profession and becoming certified in North Carolina are being increased, thereby reducing the future teaching pool.**
  - In-state candidates for an elementary teacher license now need to pass three Pearson tests, instead of two. For most common Exceptional Children's licensure areas (General Curriculum), candidates must pass three Pearson tests and one Praxis II test instead of the two previously required tests. The rushed implementation of these new requirements has resulted in students graduating from schools of education in North Carolina who have not yet passed the required tests and, therefore, are not fully licensed.
  - Out-of-state candidates for elementary and EC positions must meet these new North Carolina requirements prior to being employed in North Carolina. This has made it more difficult to recruit teachers from other states, particularly, in these two areas.
  - Although the State Board of Education includes the term 'reciprocity' in its policy, true reciprocity does not exist. North Carolina does not accept the elementary licenses or special education licenses issued by other states, although they are issued, in most instances, on the basis of completion of a state's approved teacher education program and are deemed 'highly qualified' by that state.
    - Several districts have employed out-of-state candidates as long term substitutes to teach in unstaffed classrooms. These are fully licensed, highly qualified teachers in their home states who have completed approved teacher education programs. Districts are working with them to take and pass Pearson and/or Praxis II tests as needed for their licensure areas. Not only is it unfair for these teachers to be compensated at the substitute rate, but it is likely

that these teachers will continue to look for other employment opportunities.

- Out-of-state programs hold regional accreditation through the Council for Higher Education Accreditation (www.chea.org), a requirement of State Board of Education policy as a foundation of licensure. Most programs are also typically accredited through NCATE/CAEP so they have met national standards. Why can't North Carolina establish a more inclusive reciprocity program to remove the barriers that prevent or discourage these teachers from being employed in North Carolina?

- Legislation passed in the past session has increased the required GPA for admission to a school of education from 2.5 to 2.7. This potentially excludes candidates who are perfectly capable of becoming effective teachers. Why prevent them from becoming licensed as teachers and competing in the job market?

Recommendations to Address the Growing Teaching Shortage

Clearly, there is much work to be done if we are to head off a growing teacher shortage in North Carolina. Basically, we need to (1) increase the pool of people who want to and are eligible to teach in North Carolina, (2) provide teachers with the necessary supports and resources to enhance their job satisfaction and effectiveness in the classroom, and (3) provide teachers with incentives and desirable working conditions that are sufficient to retain them in North Carolina's public schools.

Increase the pool of people who want to teach in North Carolina's public schools

Although all of us want to see highly qualified and effective teachers in every classroom, making it more difficult to become a teacher in North Carolina at a time when the supply is insufficient is counterproductive and unsustainable. In too many cases, districts are having to place substitute teachers into classrooms for which no certified teachers are available. The new Pearson testing requirements in the areas of reading and math for elementary and special education teachers are discouraging and/or preventing certified teachers from other states from teaching in North Carolina. The cost of this additional testing ranges from $310 (minimum for elementary education candidates if all tests are taken in one session) to $511 (special education-general curriculum candidates if tests are taken in more than one session) and, of course, increases if the applicant needs to be re-tested. Furthermore, it is our understanding that the State Board of Education may consider raising the cut score for next year, making it even more difficult for teachers, both in-state or out-of-state, to be licensed to teach in North Carolina. Similarly, now is not the time to raise entrance test score or GPA requirements for those who want to

enroll in our state's schools of education. Raising entrance and licensing requirements at a time when there are not enough certified teacher applicants only worsens the problem and often results in unqualified teachers substituting on a long-term basis. In this time of scarcity, we recommend that policies be followed that expand the pool of prospective teachers in North Carolina, which will allow school districts to be more selective and to minimize the number of teacher vacancies.

We also encourage the General Assembly to consider other legislative changes that would expand the teacher applicant pool. Could the requirement for retirees to sit out for 6 months prior to being reemployed be reduced to a shorter time period if they return to a teaching position? Could traditional public schools be given some of the latitude that charter schools have for hiring a certain percentage of unlicensed teachers?

In addition to removing barriers for those who want to teach, we need to institute incentives to attract prospective teachers. A program along the lines of the Teaching Fellows program should be initiated, perhaps, with incentives for graduates to teach in areas of the state or disciplines that are experiencing teacher shortages. In addition, college loans, which burden so many college graduates today, could be partially paid off for those who pursue a career in teaching or at least for those who serve in hard-to-fill teaching positions.

Provide teachers with the necessary supports and resources to enhance their job satisfaction and effectiveness in the classroom

In no profession other than education does a new employee come to their workplace and, on the first day of work, is expected to perform on his or her own with little or no supervision at the same standard as other veteran staff. Several years ago North Carolina had a fairly strong mentoring program for new teachers, but funding for this support system has been eliminated. New teachers need some type of support system, whether it be through formal mentoring or differentiated staffing or assignments. Beginning teachers also need closer monitoring, coaching, and counseling than an over-extended principal usually can provide.

The list of other attributes that would improve teachers' working conditions is long:

- the necessary personnel and non-personnel resources to meet students' needs
- an atmosphere and structure that supports professional collaboration within the school day
- a reasonable degree of latitude for teachers to make professional decisions about how to teach

ORANGE COUNTY SCHOOLS
FIRST CHOICE FOR FAMILIES

Initiative: Online Enrollment System

Implementation Timeline and Budget Needed

2016-2017	Amount	Notes
Implement InfoSnap online enrollment System	$32,580	

Expected Results

Enrollment for new students can be completed using any internet-connected computer. Parents can begin completing all forms on-line prior to coming to school for official enrollment or they can use a computer at school to complete the process. Parents with more than one child in the school system will not have to duplicate information already entered for siblings. Additionally, our return to school information updates and all yearly documentation will be available to parents online (and still in paper as needed). Parents will also have year-long access to their student's demographic information allowing them to update phone numbers, emergency contacts, and change of address information. This information will then update into our Student Information System (Powerschool). This will result in a more efficient enrollment process, it will be more convenient for families, and it will provide more accurate and timely updates to student information. Forms in the system will also be available in Spanish.

Evidence or Reasoning for this Recommendation

The current process is completely paper based and time consuming for both families and staff. In addition, it requires parents to notify the school each time a change of contact information occurs that school officials must manually update. Return to school information is often duplicative for parents who have multiple children in the district which requires them to complete the same information multiple times. An online system will make the enrollment process more efficient and convenient for all users.

ORANGE COUNTY SCHOOLS
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Initiative: One-Year Pilot: K-5 Universal Free Breakfast Service

Implementation Timeline and Budget Needed

2016-2017	Amount	Notes
Universal Free Breakfast for all K-5 students	$286,909	One-year pilot program proposed

Expected Results

The District's first strategic goal is to challenge and engage every learner to achieve his/her full potential. This cannot be achieved if the student is not fully prepared to learn. Studies reflect students who eat a healthy breakfast have an enhanced ability to focus and therefore to learn. Some area schools have piloted the Universal Breakfast program and are experiencing significant improvements in test scores for students who eat breakfast.

Evidence or Reasoning for this Recommendation

The District provides the opportunity for all students to be served breakfast. Currently, those qualifying for free and reduced meals may receive their meals at no cost due to the SB 415 Elimination of Cost of Reduced-Price Breakfast meals. All others pay for the meal. There has been concern that children of the "working poor" cannot afford to pay and therefore go hungry. However, children, regardless of family income may come to school hungry and therefore not perform their best. The provision of free breakfast for all K-5 students is one step toward leveling the playing field for all K-5 students. The program will be evaluated throughout the year-long pilot and recommendations regarding its continuance will be presented in 2017.

ORANGE COUNTY SCHOOLS
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Initiative: One-Year Pilot: Elementary Schools Environmental Enhancement Program

Implementation Timeline and Budget Needed

2016-2017	Amount	Notes
Contracted Outdoor Services	$175,000	Facility & Grounds Care for Schools

Expected Results

The Orange County Schools anticipates a greater positive effect on indoor air quality and the general indoor environment by providing additional service hours for custodians to work inside buildings.

Evidence or Reasoning for this Recommendation

The Orange County Schools seeks to enhance the overall care of school buildings by utilizing contracted services to assist with the maintenance of the outdoor areas at each of the elementary schools. Currently building custodians are responsible for the indoor and outdoor upkeep of the school buildings including care for the campus grounds. By utilizing contracted services to maintain the outdoor areas, custodians will be able to spend more hours inside buildings working to improve the overall indoor air quality and general indoor environment for students and staff. General landscaping and lawn care services will provide for continual care of outdoor areas including keeping trees and shrubbery trimmed back away from buildings, keeping storm drains free from lawn debris and constant mowing of the grounds which will enhance the overall appearance of buildings and allowing better airflow into schools by not allowing vegetation to grow near air intake systems. Outdoor services will also include emergency storm debris removal and snow removal on paved surfaces as needed.

ORANGE COUNTY SCHOOLS
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Initiative: Maintenance Bobcat Compact Track Loader

Implementation Timeline and Budget Needed

2016-2017	Amount	Notes
Purchase New Bobcat	$62,000	State contract pricing. Cost includes accessories and loading trailer.

Expected Results

The Maintenance Department anticipates additional work orders being completed in an expedited manner with the addition of the above equipment. Loss time for completion of outdoor projects due to preventative maintenance and mechanical repairs will be greatly reduced with the addition of this Bobcat.

Evidence or Reasoning for this Recommendation

The Maintenance Department currently has one Bobcat that has been in service 10+ years. There are times when multiple jobs require the use of a Bobcat simultaneously in different locations. The current Bobcat is used several times a week and has experienced mechanical breakdown on more than one occasion this past year. Additional work orders and outdoor projects have required the use of the Bobcat more than in past years. The Maintenance Department does not own a forklift and the current Bobcat is also utilized for deliveries at the district warehouse which creates a stoppage of work on a site when the Bobcat must be returned to the warehouse. The weekly cost to rent a Bobcat is $1,000. The district staff has also had issues with the availability of a rental when needed.

ORANGE COUNTY SCHOOLS
FIRST CHOICE FOR FAMILIES

Initiative: Transportation Bus Wrecker

Implementation Timeline and Budget Needed

2016-2017	Amount	Notes
Purchase New Wrecker	$86,000	Total cost estimated to be $172,000. Funding provided by NC DPI for 50% of the estimated cost.

Expected Results

The Transportation Division will be able to safely recover school buses as a result of mechanical breakdown or other disabling event when buses are not drivable. Response times for district staff to respond to roadside issues will be enhanced by having a wrecker of this capacity available within the OCS transportation zone.

Evidence or Reasoning for this Recommendation

The current wrecker owned by the Orange County Schools is not able to safely pull the weight of the new C2 type buses. The district owned wrecker has been in service 20+ years. The only other wrecker available that is of the type indicated to transport the new type C2 buses is owned and located within the Chapel Hill-Carrboro City Schools. This presents serious delay in response to OCS operation times when staff must travel to retrieve a wrecker from Chapel Hill or wait for the Chapel Hill wrecker to be available. There are times when operations are impacted as the district waits for a second wrecker to become available.

ORANGE COUNTY SCHOOLS
FIRST CHOICE FOR FAMILIES

FY 2017

APPROVED BUDGET

UNFUNDED REQUESTS

ORANGE COUNTY SCHOOLS
UNFUNDED REQUESTS

DESCRIPTION	ACTIVITY	REQUEST AMOUNT
3 Digital Learning Coaches	C&I	$195,000
3 ESL teachers- based on new allotment formula	C&I	$195,000
Academic Coach at High Schools	C&I	$70,000
Benefits Assistant	Finance	$50,000
1 interpreter	C&I	$50,000
Clerical support, elementary schools with large student populations (2)	C&I	$80,000
Clerical/Records Manager	HR	$50,000
Salary Alignment for Finance	Finance	$15,000
Shop bus lift	TRANSPORTATION	$30,000
4 Bump Jacks @$3,000/each	TRANSPORTATION	$12,000
Parts room shelving	TRANSPORTATION	$5,000
TITLE II: Create PD budget for stipends, consultants, summer conference, etc.	C&I	$50,000
Mentor Pay	HR	$15,000
Consulting services: job description development; employee handbook	HR	$62,000
Departmental reorganization	HR	$50,000
OPERATIONS BUDGET		$45,000
TOTAL REQUEST		**$974,000**
$1,655,660= 1 cent on tax rate for FY16 OCS' SHARE IS 38%		
TAX RATE EQUIVALENT	$629,151	1.55

ORANGE COUNTY SCHOOLS
FIRST CHOICE FOR FAMILIES

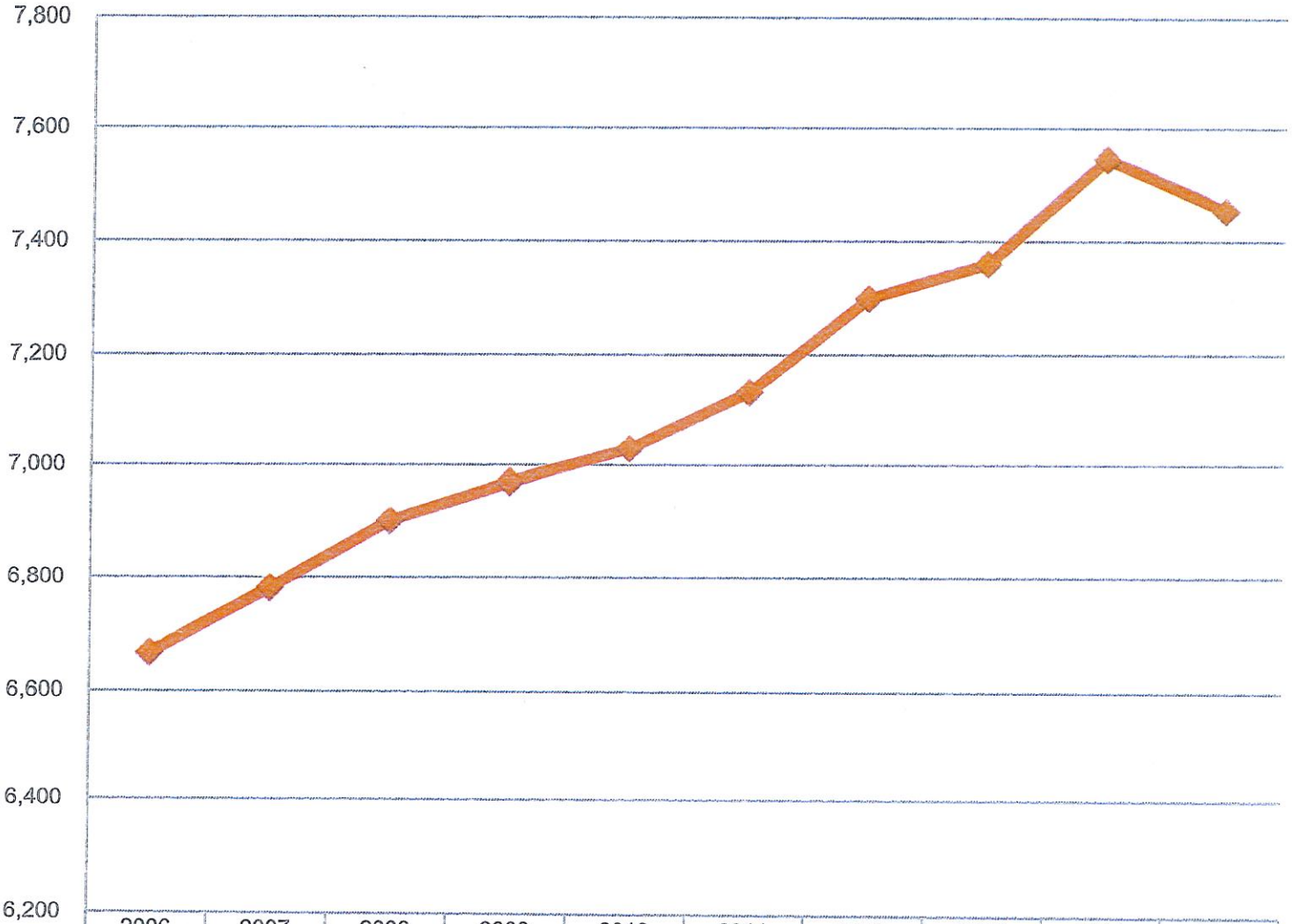
FY 2017

APPROVED BUDGET

SUPPLEMENTAL INFORMATION

- 10-YEAR AVERAGE DAILY MEMBERSHIP
- SCHOOL BUILDING DATA
- PURPOSE CODES

ORANGE COUNTY BOARD OF EDUCATION
Average Daily Membership
Last Ten Fiscal Years



	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Avg Daily Membership	6,668	6,782	6,903	6,971	7,030	7,132	7,299	7,361	7,546	7,454

ORANGE COUNTY BOARD OF EDUCATION

School Building Data

June 30, 2015

Site	Year Built	Square Feet	Capacity	Current Membership	Over/(Under) Capacity
Cameron Park Elementary	1956	70,812	598	594	-0.7%
Central Elementary	1952	52,492	483	303	-37.3%
Efland Cheeks Elementary	1952	64,316	529	424	-19.8%
Grady Brown Elementary	1974	74,016	575	467	-18.8%
Hillsborough Elementary	1952	51,106	414	455	9.9%
New Hope Elementary	1991	100,164	612	614	0.3%
Pathways Elementary	2000	85,282	600	402	-33.0%
A L Stanback Middle	1995	136,000	740	615	-16.9%
Charles W Stanford Middle	1968	107,620	726	649	-10.6%
Gravelly Hill Middle	2006	123,600	700	496	-29.1%
Cedar Ridge High	2002	206,900	1,000	1,127	12.7%
Orange High	1962	213,509	1,580	1,274	-19.4%
Partnership Academy	2006	6,600	40	34	-15.0%

Source: Orange County Schools N. C. Public Schools Facility Needs Report; 2015.

F. Purpose Codes

Purpose means the reason for which something exists or is used. Purpose includes the activities or actions that are performed to accomplish the objectives of a local school administrative unit. For budgeting and accounting purposes, expenditures of a local school administrative unit are classified into five purposes as follows:

5000 Instructional Services

6000 System-Wide Support Services

7000 Ancillary Services

8000 Non-Programmed Charges

9000 Capital Outlay

The "purpose dimension" is broken down into a function level at the second digit and, where appropriate, into a sub-function level at the third digit. The fourth digit of this dimension is not currently required by NCDPI, but is highly recommended for your use to further break down the purpose of the expenditure. NCDPI, however, will replace the last digit of the purpose code with a zero (0) for NCDPI reporting purposes.

Instructional Services (5000)

Instructional services include the costs of activities dealing directly with the interaction between teachers and students. Teaching may be provided for students in a school classroom, in another location such as a home or hospital, and in other learning situations such as those involving co-curricular activities. It may also be provided through some other approved medium. Included here are the costs of salaries and benefits for teachers, instructional assistants, instructional leadership and support staff, as well as contracted instructional services, instructional supplies, materials, and equipment, professional development, and any other cost related to direct instruction of students.

Costs of activities involved in evaluating, selecting, and implementing textbooks and other instructional tools and strategies, curriculum development, demonstration teaching, and delivering staff development are also included here. Any site-based instructional supervisor or coordinator coded to this function should spend at least 75% of his/her time on these duties.

5100 Regular Instructional Services

Cost of activities that provide students in grades K-12 with learning experiences to prepare them for activities as workers, citizens, and family members. They include costs 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.)

5110 Regular Curricular Services

Costs of activities which are organized into programs of instruction to provide students with learning opportunities to prepare for and achieve personal, health, and career objectives.

5111 JROTC Curricular Services

Costs of activities organized into programs of instruction to provide learning opportunities for students to prepare for and achieve career objectives in selected branches of the military service.

5112 Cultural Arts Curricular Services

Costs of activities organized into programs of instruction to provide learning opportunities for students in the various areas of the arts.

5113 Physical Education Curricular Services

Costs of activities organized into programs of instruction for the physical and mental growth and fitness of students through activities designed to improve the muscles, motor skills, attitudes and habits of conduct of individuals and groups.

5114 Foreign Language Curricular Services

Costs of activities organized into programs of instruction to provide learning opportunities for students in the various classical and modern foreign languages.

5115 Technology Curricular Services

Costs of activities organized into programs of instruction to provide learning opportunities for students in the various areas of technology. This purpose code is to be used in providing instruction to students.

5116 Homebound/Hospitalized Curricular Services

Costs of activities which are organized into programs of instruction to provide students with learning opportunities while recovering from temporarily incapacitating situations which prevent them from attending regular classes in school.

5120 CTE Curricular Services

Costs of activities that provide students with the opportunity to develop the knowledge, skills and attitudes needed for training in a specialized field of employment (or occupational field).

5200 Special Populations Services

Costs 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.) These programs include pre-kindergarten, elementary, and secondary services for the following groups of students.

5210 Children With Disabilities Curricular Services

Costs of activities for students identified as being mentally impaired, physically handicapped, emotionally disturbed, those with learning disabilities, physical therapy, or other special programs for student with disabilities.

5211 Homebound Curricular Services

Costs of activities for students identified as being mentally impaired, physically handicapped, emotionally disturbed, or

those with learning disabilities, who, because of the extent of their disability are certified to receive instruction in their home or a facility other than a school classroom.

5220 Special Populations CTE Curricular Services

Costs of activities for students identified as being members of special populations, which include: individuals with disabilities; individuals from economically disadvantaged families, including foster children; individuals preparing for nontraditional training and employment; single parents, including single pregnant women; displaced homemakers; and individuals with other barriers to educational achievement, including individuals with limited English proficiency, potential dropouts and the academically disadvantaged.

5230 Pre-K Children With Disabilities Curricular Services

Costs of activities provided for Pre-K-aged children (under the age of five) who have been identified as being mentally impaired, physically handicapped, emotionally disturbed, or those with learning disabilities.

5240 Speech and Language Pathology Services

Costs of activities that identify students with speech and language disorders, diagnose and appraise specific speech and language disorders, refer problems for medical or other professional attention necessary to treat speech and language disorders, provide required speech treatment services, and counsel and guide students, parents, and teachers, as appropriate.

5250 Audiology Services

Costs of activities that identify students with hearing loss; determine the range, nature, and degree of hearing function; refer problems for medical or other professional attention appropriate to treat impaired hearing; treat language impairment; involve auditory training, speech reading (lip-reading), and speech conversation; create and administer programs of hearing conversation; and counsel guidance of students, parents, and teachers, as appropriate.

5260 Academically/Intellectually Gifted Curricular Services

Costs of activities to provide programs for students identified as being academically gifted and talented.

5270 Limited English Proficiency Services

Costs of activities to assist students from homes where the English language is not the primary language spoken to succeed in their educational programs.

5280-5290 Reserved for future use

5300 Alternative Programs and Services

Costs 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 costs 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, remediation, 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.

5310 Alternative Instructional Services K-12

Costs of activities designed to provide alternative learning environments (programs or schools) during the regular school year for students likely to be unsuccessful in traditional classrooms.

5320 Attendance and Social Work Services

Costs of activities designed to improve student attendance at school and which attempt to prevent or solve student problems involving the home, the school, and the community.

5330 Remedial and Supplemental K-12 Services

Costs of activities designed to improve student performance by providing remedial support and supplemental assistance during the regular school day in grades K-12 to students enabling them to succeed in their learning experiences. Title I activities provided during the school day would be coded here.

5340 Pre-K Readiness/Remedial and Supplemental Services

Costs of activities designed to provide additional assistance to Pre-K-aged students to strengthen their abilities to be successful in the K-12 course of studies. Smart Start, More-At-Four, and Head Start would be coded here.

5350 Extended Day/Year Instructional Services

Costs of activities designed to provide additional learning experiences for students outside of the regular required school calendar. These activities include remedial instructional programs conducted before and after school hours, on Saturdays, during the summer, or during intersession breaks.

5351 Before/After School Instructional Services

Costs of activities designed to provide additional learning experiences for students either before or after regular school hours.

5352 Intersession Instructional Services

Costs of activities designed to provide additional learning opportunities for students during the intersession breaks provided in block scheduling and/or year round school calendars.

5353 Summer School Instructional Services

Costs of activities designed to provide additional learning opportunities for students during the summer break after the regular school year has ended.

5354 Saturday School Instructional Services

Costs of activities designed to provide additional learning opportunities for students on Saturday during the regular school year.

5400 School Leadership Services

Costs of activities concerned with directing and managing the learning opportunities for students within a particular school. They include costs of the activities performed by the principal and assistant principals while they

supervise and evaluate the staff members of the school, assign duties to staff members, supervise and maintain the records of the school, communicate the instructional needs and successes of the students to the various school stakeholders and community, and coordinate school instructional activities with those of the LEA. These activities also include the work of clerical staff, in support of the teaching and leadership functions.

5401 School Principal

Costs of activities performed by the principal in directing and managing the school.

5402 School Assistant Principal

Costs of activities performed by the assistant principals to assist in directing and managing the school.

5403 School Treasurer

Costs of activities performed by the school treasurer for the duties required in the School Budget and Fiscal Control Act.

5404 School Clerical Support

Costs of activities performed by school clerical staff in support of teachers and school leadership. Do not include SIMS/NCWise clerical support nor the school treasurer in this functional area.

5500 Co-Curricular Services

Costs of school-sponsored activities, under the guidance and supervision of LEA staff, designed to motivate students, provide enjoyable experiences, and assist in skill development. Co-curricular activities normally supplement the regular instructional program and include such activities as band, chorus, choir, speech and debate. Also included are student-financed and managed activities such as clubs and proms.

5501 Athletics

Costs of school sponsored activities, under the guidance and supervision of LEA staff, which provide opportunities for students to pursue competitive aspects of physical education outside of regular school hours. Athletics normally involve

competition between schools and frequently generate revenues from gate receipts or fees.

5502 Cultural Arts

Costs of school sponsored activities, under the guidance and supervision of LEA staff, which provide opportunities for students to pursue performance-related aspects of the cultural arts. These include dance, theater, band, orchestra, and other pursuits in the arts conducted outside of regular school hours.

5503 School Clubs and Other Student Organizations

Costs of school sponsored activities, under the guidance and supervision of LEA staff, which provide opportunities for students to participate in group interactions with their peers in school clubs and other student organizations. These include the vocational education clubs , nationally/internationally chartered service clubs, as well as clubs involving other areas of interest in the school curriculum.

5600 Reserved for Future Use

5700 Reserved for Future Use

5800 School-Based Support Services

Costs of school-based student and teacher support activities to facilitate and enhance learning opportunities for students. These include the areas of educational media services, student accounting, guidance services, health, safety and security support services, instructional technology services, and unallocated staff development.

5810 Educational Media Services

Costs of activities supporting the use of all teaching and learning resources, including media specialists and support staff, hardware, software, books, periodicals, reference books, internet-based services, and content materials.

5820 Student Accounting

Costs of activities of acquiring and maintaining records of school attendance, location of home, family characteristics, census data, and the results of student performance assessments. Portions of these records become a part of the cumulative record which is sorted and stored for teacher and guidance information. Pertinent statistical reports are prepared under this function as well. Include SIMS/NCWise clerical support and school-based testing coordinator activities here.

5830 Guidance Services

Costs of activities involving counseling with students and parents, consulting with other staff members on learning problems, evaluating the abilities of students, assisting students in personal and social development, providing referral assistance, and working with other staff members in planning and conducting guidance programs for students. Include career development coordination services and clerical assistance for guidance in this area.

5840 Health Support Services

Costs of activities concerned with the health of the students. Included in this area are activities that provide students with appropriate medical, dental, and nursing services.

5850 Safety and Security Support Services

Costs of activities concerned with the security and safety of the students, staff, buildings and grounds. Included in this area are expenses related to school resource officers, traffic directors, crossing guards, security at athletic events, security officials, and security systems.

5860 Instructional Technology Services

Cost of activities to support the technological platform for instructional staff and students. This will include technology curriculum development, training, software, and other learning tools. Examples would include help desk services and programmers for instruction.

5870 Staff Development Unallocated

Cost of activities to provide staff development for all instructional areas when the training provided is not for a purpose code-specific

area, or when staff development funds are appropriated to a school for direct payments.

5880 Parent Involvement Services

Costs of activities which encourage and support parent involvement in the schools. Include activities which train parents to provide better learning opportunities for their children.

5890 Volunteer Services

Costs of activities which encourage and support volunteerism in the schools.

5900 Reserved for future use

System-Wide Support Services (6000)

System-wide support services include the costs of activities providing system-wide support for school-based programs, regardless of where these supporting services are based or housed. These services provide administrative, technical, personal, and logistical support to facilitate, sustain, and enhance instruction. Included here are the costs of salaries and benefits for program leadership, support and development and associated support staff, contracted support services, supplies, materials and equipment, professional development, and any other cost related to the system-wide support for the school-based programs of the school system.

Costs of activities involved in developing/administering budgets, authorizing expenditures of funds, evaluating the performance of subordinates, developing policies and/or regulations for the district as a whole are included here.

6100 Support and Development Services

Cost of activities that provide program leadership, support, and development services for programs providing students in grades K-12 with learning experiences to prepare them for activities as workers, citizens, and family members (Not included are program leadership, support and development services for programs designed to improve or overcome physical, mental, social and/or emotional impediments to learning.)

6110 Regular Curricular Support and Development Services

Costs of activities to provide program leadership, support, and development services for regular curricular programs of instruction to provide students with learning opportunities to prepare for and achieve personal, health, and career objectives.

6111 JROTC Curricular Support and Development Services

Costs of activities to provide program leadership, support, and development services for programs of instruction to provide learning opportunities for students to prepare for and achieve career objectives in selected branches of the military service.

6112 Cultural Arts Curricular Support and Development Services

Costs of activities to provide program leadership, support, and development services for programs of instruction to provide learning opportunities for students in the various areas of the arts.

6113 Physical Education Curricular Support and Development Services

Costs of activities to provide program leadership, support, and development services for programs of instruction for the physical and mental growth and fitness of students through activities designed to improve the muscles, motor skills, attitudes and habits of conduct of individuals and groups. (Does not include athletics.)

6114 Foreign Language Curricular Support and Development Services

Costs of activities to provide program leadership, support, and development services for programs of instruction to provide learning opportunities for students in the various classical and modern foreign languages.

6115 Technology Curricular Support and Development Services

Costs of activities to provide program leadership, support, and development services for programs of instruction to provide learning opportunities for students in the various areas of technology.

6116 Homebound/Hospitalized Curricular Support and Development Services

Costs of activities to provide program leadership, support, and development services for programs of instruction to provide students with learning opportunities while recovering from temporarily incapacitating situations which prevent them from attending regular classes in school.

6120 CTE Curricular Support and Development Services

Costs of activities to provide program leadership, support, and development services for programs of instruction to provide students with the opportunity to develop the knowledge, skills and attitudes needed for training in a specialized field of employment (or occupational field), and are not on the college preparatory track.

6130 Jobs Commission Development

Provides funding to support the creation of Job Commission schools.

6200 Special Population Support and Development Services

Costs of activities to provide program leadership, support, and development services primarily for identifying and serving students (in accordance with state and federal regulations) having special physical, emotional, or mental impediments to learning. Also included are support and development services for those students needing specialized services such as limited English proficiency and gifted education. These programs include pre-kindergarten, elementary, and secondary services for the special populations.

6201 Children With Disabilities Support and Development Services

Costs of activities to provide program leadership, support, and development services primarily for students identified as being mentally impaired, physically handicapped, emotionally disturbed, those with learning disabilities, or other special programs for students with disabilities.

6202 CTE Children With Disabilities Curricular Support and Development Services

Costs of activities to provide program leadership, support, and development services for students identified as being mentally impaired, physically handicapped, emotionally disturbed, or those with learning disabilities, requiring specialized CTE programs.

6203 Pre-K Children With Disabilities Support and Development Services

Costs of activities to provide program leadership, support, and development services for Pre-K-aged children who have been identified as being mentally impaired, physically handicapped, emotionally disturbed, or those with learning disabilities.

6204 Speech and Language Pathology Support and Development Services

Costs of activities to provide program leadership, support, and development services for identifying students with speech and language disorders, diagnose and appraise specific speech and language disorders, refer problems for medical or other professional attention necessary to treat speech and language disorders, provide required speech treatment services, and counsel and guide students, parents, and teachers, as appropriate.

6205 Audiology Support and Development Services

Costs of activities to provide program leadership, support, and development services for identifying students with hearing loss; determining the range, nature, and degree of hearing function; referring problems for medical or other professional attention appropriate to treat impaired hearing; treating language impairment; involving auditory training, speech reading (lip-reading), and speech conversation; creating and administering programs of hearing conservation; and counseling guidance of students, parents, and teachers, as appropriate.

6206 Academically/Intellectually Gifted Support and Development Services

Costs of activities to provide program leadership, support, and development services for programs for students identified as being academically gifted and talented.

6207 Limited English Proficiency Support and Development Services

Costs of activities to provide program leadership, support, and development services for programs to assist students from homes where the English language is not the primary language spoken to succeed in their educational programs.

6300 Alternative Programs and Services Support and Development Services

Costs of activities to provide program leadership, support, and development services for programs 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. Costs related to state Assistance Teams are also included here. Programs include summer school instruction, remediation, 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.

6301 Alternative Instructional Programs K-12 Support Services

Costs of activities to provide program leadership, support, and development services for programs designed to provide alternative learning environments (programs or schools) during the regular school year for students likely to be unsuccessful in traditional classrooms.

6302 Attendance and Social Work Support Services

Costs of activities to provide program leadership, support, and development services for programs designed to improve student attendance at school and which attempt to prevent or solve student problems involving the home, the school, and the community.

6303 Remedial and Supplemental Services K-12 Support Services

Costs of activities to provide program leadership, support, and development services for programs designed to improve student performance by providing remedial support and supplemental assistance during the regular school day in grades K-12 to students enabling them to succeed in their learning experiences.

6304 Pre-K Readiness/Remedial and Supplemental Support Services

Costs of activities to provide program leadership, support, and development services for programs designed to provide additional assistance to Pre-K-aged students to strengthen their abilities to be successful in the K-12 course of studies.

6305 Extended Day/Year Instructional Support Services

Costs of activities to provide program leadership, support, and development services for programs designed to provide additional learning experiences for students outside of the regular required school calendar. These activities include remedial instructional programs conducted before and after school hours, on Saturdays, during the summer, or during intersession breaks.

6400 Technology Support Services

Costs of central based activities associated with implementing, supporting and maintaining the computer hardware, software, peripherals, technical infrastructure which provide technology system services to the LEA as a whole. Also included is the development and implementation of technological systems; and technology user support services for the LEA.

6401 Technology Services

Costs of central based activities associated with implementing, supporting and maintaining the computer hardware, software, peripherals and technical infrastructure and connectivity. Do not include any costs which may be coded to one or more specific purpose functions.

6402 Information Management Systems Services

Costs of central based activities associated with the development and implementation of technological systems.

6403 Technology User Support Services

Costs of central based activities associated with supporting technology services for LEA systems. An example would be central based help desk activities.

6410 Connectivity Support Services

Costs associated for the one time funding for shared education strategy to enhance broadband connectivity and improve the education user experience in public schools.

6500 Operational Support Services

Costs of activities for the operational support of the school system such as printing and copying services, communication services, utility services, transportation of students, facilities, planning and construction, custodial and housekeeping services, maintenance services, and warehouse and delivery services. (Do not include any costs which may be coded to one or more specific purpose functions.)

6510 Communication Services

Costs of general telephone and telecommunication services for the LEA. Include in this area general line charges, communication devices, LEA-wide postage purchases, and general telecommunication system support. Do not include any costs which may be coded to one or more specific purpose functions.

6520 Printing and Copying Services

Costs of activities of printing and publishing publications such as annual reports, school directories, and manuals. Also included are the lease/purchase of copier equipment for the school system, as well as centralized services for printing and publishing school materials and instruments such as school bulletins, newsletters, notices, teaching materials, and other items used by the LEA and their individual schools.

6530 Public Utility and Energy Services

Costs of activities concerned with public utility and energy product consumption.

6540 Custodial/Housekeeping Services

Costs of activities concerned with housekeeping duties necessary for the clean and healthy environment of the building structures of a school or other buildings of the LEA.

6550 Transportation Services

Costs of activities concerned with the conveying of students to and from school, as provided by state and federal law. Included are trips between home and school and trips to school activities.

6560 Warehouse and Delivery Services

Costs of activities concerned with the receiving, storing, and distributing of supplies, furniture, equipment, materials, and mail.

6570 Facilities Planning, Acquisition and Construction Services

Costs of activities concerned with acquiring land and buildings, remodeling buildings, constructing buildings and additions to buildings, improving sites, and up-dating service systems. This would include the costs of contracted construction management as well as architectural and engineering, educational specifications development and other services as well as those contracted services generally associated with the primary construction costs.

6580 Maintenance Services

Costs of activities concerned with the repair and upkeep of the building structures, mechanical equipment, underground utility lines and equipment, and surrounding grounds of a school or other buildings of the LEA.

6590 Reserved for Future Use

6600 Financial and Human Resource Services

Costs of activities concerned with acquisition, management, reporting and protection of financial resources; and with recruitment, retention, placement, and development of human resources for the LEA.

6610 Financial Services

Costs of activities concerned with the financial operations of the LEA. These operations include budgeting, receiving and disbursing of funds, financial and property accounting, payroll, purchasing, risk management, inventory control, and managing funds as required in the School Budget and Fiscal Control Act.

6611 Financial Management Services

Costs of activities concerned with the management of the financial operations of the school system.

6612 Purchasing Services

Costs of activities concerned with purchasing supplies, furniture, equipment, materials and services used in the schools or the school system operations.

6613 Risk Management Services

Costs of activities concerned with minimizing financial risk to the school system, including property, liability, and fidelity insurance. Planning and management of loss prevention programs, as well as worker's compensation, are also to be included here.

6614 Resource Development Services

Costs of activities related to the discovery and acquisition of financial resources and other assets such as grants, contributions, business partnerships, and bequests. Include grant writer activities in this area.

6620 Human Resource Services

Costs of activities concerned with maintaining an efficient, effective staff for the LEA including such activities as recruitment, retention, placement, and development of human resources for the LEA.

6621 Human Resource Management

Costs of activities concerned with the management of the human resource operations of the school system.

6622 Recruitment Services

Costs of activities concerned with recruiting qualified and appropriately credentialed individuals to meet the needs of the LEA.

6623 Staff Development Services

Costs of activities concerned with the direction and coordination of appropriate training activities for all LEA personnel. Also include costs of activities to provide staff development for all system-wide support areas when the training provided is not for a purpose code-specific area.

6624 Salary and Benefits Services

Costs of activities concerned with the coordination and administration of salary and benefits services for all LEA personnel.

6630-6690 Reserved for Future Use

6700 Accountability Services

Cost of activities concerned with the development, administration, reporting and analysis of student progress. This area includes the testing and reporting for student accountability, such as end of grade and end of course testing, disaggregation, analysis, and reporting of school and student performance. This area also includes the planning, research development and program evaluation costs of the school system.

6710 Student Testing Services

Costs of activities to provide the development, administration, reporting and analysis of student progress, and results of student performance assessments, including the testing and reporting for student accountability.

6720 Planning, Research Development and Program Evaluation

Costs of activities to provide the planning, research development and program evaluation costs of the school system.

6800 System-wide Pupil Support Services

Costs of activities that provide program leadership, support, and development services for system-wide pupil support activities for students in grades K-12. These areas include educational media support, student accounting support, guidance support, health support, safety and security support, and instructional technology support system-wide services.

6810 Educational Media Support Services

Costs of activities to provide leadership, support, and development services for system-wide pupil support activities involving the use of all teaching and learning resources.

6820 Student Accounting Support Services

Costs of activities to provide leadership, support, and development services for system-wide pupil support activities of acquiring and maintaining records of school attendance, location of home, family characteristics, and census data.

6830 Guidance Support Services

Costs of activities to provide leadership, support, and development services for system-wide pupil support activities involving counseling with students and parents, consulting with other staff members on learning problems, evaluating the abilities of students, and other guidance services, in addition to career development coordination support services.

6840 Health Support Services

Costs of activities to provide leadership, support, and development services for system-wide pupil support activities concerned with the health of the students.

6850 Safety and Security Support Services

Costs of activities to provide leadership, support, and development services for system-wide pupil support activities concerned with the security and safety of the students, staff, buildings and grounds.

6860 Instructional Technology Support Services

Costs of activities to provide leadership, support, and development services for system-wide pupil support activities to provide learning opportunities in technology for staff and students, to include technology curriculum development, training, software, and other learning tools.

6870-6890 Reserved for Future Use

6900 Policy, Leadership and Public Relations Services

Costs of activities concerned with the overall general administration of and executive responsibility for the entire LEA.

6910 Board of Education

Costs of activities of the elected body which has been created according to state law and vested with responsibilities for educational planning, policy, and activities in a given LEA.

6920 Legal Services

Cost of activities concerned with providing legal advice and counsel to the Board of Education and/or school system.

6930 Audit Services

Cost of activities concerned with the annual independent financial audit as well as the internal audit functions in a school system.

6931 Internal Audit

Costs of activities concerned with verifying the account records, which includes evaluating the adequacy of the internal control system, verifying and safeguarding assets, reviewing the reliability of the accounting and reporting systems, and ascertaining compliance with established policies and procedures.

6932 External Audit

Costs of activities concerned with the annual independent program compliance and audit of the statements and

financial records of the school system, as required by state and federal law.

6940 Leadership Services

Costs of activities performed by the superintendent and such assistants as deputy, associate, assistant superintendents, and other system-wide leadership positions generally directing and managing all affairs of the LEA. These include all personnel and materials in the office of the chief executive officer.

6941 Office of the Superintendent

Costs of activities performed by the superintendent, related support personnel and other costs in directing and managing the affairs of the LEA.

6942 Deputy, Associate, and Assistants

Costs of activities performed by those personnel having system-wide leadership responsibilities, as well as involved in developing/administering budgets, authorizing expenditures of funds, evaluating the performance of subordinates, developing policies and /or regulations for the district as a whole. These areas include all deputy and associate superintendents (regardless of the functional assignment). Also included are assistant superintendents and other system-wide leadership positions, as well as related support personnel and other costs related to their offices. (When assigned to two or more functional areas, costs are coded here. If costs may be placed properly to one specific purpose/function, then costs should be charged to that area.)

6950 Public Relations and Marketing Services

Costs of activities concerned with writing, editing, and other preparation necessary to disseminate educational and administrative information to the public thorough various news media or personal contact. This area includes marketing and public information services associated with promoting the school system as a positive entity.

Ancillary Services (7000)

Activities that are not directly related to the provision of education for pupils in a local school administrative unit. These include community services, nutrition services and adult services provided by the school system.

7100 Community Services

Costs of activities which are not directly related to the provision of educational services in an LEA. These include services such as community recreation activities, civic activities, and community welfare activities provided by the LEA

7110 Child Care Services

Costs of activities which are not directly related to the provision of educational services in an LEA. These include services such as activities of custody and care of children provided by the LEA. Before and After School Care would also be included here.

7200 Nutrition Services

Costs of activities concerned with providing food service to students and staff in a school or LEA including the preparation and serving of regular and incidental meals, or snacks in connection with school activities.

7300 Adult Services

Costs of activities that develop knowledge and skills to meet immediate and long range educational objectives of adults who, having completed or interrupted formal schooling, have accepted adult roles and responsibilities. Programs include activities to foster the development of fundamental tools of learning, prepare adults for a postsecondary career; prepare adults for postsecondary education programs; upgrade occupational competence; prepare adults for a new or different career; develop skills and appreciation for special interests; or to enrich the aesthetic qualities of life. In addition, parent involvement services in the schools, as well as volunteer activities by adults in the schools. Adult basic education programs are included in this category.

Non-Programmed Charges (8000)

Non-Programmed charges are conduit-type (outgoing transfers) payments to other LEAs or other administrative units in the state or in another state, transfers from one fund to another fund in the LEA, appropriated but unbudgeted funds, debt service payments, scholarship payments, payments on behalf of educational foundations, contingency funds, and other payments that are not attributable to a program.

8100 Payments to Other Governmental Units

Include payments to other LEAs or governmental units, which are generally for tuition and transportation for services rendered to pupils residing in the paying LEA. It is also used for indirect cost when used in conjunction with object code 392.

8200 Unbudgeted Funds

Include unbudgeted federal grant funds administered by the State Board of Education that are being set aside by the LEA and are not a part of the LEA's budgeted funds. These funds are not available for use in the current fiscal for expenditures unless the LEA first transfers an amount from this account to their budgeted line item(s) by means of an approved budget amendment. This code may also be used to identify appropriated but unbudgeted funds in any fund source by the LEA.

8300 Debt Services

Include debt service payments for lease purchases or installment contracts.

8400 Interfund Transfers

Include transfers of funds from one fund to another fund in an LEA.

8500 Contingency

Include appropriations for use in circumstances not completely foreseen. As monies are required from this item, budget amendments should be made to transfer monies to the appropriate operating function.

8600 Educational Foundations

Include payments made by the school system on behalf of an education foundation for which the school system has fiscal responsibility

8700 Scholarships

Include payments made for the awarding of scholarships by the school system for students and LEA personnel.

Capital Outlay (9000)

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 to one or more specific purpose functions. (i.e., purchase of transportation equipment would be coded to 6550, maintenance equipment would be coded to 6580, regular instructional equipment purchases would be coded to 5110, etc.). The remaining three digits may be used for local use purposes.

DURHAM TECHNICAL COMMUNITY COLLEGE
Orange County Budget Request
For Fiscal Year 2016-2017

	Current FY 2014-15		FY 2015-16	From Appropriated	
	Requested	Appropriated	Request	$ Change	% Change
TOTAL CURRENT EXPENSE	$ 621,875	$ 621,875	$ 728,928	$ 107,053	17.21%
TOTAL CAPITAL OUTLAY	$ 130,000	$ 130,000	$ 75,000	$ (55,000)	-42.31%
GRAND TOTAL	$ 751,875	$ 751,875	$ 803,928	$ 52,053	6.92%

DURHAM TECHNICAL COMMUNITY COLLEGE
Orange County Budget Request
Fiscal Year 2016-17

	Current FY 2015-16 Requested	Current FY 2015-16 As Budgeted	FY 2016-17 Total Request	2015-16 New Items	Explanation for Increase
A. Operations - Current Expense					
1 Salaries & Benefits:					
Professional Salaries	111,500	111,500	114,845		3% increase
Service,Maintenance, Skilled	102,000	102,000	105,060		3% increase
FICA	16,333	16,333	16,823		3% increase
Retirement	33,093	33,093	34,085		3% increase
Medical Insurance	20,650	20,650	21,270		3% increase
Longevity	1,500	1,500	1,545		3% increase
Workers Compensation & Unemployment	3,000	3,000	3,000		
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	293,775	293,775	302,328	-	
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	-	

DURHAM TECHNICAL COMMUNITY COLLEGE
Orange County Budget Request
Fiscal Year 2016-17

	Current FY 2015-16 Requested	Current FY 2015-16 As Budgeted	FY 2016-17 Total Request	2015-16 New Items	Explanation for Increase
4 Insurance:					
Property & Liability Insurance	12,500	12,500	12,500		
Sub-Total Insurance	12,500	12,500	12,500	-	
5 Rental:					
Facility Services	2,500	2,500	2,500		
Sub-Total Rental	2,500	2,500	2,500	-	
6 Utilities:					
Natural Gas	17,500	17,500	17,500		
Electricity	60,000	60,000	60,000		
Water	3,300	3,300	3,300		
Telephone	23,000	23,000	23,000		
Sub-Total Utilities	103,800	103,800	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:					
Administration					
Maintenance and Housekeeping	2,500	2,500	2,500		
Other Support Personnel	5,000	5,000	5,000		
Sub-Total Travel	7,500	7,500	7,500	-	

DURHAM TECHNICAL COMMUNITY COLLEGE
Orange County Budget Request
Fiscal Year 2016-17

	Current FY 2015-16 Requested	Current FY 2015-16 As Budgeted	FY 2016-17 Total Request	2015-16 New Items	Explanation for Increase
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	-		
Misc. Items	12,500	12,500	12,500		
Sub-Total Other Expense	14,000	14,000	12,500	-	
12 Financial Aid					
Student Tuition for Orange County Residents	-	-	100,000	100,000	
Sub-Total Other Expense	-	-	100,000	100,000	
TOTAL CURRENT EXPENSE	**621,875**	**621,875**	**728,928**	**100,000**	
			17.2%		
B. Capital Outlay					
2015-16 Initiatives					
Campus Signage	45,000	45,000	-		
College Masterplan Update	10,000	10,000	-		
Recurring Budget					
Equipment	60,000	60,000	60,000		
Contingency Fund	15,000	15,000	15,000		
			-		
TOTAL CAPITAL OUTLAY	**130,000**	**130,000**	**75,000**	-	
TOTAL CURRENT EXPENSE & CAPITAL OUTLAY	**751,875**	**751,875**	**803,928**	**100,000**	
			6.9%		

Emergency Services

Phone Number: (919) 245-6100 Website: http://orangecountync.gov/emergency/

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Category (General Fund)						**Account: 750**
Personnel Services	7,431,919	8,715,073	8,715,073	8,256,286	9,079,844	9,079,844
Operations	1,166,472	1,380,252	1,458,418	1,339,321	1,423,925	1,375,381
Capital Outlay	90,021	50,989	61,161	60,809	169,613	44,676
Total Expenditures	**$ 8,688,412**	**$ 10,146,314**	**$ 10,234,652**	**$ 9,656,416**	**$ 10,673,382**	**$ 10,499,901**
Offsetting Revenues	*(2,889,426)*	*(2,490,215)*	*(2,491,316)*	*(2,611,556)*	*(2,542,215)*	*(2,642,215)*
County Costs (net)	**$ 5,798,986**	**$ 7,656,099**	**$ 7,743,336**	**$ 7,044,860**	**$ 8,131,167**	**$ 7,857,686**
Emergency Telephone Fund						**Account: 7551**
Overhead	19,556	19,556	19,556	19,556	8,672	8,672
Personnel Services	127,144	126,460	126,460	0	0	0
Operations	387,438	774,083	813,257	529,306	695,805	695,805
Capital Outlay	94,769	5,000	5,000	5,000	5,000	5,000
Total Expenditures	**$ 628,907**	**$ 925,099**	**$ 964,273**	**$ 553,862**	**$ 709,477**	**$ 709,477**
Offsetting Revenues	*(562,498)*	*(925,099)*	*(964,273)*	*(509,172)*	*(709,477)*	*(709,477)*
County Costs (net)	**$ 66,409**	**$ 0**	**$ 0**	**$ 44,690**	**$ 0**	**$ 0**
Total Emergency Services and Related Expenditures	**$ 9,317,319**	**$ 11,071,413**	**$ 11,198,925**	**$ 10,210,278**	**$ 11,382,859**	**$ 11,209,378**

Division Summary

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Program (General Fund)						
Administration	1,112,957	1,201,556	1,211,517	1,125,878	1,203,163	1,169,938
Emergency Medical Services	5,196,598	5,760,666	5,826,348	5,812,654	6,145,676	6,035,954
Fire Marshal	270,421	290,898	290,048	300,929	305,954	304,010
Telecommunications	2,108,436	2,893,194	2,906,739	2,416,955	3,018,589	2,989,999
Total Expenditures	**$ 8,688,412**	**$ 10,146,314**	**$ 10,234,652**	**$ 9,656,416**	**$ 10,673,382**	**$ 10,499,901**
Offsetting Revenue	*(2,889,426)*	*(2,490,215)*	*(2,491,316)*	*(2,611,556)*	*(2,542,215)*	*(2,642,215)*
County Costs (net)	**$ 5,798,986**	**$ 7,656,099**	**$ 7,743,336**	**$ 7,044,860**	**$ 8,131,167**	**$ 7,857,686**
Total Expenditures	**$ 8,688,412**	**$ 10,146,314**	**$ 10,234,652**	**$ 9,656,416**	**$ 10,673,382**	**$ 10,499,901**
Emergency Telephone Fund						
Emergency Telephone System	628,907	925,099	964,273	553,862	709,477	709,477
Total Expenditures	**$ 628,907**	**$ 925,099**	**$ 964,273**	**$ 553,862**	**$ 709,477**	**$ 709,477**
Offsetting Revenue	*(562,498)*	*(925,099)*	*(964,273)*	*(509,172)*	*(709,477)*	*(709,477)*
County Costs (net)	**$ 66,409**	**$ 0**	**$ 0**	**$ 44,690**	**$ 0**	**$ 0**
Total Expenditures	**$ 9,317,319**	**$ 11,071,413**	**$ 11,198,925**	**$ 10,210,278**	**$ 11,382,859**	**$ 11,209,378**

Vision Statement

“A Prepared, Coordinated, and Integrated Emergency Services System”

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 2015-16 Outcomes

- Administrative Services coordinated with Tax Administration to improve customer service by repositioning EMS Billing in the Tax Administration Department. OCES Administrative Services provides EMS pre-billing support functions.
- Completed Eno-Haw Regional Hazard Mitigation Plan
- Completed Phase I of School Risk Management Planning Project
- Completed development of an Emergency Action Plan tool for county facilities
- Completed the Multi-agency Active Assailant Response Guideline with fire, EMS, law enforcement, UNC, and healthcare
- Participated in and conducted a host of discussion based and full-scale exercises
- Conducted a community Training and Exercise Planning Workshop (TEPW) and developed a Multi-year Training and Exercise Plan (MYTEP) – with Health Department
- Expanded membership of the Orange County Local Emergency Planning Committee (LEPC).
- Obtained and began implementation of an enhanced supply chain/inventory management tool for the warehouse

- Staff leadership training continues to be a priority in forging a culture change within the organization. A significant portion of the training/development request is to support this critical initiative.
- Completed the Phase I of implementing new uniforms for all staff

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Emergency Management					
Number of Disaster/Emergency Exercises Conducted	5	5	4	6	4
Number of Emergency Plans Update/Developed	5	3 (Large Plans)	3	2	3
Percentage of County Departments that were provided one-on-one consultation on disaster responsibilities.	75%	75%	100%	100%	100%
Number of Training Opportunities for County Staff and Stakeholders (NEW)	N/A	1	4	7	4
Local Emergency Planning Committee (LEPC) Meetings	2	2	4	4	4
Number of times the Emergency Operations Center was activated before the hazard/event occurred (NEW)	N/A	N/A	4	5	4
Community Outreach/Special Events	100	118	135	140	140
Community Emergency Response Team Activities (CERT)	13 trained	22 trained	60 trained 15 events	45 trained 17 events	60 trained 15 events

FY 2016-17 Objectives

- Co-locate one (1) ambulance with Eno Fire Department
- Complete Phase II of the uniform initiative
- Implement and test 911 Center back-up plan.
- Retain consultant for countywide radio system guidance
- Complete implementation of electronic inventory management system for the warehouse and EMS field operations
- Update/revise the Eno-Haw Regional Hazard Mitigation Plan to include affects related to climate change
- Complete revisions to the Orange County Emergency Operations Plan
- Implement technology upgrade of the Emergency Operations Center
- Conduct a Threats and Hazards Identification Risk Assessment (THIRA)

Budget Highlights

The FY2016-17 Manager's Recommended Budget includes:

- An increase of $5,000 in the Uniforms account to continue the current uniform replacement cycle and to transition the Emergency Services staff into a more effective and supportive work boot.

- An upgrade to the emergency notification system, Everbridge/OCAlerts, to include enhanced community engagement features; the ability to opt in via text, receive event specific information, report suspicious activity and multi-modal alert synchronization (social media, google alerts, wireless emergency alerts, etc.)

Fire Marshal Division

Major Services

- Administer fire protection enforcement program using the N.C. Fire Prevention Code and National Fire Protection Association Standards by conducting fire inspections, issuing permits, reviewing architectual blueprints through plan review, providing design guidance through code intrepretation
- Administer life safety/fire prevention programs for Orange County employees and residents
- Assists fire departments with long-range planning and insurance certification and guidance with reporting requirements per the N.C. General Statutes
- Investigate fires to determine cause and origin and provide emergency response to incidents
- Work with Tax Administration, Land Records and GIS Division to align properties with the current addressing ordinance

FY 2015-16 Outcomes

- Outline measurable results anticipated, by June 30, 2016.
- Reduced fire insurance premiums for some residents by realigning fire insurance districts for reduced response distances.
- Able to conduct all required compliance related fire inspections
- Educated Orange County employees on fire evacuation procedures and emergency training as scheduled with the Emergency Workgroup
- Achieved a reduced rating in the Insurance Protection class of White Cross Fire Department from 7 to 5.
- Achieved fire code compliance with the Orange County School System

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Inspections					
Fire Inspections	326	326	282	290	320
Fire Inspection Hours	1,770	1,956	1,228	1,275	1,765

FY 2016-17 Objectives

- Increase fire education outreach through civic engagement activities
- Continue to achieve premier customer service with our strategic plan goal #1
- Continue to build strong relationships for all stakeholders under our strategic plan goal #2

- Possibly reduce the amount of time allocated for field inspection work by utilizing county wide permitting process that once rolled out, will align us with strategic goal #4
- Maintain education outreach for fire prevention practices through code enforcement, including keeping the Orange County School System in compliance with fire code regulations

Budget Highlights

The FY2016-17 Manager's Recommended Budget includes no significant budget changes.

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-arrival and post-dispatch instructions to the caller/patient until medically trained personnel arrive on scene. Fire and Law Enforcement Protocols were implemented in 2014.
- Maintain all 911 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 2015-16 Outcomes

- Successfully completed the transition of Intrado as our 911 service provider to enable our agency to move forward with NextGen 911 technologies.
- Successfully implemented Text-to-911.
- Successfully implemented the revised 911 Academy process for new hires that restructured the tiers of training and focuses on each phase of training individually. The first team of 6 new hires successfully completed the initial phases with a more solid understanding of the process and has mastered every skill to present.
- Joined forces with Office of Emergency Communications/Department of Homeland Security to provide an analysis of our current infrastructure in resolving the last mile diversity issue for assuring the routing of 911 lines should fiber be cut in Orange County on the CenturyLink side. Last analysis was performed in January 2016 and we will be provided with the recommendations and best practices from the team.
- Continuing to use EcATS as the standard measuring tool for accuracy of 911 call data. EcATS has enhanced the capability of the tool to measure individual positions by employee name providing for a more accurate view of each employee's performance.

- Retention rate is at 80.65%.The national average is at 81%. We lost 4 experienced staff and 2 trainees:
    - 1 Termination
    - 3 Resignations: 2 went to Raleigh-Wake 911 with 10-15% increase in salary and one went to NC State Emergency Management to pursue a career in Emergency Management
    - 2 released from training program
- Successfully worked with HR to implement the "continuous recruitment" process. Applications are being received weekly and reviewed immediately to fill any vacant positions without having to post every time a vacancy occurs.
- Several of the 911 Teams have been awarded with the "You Have It" award for outstanding training and customer service to the County.
- Interlocal agreement between Alamance County and Orange County is still in effect even though the VPN connections have not been completed due to absence of IT support in Alamance County. Attempting to complete this before the end of the fiscal year.

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: In compliance with NC 911 Board's operating standards for all 911 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%	92%	96%	97%	98%
Performance Measures EcATS (911 State Funded Statistics Software))	Yes	Yes	Yes	Yes	Yes
Performance Measures (Any type)					
Service: Decrease the average duration of a 911 call to 90 seconds or less in comparison with the national standard.					
Target = 105 seconds	Not Measurable	110 seconds	105 seconds	109 seconds	105 seconds
Performance Measures : EcATS	Not Measurable	Yes	Yes	Yes	Yes

FY 2016-17 Objectives

- Continue collaborations with surrounding PSAPs about the Regional Backup Center PSAP concept and work with recommendations from the Office of Emergency Communications/DHS.
- Focus on health and wellness for telecommunicators by promoting methods to exercise while on duty and encouraging proper use of chairs using correct posture.
- Continue to actively participate on the committees through the 911 Board to assure that Orange County stays on the cutting edge of technology and is providing the most effective and efficient services to our citizens.
- Continue working with our partner agencies in trying to reduce dispatch times by looking at new processes and automating paging processes.

- Provide incentives to retain staff. A committee is already being formed to make recommendations on how to implement an Employee Incentive Program.

Budget Highlights

The FY2016-17 Manager's Recommended Budget includes:

- The transfer of a 1.0 FTE Data Systems Manager and a 1.0 FTE Wireless Communications Coordinator into the Communications division, from the Emergency Telephone Fund. This change is required by the State 911 Board, as personnel expenses are no longer allowed within the fund. The County will charge the Emergency Telephone Fund (via a contract) for eligible work performed by these employees.
- Funding for Criticall online testing to allow out of state applicants to complete initial testing online. Successful applicants would then be scheduled for interviews.

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 2015-16 Outcomes

- EMS responded to 14,890 calls for service, provided evaluation and treatment to 11,076 patients, and transported 8,940 of those patients to area hospitals.
- The 2015/16 Paramedic Academy resulted in the recruitment of eight full time paramedics. This recruitment assisted in the filling of current vacant positions in light of the continued national paramedic shortage.
- EMS worked with the Health Department, Local Law Enforcement agencies, and Chapel Hill Fire to expand naloxone capabilities to Carrboro Police, Chapel Hill Police, The Orange County Sheriff's Office, and to Chapel Hill Fire Department. This effort was recognized by the Board of County Commissioners after the program received an LGFCU and NCACC Excellence in Innovation Award.
- On January 1, 2016, EMS expanded services to northern Orange County by increasing the hours of Medic 5 that made it a 24 hour ambulance.

- EMS purchased, and is currently working on the installation of MARVLIS (Mobile Area Routing and Vehicle Location Information System). Emergency Services plans to accomplish all necessary training by the end of FY15/16.
- The Field Training Evaluation Program held three EMS New Hire Academies and successfully trained over 20 candidates for EMS field practice.
- Working with the Department on Aging, community paramedics have continued the Stay Up Stay Active falls prevention program. Over 1,000 at risk patients have been identified in 2015/2016. As of February 2016, fifty secondary EMS home visits have occurred, each with a follow up visit from the Department on Aging. The program expects to reach one hundred secondary home visit fall assessments by the end of 2016.
- Seven paramedics completed the forty-hour Crisis Intervention Training and were sponsored by Cardinal Mental Health. This critical training prepares the paramedics to respond to mental health crisis and creates strong partnerships with law enforcement agencies and mental health services.

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Emergency Medical Services					
Total Calls for Service	12554	13897	14000	14890	14500
Number of Ambulance Move Up Calls	1156	1176	1000	1246	1200
Service: Emergency Medical Services					
Response Time (Average)	8:53	9:16	8:45	9:00	8:45
Response Time (90th percentile)	15:51	16:12	16:00	16:00	15:20
Average Wheels Rolling Time	1:05	00:45	01:00	00:47	00:45
Wheels Rolling Time (90^{th} percentile)	2:22	01:30	01:30	01:29	01:30

FY 2016-17 Objectives

- EMS will continue to incorporate active learning methodologies that will enhance the knowledge, skills, and expertise of our field providers. EMS will focus on enhancements to cardiac arrest response.
- The 2016/17 Paramedic Academy will allow EMS to recruit up to four additional paramedics. This recruitment will assist in the training and conversion of current emergency medical technicians to paramedics.
- EMS will work with the Health Department, The UNC Department of Public Safety, and Hillsborough Police Department to expand naloxone capabilities to all Orange County Law Enforcement agencies.
- EMS will provide guidance and assistance to the Chapel Hill Fire and Caldwell Fire Department as they transition to the EMT level.
- EMS will relocate from Odum Village on UNC Campus (Medic 3) to the Chapel Hill Fire/EMS Co-build at Glen Lennox.

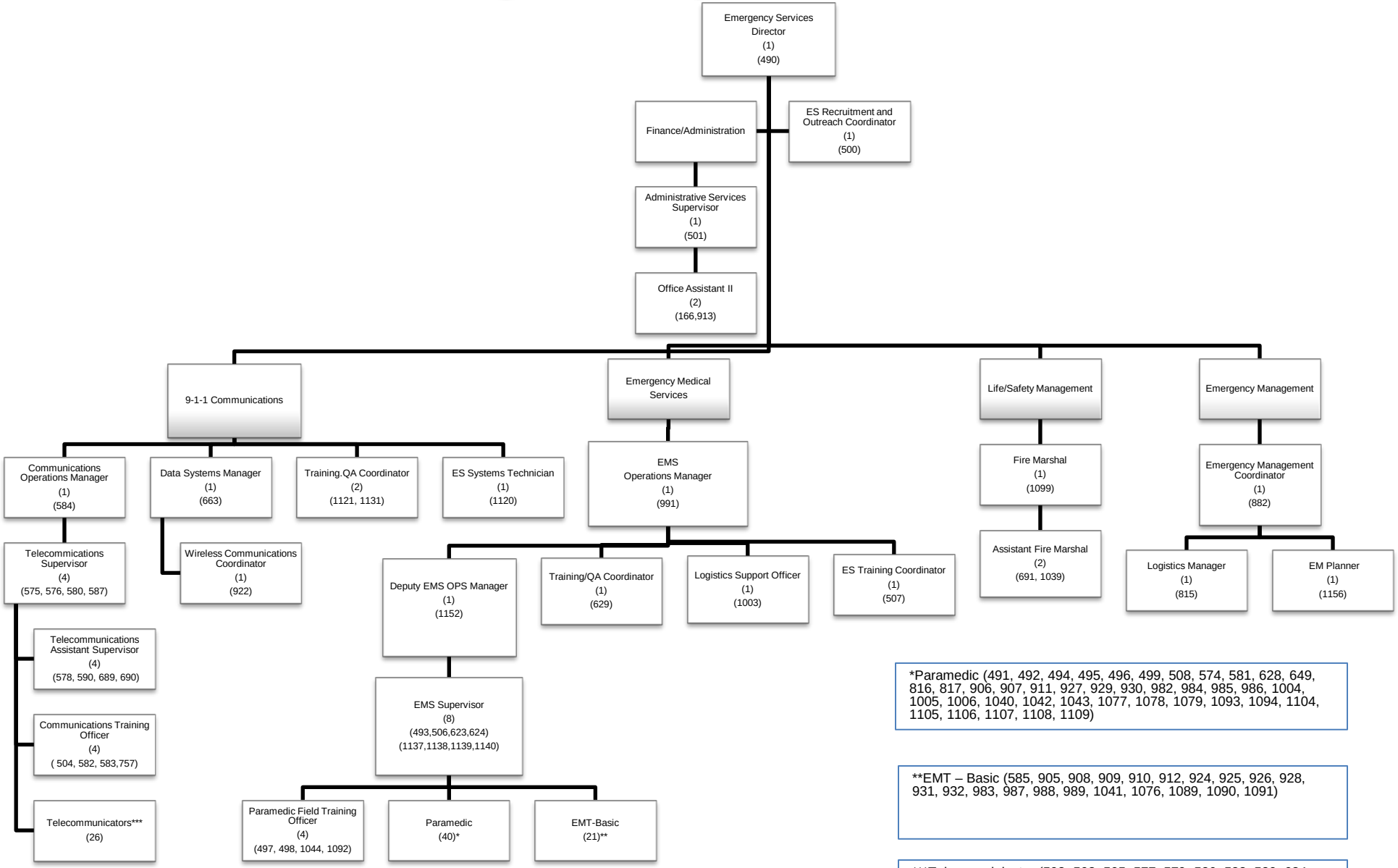
- EMS will continue the Stay up Stay Active program with the Department on Aging and will work with Local Fire Departments to initiate evidence based fall prevention strategies.

Budget Highlights

The FY2016-17 Manager's Recommended Budget includes:

- Funding for EMS to implement a Tactical Emergency Medical Support Program that provides support to active SWAT teams across the County and will outfit three specially trained paramedics with protective equipment.
- Funding for EMS to purchase personal protective (PPE) equipment to allow responders to enter hot and warm zones of incidents that require patient intervention. This PPE consists of protective helmets and coveralls to provide barrier protection against hazards commonly found on all motor vehicle collisions, construction sites, and other incidents where there is a combination of the man/machine or nature concept and there is a patient need.
- Includes funding for replacement of aging/damaged EMS equipment (including LifePak AED's, confined space immobilization/extraction units, thermometers, splints, and suction units).

Emergency Services



*Paramedic (491, 492, 494, 495, 496, 499, 508, 574, 581, 628, 649, 816, 817, 906, 907, 911, 927, 929, 930, 982, 984, 985, 986, 1004, 1005, 1006, 1040, 1042, 1043, 1077, 1078, 1079, 1093, 1094, 1104, 1105, 1106, 1107, 1108, 1109)

**EMT – Basic (585, 905, 908, 909, 910, 912, 924, 925, 926, 928, 931, 932, 983, 987, 988, 989, 1041, 1076, 1089, 1090, 1091)

***Telecommunicator (502, 503, 505, 577, 579, 586, 588, 589, 634, 635, 688, 758, 1001, 1002, 1085, 1086, 1087, 1088, 1100, 1101, 1102, 1103, 1133, 1134, 1135, 1136)

Finance and Administrative Services

Phone Number: (919) 245 – 2151

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

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Category (General Fund)						**Account: 230**
Personnel Services	1,098,636	1,156,040	1,156,040	1,033,395	1,100,387	1,100,387
Operations	1,690,805	2,245,810	2,262,080	1,993,670	205,833	205,833
Capital Outlay	0	0	0	663	0	0
Total Expenditures	**$ 2,789,440**	**$ 3,401,850**	**$ 3,418,120**	**$ 3,027,728**	**$ 1,306,220**	**$ 1,306,220**
County Costs (net)	**$ 2,789,440**	**$ 3,401,850**	**$ 3,418,120**	**$ 3,027,728**	**$ 1,306,220**	**$ 1,306,220**
Total Finance and Administrative Services and Related Expenditures	**$ 2,789,440**	**$ 3,401,850**	**$ 3,418,120**	**$ 3,027,728**	**$ 1,306,220**	**$ 1,306,220**

Division Summary

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Program (General Fund)						
Budget Office	338,368	349,188	349,188	320,297	346,161	346,161
Finance Office	824,108	898,732	899,294	807,846	960,059	960,059
Risk Management	1,626,965	2,153,930	2,169,638	1,899,585	0	0
Total Expenditures	**$ 2,789,440**	**$ 3,401,850**	**$ 3,418,120**	**$ 3,027,728**	**$ 1,306,220**	**$ 1,306,220**
County Costs (net)	**$ 2,789,440**	**$ 3,401,850**	**$ 3,418,120**	**$ 3,027,728**	**$ 1,306,220**	**$ 1,306,220**
Total Expenditures	**$ 2,789,440**	**$ 3,401,850**	**$ 3,418,120**	**$ 3,027,728**	**$ 1,306,220**	**$ 1,306,220**

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 the 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.
- Debt management to include prompt payment of debt services; 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 2015-16 Outcomes

- Annual Audit: Issued Comprehensive Annual Financial Report (CAFR), as required by the Local Government Commission.
- Financial Condition: Maintained Standards and Poors bond ratings at AAA; Moody's Investor Services rating at Aaa; and Fitch Ratings at AAA.
- Policy Compliance: The FY 2014-15 audit reported unassigned fund balance at 18.5% of General Fund Expenditures. Anticipate unassigned fund balance at 17.4%, at year-end.
- Met target of 100% payroll completion two days prior to payday.
- Implementing first phase of Kronos timekeeping system enhancements which is the installation of card readers at County facilities providing an alternative timekeeping option for our employees.
- Deployed Europay, Master Card, and VISA (EMV) chip reader machines at point-of-sale County facilities to gain compliance with new credit card technology.
- Transferred responsibility of Community Giving Fund from the Triangle Community Foundation to County operations, and launched Online payment portal for donors.
- Instituted Online Check Deposits which converts incoming paper checks to an electronic funds transfer (EFT) through the Automated Clearing House (ACH) network.
- Support the Capital Investment Plan and department needs through completing the Spring Financing on schedule.
- Completed all requisite procedural measures and Local Goverenment Commission application filing for the proposed General Obligation Referendum.

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Maintain a financially sound condition, according to legal statutes and accounting standards.					
Unassigned Fund Balance, as percent of General Fund Expenditures (Target: ≥ 17%)	18.9 %	18.5 %	17.0 %	17.4 %	17.4 %
Debt Service, as a percent of General Fund expenditures (Target: ≤ 15%)	13.3 %	13.1 %	12.9 %	12.5 %	12.3 %

FY 2016-17 Objectives

- Complete the County's Comprehensive Annual Financial Report (CAFR) by October 31, 2016.
- Ensure fund balance meets budgeted goals of a minimum of 17 percent.
- Monitor financial transactions to ensure compliance with the Fiscal Control Act, taking corrective action when necessary resulting in no more than two finance related management points.
- Retain the Government Finance Officers Assocation (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.
- Facilitate additional training opportunities for staff during the year.
- Implement a Treasury Management Investment strategy, in collaboration with our financial advisors, with the goal of optimizing investment earnings in view of an improving interest rate environment.
- Complete a departmental Standard Operating Procedures manual to provide comprehensive instructions and incorporating business process flow maps to better assist staff in fulfilling daily tasks and operations in an effective and efficient manner.
- Implement Financial Content Management using our current financial system to manage and archive electronic information to gain work efficiencies.
- Develop a Plan of Finance for first issuance of a successful General Obligation Bond Referendum.
- Enhance Transparency Portal use to provide more timely monthy data to internal customers (Board of County Commissioners, Manager, and Departments)
- Implement second phase of Kronos enhancements which entails configuration, training, business process enhancement, and change managementand in response to customer feedback from focus group sessions.
- Increase staff training opportunities.
- Support the Capital Investment Plan and department needs through completing the Fall Financing on schedule.
- Enhance Grants Management and Administration through use of Munis Grants Master module.
- Enhance customer service delivery through Employee Self-Service as part of the Munis 11.1 upgrade.

Budget Highlights

- The FY 2016-17 Manager's Recommended Budget includes funds ($30,000) within Contracted Services to develop a Treasury Management Investment strategic plan. An increase of $102,500 for anticipated interest revenue is reflected in the Support Services Non-departmental under Investment Earnings.

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 establish 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.
- Provide analytical support for all County departments.
- Manage the logistics of the Outside Agency and Fire Districts funding processes.

FY 2015-16 Outcomes

- Published the FY 2015-16 Approved Operating and Capital Investment Plan Budgets and delivered to the Board of County Commissioners prior to their first meeting in September, 2015.
- Completed the submittal requirements and received the Distinguished Budget Presentation Award from the Government Finance and Officers Association for the twenty-fourth year.
- Upgraded to a newer version of our Business system, scheduled for implementation in May 2016.
- Provided the Board of County Commissioners with a detailed Financial Report of Revenues and Expenditures on a quarterly basis, as well as a quarterly North Carolina Economic Outlook.
- Provided an Annual Report to the Residents of Orange County and a Financial Scorecard of FY 2014-15 actual activity.
- Began work to lauch a Resident Transparency portal to provide residents with current financial information of Orange County government operations.
- Began work on developing a long-term Solid Waste Financial Plan.

FY 2016-17 Objectives

- Publish the FY 2016-17 Approved Operating and Capital Investment Plan Budgets to the Board of County Commissioners at their meeting in September, 2016.
- Fully implement the Resident Transparency portal of current financial information of Orange County government operations.
- Develop a 5 Year Plan of Revenues and Expenditures to assist department in providing budget forecasting models.
- Continue Quarterly Reporting of Revenues and Expenditures to the Commissioners, as well as Economic Outlook reports and perodic updates on Treasury Management and Investment strategies.
- Complete the Solid Waste Financial Plan.
- Collaborate with Asset Management Services on a Motor Fleet (Internal Services) Financial and Operations Plan.
- Re-design and enhance automation of the FY 2017-22 Capital Investment Plan using our financial system Munis.
- Establish a Revenue Manual detailing the County's majors sources of income.
- Review and make recommendations for increasing the County's Revenue base

Budget Highlights

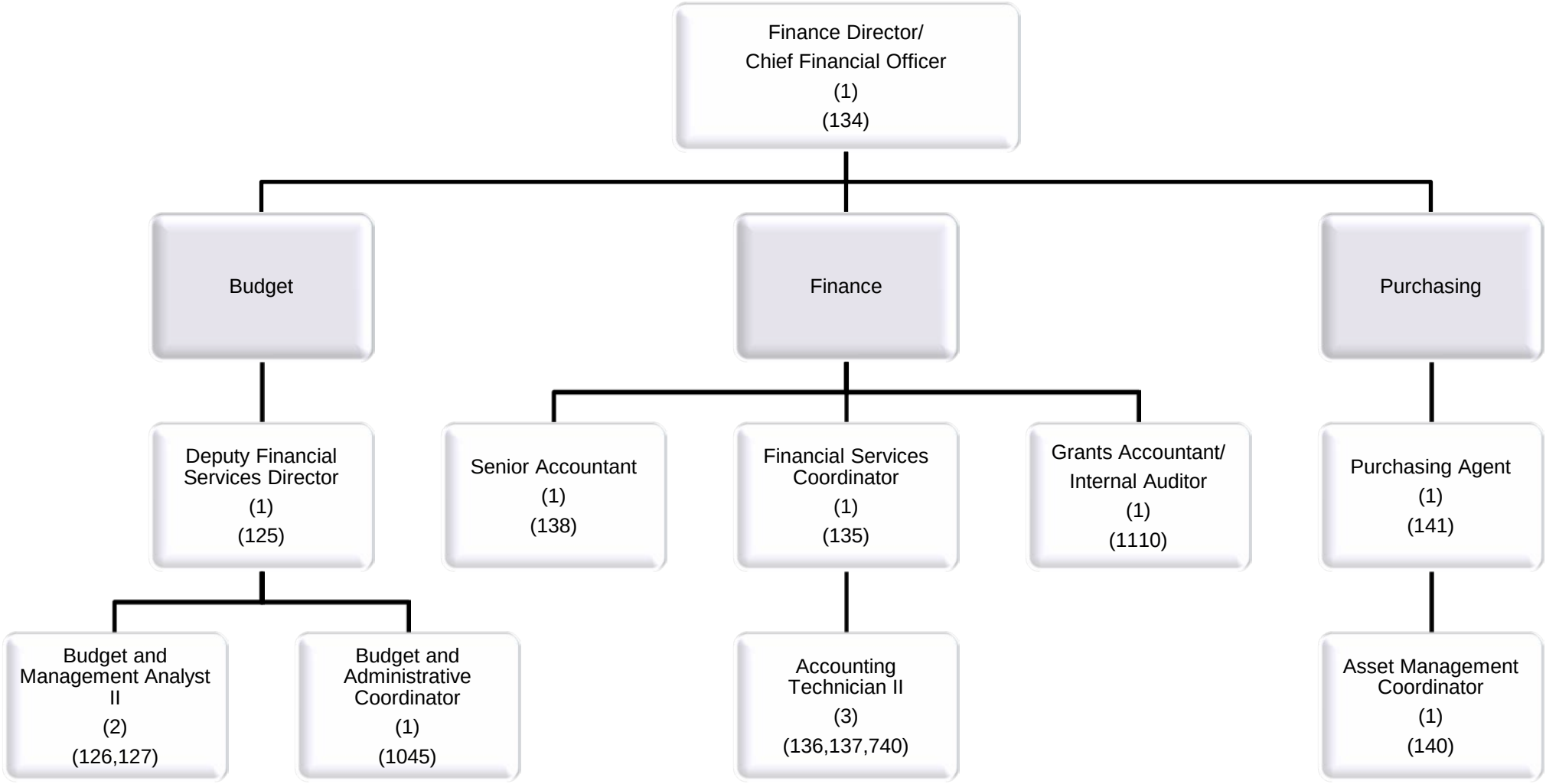
The FY 2016-17 Manager's Recommended Budget includes no significant budget changes for the budget division.

Finance and Administrative Services: Risk Managment Division

Budget Highlights

The reduction in the FY 2016-17 Manager's Recommended Budget is due to moving the Risk Management Division from Finance and Administrative Services to the County Manager's Office.

Finance and Administrative Services



Fire Districts

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
Fire Districts *(Fire District Fund)*						
Cedar Grove	207,379	211,310	211,310	211,310	214,379	214,379
Chapel Hill	272,374	276,473	276,473	276,473	278,550	278,550
Damascus	83,089	104,148	104,148	97,170	97,214	97,214
Efland	478,248	486,470	486,470	486,470	494,871	494,871
Eno	573,746	589,746	589,746	589,746	603,321	603,321
Little River	173,540	177,365	177,365	177,365	179,565	179,565
New Hope	601,639	581,176	581,176	581,176	619,421	619,421
Orange Grove	481,232	465,042	465,042	465,042	547,299	547,299
Orange Rural	972,020	1,087,113	1,177,113	1,177,113	1,110,723	1,110,723
South Orange	516,460	527,741	527,741	527,741	535,522	535,522
Southern Triangle	172,285	220,680	220,680	205,913	210,339	210,339
White Cross	439,376	416,729	416,729	416,729	437,201	437,201
Total Fire District Expenditures	**$ 4,971,388**	**$ 5,143,993**	**$ 5,233,993**	**$ 5,212,248**	**$ 5,328,405**	**$ 5,328,405**
Offsetting Revenue	*$ (5,166,962)*	*$ (5,143,993)*	*$ (5,233,993)*	*$ (5,373,503)*	*$ (5,328,405)*	*$ (5,328,405)*
Net County Cost	**$ (195,574)**	**$ 0**	**$ 0**	**$ (161,255)**	**$ 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 59,000 training and service hours in Orange County.

Cedar Grove Fire District **$214,379**

- The tax rate for this district is recommended to remain at 7.36 cents for FY 2016-17.
- In FY 2015-16, the department continued with the building addition to Station #2, with scheduled completion by the end of the summer; added two new members to the department; continued replacing older turn-out gear, pagers and fire suppression equipment; and continued to work on lowering their insurance rating.
- In FY 2016-17, the department plans to have paid part-time personnel starting in July; continue efforts to lower their insurance rating; continue to train firefighters to obtain certifications; begin working on plans to replace a 16 year old Fire Engine at Station #2, as well as replacement of a 30 year old Bruch Truck at Station #1.
- Their Five-Year plan includes replacing a 1985 squad truck; work towards setting aside funds to replace the Engine at Station #1; 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 **$278,550**

- 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 2016-17.

Damascus Fire District **$97,214**
Southern Triangle Fire Service District **$210,339**

- 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 remain at 10.30 cents for FY 2016-17.

Efland Fire District **$494,871**

- The tax rate for this district is recommended to remain at 7.00 cents for FY 2016-17.
- In FY 2015-16, the department had two members complete the Emergency Medical Technician class, and two members; purchased and placed in service 26 self-contained breathing apparatus (SCBA); purchased new SCBA compressor for new air packs; purchased two new

800 Mhz radios; purchased new pickup to run EMS calls; continued training to keep all responders current in their certification; and purchased a medical response and utility vehicle which helps improve their response times to residents.

- In FY 2016-17, the department plans to add two additional 800 Mhz radios; continue to send members to certified training, with a goal to have all members EMT-Basic and Firefighter level I and II certified as per state standard; replace 10 sets of personal protective firefighting gear; replace a 25 year old Tanker Truck; continue with their capital equipment replacement plan to ensure equipment is up to date and meets all applicable 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 and to handle anticipated additional call volume; and looking for land to add a third station.

Eno Fire District **$603,321**

- The tax rate for this district is recommended to remain at 7.99 cents for FY 2016-17.
- In FY 2015-16, the department maintained their ISO 7 rating; certified three additional personnel for Water Rescue; certified three additional divers; added two additional personnel to paid staff; purchase new turnout gear to replace gear no longer NFPA compliant; ordered new MES/Water Rescue unit; and began process of new building construction behind Station #1.
- In FY 2016-17, the new EMS/Rescue Unit will be delivered; begin process of replacing 20 year old Tanker; complete new building behind Station #1; purchase new radios; purchase additional dress uniforms; and begin remodeling the 4 bays at Station #1.
- Their Five-Year plan includes acquiring additional and/or new land to relocate Station #1; purchase of new Rescue Pumper; and purchase new extrication tools.

Little River Fire District **$179,565**

- The tax rate for this district is recommended to remain at 4.06 cents for FY 2016-17.
- In FY 2015-16, the department maintained their current ISO rating; recruited volunteers; received grant to upgrade equipment; provided Fire Prevention education to day care centers and schools; added an additional water point; passed their ISO inspection; completed their financial annual audit; and renovated interior of their fire station.
- In FY 2016-17, the department plans to maintain/lower their ISO rating; continue recruitment of volunteers; apply for grants to continue replacement of outdated equipment; replace roof on fire station; purchase land for Station #2; continue fire prevention and community outreach; complete annual financial audit; add I-Pads to fire apparatus to assist in routing/pre-fire information; upgrade AED units; and purchase a gear washer to ensure all turnout gear is safe.
- Their Five-Year plan includes maintain/lowering their ISO rating; paving of parking lot; build Station #2; replace their 1994 Primary Fire Engine; replace and upgrade equipment to meet standards; study feasibility of hiring part time staff; apply for further grants; recruit of additional volunteers; and continue completing annual financial audits.

New Hope Fire District **$619,421**

- The tax rate for this district is recommended to increase .50 cents (from a current rate of 9.95 cents to 10.45 cents) for FY 2016-17. This rate increase will provide for the addition of one full-time Captain position to help with day time coverage, as volunteer daytime coverage continues to decline.
- In FY 2015-16, the department received new members and have five 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 200 children and 50 adults at schools, fire station tours, and burn survival camp at Camp New Hope; ordered a new fire pumper to replace an aging pumper; ordered 24 new self-contained breathing apparatus (SCBA) to replace aging units that will soon be non-compliant; and purchased new rescue tools for the new pumper to enhance rescue capabilities.
- In FY 2016-17, the department plans to receive the new pumper to enhance fire protection services; continue to train firefighters to maintain firefighter certifications and train new members to receive their firefighter certifications; offer mandatory Emergency Vehicle Driver and Traffic Incident Management System training; ensure that all members receive hazmat training and bloodborne pathogens training to meet OSHA requirement; continue to apply for grants to enhance service delivery and offset operational costs; identify ways to enhance volunteer membership to offset decreasing volunteers response to daytime calls; and add a new full-time Captain position for administrative duties and to respond to daytime calls.
- Their Five-Year plan includes replacing Tanker at Station #2; continue certification training and offer specialized training courses; continue OSHA required training; apply for grants for personal protective and communications equipment; revise their strategic plan to increase efficiency, maintain a viable volunteer membership; identify ways to recruit and maintain volunteers; refurbish the body and pump of a Fire Engine truck and install on a new chassis, resulting in a savings of approximately $200,000.

Orange Grove Fire District **$547,299**

- The tax rate for this district is recommended to increase 1.00 cents (from a current rate of 6.00 to 7.00 cents) for FY 2016-17. This tax rate increase is to help support debt payments from the purchase of trucks and stations constructed within the past several years, which resulted in a decrease of their ISO rating to residents within their district.
- In FY 2015-16, the department ordered a new 2,000 gallon Tanker and delivery is scheduled prior to July; integrated eight new Emergency Medical Responders into their First Responder program; worked with Orange County Emergency Management to arrange placing Medic 9 vehicle at their Station #1; and purchased several new and replacement turnout sets for new and existing members.
- In FY 2016-17, the department plans to reorganize truck to station assignment after delivery of the new Tanker; purchase additional sets of turnout gear to replace aging sets; recruit additional members to replace retiring members; and replace equipment on engines.
- 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.

Orange Rural Fire District **$1,110,723**

- The tax rate for this district is recommended to remain at 8.36 cents for FY 2016-17.
- In FY 2015-16, the department added two new Engines; hired three additional personnel; obtained delivery agency authority to train and certify its own personnel; sent two members to Breathing Equipment school; increased entry level salaries in a retention effort; sent five members to Big Rig Rescue school; upgraded air packs to current standards; replaced a first responder vehicle; replaced out of date defibrillators; and sent three members to Structural Collapse school.
- In FY 2016-17, the department plans to certify two Officers to Emergency Vehicle Technician status; create a new Assistant Chief position in order to have 24 hour coverage; add three full-time firefighter positions; complete Station #3 interior construction; have all officers certified as fire service instructors; add one Rescue Instructor; and send additional members to Breathing Equipment and Structural Collapse schools.
- Their Five-Year plan includes coordinating with Town of Hillsborough to build a fourth fire station and to re-locate to a shared building with Hillsborough Police and Fire; hire a full-time Chief; seek re-grade of ISO rating; replace an aging Tanker and Brush truck; and cross-train firefighters to perform inspections.

South Orange Fire Service District **$535,522**

- 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 2016-17.

Southern Triangle Fire Service District (See Damascus Fire District)

- Refer to the section regarding Damascus Fire District for this department's information.
- North Chatham Volunteer Fire Department serves people in this district as well as those in the Damascus Fire Protection District.

White Cross Fire District **$437,201**

- The tax rate for this district is recommended to remain at 11.00 cents for FY 2016-17. The Manager also recommends the use of $15,000 from the district's unassigned fund balance for the replacement of radios.
- In FY 2015-16, the department accomplished lowering their ISO grade to a class 5; increased volunteer staffing levels; eight additional firefighters became certified to the rescue technicians level; increased training; and added water rescue and rope equipment apparatus.
- In FY 2016-17, the department plans to continue working on increasing their technical rescue capabilities and start the process of becoming credentialed as a medium duty rescue provider;

begin purchasing additional equipment needed to achieve medium rescue capabilities through the NC Rescue Association; and install a standby generator with automatic transfer switch at Station #2.

- Their Five-Year plan includes working on a plan to replace a 1987 Pumper/Tanker, a 1996 Brush truck; continuing the process of increasing its capabilities for technical rescue, and continue its implementation of replacing self-contained breathing apparatus, portable radios, 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	2	9E	10
Damascus	6	9E	10
Efland	6	9E	10
Eno	7	9E	10
Little River	7	9E	10
New Hope	6	9E	10
Orange Grove	6	9E	10
Orange Rural	6	9E	10
South Orange	5	9E	10
Southern Triangle	6	9E	10
White Cross	5	9E	10

*Grades based on ISO ratings as of March, 2016

Health Department

Phone Number: (919) 245 - 2400 Website: http://www.orangecountync.gov/departments/health

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Category (General Fund)						**Account: 410**
Personnel Services	6,638,176	6,929,183	6,951,162	6,851,648	7,354,178	7,354,178
Operations	1,276,254	1,666,033	1,813,930	1,694,998	1,823,372	1,850,872
Capital Outlay	28,750	5,300	12,690	10,518	2,926	1,926
Total Expenditures	**$ 7,943,180**	**$ 8,600,516**	**$ 8,777,782**	**$ 8,557,164**	**$ 9,180,476**	**$ 9,206,976**
Offsetting Revenues	*(2,390,934)*	*(2,579,143)*	*(2,721,488)*	*(2,619,417)*	*(2,952,970)*	*(2,952,970)*
County Costs (net)	**$ 5,552,245**	**$ 6,021,373**	**$ 6,056,294**	**$ 5,937,747**	**$ 6,227,506**	**$ 6,254,006**
Other Related Programs (Grant Fund)						**Account: 4102**
Personnel Services	123,731	63,039	48,783	98,668	56,916	56,916
Operations	2,109	66,053	74,672	5,383	61,620	61,620
Capital Outlay	0	0	0	0	0	0
Others	0	0	0	0	0	0
Total Expenditures	**$ 125,840**	**$ 129,092**	**$ 123,455**	**$ 104,051**	**$ 118,536**	**$ 118,536**
Offsetting Revenues	*(155,999)*	*(119,890)*	*(117,753)*	*(115,508)*	*(118,536)*	*(118,536)*
County Costs (net)	**$ (30,159)**	**$ 9,202**	**$ 5,702**	**$ (11,457)**	**$ 0**	**$ 0**
Total Health Department and Related Expenditures	**$ 8,069,020**	**$ 8,729,608**	**$ 8,901,237**	**$ 8,661,215**	**$ 9,299,012**	**$ 9,325,512**

Division Summary

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Program (General Fund)						
Central Administrative Services	916,928	1,061,500	1,074,602	1,091,625	1,083,630	1,083,630
Dental	932,861	1,136,938	1,168,650	1,173,107	1,172,884	1,172,884
Environmental Health	1,466,049	1,431,818	1,431,818	1,397,785	1,476,754	1,476,754
Personal Health	4,087,645	4,288,909	4,330,278	4,170,804	4,373,030	4,399,530
Promotion and Education	539,609	681,351	772,434	723,843	1,074,178	1,074,178
Risk Management	88	0	0	0	0	0
Total Expenditures	**$ 7,943,180**	**$ 8,600,516**	**$ 8,777,782**	**$ 8,557,164**	**$ 9,180,476**	**$ 9,206,976**
Offsetting Revenue	*(2,390,934)*	*(2,579,143)*	*(2,721,488)*	*(2,619,417)*	*(2,952,970)*	*(2,952,970)*
County Costs (net)	**$ 5,552,245**	**$ 6,021,373**	**$ 6,056,294**	**$ 5,937,747**	**$ 6,227,506**	**$ 6,254,006**
Total Expenditures	**$ 7,943,180**	**$ 8,600,516**	**$ 8,794,656**	**$ 8,557,164**	**$ 9,180,476**	**$ 9,206,976**
Other Related Programs (Grant Fund)						
Dental	0	0	0	0	0	0
Personal Health	39,958	115,198	52,645	8,858	56,916	56,916
Promotion and Education	85,882	13,894	70,810	95,193	61,620	61,620
Total Expenditures	**$ 125,840**	**$ 129,092**	**$ 123,455**	**$ 104,051**	**$ 118,536**	**$ 118,536**
Offsetting Revenue	*(155,999)*	*(119,890)*	*(117,753)*	*(115,508)*	*(118,536)*	*(118,536)*
County Costs (net)	**$ (30,159)**	**$ 9,202**	**$ 5,702**	**$ (11,457)**	**$ 0**	**$ 0**
Total Expenditures	**$ 8,069,020**	**$ 8,729,608**	**$ 8,918,111**	**$ 8,661,215**	**$ 9,299,012**	**$ 9,325,512**

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 a $9.2 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 2015-16 Outcomes

- Successfully coordinated the effort to transition medical clinics from medical diagnosis codes from ICD-9 to ICD-10 system.
- Increased percentage of departmental WPPR's submitted to HR by due date.
- Implemented quarterly, medical billing audits to improve billing accuracy.

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 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.					
Percentage of errors on death certificates sent to state	NEW	2%	NEW	1%	0%
Birth Certificates Processed	2,243	3,917	2,486	4,110	4,430
Death Certificates Processed	1,289	1,363	1,300	1,442	1,517
Service: The Informatics section provides evaluation and statistical analysis to the department to inform policy making, share information to internal and external parties, and improve data quality.					
Percentage of programs involved in at least one Informatics project per fiscal year	0	30%	50%	50%	80%
Service: The Human Resources section coordinates the department-wise WPPR process, acts as the liaison to the county HR office, and provides internal personnel management and guidance in accordance with the State Personnel Act.					
Percentage of WPPR's submitted to HR by the specified due date	N/A	96%	96%	98%	100%

FY 2016-17 Objectives

- Improve 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 mandated requirements, maximizing appropriate use of these funds.
- Successfully renew state health department accreditation**.**
- 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.

Budget Highlights

The FY2016-17 Manager's Recommended Budget includes:

- An increase of $11,000 for a temporary Communications Specialist to assist with the steadily increasing communications duties (graphic design, outreach, marketing, videography, social media, etc.) related to new and expanding programs department-wide.

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 2015-16 Outcomes

- Hired 2nd fulltime dentist, dental assistant, and office assistant to increase capacity to serve more economically disadvantaged children and adults in Orange County.
- Recipient of NCDHHS, Oral Health Section Aid-to-County funding to develop school-based fluoride rinse and sealant projects and further develop perinatal oral health program.
- Recipient of Delta Dental Foundation grant to aid in quality pediatric dental service provision
- Implement four fluoride rinse initiatives and one sealant project in Orange County schools with a high percent of children on the free and reduced lunch program.
- Continued implementation of the baby and prenatal oral health programs (bOHP and pOHP)

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Provide dental screening and oral health education in Orange County Schools					
Number of children received oral health screening and education in schools	400	110	200	300	300
Service: Provide dental care to economically disadvantaged Orange County Residents					
Number of total dental patient visits	6,506	6,131	8,500	7,500	7,500
Percent of Medicaid/Health Choice visits	28%	33%	45%	33%	40%
Percent self-pay visits	62%	58%	45%	53%	50%
Number of sealants	804	1010	1200	1100	1100
Service: Increase total percentage of pediatric patients served					
Percentage of pediatric patient visits	n/a	39%	50%	45%	50%
Percentage of pediatric visits age 0 to 3	n/a	12%	20%	15%	15%
Percentage of pediatric visits age 4 to 17	n/a	27%	30%	30%	35%
Service: Increase total number of dental services provided to prenatal patients					
Total number of services provided to prenatal patients	n/a	n/a	600	400	600

FY 2016-17 Objectives

- Continue providing dental health education to school age children
- Continue providing dental services to economically disadvantaged adults
- Increase number of Medicaid and Health Choice pediatric patients that receive dental care
- Increase percentage of pediatric visits for children age 0 to 3
- Increase number of sealants placed with increased number of pediatric patients
- Increase number of dental services provided to prenatal patients

Budget Highlights

The FY2016-17 Manager's Recommended Budget includes:

- Funding for the implementation of Fluoride Mouth Rinse Program in four Orange County schools with a high percentage of children on reduced and free lunch program.
- Funding for the implementation of Sealant Project in one Orange County school with a high percentage of children on reduced and free lunch program.
- An increase of $33,336 in Self-Pay revenue due to the addition of the additional dental team approved in FY2015-16.

Health Promotion and Education Services Division

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 2015-16 Outcomes

- Continued to execute Board of Health Strategic Plan in concert with Healthy Carolinians' annual action plans with four new health policies, practices or interventions being implemented.
- The 2015 Community Health Assessment process obtained 1,714 health opinion surveys (166 door-to-door and 1,547 online), 5 focus groups (55 voices), 4 community listening sessions and 20 subject matter expert surveys. Prioritization was done at Healthy Carolinians of Orange County's annual meeting where the three areas of Social Determinants of Health (with focus around Access and Poverty), Physical Activity and Nutrition, and Mental Health and Substance Abuse were chosen as the 2015-2019 priority areas.
- Hired a four person, part-time Family Success Alliance zone navigator team of peer coaches to engage directly with families and communities to support child and family success. Navigator team has enrolled over 30 families to date.
- Hosted a screening of "Raising of America" to focus on the importance of early childhood, with over 65 community members in attendance.
- Sponsored a K-Readiness program for 66 children in both zones of the Family Success Alliance. Assessments showed significant growth with 9% of students assessed with a proficient level of readiness at the start of the program and 67% with a proficient level of readiness at the end of the program.
- Lead applicant for a Triangle United Way grant of $200,000 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.
- Built partnerships with outside agencies to provide financial support to zone schools and organizations, including $5,627 from the Friends of the Orange County Library for Books on Break at New Hope Elementary and $10,000 from a private foundation for the 2016 kindergarten readiness program.
- Received an OCHD Innovation grant to pilot increased transportation options for families by subsidizing and training families to use Uber, the ride share app.
- Held two consumer- focused Health Literacy trainings in conjunction with Department on Aging with 30 participants and 12 resource organizations; with each participant receiving a copy of "Talking with Your Doctor: A Guide for Older People"(National Institute on Aging).
- Health Promotion and Education Services provided regular awareness and education information through social media, webpages, newsletters, and earned media. Listservs were also used to provide customers, consumers, and partners with emerging information. Reports such as the Healthy Carolinians Annual newsletter and Family Success Alliance Gap Analysis showcased community data and collaborative partnerships.

- Trained 161 first responders in the use of naloxone, purchased 20 kits for trained agencies, and had 4 reports of reversals by law enforcement.
- Received the NC Association of County Commissioners Excellence in Innovation award for county's collaboration with EMS and law enforcement to equip first responders with naloxone.
- Received approval from the Board of Health for a Safe Syringe Initiative to provide clean syringes and disposal of used syringes to reduce rates of infectious disease.
- Conducted research on the connections between health and the criminal justice system, meeting with criminal justice stakeholders, touring the jail, and attending Community Resource Court to inform strategies to improve health of incarcerated and formerly incarcerated persons.
- Piloted a "Health in All Policies" approach with the newly created Criminal Justice Resource Office
- Based on evaluation data, expanded smoking cessation programs to increase satisfaction, reach of vulnerable populations, and quit rates. Examples of specific populations reached include: people with Serious and Persistent Mental Illness (Club Nova), people struggling with substance abuse (Freedom House), and people experiencing homelessness (IFC shelter and Project Connect).
- Provided technical assistance and cessation support for smoke-free multi-unit housing initiatives, hosting a training attended by 22 people representing 10 properties in July 2015 and providing direct assistance thereafter.
- Trained TRU youth to advocate for tobacco prevention and control including housing and retail. TRU youth audited local tobacco retailers, educated their general assembly members on policy issues, and successfully appealed to the Board of Health to take action on regulating use of e-cigarettes in public places.
- Assessed the health impact of asthma in Orange County, and within the Family Success Alliance Zones, and launched the Healthy Homes pilot to reduce environmental asthma triggers in the home.

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 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	4	4

FY 2016-17 Objectives

- Continue to execute Board of Health Strategic Plan in concert with Healthy Carolinians' annual action plans with two new health policies, practices or interventions being implemented.
- Coordinate and lead Healthy Carolinians' subcommittees in the development of the Community Health Action Plans and two evidence-based initiatives to address the three

priority areas identified by the community: social determinants of health with priority around access and poverty, mental health and substance abuse, and physical activity and nutrition.

- 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, sustain smoking cessation programs to maintain 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 policies and be peer educators with a focus on e-cigarettes and the proposed Board of Health Rule prohibiting e-cigarettes in Restaurants and bars.
- Evaluate the health impact of Healthy Homes on asthma-related outcomes, especially within the Family Success Alliance Zones.
- Expand out of school time programming with school and community partners in the two pilot zones of the Family Success Alliance to support child and family success.
- Work with FSA partners to continue to build and strengthen the cradle to college and career pipeline consistent with FSA strategic plan and prioritized indicators.
- Navigator team will enroll and engage with an additional 90 FSA families.
- Continue to seek grant funding to build programming and evaluation capacity in the two zones of the Family Success Alliance and to support collective impact development and trainings for the Advisory Council, work groups and partners.
- Begin using the Efforts to Outcomes database through our United Way collaborative to track and evaluate activities and outcomes.
- Provide health education and information through collaborations with community partners and communications channels including: outreach events; the website; social media; earned media; and paid advertising.

Budget Highlights

The FY2016-17 Manager's Recommended Budget includes:

- An increase of $105,000 in County General Funds for the Family Success Alliance, which will support increased summer and afterschool programming for cohorts 1 and 2, and an increase of 0.5 FTE navigator staffing to account for summer 2016's larger kindergarten readiness cohort.
    - Outside of county funds for the Family Success Alliance, the entire initiative budget includes a significant increase of $130,250 in in-kind support since the start of FY 2015-16. This includes a full time Evaluation Manager position and operating costs that will be funded by UNC-Chapel Hill, and housed within the FSA team.
- An additional 1.0 FTE Public Health Educator position, which will be responsible for expanding the Healthy Homes initiative that was started during FY2015-16. This program assists children with asthma (and their families) in ways to improve air quality within the home and improve the overall quality of life for children with asthma.

Environmental Health Division

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.
- Migrant Housing Inspections conducted annually.

FY 2015-16 Outcomes

- Increased efforts in septic system inspections program (Wastewater Treatment Management Program or WTMP) to accomplish 100% of the required WTMP.
- Increased collection rate for WTMP fees and Mobile Home Park fees from less than 70% to 97% using the continued process implemented with the County Attorney's office.
- Achieved 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.
- Began Healthy Homes inspection to identify and reduce environmental asthma triggers.
- Declared January as Radon Action month. Distributed free sample kits to citizens for radon detection.

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Inspection and permitting of on-site wastewater systems (septic systems)					
Collection rate for WTMP fees	97%	98%	97%	97%	97%
Failure rate of septic systems observed during WTMP inspections	6%	5%	5%	5%	5%
Number of septic system repairs completed	135	100	100	100	100
Number of septic systems permitted and approved for use	153	170	161	161	181
Percentage (number) of existing septic systems inspected in WTMP	94%	100%	100%	100%	100%

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
program					
Average time required for issuing permits (in days)	13	12	12	12	12
Service: Inspection, permitting and sampling water supply wells					
Number of wells constructed and approved for use	133	166	160	160	179
Number of water samples collected and results reported to well owners	1,219	1,176	900	900	900
Service: Inspection and permitting of restaurants and other establishments					
Percentage of restaurant inspections completed	100%	100%	100%	100%	100%
New restaurant permits issued	52	39	30	30	33
Review time for new restaurant plans (in days)	30	30	30	30	30
Public Swimming Pools Inspected	138	136	140	140	140
Day Cares Inspected	160	142	160	160	160

FY 2016-17 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:
    - Reduce time from application to permit issuance to 12 days or less
    - Reduce response time for complaints to within 48 hours

Budget Highlights

The FY2016-17 Manager's Recommended Budget includes:

- The 2nd year of planned 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 FY2016-17 budgeted fee revenue equates to an 11% increase over the FY2015-16 fee revenue.
- Fee increases for Public Swimming Pool Permitting, Public Swimming Pool Plan Review and Tattoo Artist permitting.
- Continued funding for a time-limited Property Development Technician, a position which was approved by the Board of County Commissioners during FY2015-16.
    - Corresponding movement of a permanent 0.5 FTE Property Development Specialist from Health to the Planning & Inspections Department.

- Transfer of $60,000 from the Central Permitting Capital Project to cover all personnel costs associated with the position.

Personal Health Services 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.
- Breastfeeding education and support services for women.
- Counseling services for pregnant women with psychosocial issues.

FY 2015-16 Outcomes

- More than 99% of Health Department employees received influenza vaccination.
- Piloted program for coordinated integrated behavioral health care to address mental health, life stressors, and crisis and stress related physical symptoms as part of OCHD clinical health care services.
- Public Health Nurses participated in Healthy Homes program to identify asthma triggers and provide asthma education and chronic disease care management services.
- In partnership with Emergency Management, completed full-scale Preparedness Exercise
- Designated Breastfeeding Friendly Clinic

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Provide Population based Pregnancy Care Management and Care Coordination for Children					
Number of at risk pregnant women receiving pregnancy care management services to improve birth outcomes.	334	291	300	300	300
Number of at risk children receiving care coordination for children services to improve health outcomes.	563	559	560	560	560

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Service: Detection, Control and Prevention of Communicable Disease *					
% of patients with latent TB infection completing treatment	80% (CY 13)	89% (CY 14)	92% (CY 15)	92%	93%
% of 2-3 year old health department clients with up-to-date immunizations	97% (Oct. 13-Sept. 14)	97% (Oct. 14-Sept. 15)	95%	97%	97%
Service: Provide Preventive and Primary Health Care to underserved residents of Orange County					
# of primary care visits	979	1,431	1,300	1,300	1,400
% of clients choosing long-acting, reversible contraceptive	N/A	12.6%	N/A	14%	15%
Service: Provide Diabetes Self-Management Education (DSME) Classes					
% completing 9 of 10 hours of DSME program	80%	81%	83%	82%	83%
% with improved blood glucose control at the 3mos f/u appointment (completing all 10 hours of DSME)	79%	77%	80%	77%	80%

FY 2016-17 Objectives

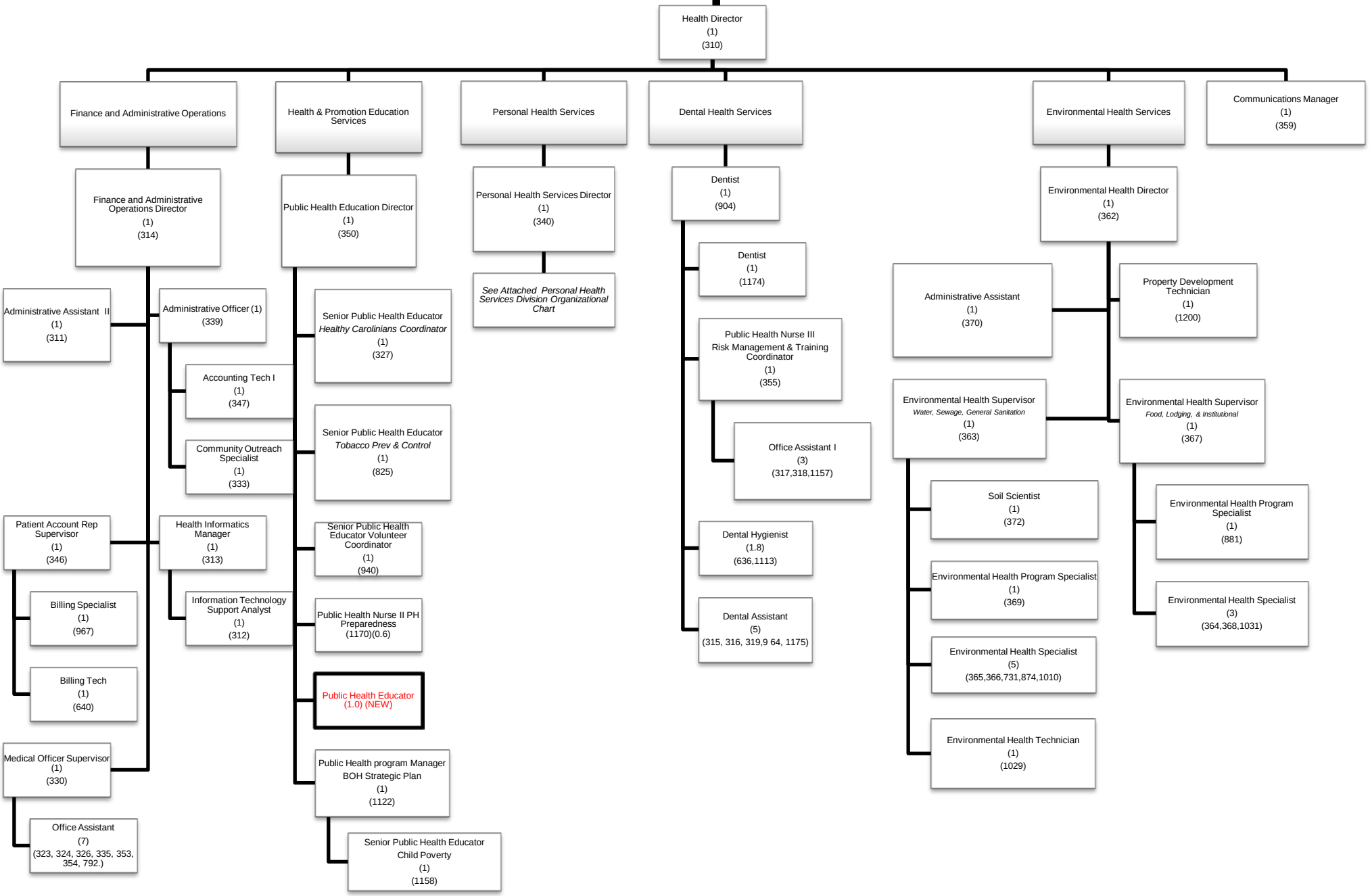
- Increase service delivery in all clinical programs by 5%
- Increase Newborn/Post-partum home visits by 10%

Budget Highlights

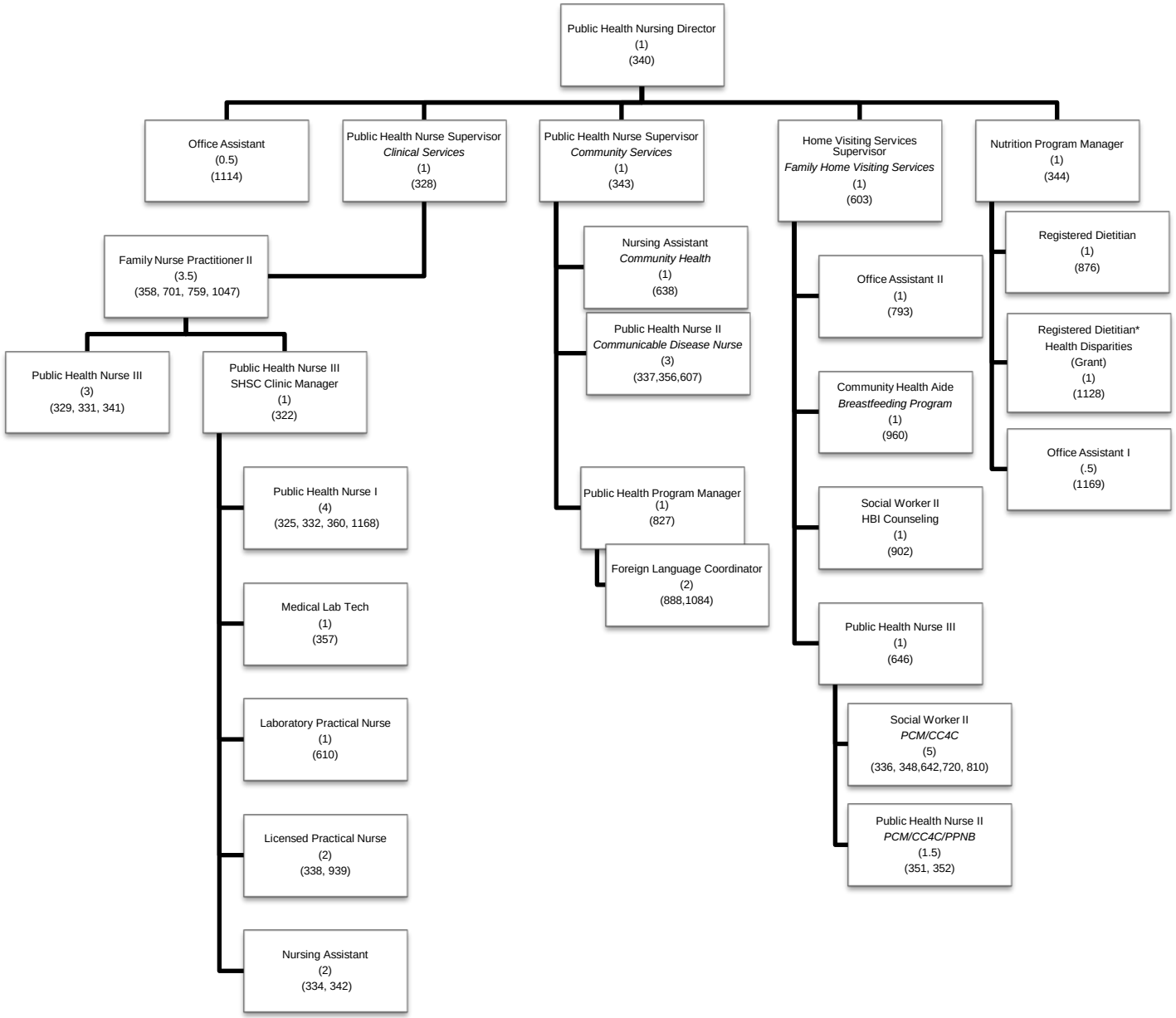
The FY2016-17 Manager's Recommended Budget includes:

- An increase of $14,404 to the Lab Services account due to an increase in the number of complex cases, which require more lab testing.
- An increase of $82,034 in the Contract Services account due to increased use of interpreters/translation services, the addition of a contract with UNC Hospitals for bi-lateral tubal ligations, and the addition of a contract with community medical providers to provide primary care services to uninsured men in northern Orange County.
- An increase of $30,000 in Medicaid Maximization Funds which are being appropriated to fully fund the bi-lateral tubal ligation contract.

Health Department



Health Department – Personal Health Services Division



FY2016-17 Recommended

Housing, Human Rights, and Community Development

Phone Number: (919) 245-2490 Website: http://www.orangecountync.gov/departments/hhrcd/index.php

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Category (General Fund)						**Account: 460**
Personnel Services	208,893	192,323	192,323	179,293	452,957	418,591
Operations	13,252	26,500	26,500	12,005	81,750	86,750
Capital Outlay	701	0	0	0	0	0
Total Expenditures	**$ 222,847**	**$ 218,823**	**$ 218,823**	**$ 191,298**	**$ 534,707**	**$ 505,341**
Offsetting Revenues	*0*	*0*	*0*	*250*	*0*	*0*
County Costs (net)	**$ 222,847**	**$ 218,823**	**$ 218,823**	**$ 191,548**	**$ 534,707**	**$ 505,341**
By Category (Community Development Fund)						**Accounts: 4703 & 4730**
Personnel Services	129,630	127,070	127,070	129,630	125,204	125,204
Operations	1,015,963	464,655	464,655	1,015,963	676,255	676,255
Capital Outlay	702	0	0	702	0	0
Total Expenditures	**$ 1,146,295**	**$ 591,725**	**$ 591,725**	**$ 1,146,295**	**$ 801,459**	**$ 801,459**
Offsetting Revenues	*(1,258,686)*	*(385,274)*	*(385,274)*	*(1,258,686)*	*(388,954)*	*(388,954)*
County Costs (net)	**$ (112,391)**	**$ 206,451**	**$ 206,451**	**$ (112,391)**	**$ 412,505**	**$ 412,505**
By Category (Housing Fund)						**Account: 4800**
Personnel Services	439,771	533,903	516,403	439,771	378,142	349,316
Operations	41,777	52,200	69,700	41,777	68,850	68,850
Capital Outlay	1,223	0	0	1,223	0	0
Rental Assistance	3,325,492	4,321,595	4,321,595	3,325,492	3,920,704	3,920,704
Total Expenditures	**$ 3,808,264**	**$ 4,907,698**	**$ 4,907,698**	**$ 3,808,264**	**$ 4,367,696**	**$ 4,338,870**
Offsetting Revenues	*(3,530,602)*	*(4,659,912)*	*(4,659,912)*	*(3,530,602)*	*(4,336,030)*	*(4,336,030)*
County Costs (net)	**$ 277,662**	**$ 247,786**	**$ 247,786**	**$ 277,662**	**$ 31,666**	**$ 2,840**
Total HHRCD and Related Expenditures	**$ 5,177,405**	**$ 5,718,246**	**$ 5,718,246**	**$ 5,145,857**	**$ 5,703,862**	**$ 5,645,670**

Division Summary

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Program (General Fund)						
Human Rights and Relations	222,847	218,823	218,823	191,298	222,648	222,648
HHRCD Administration	0	0	0	0	312,059	282,693
Total Expenditures	**$ 222,847**	**$ 218,823**	**$ 218,823**	**$ 191,298**	**$ 534,707**	**$ 505,341**
Offsetting Revenue	*0*	*0*	*0*	*250*	*0*	*0*
County Costs (net)	**$ 222,847**	**$ 218,823**	**$ 218,823**	**$ 191,548**	**$ 534,707**	**$ 505,341**
Total Expenditures	**$ 222,847**	**$ 218,823**	**$ 218,823**	**$ 191,298**	**$ 534,707**	**$ 505,341**
By Program (Community Development Fund)						
Urgent Repair Program	147,879	146,809	146,809	147,879	273,328	273,328
HOME Program	998,416	444,916	444,916	998,416	528,131	528,131
Total Expenditures	**$ 1,146,295**	**$ 591,725**	**$ 591,725**	**$ 1,146,295**	**$ 801,459**	**$ 801,459**
Offsetting Revenue	*(1,258,686)*	*(385,274)*	*(385,274)*	*(1,258,686)*	*(388,954)*	*(388,954)*
County Costs (net)	**$ (112,391)**	**$ 206,451**	**$ 206,451**	**$ (112,391)**	**$ 412,505**	**$ 412,505**
Total Expenditures	**$ 1,146,295**	**$ 591,725**	**$ 591,725**	**$ 1,146,295**	**$ 801,459**	**$ 801,459**
By Program (Housing Fund)						
Section 8 Housing	3,808,264	4,907,698	4,907,698	3,808,264	4,367,696	4,338,870
Total Expenditures	**$ 3,808,264**	**$ 4,907,698**	**$ 4,907,698**	**$ 3,808,264**	**$ 4,367,696**	**$ 4,338,870**
Offsetting Revenue	*(3,530,602)*	*(4,659,912)*	*(4,659,912)*	*(3,530,602)*	*(4,336,030)*	*(4,336,030)*
County Costs (net)	**$ 277,662**	**$ 247,786**	**$ 247,786**	**$ 277,662**	**$ 31,666**	**$ 2,840**
Total Expenditures	**$ 3,808,264**	**$ 4,907,698**	**$ 4,907,698**	**$ 3,808,264**	**$ 4,367,696**	**$ 4,338,870**

Housing, Human Rights and Community Development Department - continued

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: Administration Division

Major Services

The Housing, Human Rights and Community Development Administration Division (HHRCD) is a new Division within the Department's budget that allows the Department to more appropriately align existing staff, services and costs allocated to programs and operations. The Division includes three existing positions, the Director, a Housing Programs Manager and an Administrative Assistant. The Division provides overall support for all the programs and services provided by the Department. This includes developing and implementing policies and procedures for operations; program monitoring, streamlining and enhancements to improve service delivery, as well as compliance activities to meet requirements of local, state, federal and private funding sources,

FY 2016-17 Fiscal Year Objectives

- Establish, implement and or update program policies and procedures for funded programs to meet all compliance requirements including the Administrative Plan for the Housing Choice Voucher Program, the HOME Program, the Rehabilitation Program, Urgent Repair and Fair Housing, as well as for internal operations.
-
- With the approval of the *2016 – 2020 Affordable Housing Strategic Plan* (AHSP) by the Board of Orange County Commissioners, the major 2016 -17 fiscal year objective will be to identify resources and provide support in the development and implementation of a detailed workplan and performance measures for the AHSP through collaborations and partnerships with county agencies, nonprofits, the public and private sectors, the Towns and communities in Orange County, service populations and the community at-large.

Budget Highlights

The FY 2016-17 Manager's Recommended Budget includes:

- Moving HHRCD administrative personnel and related operations into the General Fund and out of fund 33 Housing Fund
- Increase for Rebuilding Triangle Together contract ($5,000), previously requested through outside agency process. Rebuilding Triangle Together services are also budgeted under the HOME program

Housing, Human Rights and Community Development: Housing Choice Voucher Program (HCV) (Section 8) Division

Major Services

- Assist low/moderate income families and individuals in obtaining safe, decent, and sanitary housing at reasonable rents.

- Provide rent subsidies to low-income families and individuals leasing standard housing in the County.

FY 2015-16 Outcomes

- Improved the performance rating of the HCV Program by the U.S. Department of Housing and Urban Development. Opened and closed the HCV Program waiting list and received 840 applications over the three (3) day period. Worked to increase the number of leased rental units toward a goal to provide rent subsidies to 590 low-income families by fiscal year end to enable them to obtain standard, affordable rental housing in the County.
- Provided program information and outreach to interested landlords and clients, to maintain and increase the number of units available for rent by program participants. Initiated a Resident Advisory Group for program participants to have input into the HCV Program in partnership with nonprofit housing providers. Began full implementation of an enhanced HCV (Section 8) Homeownership Program for low-income program voucher holders to increase participation in this opportunity by eligible participants able and willing to reach for it. Currently there are two Section 8 voucher holders that have purchased a home in prior fiscal years.

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-2016 Projected	2016-17 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	569	535	610	590	600

FY 2016-17 Fiscal Year Objectives

- Provide rent subsidies to an average of 600 low-income families to enable them to obtain standard, affordable rental housing in the County.
- Conduct annual housing inspections and income re-certifications to ensure decent safe and sound housing and eligible program beneficiaries.
- Provide complete program information and develop and provide incentives to interested landlords and clients, thereby, increasing the number of units available for rent by program participants.
- Provide counseling services and Individual Development Accounts to at least 15 program participants and graduate at least three (3) additional homebuyers into the Housing Choice Voucher (Section 8) Homeownership Program.

Budget Highlights

The FY 2016-17 Manager's Recommended Budget includes:

- Moving HHRCD administrative staff and related operations out of fund 33 Housing Fund and into its own division in the General Fund
- Rental assistance revenue and expenditures budgeted on a 600 rental unit basis.

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 2015 – 16 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	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Housing Rehabilitation Program					
Number of substandard housing units improved through rehabilitation	12	6	30	30	8
Service: First-Time Homebuyer Programs					
Number of new first-time homebuyers	10	15	11	11	12
Service: New Construction Homeownership Partnership					
Number of housing units constructed for purchase by low – moderate income families		4	11	11	12

FY 2016-17 Fiscal Year Objectives

- Provide first-time homebuyer opportunities for 12 low and moderate income families.
- Rehabilitate six to eight substandard housing units.
- Ensure compliance for program beneficiaries and affordability period of HOME assisted units.

Budget Highlights

The FY 2016-17 Manager's Recommended Budget includes:

- Increase for homeownership and rehabilitation projects (+$84,150)

Housing, Human Rights and Community Development: Urgent Repair Program

Major Services

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

FY 2015-16 Outcomes

- Reduce the total number of substandard dwellings in the County.
- Address immediate health and safety repair needs for 25 low-income families in the County particularly those that are elderly and/or have disabilities and conducted inspections of over 25 housing units for selection of units that meet the state rehabilitation program.
- Complete inspections as needed for Rapid Re-housing housing services provided through the Department of Social Services and for nonprofits.

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 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.	17	20	25	27	60

FY 2016-17 Fiscal Year Objectives

- Repair 60 or more dwelling units occupied by disabled and/or elderly residents that contain health, safety, and or accessibility issues and complete rehabilitation of three to five substandard housing units under the state rehabilitation program.

Budget Highlights

The FY 2016-17 Manager's Recommended Budget includes:

- Increase for urgent repair projects ($125,000) to reduce or eliminate the waitlist of residents that have requested repair services, as identified in the affordable housing strategic plan.

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 2015 - 2016 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 26th 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	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Prevent discriminatory practices in housing and public accommodations.					
Number of Complaints Received	27	10	10	10	10
Number of Cases Initiated	9	10	6	10	10
Number of Workshops and Presentations	36	20	15	20	20
Service: Provide technical assistance and training regarding equal opportunity, fair housing, equal access and civil rights.					
Organizations and Agencies receiving technical assistance	10	15	10	15	15
Service: Assess the needs and conduct outreach to Limited English Proficient (LEP) communities.					
Number of LEP Outreach Activities	8	10	10	10	10

FY 2016 - 17 Fiscal Year Objectives

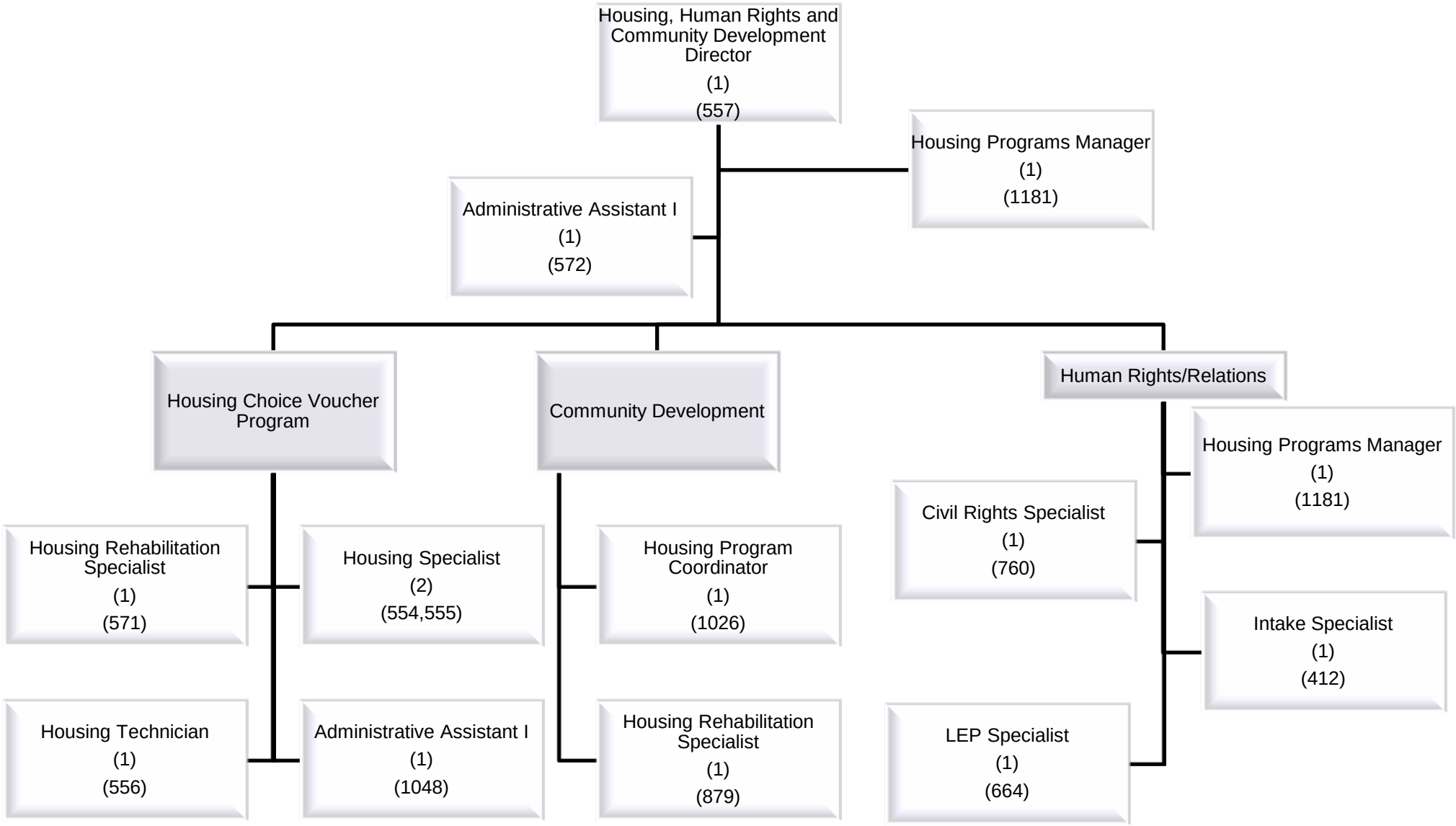
- Implement the County Fair Housing Action Plan with milestones that considers the findings of the Analysis of Impediments.
- Receive housing and public accommodation discrimination complaints and resolve 75% within the 100 day standard.

- 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

The FY 2016-17 Manager's Recommended Budget includes no significant budget changes.

Housing, Human Rights & Community Development



Human Resources

Phone Number: (919) 245-2550 Website: *http://orangecountync.gov*

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Category (General Fund)						**Account: 250**
Personnel Services	733,576	838,080	838,080	696,187	877,215	816,775
Operations	78,211	107,047	108,981	105,685	132,276	120,876
Capital Outlay	0	0	0	0	0	0
Total Expenditures	**$ 811,787**	**$ 945,127**	**$ 947,061**	**$ 801,872**	**$ 1,009,491**	**$ 937,651**
County Costs (net)	**$ 811,787**	**$ 945,127**	**$ 947,061**	**$ 801,872**	**$ 1,009,491**	**$ 937,651**
Total Human Resources and Related Expenditures	**$ 811,787**	**$ 945,127**	**$ 947,061**	**$ 801,872**	**$ 1,009,491**	**$ 937,651**

Mission Statement

The mission of the Human Resources 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 the 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 2015-16 Outcomes

Staff Development and Training

- Developed a comprehensive Supervisor Development Training program. This program is comprised of three modules, Stepping Up to Supervision, Supervisor Orientation and Fundamentals of Supervision. Each module has three classes and are instructed by Human Resources Staff and Capital Associated Industries. Guilford County, Town of Chapel Hill and

Orange County have also worked together assisting each other by instructing in other jurisdictions in special areas of instruction.
- Continued the delivery of Fish! Philosophy experiences to County employees; specific training was provided to Asset Management Services and Information Technology Services.
- Conducted What's my style? and What's my leadership style? Personality Assessment Training with the Department of Environment, Agriculture, Program and Recreation employees.
- Implemented a new employee recognition program rooted in the Fish! Philosophy. The "I Have IT" program allows employees to recognize peers, managers and/or leadership for demonstrating the four principles of the Fish! Philosophy in a timely manner.
- Continued conducting New Employee Orientation within first 30 days of employment (not including the Sheriff's Office).

Classification and Pay

- Completed a Compression Study to define and validate compression issues within Orange County.
- Prepared Classification and Pay Study timeline and action plan to complete the classification review and job analysis of 1/3 of Orange County positions and to date have reviewed 17 positions and initiated the formal job study analysis of 264 positions.
- Implemented a new County Internship Program. At least three internships will be offered this spring through Human Resources. The goal is to offer approximately 16 opportunities in the next year.

Benefits and Wellness

- We will offer biometric screenings in late FY 2015-16, offering incentives for completing a health survey.
- In early FY 2015-16, a variety of activities were offered to County employees focusing on physical activity and stress management under the theme *Fit in 15!* Flu clinics were held for employees.
- Implemented a new approach to the Employee Appreciation and Wellness Lunch, which allowed employees a choice of events; three events were held at various times, two in Chapel Hill and one in Hillsborough, allowing for greater participation for Chapel Hill employees.
- Contracted with Selerix Systems, Inc. and worked with Information Technology Services staff to prepare for ACA Reporting requirements.
- Developed a proposal for a Retiree Recognition Program, requesting funding for FY 2016/17.

Recruitment and Selection

- Implemented a new Request to Fill process which has allowed timely response to departments requesting to fill a vacancy.
- Processed employment applications submitted via NEOGOV and referred pool of qualified candidate to Department's Hiring Manager within 2.1 days of posting closing. This was 93 days in the previous year.
- Participated as facilitator for Oral Boards when requested by Departments.

Employment Programs

- Successfully participated in the 2015 DOT Drug Audit.
- Four additional job study validations were completed by Job Ready Services.
- Assisted employees with Reasonable Accommodation Requests.

Human Resources – continued

- Ensured classifications with physical requirements were evaluated and updated appropriately through the Fit for Duty program. Effectively lowered the cost associated with medical insurance and worker compensations claims by ensuring new hires and existing employees were able to meet the physical requirements for positions.
- Continued to educate employees on the drug and alcohol testing process, drug awareness and reasonable suspicion by providing training at the New Employee Orientation and training for supervisors and managers.

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Staff Development and Training					
Total number of training courses offered	101	108	150	135	150
Total number of training participants	731	1,325	1,000	1,300	1,500
Total number of employees completing Supervision Training	n/a	n/a	140	132	140
Number of employees receiving I Have IT Award	n/a	n/a	120	70	100
WPPR processed	907	947	915	915	964
Classification and Pay					
Reclassification reviews completed	n/a	7	73	n/a	n/a
Equity Retention Adjustments completed	n/a	7	24	n/a	n/a
Number of Class and Pay Study positions reviewed	n/a	n/a	n/a	17	264
Number of Class and Pay Study recommendations implemented	n/a	n/a	n/a	n/a	281
Number of County Wide Internship participants	n/a	n/a	n/a	3	16
Benefits and Wellness					
Percentage of employees completing the online Health Assessment (loss of incentives in 1/2014)	25%	25%	25%	25%	35%
Flu Clinic Participants	207	196	219	216	235
Number of employees participating in Wellness Initiative	500	500	550	550	n/a
Number of Biometric Screenings conducted	356 (incentives provided)	98	150	150	200
Number of Health Insurance Enrollments within 30 days of hire	n/a	n/a	n/a	100	100
Magellan EAP Participants (in-person counseling and phone consultation)	202	115	n/a	176	n/a
Recruitment and Selection					
Number of Request to Fills (RTF) processed	n/a	n/a	n/a	210	210
Average number of days to process RTF	n/a	n/a	12.0	2.1	2.1
Number of Recruitments / Postings	154	167	200	228	225
Number of Job Posting Hits/Views	n/a	n/a	n/a	116,194	117,000
Number of applications received	7,980	6,703	8,000	10,056	10,000
Average number of days to screen and refer applications to Hiring Manager	n/a	n/a	n/a	1.4	1.4
Number of applications received (% women)	n/a	n/a	n/a	72.57%	n/a
Number of applications received (% minority race)	n/a	n/a	n/a	55.60%	n/a
Number of referrals	n/a	n/a	n/a	4,332	4,500
Percentage of applicants referred	n/a	n/a	n/a	43.00%	50.00%
Employment Statistics					
Total number of full time permanent employees	820	859	865	900	900
Turnover Rate	8%	9%	12%	13%	8%

FY 2016-17 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 process, to keep updated 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 to provide leadership with 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.

- 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 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.

- Student Internship Program in order to support the BOCC Internship Initiative. The County of Orange strives to provide quality work experience to high school and college students to include undergraduate and graduate students. This Internship Program is focused on providing a learning experience to students in order for them to blend classroom theory with real-life practice and designed to give students an opportunity to complement their formal education with career-related experience.

- The County has entered into a new contract agreement for assistance to comply with the Affordable Care Act reporting requirements, which includes sending an annual statement to all employees eligible for coverage describing the insurance coverage available to them (IRS Section 6055) as well as the detail of an employee's actual insurance coverage (IRS Section 6056). This includes enhanced ACA services which includes the reviewing and filing of the year end IRS data forms to the IRS and provides the individual notification to employees.

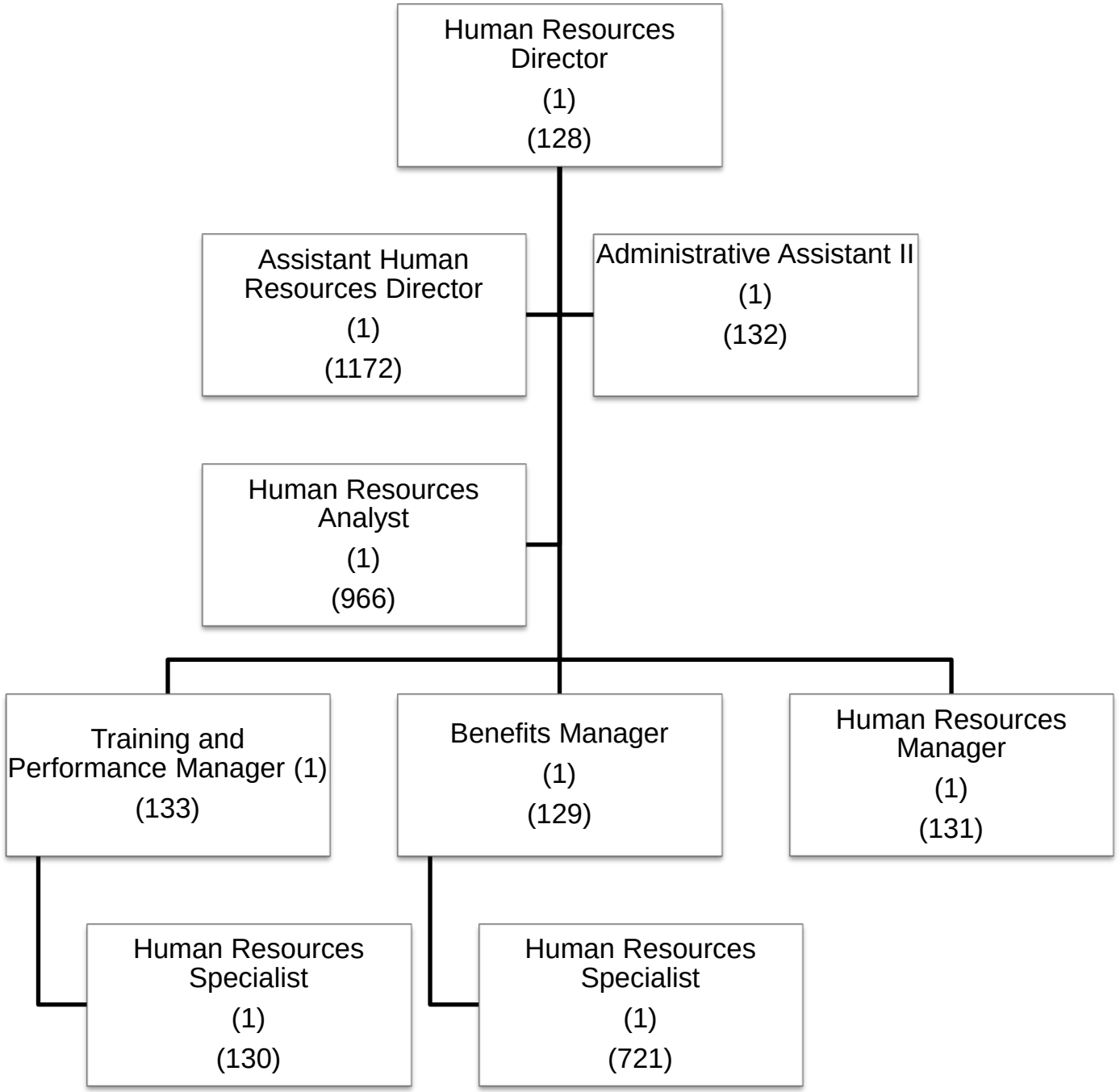
- The County has contracted with a public sector compensation consultant firm to conduct a Compensation Philosophy Development and Pay Compression Study. The overall scope of the study addresses defining a sustainable compensation philosophy and its supporting strategies; and a pay compression analysis with suggested methods to eliminate and correct deficiencies as identified with a supporting fiscal analysis.

Budget Highlights

The FY 2016-17 Manager's Recommended Budget includes:

- Increase for Student Internship Program (+$27,472) provides funding for 5 internships
- Increase for Affordable Care Act reporting services (+$12,792)
- Increase for Go Triangle Ridership to encourage County employees to use Go Triangle (+$1,500)

Human Resources



Information Technologies

Phone Number: (919) 245-2280 Website: http://orangecountync.gov/IT/index.asp

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Category (General Fund)						**Account: 315**
Personnel Services	1,215,922	1,505,649	1,505,649	1,580,436	1,657,301	1,563,615
Operations	1,154,430	1,353,580	1,385,194	1,279,553	1,792,403	1,645,727
Capital Outlay	3,076	36,000	36,000	26,855	0	0
Total Expenditures	**$ 2,373,428**	**$ 2,895,229**	**$ 2,926,843**	**$ 2,886,844**	**$ 3,449,704**	**$ 3,209,342**
Offsetting Revenues	*(14,389)*	*(19,645)*	*(19,645)*	*(19,645)*	*(19,645)*	*(19,645)*
County Costs (net)	**$ 2,359,039**	**$ 2,875,584**	**$ 2,907,198**	**$ 2,867,199**	**$ 3,430,059**	**$ 3,189,697**
Total Information Technologies and Related Expenditures	**$ 2,373,428**	**$ 2,895,229**	**$ 2,926,843**	**$ 2,886,844**	**$ 3,449,704**	**$ 3,209,342**

Mission Statement

To Serve Orange County residents 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)
- Maintain public wireless Internet services in and around county facilities

FY 2015-16 Outcomes

- 322 Unit PC Replacements (77 Laptops, 245 Desktops)
- Start Land Management Central Permitting Project (FY2018 Completion)
- Expanded Network Services
    - Cedar Grove Community Center (metro-e, VoIP, Internet)
    - Emergency Services Administrative Offices (replaced phone system with county VoIP service)

  - Increased county-wide Internet service from 100Mbs to 200Mbs service, e.g., faster Internet for county desktop computers in order to support state applications and increase Internet bandwidth for our public wireless users
  - Added a second Internet firewall to improve Internet uptime.
- Formalization of Orange County Interagency network resource group (see collaborative efforts below)
- Expand Internet Availability to Orange County Residents
  - Time Warner Wireless expansion in downtown Hillsborough including the Farmer's Market Pavilion, Fairview Park and Cedar Grove Community Center
  - Hotspot Loaner Program by partnering with Library
  - Continue to "light-up" county parking areas with county public Wi-Fi Internet access
    - Hillsborough Commons
    - Southern Human Services
    - Seymour Center
    - Central Orange Senior Center
    - Cedar Grove Community Center
    - Efland Cheeks Community Center
- Information Technologies is fully staffed

As per the Information Technologies Strategic Plan, Information Technologies has expanded its staff and built upon and in some case rebuilt, its business relationships across the enterprise. This has resulted in an expanded continuum of projects that demand adherence to project management best practices. A Manager led team of senior managers meets regularly to ensure the proper prioritization of business projects with complex technology components. In an effort to better understand project complexity and project progress, the Applications Division has begun to track both operational and software projects that meet any of the following criteria:

- mission critical
- > 2 month project length
- > $10,000.00
- > 20 hours staff involvement
- new components
- unsupported technology
- spans multiple business units

The chart below highlights both the break-fix service levels of the Information Technologies and the more proactive project completion rates. While the much Operations Division proactively works to reduce down time, it is often defined by its ability to quickly react to the very small

percent of outages incurred during the business year as well as how fast it processes customer requests at the Help Desk level. The Applications Division tends to be defined by its application programming, project management expertise and its ability to work with other business units to help analyze, manage and track of departmental business needs.

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Network and VoIP					
Network Uptime	98.80%	99.40%	99.90%	99.60%	99.90%
Service: Help Desk					
Incoming Trouble Tickets	9,400	11,787	15,000	10,565	13,500
Service Call Resolution within Targets	61%	74%	80%	74%	80%
Service: Disaster Recovery					
Data Backup Success Rates	93.60%	98.00%	99.90%	99.35%	99.90%
Applications Projects:					
All projects in queue	--	--	123	125	80
Closed/completed Projects	--	--	40	52	55
On Hold/Waiting			20	26	20
Canceled	--	--	5	3	2
Operations Projects:					
All Projects in queue	--	--	45	25	30
Closed/completed Projects	--	--	10	10	15
On Hold/Waiting			29	25	20
Canceled	--	--			

FY 2016-17 Objectives

- Animal Services VoIP phone system.
- Continue Land Records Central Permitting Project (December 2017 completion)
- Increase centralized data storage via storage area network expansion (SAN expansion)
- PC replacements 150 units
- Expand Internet availability to Orange County residents
- Payment Card Industry(PCI) Gap Analysis and Partial Remediation
- Library Hotspot Loaner Program.
- Kronos service improvements
- Increase IT security posture
- HR performance management
- Orange Public Transportation scheduling and mobile data terminals
- Pretrial and Drug Treatment Court case management application

- Identify systemic help desk calls for service
- Enterprise scanning solution
- County-wide fiber connection

Collaborative Efforts

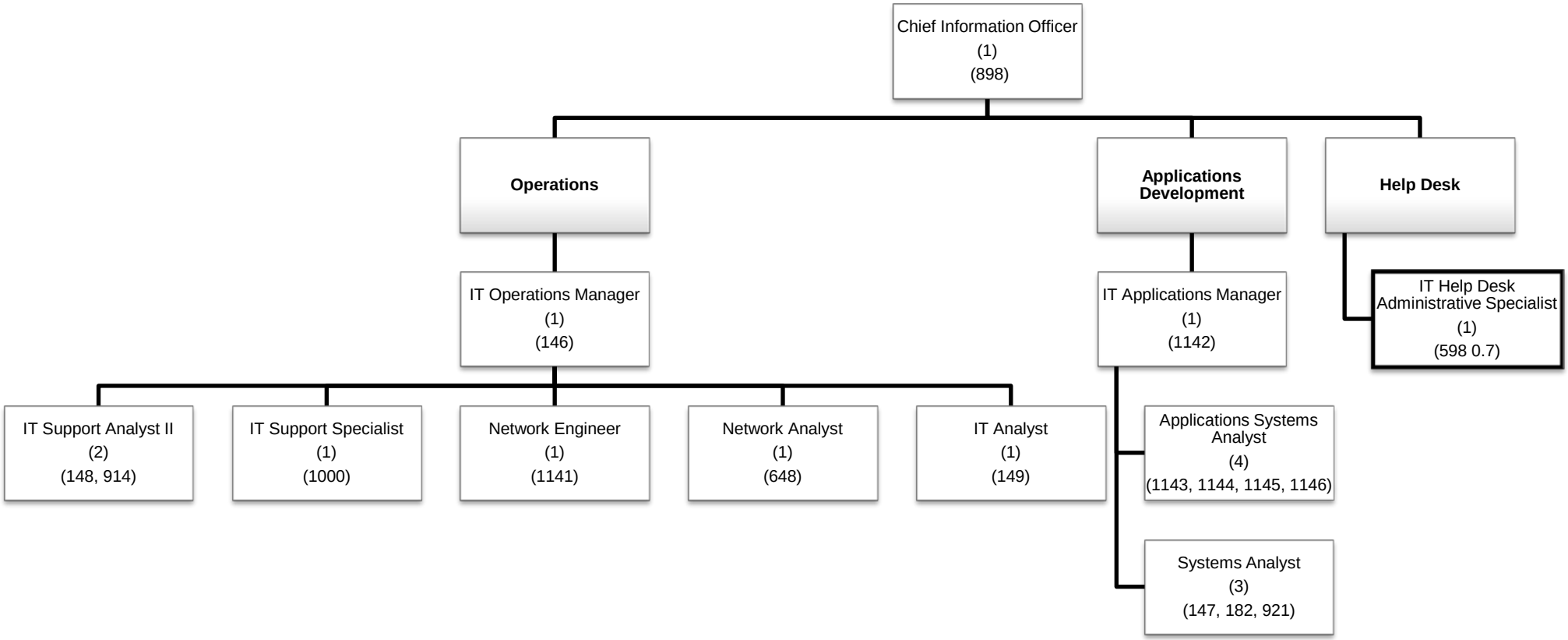
- Inter-local IT Engineering Support (Hillsborough, Carrboro and Chapel Hill Police Departments connecting back through the Computer Aided Dispatch system)
- Inter-local IT Support (Hillsborough Permits Plus support)
- Work with Carrboro IT to improve Cybrary network services
- Health's and Planning's Central Permitting Project
- County-wide Broadband Initiative (State and Residents)
- Departmental Support Services
- Public Safety Automated Vehicle Location Services (AVL)
- Partner with Library on Internet Hotspot Loaner Program
- Work with the Town of Hillsborough on network expansion projects.
- Transition Website over to the Department of Community Relations
- Work with UNC, OWASA, Town of Chapel Hill, Town of Carrboro, Town of Hillsborough, Orange County Schools and Chapel Hill Carrboro City Schools on identifying network resources in order to leverage existing connections to each other's advantage.

Budget Highlights

The FY16-17 Manager's Recommended Budget includes:

- An increase of $21,000 in the Network Leases account to expand the Library's hotspot loaner program by an additional 50 units.
- An increase of $268,086 in the Software License & Maintenance account due to several factors. While most of the 107 software maintenance contracts that Information Technologies manages saw on average about a 5% increase across this line item, the bulk of the cost increase is due to either 1.) Significant price increases on existing maintenance items, 2.) Additional modules or licenses to expand existing service applications, 3.) Grant funding ending, or 4.) New maintenance items.

Information Technologies



Library Services

Phone Number: (919) 245 2525 Website: *www.orangecountync.gov/library*

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Category (General Fund)						**Account: 500**
Personnel Services	1,615,221	1,691,978	1,694,633	1,621,950	1,805,562	1,726,784
Operations	340,001	388,952	400,489	401,447	459,162	416,430
Capital Outlay	33,999	1,000	18,038	16,038	2,900	0
Total Expenditures	**$ 1,989,221**	**$ 2,081,930**	**$ 2,113,160**	**$ 2,039,435**	**$ 2,267,624**	**$ 2,143,214**
Offsetting Revenues	*(150,532)*	*(141,850)*	*(173,080)*	*(162,830)*	*(146,550)*	*(146,550)*
County Costs (net)	**$ 1,838,689**	**$ 1,940,080**	**$ 1,940,080**	**$ 1,876,605**	**$ 2,121,074**	**$ 1,996,664**
Total Library Services and Related Expenditures	**$ 1,989,221**	**$ 2,081,930**	**$ 2,113,160**	**$ 2,039,435**	**$ 2,267,624**	**$ 2,143,214**

Division Summary

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Program (General Fund)						
Carrboro Library	163,906	152,285	152,285	145,283	152,317	149,297
Cedar Grove Library	0	0	0	0	0	0
Cybrary	55,450	63,783	63,783	56,115	66,947	66,947
Main Library	1,769,865	1,865,862	1,897,092	1,838,037	2,048,360	1,926,970
Total Expenditures	**$ 1,989,221**	**$ 2,081,930**	**$ 2,113,160**	**$ 2,039,435**	**$ 2,267,624**	**$ 2,143,214**
Offsetting Revenue	*(150,532)*	*(141,850)*	*(173,080)*	*(162,830)*	*(146,550)*	*(146,550)*
County Costs (net)	**$ 1,838,689**	**$ 1,940,080**	**$ 1,940,080**	**$ 1,876,605**	**$ 2,121,074**	**$ 1,996,664**
Total Expenditures	**$ 1,989,221**	**$ 2,081,930**	**$ 2,113,160**	**$ 2,039,435**	**$ 2,267,624**	**$ 2,143,214**

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

Library Services - Systemwide

Major Services

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

- 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.'

Library Services: Main Library

FY2015-16 Outcomes:

- Expanded our volunteer program with over 35 volunteers providing over 1800 hours in the second year.
- Created a system-wide marketing plan for use with outside agencies, residents and partners. This marketing plan includes opportunities for inter-departmental sharing of ideas, resources and cross-marketing.
- Created the new Learning Lounge for preschool children. An interactive literacy corner to encourage experiential learning through 5 simple practices. Reading, Talking, Singing, Writing, and Playing.
- Expanded library services to community centers through the addition of the Cedar Grove Community Center kiosk, scheduled to open in May 2016.
- Completed an outreach study and survey with Orange County schools and agencies with the assistance of an early literacy consultant. This final report, received in December 2015 "Outreach Study and Survey for early childhood literacy".
- Launched new family literacy classes and initiatives in our youth services division focusing on early family literacy and in conjunction with the Family Success Alliance.
- Partnered with Orange County IT to deploy hot spots as part of our lending collection at all our libraries.

Library Services

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Strategic Priority #1 - Library Collections and Materials					
Percentage of collection circulated/checked out in the last year	74%	76%	76%	76%	76%
Items checked out annually per capita (NC Average: 4.79)	5.22	5.31	5.4	5.4	5.4
Average annual use per item	4.0	4.02	4.1	4.1	4.1
Cost to library per item checked out (NC Average: $5.53)	$3.72	$4.40	$4.35	$4.35	$4.30
Percentage of customers satisfied with collections and materials	85%	70%	80%	85%	85%
Service: Strategic Priority #2 – Community Connections					
Number of agency partner activities	27	20	20	25	25
Number of volunteers	18	25	35	35	40
Number of registrations outside of municipal precincts (rural Orange)	5,140	5,553	5,750	5,900	6,000
Percentage of volunteers rating job as meaningful and worthwhile	65%	65%	70%	70%	75%
Percentage of customers aware of library services and activities	50%	55%	68%	68%	70%
Service: Strategic Priority #3 – Services and Community Space					
Overall programming attendance (per year)	7,857	10,562	8,000	12,500	12,000
Programming attendance per capita (NC Average: .29)	.12	.13	.12	.13	.15
Active library card holders, as a percentage of population (NC Average: 58.4%)	22,182 (26%)	17,904 (21.5%)	22,500 (25%)	17,000 (20%)	18,500 (21.5%)
Percentage of customers satisfied with quality of staff assistance	86%	86%	90%	90%	90%
Service: Priority #4 – Technology Tools and Training					
Number of personalized technical assistance appointments (per month)	8	10	15	15	10
Total program attendance at technology classes	125	130	140	140	140
Percentage of staff demonstrating technology competency	65%	65%	72%	72%	75%
Percentage of participants satisfied with technology class usefulness	80%	100%	100%	100%	100%

- 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 FY2015.

FY 2016-17 Objectives

- Supporting our first full year of kiosk operation at Cedar Grove Community Center.
- Retain 60+% self-check usage, and to increase renewals at self-checkout by 50%.

Budget Highlights

The FY 2016-17 Manager's Recommended Budget includes:

- Increase for new materials ($7,500) and processing ($3,000) of new items for the Cedar Grove kiosk
- Increase for staff training and development (+$4,310)
- Increase for streaming laptops for use at library and kindles for check-out with supporting technology supplies ($2,870)

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 2015-16 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.
- Partnering with Orange County IT to provide pilot program - wifi hotspots to the community of Southern Orange.

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Increase usage of CBL					
Circulation of materials	28,560	25,248	25,000	25,000	25,000
Average number of computer users per public internet	220	357	350	375	450
Library visits	21,254	19,053	20,000	19,500	19,000

FY 2016-17 Objectives

- Provide support for ongoing work with the Manager's Office toward identifying a site for the Southern Branch Library.

Budget Highlights

The FY 2016-17 Manager's Recommended Budget includes no significant budget changes.

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 2015-16 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.
- To meet customer request, added children's books to the collection at the Cybrary

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Support library services including technology and research assistance.					
Average number of computer users per public computer.	1,151	2,406	1,500	2,000	1,800
Library Visits annually	15,177	15,133	16,000	16,500	16,000
Computer technology classes at Cybrary	34	33	34	35	35
Attendance of computer classes at Cybrary	109	105	100	75	75

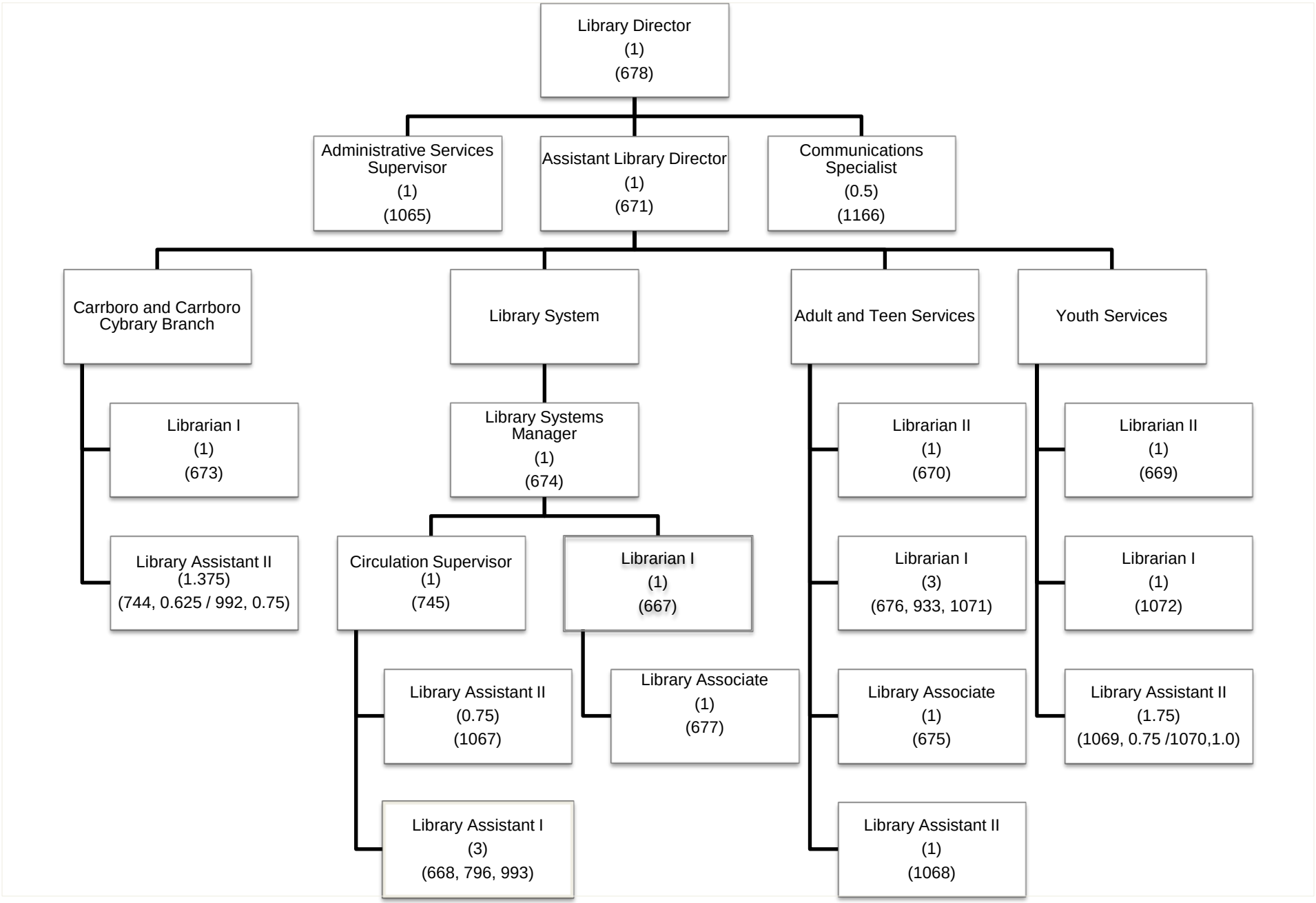
FY 2016-17 Objectives

- Provide support for ongoing work with the Manager's Office toward identifying a site for the Southern Branch Library.

Budget Highlights

The FY 2016-17 Manager's Recommended Budget includes no significant budget changes.

Library Services



Non-Departmental Summary

Community Services

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

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
Community Services						
Contribution for Sanitation Svs.	1,856,543	1,718,018	1,718,018	1,718,018	2,004,719	2,004,719
Big Brothers Big Sisters	2,000	2,000	2,000	2,000	6,000	2,000
Boys & Girls Club-Eastern Piedmc	2,000	0	0	0	10,000	0
Bridge II Sports	2,500	2,500	2,500	2,500	8,000	2,500
Forest Service	69,019	70,294	70,294	70,294	57,177	57,177
Historic Hillsborough Commission	7,000	7,000	7,000	7,000	8,857	7,500
Historical Foundation	6,000	6,000	6,000	6,000	6,600	6,600
Comprehensive P&R Master Plan	1,779	0	7,000	7,000	0	0
DCHC Metropolitan Planning ORg	28,956	30,000	30,000	26,147	28,000	28,000
Econ Dev Partnership Of Nc	0	15,000	15,000	15,000	15,000	15,000
Fairview Communtiy Watch	0	4,000	4,000	4,000	6,000	0
Farmer Foodshare	5,000	5,000	5,000	5,000	2,500	2,500
Hills/Orange Strategic Plan	0	10,000	10,000	9,500	10,000	10,000
Jordan Lake Partnership Dues	34,713	8,000	34,130	8,000	8,000	8,000
Jordan Lake Water Storage Dues	2,344	4,000	4,000	4,000	4,000	4,000
Lake Orange	2,303	18,740	18,740	22,600	26,000	26,000
Parks Payment In Lieu Update	0	0	0	0	60,000	60,000
Partnership-Dvpmt & Infrastructur	0	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
Piedmont Wildlife Center	0	2,000	2,000	2,000	5,000	2,000
Previously Unfunded Organiza	0	0	0	0	20,750	0
Resrve For Planning Initiatves	0	12,400	24,805	24,805	12,400	0
Rogers Eubanks Rd Neighborhoo	5,000	20,000	20,000	20,000	20,000	20,000
Rural Planning Organization	7,500	7,500	7,500	7,500	7,500	7,500
Solid Waste Program Fee For County Property	3,477	3,600	3,600	5,000	5,000	5,000
Solid Waste Program Fee Payments in Lieu of Taxes	60,588	60,000	60,000	90,000	90,000	60,000
The ArtsCenter	7,000	7,000	7,000	7,000	10,000	7,000
TJCOG Water Quality	13,119	13,119	13,119	13,119	13,119	13,119
Upper Neuse River Basin Dues	96,236	102,166	102,166	102,166	103,483	103,483
Community Services Total	**$ 2,215,076**	**$ 2,132,837**	**$ 2,178,372**	**$ 2,183,149**	**$ 2,552,605**	**$ 2,456,598**

Community Services
Non-Departmentals

Contribution for Sanitation Services **$2,004,719**

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.

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.

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.

N.C. Forest Service **$57,177**

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

Historic Hillsborough Commission **$7,500**

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 **$6,600**

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.

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 **$28,000**

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.

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.

Fairview Community Watch **$0**

Making the Fairview Community a safe, healthy, fair and enjoyable place to live. The Manager's Recommended FY 2016-17 budget includes $5,500 in the Department of Environmental Agriculture, Parks & Recreation budget for the Fairview Community watch monitoring program.

Farmer Foodshare **$2,500**

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.

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

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

Jordan Lake 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 **$26,000**

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.

Park Payment-in-Lieu Technical Update **$60,000**

This is a collaborative project between Department of Environment, Agriculture, and Parks and Recreation and Planning and Inspections since elements of the implementation of the park master plan would be required to be a planning regulation within the UDO. Parks and Open Space Master Plan/Level of Service Analysis to include Parks and Recreation Payment in Lieu Fee Analysis/land dedication. This was suggested to be done after the Park Element of the Comprehensive Plan, after the Parks Master Plan and after countywide (municipal, school district and county) intergovernmental park level of services are determined.

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.

Piedmont Wildlife Center **$2,000**

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.

Rogers Road-Eubanks Neighborhood Association **$20,000**

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.

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.

Solid Waste Programs Fee for County Property **$5,000**
These funds cover the Solid Waste Programs fee assessed to County properties.

Solid Waste Program Fee-in-Lieu of Taxes **$60,000**
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.

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.

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 **$103,483**
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

General Government

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

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
General Government						
DMV Collection Charges	221,931	0	0	185,000	0	0
Manager's Miscellaneous	14,819	20,000	20,000	15,000	20,000	20,000
OCS - Afterschool Program	0	35,200	35,200	35,200	35,200	35,200
Referendum Education	0	0	0	0	0	30,000
School Collaboration Consultant	850	2,000	2,000	2,000	2,000	2,000
Stormwater Fees For Co. Propert	16,731	17,500	17,500	17,500	40,500	40,500
Tax Bill Inserts	0	4,000	4,000	0	4,000	4,000
Triangle J Dues	31,238	23,300	23,300	24,379	24,400	24,400
General Government Total	**$ 285,570**	**$ 102,000**	**$ 102,000**	**$ 279,079**	**$ 126,100**	**$ 156,100**

General Government Non-Departmentals

DMV Collection Charges **$0**
Fee for collection of Motor Vehicle Taxes, by the State of North Carolina.

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.

Orange County Schools – Middle School Afterschool Program **$35,200**
Contribution to Orange County Schools Middle School afterschool program.

Referendum Education **$30,000**
Funding to cover costs of an education campaign related to the November 2016 Bond Referendum.

School Collaboration Consultant **$2,000**
To cover mediation costs associated with school district collaboration meetings.

Stormwater Fees for County Property **$40,500**
These funds provide for payments to the Town of Chapel Hill and Town of Hillsborough for stormwater utility fees assessed to County properties.

Tax Bill Inserts **$4,000**
Funding is provided for the production and printing of informational inserts to the County's mailing of annual property tax bills.

Triangle J Council of Government (TJCOG) – Dues **$24,400**
Funds are budgeted to pay TJCOG dues for regional Emergency Medical Services, Aging, and Ombudsman support.

Non-Departmental Summary

Human Services

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

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
Human Services						
A Helping Hand	2,000	2,000	2,000	2,000	8,000	2,000
Art Therapy Institute	0	1,000	1,000	1,000	5,000	0
Behavioral Insights, Inc.	0	0	0	0	0	4,000
Centre For Homeownership	0	22,000	22,000	22,000	0	0
CH/Carrboro Human Rights Cente	1,000	1,000	1,000	1,000	2,000	2,000
CH/Carrboro Meals on Wheels	10,000	10,000	10,000	10,000	15,000	10,000
CH/Carrboro YMCA Boomerang	5,000	5,000	5,000	5,000	10,000	10,000
Charles House	15,000	15,000	15,000	15,000	20,000	15,000
Club Nova	75,000	75,000	75,000	75,000	95,000	0
Communities in Schools-OC	102,000	78,800	78,800	78,800	78,800	78,800
Community Empowerment Fund	5,000	7,500	7,500	7,500	7,500	7,500
Community Home Trust	149,000	231,000	231,000	231,000	200,026	200,026
Compass Center	64,500	64,500	64,500	64,500	64,500	64,500
Dispute Settlement Center	76,000	76,000	76,000	76,000	80,000	78,000
Duke Homecare & Hospice	1,000	1,000	1,000	1,000	1,000	1,000
El Centro Hispano	20,000	20,000	20,000	20,000	37,620	20,000
El Futuro	27,500	27,500	27,500	27,500	27,500	0
EmPOWERment	20,000	20,000	20,000	20,000	25,000	22,500
Freedom House	29,000	29,000	29,000	29,000	30,000	30,000
Habitat for Humanity	20,000	20,000	20,000	20,000	25,000	22,500
Housing for New Hope	22,000	22,000	22,000	22,000	22,500	22,500
Human Services Forum	200	5,000	5,000	0	5,000	0
Impact Fee Reimbursement	104,723	175,000	175,000	175,000	175,000	175,000
Inter-Faith Council for Social Serv	41,000	44,000	44,000	44,000	50,000	44,000
KidSCope	75,000	75,000	75,000	75,000	75,000	75,000
Ligo Dojo Of Budo Karate	2,000	2,000	2,000	2,000	2,000	2,000
Marian Cheek Jackson Center	6,000	8,000	8,000	8,000	10,000	10,000
Medical Examiner	14,600	38,000	38,000	38,000	38,000	38,000
OC County Literacy Council	12,000	12,000	12,000	12,000	15,000	12,000
OC County Rape Crisis Center	30,000	30,000	30,000	30,000	35,000	30,000
OC Disability Awareness Council	4,000	4,000	4,000	4,000	10,000	5,000
OE Enterprises, Inc.	45,100	45,100	45,100	45,100	51,100	45,100
Orange Congregation in Mission	41,000	50,415	50,415	50,415	50,415	50,415
Orange County Prtrshp for Young	2,000	2,000	2,000	2,000	5,000	2,000
Planned Parenthood	20,000	20,000	20,000	20,000	20,000	20,000
Previously Unfunded Organiza	0	0	0	0	238,540	0
Rebuilding Together of the Triang	0	0	0	0	30,000	5,000
Reserve For Human Services	0	0	0	0	75,000	0
School Health Nurse Contract	694,858	705,000	707,522	697,762	705,000	0
Senior Care of Orange County	25,000	25,000	25,000	25,000	30,000	27,500
Social Justice Reserve Fund	0	450,000	450,000	0	450,000	350,000
The Arc of the Triangle	5,000	5,000	5,000	5,000	6,000	5,000
The Exchange Club-Child Abuse	2,000	2,000	2,000	2,000	10,350	0
Voices Together	7,000	10,000	10,000	10,000	15,000	10,000
Volunteers For Youth	0	0	0	0	10,000	5,000
Human Services Total	**$ 1,775,481**	**$ 2,435,815**	**$ 2,438,337**	**$ 1,973,577**	**$ 2,865,851**	**$ 1,501,341**

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.

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. In FY 2016-17, this agency will be funded with $1,000 of maintenance of effort (MOE) funds through Cardinal Innovations/OPC Mental Health.

Behavioral Insights, Inc. **$4,000**

Behavioral Insights, Inc. provides sentencing expert services (written bio-psycho-social plans with links to program referrals to match risk (for recidivism)) of individual offenders. Recommend funding for the sentencing program.

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. The FY 2016-17 Manager's Recommended Budget includes $30,000 in the Department of Housing, Human Rights and Community Development for this contract.

Chapel Hill/Carrboro Human Rights Center **$2,000**

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.

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 **$10,000**

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.

Club Nova **$0**

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. In FY 2016-17, this agency will be funded with maintenance of effort (MOE) funds through Cardinal Innovations/OPC Mental Health.

Communities in Schools of Orange County **$78,800**

CIS Orange serves Orange County by providing an evidence-based, school-based comprehensive program 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). Because of a waiting list, it is estimated they 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.

Community Empowerment Fund **$7,500**

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 **$200,026**

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.

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.

Dispute Settlement Center **$78,000**

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 **$0**

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. The Manager's Recommended FY 2016-17 Budget includes $27,500 in the Health Department – Public Health division to administer and oversee this agency, and this will be a reduction in MOE funds with Cardinal Innovations/OPC Mental Health.

EmPOWERment **$22,500**

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 **$30,000**

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 **$22,500**

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.

Housing for New Hope **$22,500**

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 Services Forum **$0**

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. The Manager's Recommended Budget does not include funding in FY 2016-17.

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) **$44,000**

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.

Marian Cheek Jackson Center **$10,000**

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 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 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.

Orange County Disability Awareness Council **$5,000**

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.

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 **$33,415**

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 2016-17.

Orange Congregations in Mission (OCIM)-Meals on Wheels **$17,000**

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 2016-17.

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.

Planned Parenthood **$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.

Rebuilding Together of the Triangle **$5,000**

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. FY 2016-17 funds of $50,000 are also included in the Department of Housing Human Rights and Community Development for this agency.

School Health Nurses Contract **$0**

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. The FY 2016-17 Manager's Recommended Budget includes the cost of School Health Nurses in a total Health and Safety contractual arrangement with both school systems, consisting of School Health Nurses and School Resource Officers.

Senior Care of Orange County **$27,500**

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 **$350,000**

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 ensure that the most critical services can be continued.

The Arc of the Triangle **$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 **$0**

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. The FY 2016-17 Manager's Recommended Budget includes $2,000 in Department of Social Services to contract with this agency for its services.

Voices Together **$10,000**

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.

Volunteers for Youth **$5,000**

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.

Non-Departmental Summary

Other Agencies - Library

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

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
Other Agencies - Library						
Contribution - CH Library	568,139	568,139	568,139	568,139	568,139	568,139
Contribution - Mebane Library	700	700	700	700	700	700
Other Agencies - Library Total	**$ 568,839**	**$ 568,839**	**$ 568,839**	**$ 568,839**	**$ 568,839**	**$ 568,839**

Human Services – Other Non-Departmentals

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 2015-16. The Mebane Public Library will receive $700.

Non-Departmental Summary

Other Agencies - Recreation

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

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 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**

Community Services - Other Non-Departmentals

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.

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
Public Safety						
Boomerang	25,200	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	34,600	40,000	40,000	30,000	40,000	40,000
Governor's Crime Commission	6,995	6,995	6,995	6,995	6,995	16,995
Intensive Services Program	11,294	11,294	11,294	11,294	11,294	11,294
JCPC Administration	15,300	15,500	15,500	0	15,500	15,500
Mental Health Association	40,721	40,722	40,722	40,722	40,722	40,722
OCJCPC Matching Funds	81,631	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	18,222	18,222	18,222	18,222	18,222	18,222
Public Safety Total	**$ 393,760**	**$ 401,052**	**$ 401,052**	**$ 375,552**	**$ 401,052**	**$ 411,052**

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 **$16,995**

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 truancies 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.

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.

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.

Non-Departmental Summary

Support Services

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

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
Support Services						
401 K Plan Enhancement	0	600,000	600,000	0	600,000	600,000
ASCAP	1,093	1,000	1,000	1,342	1,000	1,000
Classification & Pay Study	0	0	0	0	549,843	0
Drug Testing	21,727	16,500	19,086	16,500	16,500	16,500
Employee Development	41,061	74,500	69,885	74,500	80,500	74,500
Health Incentives Program	3,587	35,750	53,789	35,750	35,750	35,750
Health Insurance Increase	0	140,000	140,000	0	0	0
Living Wage Adjustment	0	0	0	0	0	32,421
OC Living Wage	0	0	0	0	0	16,750
Pay Plan Equity Retention	0	30,000	30,000	0	30,000	0
Recruitment/Selection	4,260	28,500	28,500	28,500	28,500	28,500
Retiree Health Insurance	1,548,046	2,037,765	2,037,765	2,037,765	2,189,174	2,189,174
Salary - Wage Increase	0	1,604,015	1,604,015	0	2,221,500	1,971,500
Salary Compression Adjustment	0	0	0	0	1,000,000	500,000
Salary Savings	0	(750,000)	(750,000)	(750,000)	(750,000)	(1,500,000)
Sportsplex Mbrship - Co. Share	47,332	39,932	39,932	38,000	40,000	40,000
Tuition Refunds	26,986	40,000	40,000	34,000	40,000	40,000
Support Services Total	**$ 1,694,092**	**$ 3,897,962**	**$ 3,913,971**	**$ 1,516,357**	**$ 6,082,767**	**$ 4,046,095**

Support Services Non-Departmentals

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, 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 **$0**
There is no increase in Health and Dental insurance premiums for FY 2016-17. See Appendix A for more details.

Living Wage Adjustment **$32,421**
The FY 2016-17 Manager's Recommended Budget includes an increase in the living wage from $12.76/hour to $13.15/hour. See Appendix A for more details.

OC Living Wage **$16,750**
Orange County Living wage is a non-profit 501c3 organization that is focused on promoting a living wage in Orange County, North Carolina. Through our employer certification program, we certify Orange County employers that pay their employees a living wage. The certification is voluntary on the parts of the employees.

Pay Plan Equity Retention **$0**
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 **$2,189,174**
Funds an increase of $151,409 for retiree healthcare benefits. This amount represents an estimated 8 percent increase for health coverage for Medicare eligible enrolled employees. The Manager is not recommending an increase for health coverage for retirees enrolled in the County's group plans. See Appendix A for more details.

Salary – Wage Increase and Merit Pay Adjustments **$1,971,500**
Funds for a Wage increase of 2.00%, effective July 1, 2016, and 1%, effective January 1, 2017, an employee performance award of between $500, $750 and $1,000, effective with WPPR Review Dates from July 1, 2016 to June 30, 2017. See Appendix A for more details.

Salary Compression Adjustment **$500,000**
To begin a multi-year approach to reduce Salary Compression among employees.

Salary Savings **($1,500,000)**
Implements a Salary attrition savings of $1,500,000 in FY 2016-17.

Sportsplex Membership – County Share **$40,000**
Funding to offer discounted Sportsplex memberships to permanent County employees.

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.

Orange-Person-Chatham (OPC) Area Program

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Category (General Fund)						**Account: 420**
Personnel Services	0	0	0	0	0	0
Operations	1,355,973	1,355,973	1,355,973	1,355,973	1,355,974	1,328,474
Total Expenditures	**$ 1,355,973**	**$ 1,355,973**	**$ 1,355,973**	**$ 1,355,973**	**$ 1,355,974**	**$ 1,328,474**
Offsetting Revenues	*(46,209)*	*(40,000)*	*(40,000)*	*(42,000)*	*(40,000)*	*(40,000)*
County Costs (net)	**$ 1,309,764**	**$ 1,315,973**	**$ 1,315,973**	**$ 1,313,973**	**$ 1,315,974**	**$ 1,288,474**
Total Orange-Person-Chatham Area Program and Related	**$ 1,355,973**	**$ 1,355,973**	**$ 1,355,973**	**$ 1,355,973**	**$ 1,355,974**	**$ 1,328,474**

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 FY 2016-17 Manager Recommended budget provides maintenance of effort funding for OPC in the amount of $1,328,474. The funding decrease of $27,500 is due to moving existing maintenance of effort funds of $27,500 for El Futuro. El Futuro will now be contracted in the Health Department. All Orange County dollars will remain under local control for the benefit of Orange County clients, families and their community advocates.

Orange Public Transportation

Phone Number: (919) 245-2002

Website:
http://www.orangecountync.gov/departments/planning_and_inspections/orange_public_transportation/index.php

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Category (General Fund)						**Account: 325**
Personnel Services	0	0	0	0	981,629	1,014,760
Operations	0	0	0	0	359,300	359,300
Capital Outlay	0	0	0	0	99,678	99,678
Total Expenditures	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 1,440,607**	**$ 1,473,738**
Offsetting Revenues	*0*	*0*	*0*	*0*	*(974,883)*	*(954,883)*
County Costs (net)	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 465,724**	**$ 518,855**
Total Orange Public Transportation and Related Expenditures	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 1,440,607**	**$ 1,473,738**

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 (i.e. Little River Township, Cedar Grove Township, and Bingham Township)
- 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, PTD and FTA and report service metrics to NCDOT and National Transit Database (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.)
- Coordinate with human services such as social service, health, aging and library to offer transit options.
- Coordinate with planning divisions to access the impacts and responses to new development and the funding paradigms of both MPO's Durham and Burlington.

FY 2015-16 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.
- Gradually commenced services associated with the Five-Year Bus Service Expansion Program and OCBRIP, increasing weekday general public fixed-route service hours by 25% and weekday senior center transportation by 33%.
- Increased presence of Orange Public Transportation in integrated regional planning endeavors
- Began implementation of an updated Americans with Disabilities Act (ADA) Plan.
- Began implementation of an updated Title VI Plan.
- Secured new grant sources to fund new services in upcoming years and to reduce local funding such as MPO urban shares (5307) and CMAQ grants.
- The prior three bullets were strongly supported and organized by comprehensive planning division of the Planning department.

Performance Measures	2013-14 Actual	2014-15 Budget	2014-15 Budget	2015-16 Projected	2016-17 Budget
Passengers per year	63,519	114,068*	70,000	75000	90,000
Cost per trip	$12.85	$13.25	$13.25	$13.66	$13.75
Total number of daily routes	22	22	24	24	26
Cost per hour	$49.98	$51.53	$51.53	$53.13	$53.00
Cost for fuel	$1.00/mile	$1.00/mile	$1.00/mile	$1.00/mile	$1.00/Mile
Indirect Cost	0	0	0		

*In subsequent years, recalibrated method of collecting passenger miles

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

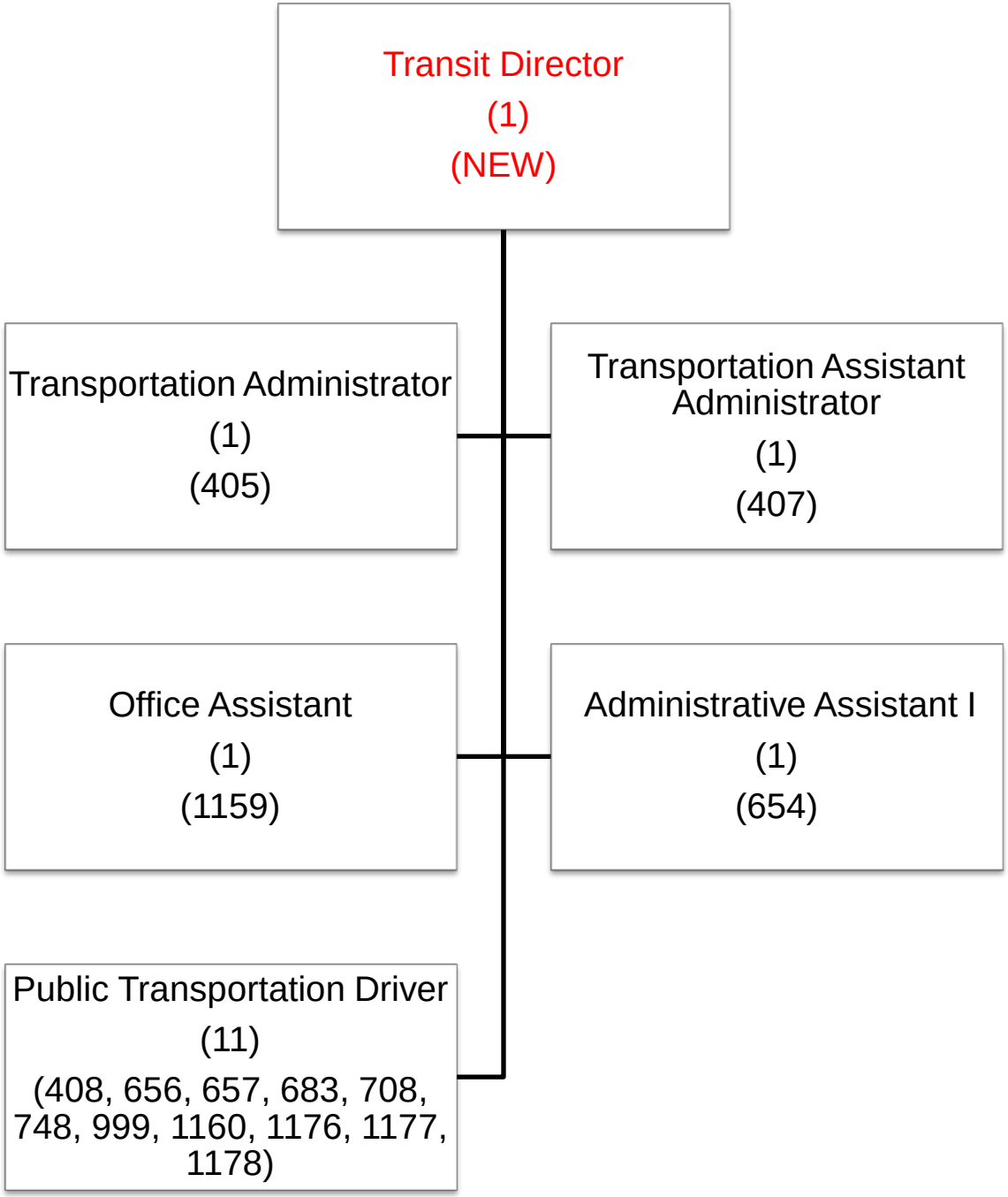
The FY2016-17 Manager's Recommended Budget includes:

- The formation of Orange Public Transportation as a unique and individual department within Orange County Government. Included in this transition is the creation of a 1.0 FTE Transit Director position, with a scheduled start date of January 1, 2017.
- An increase of $33,131 more in Personnel than originally requested by the department. This increase is due to the Manager recommending that OPT become a unique department. The Manager is recommending the addition of a 1.0 FTE Transit Director, while the original request (as a division of Planning & Inspections) requested a 1.0 FTE

Transit Planner. The addition of a director level position has a greater personnel cost than the requested position.

- A decrease of $25,000 in the Overtime account, due to additional efficiencies realized by joint office staff bus driving organization.
- The purchase of 3 additional buses at a total County cost of $31,678, purchased at an 80%/20% split with State/Federal funds covering 80% of total cost and the County paying only the 20% match portion.
- The purchase of 4 fare boxes at a total cost of $68,000 for use within the department.

Public Transportation



Outside Agencies

County Manager Recommendations

Synopsis

- In FY 2015-16, the BOCC appropriated $1,128,315 for 46 agencies, an increase of $25,715 above the FY 2014-15 appropriation. This included funding for four new or previously unfunded agencies, which totaled $29,000.

- For the FY 2016-17 Funding Process, the County received applications from 58 agencies. Requests totaled $1,532,558, an increase of $404,243 above the current year's appropriation. Thirteen, currently unfunded agencies requested $279,290; six of those agencies applied last year.

- The County Manager recommends funding for 49 agencies, in FY 2016-17. The recommendation totals $1,146,191, an increase of $17,876 from the FY 2015-16 Approved Budget. Eight agencies will be contracted through specific county departments. The budget includes the following recommendations:
    - Increases (+$73,350): Additional funding for fifteen (15) currently funded agencies and four (4) new or previously unfunded agencies.
    - Reductions (-$55,474): A funding reduction for two (2) agencies. Another agency did not request funding, for FY 2016-17.
- All of the outside agencies mentioned in this section are also referenced in the Non-departmental section of this document.

Attached Materials

I. County Manager Recommendations

II. Outside Agency Narratives

FY 2016-17 Manager Recommended Budget
Outside Agency Recommendations

Agency	FY 2015-16 Approved Budget	FY 2016-17 Agency Request	FY 2016-17 Manager Recommended	Change from Approved Budget
1. FY 2015-16 Funded Agencies				
A Helping Hand	2,000	8,000	2,000	-
Big Brothers Big Sisters of the Triangle	2,000	6,000	2,000	-
Bridge II Sports	2,500	8,000	2,500	-
Centre for Homeownership & Econ. Dev. [3]	22,000	-	-	*(22,000)*
Chapel Hill/Carrboro Meals on Wheels	10,000	15,000	10,000	-
Chapel Hill/ Carrboro YMCA - Boomerang[1]	5,000	10,000	10,000	5,000
Charles House	15,000	20,000	15,000	-
Club Nova [2]	75,000	95,000	95,000	20,000
Communities in Schools of Orange County	78,800	78,800	78,800	-
Community Empowerment Fund	7,500	7,500	7,500	-
Community Home Trust [2]	231,000	200,026	200,026	(30,974)
Compass Center for Women and Families	64,500	64,500	64,500	-
Dispute Settlement Center [1]	76,000	80,000	78,000	2,000
Duke Homecare & Hospice	1,000	1,000	1,000	-
El Centro Hispano	20,000	37,620	20,000	-
El Futuro [2]	27,500	27,500	27,500	-
EmPOWERment	20,000	25,000	22,500	2,500
Fairview Community Watch [2]	4,000	6,000	5,500	1,500
Farmer Foodshare	5,000	2,500	2,500	(2,500)
Freedom House	29,000	30,000	30,000	1,000
Habitat for Humanity	20,000	25,000	22,500	2,500
Historic Hillsborough Commission	7,000	8,857	7,500	500
Historical Foundation	6,000	6,600	6,600	600
Housing for New Hope	22,000	22,500	22,500	500
Human Rights Center	1,000	2,000	2,000	1,000
Interfaith Council	44,000	50,000	44,000	-
KidSCope	75,000	75,000	75,000	-
Ligo Dojo of Budo Karate [1]	2,000	2,000	2,000	-
Marian Cheek Jackson Center	8,000	10,000	9,000	1,000
OC Disability Awareness Council	4,000	10,000	5,000	1,000
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	51,100	45,100	-
OCIM Samaritan Relief	33,415	33,415	33,415	-
OCIM Meals on Wheels	17,000	17,000	17,000	-
Piedmont Health Services, Inc. [2]	10,000	11,000	11,000	1,000
Piedmont Wildlife Center	2,000	5,000	2,000	-

FY 2016-17 Manager Recommended Budget
Outside Agency Recommendations

Agency	FY 2015-16 Approved Budget	FY 2016-17 Agency Request	FY 2016-17 Manager Recommended	Change from Approved Budget
1. FY 2015-16 Funded Agencies (cont'd)				
Planned Parenthood	20,000	20,000	20,000	-
Rogers Eubanks Road Neighborhd Assoc.	20,000	20,000	20,000	-
Senior Care of Orange County	25,000	30,000	27,500	2,500
The Arc of Orange County	5,000	6,000	5,000	-
The ArtsCenter	7,000	10,000	7,000	-
The Institute of Art Therapy [2]	1,000	5,000	1,000	-
The Exchange Club Child Abuse Prevention [2]	2,000	10,350	2,000	-
Voices Together	10,000	15,000	10,000	-
1. Total - FY 2015-16 Funded Agencies	**$ 1,128,315**	**$ 1,223,268**	**$ 1,115,441**	**$ (12,874)**
2. New or Previously Unfunded Agencies				
Behavioral Insights, Inc.	-	142,760	4,000	4,000
Boys and Girls Club of Eastern Piedmont	-	10,000	-	-
Child Care Services Association	-	35,000	-	-
Hillsborough Arts Council	-	15,000	-	-
Mental Health America of the Triangle	-	17,000	-	-
OC Living Wage	-	16,750	16,750	16,750
Public Gallery of Carrboro (WCOM-LP Radio)	-	1,000	-	-
Rebuilding Together of the Triangle [2]	-	30,000	5,000	5,000
TABLE	-	10,000	-	-
Triangle Bikeworks	-	1,000	-	-
United Way of the Greater Triangle	-	16,030	-	-
Volunteers for Youth		10,000	5,000	5,000
Youth Community Project	-	4,750	-	-
2. Total - New or Previously Unfunded Agencies	**$ -**	**$ 309,290**	**$ 30,750**	**$ 30,750**
Grand Total	**$ 1,128,315**	**$ 1,532,558**	**$ 1,146,191**	**$ 17,876**

Notes:

1. The agency receives State Juvenile Crim Prevention Council (JCPC)funds; the County provides a 30% match.

2. Finance and Administrative Services administers all agency contracts with the following exceptions: Club Nova (a part of Cardinal Innovations, MOU funds),Community Home Trust (Housing), El Futuro (Public Health), Fairview Communtiy Watch (DEAPR), Piedmont Health Services (Health), Rebuilding Together of the Triangle (Housing), The Exchange Club Child Abuse Prevention Center (Social Services), The Institute of Art Therapy (a part of Cardinal Innovations, MOU funds).

3. Centre for Homeownership and Economic Development did not request funding through the Outside Agency process.

Outside Agency Summaries

1. FY 2015-16 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.

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.

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.

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 **$10,000**

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.

Club Nova **$95,000**

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. This agency will be funded with maintenance of effort (MOE) funds through Cardinal Innovations / OPC Mental Health.

Communities in Schools of Orange County **$78,800**

CIS Orange serves Orange County by providing an evidence-based, school-based comprehensive program 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). Because of a waiting list, it is estimated they 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.

Community Empowerment Fund **$7,500**

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 **$200,026**

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.

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.

Dispute Settlement Center **$78,000**

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. The Health Department – Public Health division will administer and oversee this agencies grant and this will be a reduction in MOE funds.

EmPOWERment **$22,500**

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.

Fairview Community Watch **$5,500**

Making the Fairview Community a safe, healthy, fair and enjoyable place to live. The Manager's Recommended FY 2016-17 budget includes $5,500 in the Department of Environmental Agriculture, Parks & Recreation budget for the Fairview Community watch monitoring program.

Farmer Foodshare **$2,500**

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 **$30,000**

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 **$22,500**

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.

Historic Hillsborough Commission **$7,500**

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 **$6,600**

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 **$22,500**

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 **$2,000**

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) **$44,000**

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.

Marian Cheek Jackson Center **$9,000**

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 **$5,000**

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 **$33,415**

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.

Orange Congregations in Mission (OCIM) – Meals on Wheels **$17,000**

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.

Piedmont Health Services **$11,000**

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 2016-17.

Piedmont Wildlife Center **$2,000**

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. The Department of Environmental Agriculature, Parks & Recreation will administer and oversee this agencies grant.

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.

Rogers Road-Eubanks Neighborhood Association **$20,000**

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 **$27,500**

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.

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 Art Therapy Institute **$1,000**

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. This agency will be funded with maintenance of effort (MOE) funds through Cardinal Innovations / OPC Mental Health.

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. The Department of Social Services will budget and administer the contract funds, in FY 2016-17.

Voices Together **$10,000**

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.

2. New or Previously Unfunded Agencies

Behavioral Insights, Inc. **$4,000**
Behavioral Insights, Inc. provides sentencing expert services (written bio-psycho-social plans with links to program referrals to match risk (for recidivism)) of individual offenders. Recommend funding for the sentencing program.

Boys and Girls Club of Eastern Piedmont **$0**
The Boys and Girls Club of Easter 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. Funding is not recommended for this agency.

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. Funding is not recommended for this agency.

Hillsborough Arts Council **$0**
The Hillsborough Arts Council's mission is to "Enrich our Community through the Arts". Funding is not recommended for this agency.

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. Funding is not recommended for this agency.

Orange County Living Wage **$16,750**
Orange County Living wage is a non-profit 501c3 organization that is focused on promoting a living wage in Orange County, North Carolina. Through our employer certification program, we certify Orange County employers that pay their employees a living wage. The certification is voluntary on the parts of the employees.

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. Funding is not recommended for this agency.

Rebuilding Together of the Triangle **$5,000**
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. The department of Housing Human Rights and Community Development will administer and oversee this agencies grant.

TABLE **$0**

TABLE's mission is to provide healthy, emergency food aid every week to hungry children living in Chapel Hill and Carrboro, NC. Funding is not recommended for this agency.

Triangle Bikeworks **$0**

Triangle Bikeworks has been in operation for four years and incorporated in the state of North Carolina since October 2012. Funding is not recommended for this agency.

United Way of the Greater Triangle **$0**

United Way of the Greater Triangle recently completed its new strategic plan with a new purpose which is: real solutions sparked by a community united for transformative change. United Way of the Greater Triangle is a catalyst for new approaches to solve social issues. We cannot let accolades for the Triangle mask the pervasiveness of families and children facing poverty, food insecurity, and educational disparity. Therefore, our work will create awareness of the issues, ignite a call-to-action around systems change, and unite the community around sustainable, scalable solutions. Funding is not recommended for this agency.

Volunteers for Youth **$5,000**

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.

Youth Community Project **$0**

Youth Community Project strives to create youth-run cultural center /café, where all teens can gather to discover and nurture their passions, in an open, respectful environment that celebrates the unique contributions of all people. Funding is not recommended for this agency.

Planning & Inspections Department

Phone Number: (919) 245-2597 Website: http://orangecountync.gov/planning/index.asp

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Category (General Fund)						**Account: 620**
Personnel Services	2,961,903	3,376,336	3,376,336	3,069,222	2,615,134	2,547,750
Operations	481,628	707,430	770,513	566,786	324,255	319,255
Capital Outlay	14,141	40,559	42,646	42,645	26,900	22,000
Total Expenditures	**$ 3,457,672**	**$ 4,124,325**	**$ 4,189,495**	**$ 3,678,653**	**$ 2,966,289**	**$ 2,889,005**
Offsetting Revenues	*(2,028,581)*	*(2,048,489)*	*(2,048,489)*	*(1,819,046)*	*(1,155,050)*	*(1,103,017)*
County Costs (net)	**$ 1,429,091**	**$ 2,075,836**	**$ 2,141,006**	**$ 1,859,607**	**$ 1,811,239**	**$ 1,785,988**
Efland Sewer Fund						**Account: 3601**
Operations	295,796	331,930	331,930	332,030	331,680	331,680
Capital Outlay	0	0	0	0	0	0
Total Expenditures	**$ 295,796**	**$ 331,930**	**$ 331,930**	**$ 332,030**	**$ 331,680**	**$ 331,680**
Offsetting Revenues	*(188,278)*	*(215,400)*	*(215,400)*	*(203,650)*	*(200,900)*	*(200,900)*
County Costs (net)	**$ 107,517**	**$ 116,530**	**$ 116,530**	**$ 128,380**	**$ 130,780**	**$ 130,780**
Total Planning and Inspections and Related Expenditures	**$ 3,753,468**	**$ 4,456,255**	**$ 4,521,425**	**$ 4,010,683**	**$ 3,297,969**	**$ 3,220,685**

Division Summary

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Program (General Fund)						
Engineering	86,206	87,711	87,711	88,150	92,720	92,622
Erosion Control	0	0	0	0	364,034	363,642
Inspections	0	0	0	0	1,248,854	1,180,980
Orange Public Transportation	880,036	1,361,961	1,363,229	1,000,551	0	0
Planning	2,491,430	2,674,653	2,738,555	2,589,952	1,260,681	1,251,761
Total Expenditures	**$ 3,457,672**	**$ 4,124,325**	**$ 4,189,495**	**$ 3,678,653**	**$ 2,966,289**	**$ 2,889,005**
Offsetting Revenue	*(2,028,581)*	*(2,048,489)*	*(2,048,489)*	*(1,819,046)*	*(1,155,050)*	*(1,103,017)*
County Costs (net)	**$ 1,429,091**	**$ 2,075,836**	**$ 2,141,006**	**$ 1,859,607**	**$ 1,811,239**	**$ 1,785,988**
Total Expenditures	**$ 3,457,672**	**$ 4,124,325**	**$ 4,189,495**	**$ 3,678,653**	**$ 2,966,289**	**$ 2,889,005**
Efland Sewer Fund						
Efland Sewer	295,796	331,930	331,930	332,030	331,680	331,680
Total Expenditures	**$ 295,796**	**$ 331,930**	**$ 331,930**	**$ 332,030**	**$ 331,680**	**$ 331,680**
Offsetting Revenue	*(188,278)*	*(215,400)*	*(215,400)*	*(203,650)*	*(200,900)*	*(200,900)*
County Costs (net)	**$ 107,517**	**$ 116,530**	**$ 116,530**	**$ 128,380**	**$ 130,780**	**$ 130,780**
Total Expenditures	**$ 295,796**	**$ 331,930**	**$ 331,930**	**$ 332,030**	**$ 331,680**	**$ 331,680**

Mission Statement: The Current Planning Division serves the residents, future residents and businesses of Orange County by implementing adopted land use and environmental policies and standards through a system of regulations that promote stable and quality 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 2015-16 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 review.
- 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.

Outcome Measures	2013/14 Actual	2014/15 Actual	2015/16 Budget	2015/16 Estimate	2016/17 Projected
Prepare and distribute agendas: Quarterly Public Hearing	4	4	4	4	4
JPA Public Hearing	2	2	2	2	2
Advisory Boards/Task Forces	26	26	28	28	30
Other Local Government Meetings	15	15	15	18	18

FY 2016-17 Fiscal Year Objectives

- Continued administration of JPA, SAPFO, and Planning Board and Quarterly Public Hearing agendas.
- Assistance with "Phase II" Unified Development Ordinance amendments as needed (i.e., addition of Economic Development planning process steamlining 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) which can include ‘prezoning’
- 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 American Community Survey for use by all departments.
- Orange Public Transportation/Chapel Hill Transit (OPT/CHT) / TTA/MPO implementation of Orange County Bus and Rail Investment Plan (OCBRIP) regarding bus expansion.
- Research/Planning/Implementation and monitor/amend 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 (infrastructure and zoning)Orange County sites.
- Research and coordinate land use, zoning and infrastructure with our interlocal agreement municipal partners.
- Continue work with Housing, Human Rights and Community Development department on Affordable housing and workforce housing initiative.

- Analyze county and city population and employment projections for 2045 MTP of the DCHCMPO
- Continue work on rural cluster design.

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. 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.

3. 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.

4. Information Technologies, Planning & Inspections

   Rural Broadband

   The Planning department is repsonsible for both urban and rural development patterns and the services that are available to promote equity and a balanced transportation and communitcation network.

   This initiative is to collaborate with public-private partnerships to extend broadband to urban 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.

5. Assist Manager's Office with development of fiscal impact model to guage the impacts of various land uses and their density/intensity pattern related to revenues and the cost of services.

6. Continue participation multi-juristictional team with Rogers Road land use and sewer planning

Budget Highlights

The FY2016-17 Manager's Recommended Budget includes:

- The removal of Orange Public Transportation (OPT) as a division within the Planning & Inspections Department. OPT has been a division of the Planning & Inspections Department for several years, the FY2016-17 Manager's Recommended Budget removes OPT from Planning & Inspections and makes it into a standalone department. Orange Public Transportation will have a unique department page within the Budget document.

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.

FY 2015-16 Outcomes

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Projected	2016-17 Budget
Service: Issuance of Zoning Compliance Permits					
Issue permits for completed/accurate residential development permit applications within 5 business days	92%	91%	95%	93%	95%
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)	91%	88%	95%	95%	95%
Respond, in writing or e-mail, to request for information on land use issues within 5 business days from receipt	89%	89%	95%	90%	95%
Service: Enforcement of Land Use Regulations					
Conduct initial inspection on a submitted complaint within 5 business days from receipt.	75%	79%	90%	90%	90%
Respond to complaint within 7 business days from date of receipt	75%	79%	90%	90%	90%
Follow-up inspections on violations within 30 days of initial notice of violation being sent out	79%	71%	85%	80%	90%

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Projected	2016-17 Budget
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	89%	89%	95%	90%	90%
Respond to applicants with updates within 5 business days from contact	76%	85%	90%	90%	90%

FY 2016-17 Objectives

- Cotninue to work on increasing permit processing effectiveness of 90% 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, cluster developments, mixed use development projects, etc.).
- Continue to improve our enforcement program with additional outreach and community meetings.

Budget Highlights

The FY2016-17 Manager's Recommended Budget includes:

- A decrease of $20,800 in the Contract Services account due to the completion of the Tishler Bise School Impact Fee study being completed in FY2015-16 and not required in FY2016-17.
- The breakout of Inspections/Erosion Control expenditures into separate divisions, to better track expenditures to the appropriate cost centers. Previously, revenues for Inspections and Erosion Control have been budgeted in unique divisions, but all expenditures lumped into the Planning division. Engineering will continue to be a unique division, as has been the case for many years. Due to this change, the Planning division budget looks significantly lower than in previous years and for expenditures to show in Inspections and Erosion Control for the first time.

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 and other local Jurisdiction's inspectors.
- Respond to the general public to act as resource for Code related information and perform investigation of code violations.
- Conduct annual safety inspections of public 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.
- Provide inspections and assessments during disasters and major environmental events.
- Assist with evaluation of County facilities for ADA compliance.
- Assist County Departments and entities with construction related evaluations and information to ensure County projects meet minimum safety standards and requirements.
- Provide emergency inspections of the Efland Sewer System and report inspections back to county engineer for maintenance.

FY 2015-16 Outcomes

- Issue permits for building, electrical, plumbing, mechanical systems, zoning compliance and solid waste.
- Accept all major credit cards at the front counter providing a major convenience for our customers.
- Provide plan review of all commercial and residential permit applications, assuring all relevant codes and laws are met with before approval
- Conduct 95% of inspections on the day requested to be conducted (reduced to reflect a reduction in inspection staff level).
- 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 and authorize release of power service to residential and commercial buildings and facilities.
- Inspect 100% of the public schools one time each 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	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget

Planning & Inspections – Continued

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 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)	3,482	3,500	4,290	4,540	5,050
Building	665	725	800	850	975
Electrical	1,317	1,300	1,630	1,725	1,900
Mechanical	1,035	1,375	1,280	1,350	1,415
Plumbing	465	475	580	615	740
Field Inspections	10,852	13,000	15,500	16,500	18,150
Complaint / Inquiries	50	50	50	50	50
Commercial Plans Review	272	300	350	370	400
One and Two Family Dwellings	131	180	255	270	350
School Inspections	38	38	38	38	38
Permit Valuation	87,220,559	93,000,000	126,630,000	134,227,000	162,066,000

FY 2016-17 Objectives

- Continue training with the 2012 Building, Fire, Fuel Gas, Mechanical, Plumbing, Administration, Energy Conservation, Existing Building, Manufactured Homes and Residential codes.
- Provide education and training with the newly adopted 2014 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.
- Provide plan review on all commercial permit applications, assuring all relevant codes and laws are complied with before approval.
- Conduct 95% of inspections on the day requested to be 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 public schools one time per year.
- Reduce paper usage; nearly 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.

Budget Highlights

The FY2016-17 Manager's Recommended Budget includes:

- The transition of Inspections related Personnel and Operating Expenditures into the Inspections division. This change will allow for more accurate recording of expenditures to cost centers.
- The addition of a 1.0 FTE Code Compliance Officer III position within the division. This position will help to address service level concerns related to inspection timeliness.
- An additional $138,152 in inspections charges, due to a continued increase in building activity in Hillsborough and unincorporated Orange County.

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 2015-16 Outcomes

- Proposed amendments to the UDO that are intended to promote and further BOCC goals (examples include revisions to the public hearing process and temporary custodial care units). 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.
- School Impact Fee Study/Update: Collected extensive data needed by the Consultant (TischlerBise) to update the school impact fees (last updated in 2007-08). Substantial additional effort was required due to the desire to disaggregate housing types by number of bedrooms, size of smaller units, and dedicated occupancy by older persons.
- Planning GIS analysis, including extensive mapping related to economic development prospects, various housing initiatives (e.g., senior housing, mobile home parks, affordable housing plan), and transportation/transit projects. Also provided GIS analytical services to other departments as needed (e.g., Health, Visitor's Bureau, IT, DEAPR, Library, and Economic Development).
- JPA Administration – reviewed and commented on several 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.
- Working collaboratively with the Housing & Community Development Department on an Affordable Housing Plan.
- 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	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 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 2016-17 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.
- Assist as needed on potential CDBG grant projects, for example in the Rogers Road area.

Budget Highlights

The FY2016-17 Manager's Recommended Budget includes no significant changes.

Engineering/Stormwater Division

Division Mission Statement

As part of the Planning and Inspections Department, the Engineering/Stormwater Division seeks to serve the citizens of Orange County by enforcing the erosion control and stormwater management portions of the Unified Development Ordinance (UDO) and performing various Engineering duties related to extending utility infrastructure to the Economic Development Districts to promote stable and quality development, while protecting the environment.

Engineering

The Engineering group focuses primarily on extending public water supply and sewage collection to the Economic Development Districts of Orange County.

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

FY 2015-16 Engineering Outcomes (measurable results anticipated, by June 30, 2016)

- Buckhorn Mebane EDD, Efland Sewer to Mebane, Phase 2 Extension design completed, permitted, easement acquired, bid awarded and project under construction.
- Morinaga Infrastructure project completed.
- Lake Orange Reservoir
    1. Automated monitoring/remote spillway control capability repaired and restored.
    2. Performed continued maintenance of dam.
    3. Commissioned a periodic engineering safety inspection and received favorable review.
    4. In conjunction with NCDEQ, funded release of 40 sterile grass carp to help control Hydrilla in the lake and consequently downstream in the Eno River. NCDEQ performed

an associated survey of the existing Hydrilla infestation so that in subsequent years scheduled monitoring can be compared to a baseline for evaluation of the effectiveness of this program.

- Jordan Lake Water Allocation Application reviewed by a subcommittee of the EMC and received recommendation that Orange County's allocation be approved. The EMC is expected to award Orange County's allocation.
- Eno Economic Development District (EDD) – negotiate and obtain Orange County BOCC and City of Durham approval of a extension to our interlocal agreement . The City of Durham has begun sewer analysis and captial to improve adjacent sewer systems permitting Orange County connections in the near future. The current agreement is set to terminate if construction of infrastructure has not begun by January 31, 2017 and an extension will be required to wait for other improvements on the Durham side. A jointly commissioned engineering study in 2015 revealed extenuating circumstances of undercapacity in the existing Durham City sewer system. Prior construction improvements by Durham are needed downstream before an economically feasible large scale extension to the EDD could be serviced. The prudent decision was that Orange County should postpone design and permitting of construction documents and time construction completion to coincide with completion of those improvements. Therefore, another interlocal agreement extension is necessary.
-

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Manage and develop major water and sewer infrastructure projects					
Buckhorn Mebane EDD, Efland Sewer to Mebane, Phase 2 Extension project	Final design begun	Design progressed, permitting begun	Design completed, permitted and construction begun	As budgeted	Construction completed and project made operational
Morinaga Infrastructure project	Designed & permitted	Project under construction	Construction completed and project made operational	Under budget	
Jordan Lake Water Allocation	Application completed and submitted	EMC to begin review	EMC to complete review and approve allocation	As budgeted	
Eno Economic Development District (EDD)	CDM Smith completed study to provide sewer to the total EDD and it proved to be economicall y infeasible	Extended Interlocal Agreement with Durham; commission ed focused engineering study with CDM Smith	CDM Smith completed focused study showing upgrades necessary to existing downstream sewer; compete 2nd extension to interlocal agreement	As budgeted	Commission final design and permitting of gravity sewer system expansion to serve NW 100 acres

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Manage and operate the Efland Sewer System					
Transfer the Eland Sewer System to Mebane	Two-step concept approved by Mebane	Sewer atlas completed, customer database created, maintenance contract negotiated & executed	Mebane to maintain the system under contract to Orange Co. until Sewer Ph. 2 Ext. complete	As budgeted	Complete Phase 2 Extension and transfer system ownership to Mebane
Service: Manage and operate Lake Orange Reservoir					
Lake Orange Dam and Spillway Maintenance	Budget for Phase 3 Repairs	Phase 3 Repairs pushed to next fiscal year	Complete Phase 3 Repairs	Budget overruns for other Lake Orange maintenance items have postponed these repairs until next fiscal year	Complete Phase 3 Repairs
Lake Orange Upstream Sediment Impoundments			Repair outlet structures	Postponed	Repair outlet structures
Lake Orange Emergency Action Plan (EAP)	Need for EAP Identified	Completed & Submitted	In review	N.A.	Approval expected
Lake Orange Automated Monitoring / Remote-Control Spillway Control Repairs		Problem diagnosed and parts/components ordered	Monitor and maintain equipment	Additional problems realized, diagnosed and repaired	Monitor and maintain equipment
Riparian Buffer Restoration					In-house evaluation of need and develop concept for implementation

FY 2016-17 Objectives

- Buckhorn Mebane EDD, Efland Sewer to Mebane, Phase 2 Extension - Complete construction and place the system into service.
- Lake Orange - Design and repairs to upstream sediment impoundments, as well as maintain settled areas on the downstream dam face.
- Eno Econonomic Development District (EDD) – Assuming successful extension of Interlocal Agreement, as negotiated with Durham, commission final design and permitting of a gravity sewer system expansion to approximately 100 acres in the northeastern area of the EDD.

- Hillsborough Econonomic Development District (EDD) – Complete an amendment to our Interlocal Agreement with Hillsoborough, commission an engineering study to confirm Orange County Engineering's in-house preliminary design for water & sewer service extensions to the EDD and move forward with final design & permitting of the infrastructure backbone.
- On-call Consultant Qualifications-Based Selections – Various Disciplines: Engineering, Construction Administration, Construction Materials Testing & Inspection, Grant Acquistion & Management.
- Rogers Road Sewer Project – Orange County is co-lead agency (with the attorney's and manager's office) for easement acquistion for this Chapel Hill project. Easement acquistion is expected to conclude during this fiscal year.
- 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 concensus on geometry. Integrate concensus design into access management plan.

Budget Highlights

The FY2016-17 Manager's Recommended Budget includes:

- Article 46 tax revenue funds investments similar to those described above as part of the intended target of Article 46 sales tax funds. Engineering will continue to fulfill its mission to develop infrastructure (water, sewer, drainage, roads etc) to support economic development.

Stormwater

The Stormwater group focuses on providing erosion & sedimentation control and stormater management permitting services and related construction compliance inspections to the residents of Orange County desiring to develop their property. In addition, we offer surface water identification (SWID's) services to confirm the existence of jurisdictional waters on resident's properties. 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. Of course, our Erosion Control Officers are regularly involved with investigating violations of the UDO regulations we oversee and their subsequent resolution.

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 2015-16 Outcomes

- Review and approve approximately 45 erosion control plans.
- Conduct approximately 430 erosion control and stormwater inspections.
- Review and approve approximately 7 stormwater management plans.
- Conduct approximately 19 surface water identifications.
- Issue approximately 4 notices of violation (NOV's).

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Stormwater Services					
Erosion control plans reviewed	71	83	60	45	50
Grading permits issued	71	83	60	45	50
Stormwater management plans reviewed	7	5	6	7	7
Inspections	457	408	500	430	500
Surface water identifications	9	17	15	19	18
Notices of Violation	10	6	4	4	4

FY 2016-17 Objectives

- Continue review of building permit applications, erosion & sedimentation control plans and stormwater management plans within allowable and/or expected timeframes.
- Continue implementation of Falls Lake Stormwater Management Program.
- Work with the NC Department of Environmental Quality (DEQ) to amend the UDO to comply with whatever regulations the Environmental Management Commission (EMC) will require Orange County to enforce, as a delegated program, in light of the apparent preclusion to enforcing the (delayed) Jordan Lake Rules imposed by Session Law 2015-246 (HB 44) and indeterminate changes that may result from the UDO review required by Session Law 2015-286 (H765).
- Increase number of erosion control and stormwater inspections with additional staff to better approach the expectations of the NC Sedimentation Control Commission (SCC).
- For the 2013-14 fiscal year, Erosion Control & Stormwater group revenue was just shy of $393,000. In FY 2014-15, revenue was just over $336,000. FY 2015-16 projected revenue is currently down, compared to those two years, but still robust at a projected $150,000, which is all a field staff of two can support. As Stormwater services lag revenue, we anticipate FY 2016-17 to be a very busy year. In addition, we see signs of private land development industry hiring, which indicates demand for their services. This will eventually result in an increase in permit submittals to our group. We believe the big revenue years of 2013 through 2015 were a result of previously designed and even permitted projects that were placed on hold by developers, when the great recession struck. These were near shovel ready when demand for developed subdivision lots, etc. increased. Now, with

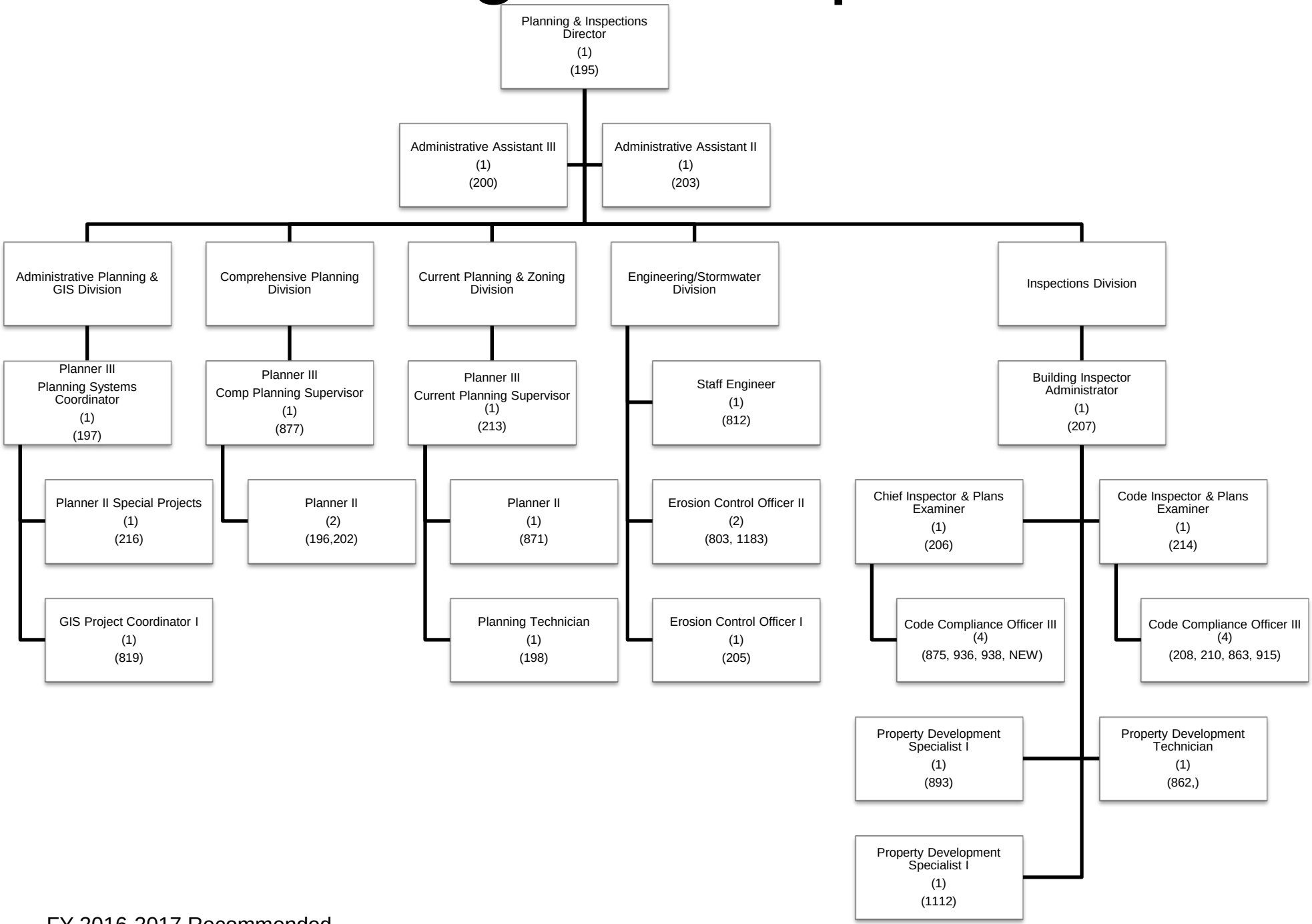
continued demand, new designs are in development and we expect a second wave in the next year.

Budget Highlights

The FY2016-17 Manager's Recommended Budget includes:

- The transition of Erosion Control related Personnel and Operating Expenditures into the Erosion Control division. This change will allow for more accurate recording of expenditures to cost centers.
- Full-year funding for a 1.0 FTE Erosion Control Officer II that was only budgeted for 6 months of FY2015-16.

Planning and Inspections



Register of Deeds

Phone Number: (919) 245-2679 Website: http://www.orangecountync.gov/departments/register_of_deeds/

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Category (General Fund)						**Account: 325**
Personnel Services	784,147	810,632	810,632	800,354	822,638	822,638
Operations	113,855	113,533	111,826	103,481	109,965	109,965
Capital Outlay	1,160	0	1,707	1,702	14,223	0
Total Expenditures	**$ 899,162**	**$ 924,165**	**$ 924,165**	**$ 905,537**	**$ 946,826**	**$ 932,603**
Offsetting Revenues	*(1,495,487)*	*(1,355,500)*	*(1,355,500)*	*(1,537,084)*	*(1,552,000)*	*(1,552,000)*
County Costs (net)	**$ (596,325)**	**$ (431,335)**	**$ (431,335)**	**$ (631,547)**	**$ (605,174)**	**$ (619,397)**
Total Register of Deeds and Related Expenditures	**$ 899,162**	**$ 924,165**	**$ 924,165**	**$ 905,537**	**$ 946,826**	**$ 932,603**

Mission Statement

The purpose of the Register of Deeds Office is to record and preserve real and personal records while maintaining compliance with the NC General Statutes. Provide access to public records and professionally serve the public and citizens of Orange County.

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 2015-16 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. (This process gives notice to title searchers that the document is on file).Total process completed in the desginated 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. July 2015 – February 2016 - ERecordings - approximately 35%.
- Quality Control Process – Each document is scrutinized by Quality Control within 4 hours of recording. This is the final check to ensure document accuracy before being made available to the public. Total process completed in the designated time frame approximately 95% of the time.

Register of Deeds – continued

- Imaging & Indexing Process – Scanned document within 4 – 6 hours of recording. Completed the 3 step indexing process and released document for permanent public records. This total process is completed within 8 hours of recording 95% of the time.
- Vital Records – Issued certified copies of Birth, Death & Marriage Certificates within 5 minutes of application approximately 99% of the time. Issued marriage license within 20 minutes of application approximately 99% of the time. Indexed births, deaths the same day received approximately 95% of the time.
- 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 by the end of 2016. 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 three Register of Deeds staff. This fiscal year they have currently labeled, scanned and indexed over 4,950 birth and death records. Since the start of the project they have completed over 54,100 records.
- On December 15, 2015, the Register of Deeds staff began the process of cleaning out offices, cubicles, file cabinets, shelves and the supply closet to provide more space, as well as a better organized department. During this process the NC State Archives Division was contacted to request a signed copy of the Register of Deeds retention schedule. Select staff worked daily going through boxes of paper, piece by piece, to ensure each could be shredded on the scheduled date, February 8, 2016. One staff member was assigned to create and maintain a thorough spreadsheet that included; item label, brief description, relevant Statute, relevant page in guidelines, recommended disposition, additional notes, and final disposition of documents.
- Beginning in January, the Register of Deeds staff assisted with emptying plat cabinets to relocate them to one room allowing for better organization for all plats. After the cabinets were moved, the plats were then placed back into each cabinet and re-labeled in order to provide prompt and accurate service to customers.
- Extra Office Supplies donated - toners, printers, computers, boxes of paper, etc. – majority of items donated to other Orange County offices.

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Recording, Scanning, & Indexing all of documents					
Deeds, Deeds of Trust, D/T Cancellations, other documents, UCC's	19,672	19,214	19,000	19,300	19,500
Service: Vital Records Indexed					
Births Indexed	3,846	4,034	3,900	3,950	3,950
Deaths Indexed	1,348	1,408	1,375	1,390	1,390
Service: Marriage Licenses & Certified Copies of Vital Records Issued					
Marriage Licenses Issued	745	858	750	800	810
Certified Copies of Vital Records Issued	17,988	18,909	18,000	19,000	19,000

FY 2016-17 Objectives

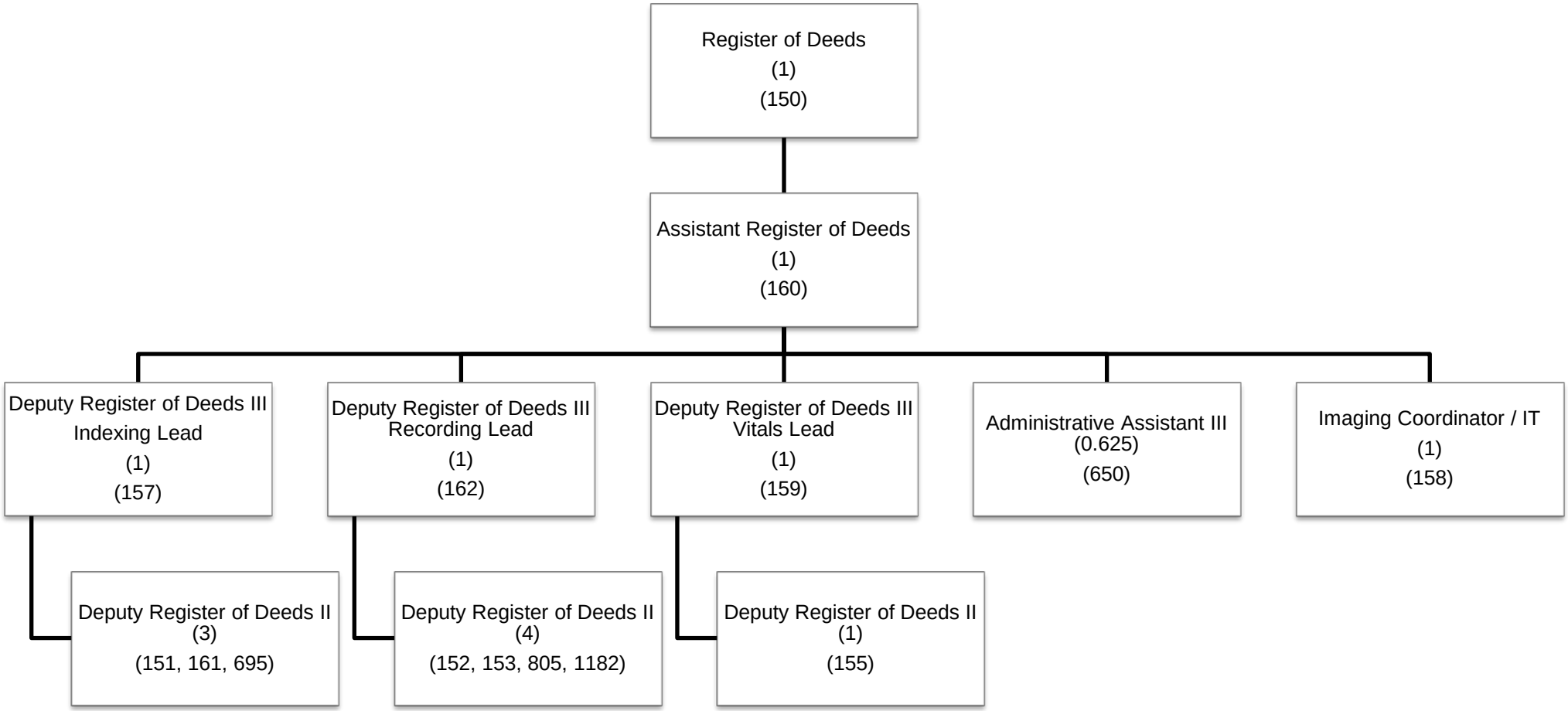
- Real Estate Indexing Project – Once the images are uploaded, index permanent records beginning with year 1931 back to 1752. This project will be completed in the Register of Deeds office by staff.
- Vital Records Project – Scan Vital Record documents including Birth, Death and Marriage records. This project will be completed in the Register of Deeds office by staff.
- Historical Records room – Renovating an area of the office for a Historical Records room to allow easy access for the public and staff to research.

Budget Highlights

The FY2016-17 Manager's Recommended Budget includes:

- An increase in revenues within the Register of Deeds Fees ($35,000), Marriage Licenses ($1,500), and Excise Stamps ($160,000) accounts. These increases are based on the FY2015-16 year-end projections and account for a 1% increase in FY2016-17.
- Funding within the Register of Deeds Automation fund for the purchase of a new scanner. The scanner is needed as all documents are now recorded electronically within the department.

Register of Deeds



Sheriff

Phone Number (919) 644-3050 Website: http://www.co.orange.nc.us/ sheriff

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Category (General Fund)						**Account: 710**
Personnel Services	9,725,650	10,004,295	10,004,295	9,679,408	10,959,804	10,676,264
Operations	2,043,198	2,588,844	2,554,100	2,187,791	3,002,944	2,865,183
Capital Outlay	64,292	85,715	250,958	243,082	0	0
Total Expenditures	**$ 11,833,141**	**$ 12,678,854**	**$ 12,809,353**	**$ 12,110,281**	**$ 13,962,748**	**$ 13,541,447**
Offsetting Revenues	*(2,730,192)*	*(2,981,103)*	*(2,981,103)*	*(2,796,569)*	*(2,949,469)*	*(3,431,469)*
County Costs (net)	**$ 9,102,949**	**$ 9,697,751**	**$ 9,828,250**	**$ 9,313,712**	**$ 11,013,279**	**$ 10,109,978**
Total Sheriff and Related Expenditures	**$ 11,833,141**	**$ 12,678,854**	**$ 12,809,353**	**$ 12,110,281**	**$ 13,962,748**	**$ 13,541,447**

Division Summary

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Program (General Fund)						
Jail Operations	948,839	1,515,726	1,491,827	1,062,554	5,632,931	5,588,923
Sheriff	10,884,302	11,163,128	11,317,526	11,047,727	8,329,817	7,952,524
Total Expenditures	**$ 11,833,141**	**$ 12,678,854**	**$ 12,809,353**	**$ 12,110,281**	**$ 13,962,748**	**$ 13,541,447**
Offsetting Revenue	*(2,730,192)*	*(2,981,103)*	*(2,981,103)*	*(2,796,569)*	*(2,949,469)*	*(3,431,469)*
County Costs (net)	**$ 9,102,949**	**$ 9,697,751**	**$ 9,828,250**	**$ 9,313,712**	**$ 11,013,279**	**$ 10,109,978**
Total Expenditures	**$ 11,833,141**	**$ 12,678,854**	**$ 12,809,353**	**$ 12,110,281**	**$ 13,962,748**	**$ 13,541,447**

Mission Statement

The mission of the Orange County Sheriff's Office is to be responsive to the needs of all members of our community as well as to those who visit or travel through our great county, without regard to the individual differences that make us unique. We will put fear and bias aside and treat all citizens with the respect and courtesy they deserve. Following "True North" principles, we will remain the cornerstone of Orange County by realigning ourselves with the specific needs of those we serve.

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.
- 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 2015-16 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	2013-12 Actual	2014-13 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Projected
Number of OCSO Break-ins	465	465	470	271	271
Number of OCSO Larcenies	450	450	450	469	469

Outcome Measures	2013-12 Actual	2014-13 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Projected
Number reported domestic violence contacts/incidents	3,500	3,500	3,500	3,942	5,000
Number of juvenile contacts by deputies (state law requires juvenile contacts be reported)	47,500	47,500	50,000	50,550	50,550
Number of child abuse cases	150	150	175	175	175
Average number of inmates per month	167	167	170	130	130

FY 2016-17 Fiscal Year Objectives

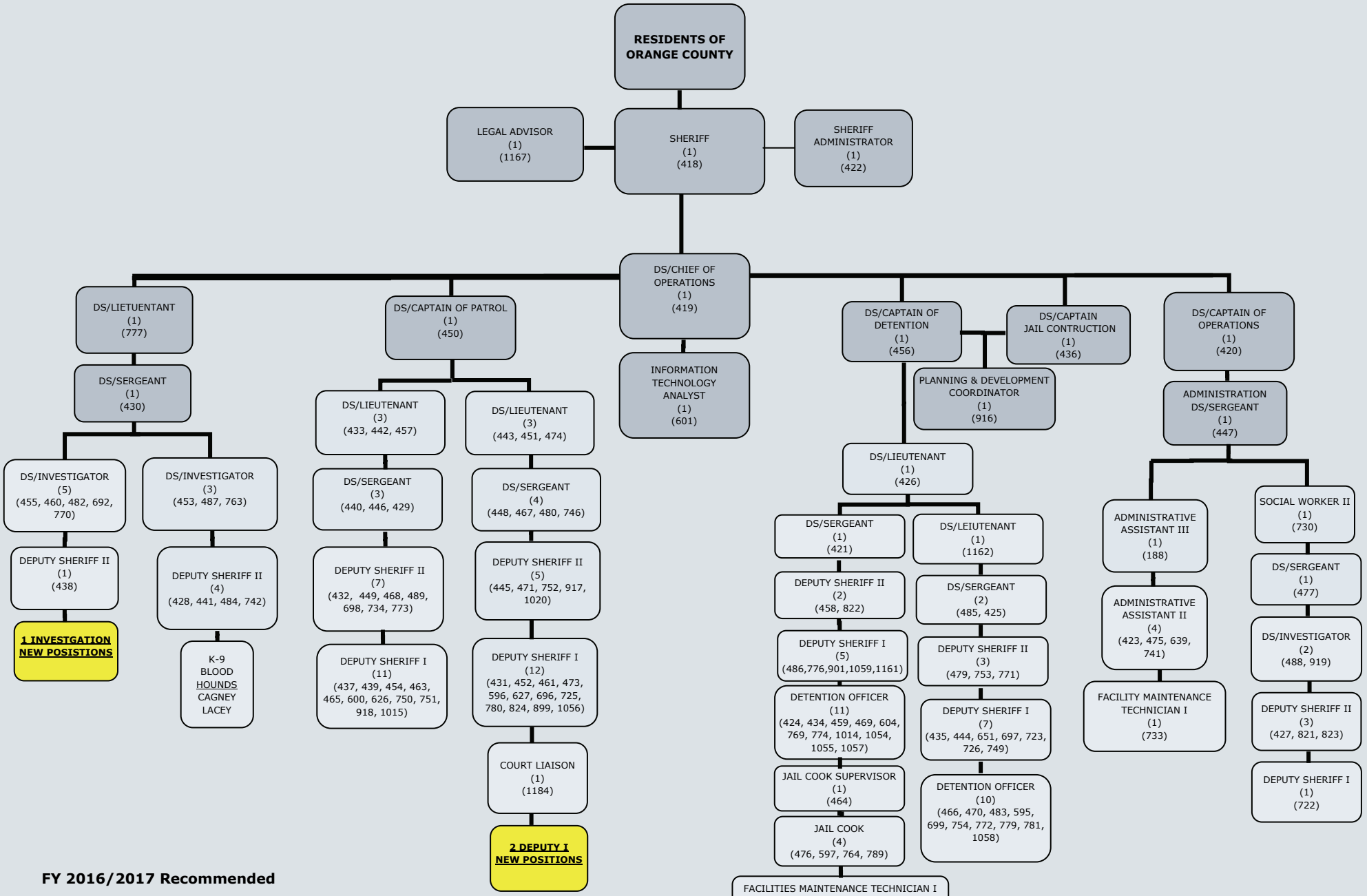
- Involving more citizens in our efforts to reduce and prevent crime. Continue high visibility and aggressive patrol coverage through out the county to deter and prevent crime. Increase daily e-mail to Community Watch Groups for crime in their community.
- Work in cooperation with other community agencies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

Budget Highlights

- The FY 2016-17 Manager Recommended Budget includes the following three (3) new positions: Deputy Sheriff I (2.0 FTEs) and an Investigator (1.0 FTE), effective July 1, 2016. Salary and Benefits for these positions are $168,211.
- The FY 2016-17 Manager Recommended Budget includes an increase in the following operational accounts: Training and Certification ($63,790) for new Basic Law Enforcement Training Academy for new positions, as well as bringing current staff up to date on training/certifications in areas of blood splatter, gun residue, supervision, and continuing law updates; Department and Medical Supplies ($64,000) to align closer with historical spending and allow the department to replace out dated supplies, as well as additional medical supplies needed by the SERT team; Uniforms ($100,000) provides for new uniforms and replacement of expired bullet proof vests; Printing and Duplicating ($4,000) for printing materials for additional classes and training.
- The increase in Revenue in FY 2016-17 includes additional budgeted Jail Fees of $200,000 based on an increased federal inmate per day reimbursement rate, and Health and Safety contract revenues to provide school resource officers in Orange County Schools.
- The Sheriff's Office will continue to provide Reserve Deputies in the elementary schools within the Orange County Schools (OCS) system in FY 16-17; this cost of approximately $184,000 is paid by Orange County Schools.

- The Capital Outlay in FY 2015-16 includes the purchase of 15 field computing units, additional weapons, workstations for Drug Enforcement officers, purchase of a motorcycle unit, and upgrades to the courthouse security system.

SHERIFF'S OFFICE ORGANIZATION CHART



FY 2016/2017 Recommended

Social Services

Phone Number: (919) 245 -2800 Website: *http://orangecountync.gov/socsvcs/index.asp*

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Category (General Fund)						**Account: 400**
Personnel Services	10,316,451	10,562,335	10,624,341	10,704,625	11,244,565	11,244,565
Operations	11,093,878	7,563,923	11,323,673	11,127,716	7,607,919	7,609,919
Capital Outlay	63,023	27,180	606,775	92,180	80,000	80,000
Total Expenditures	**$ 21,473,352**	**$ 18,153,438**	**$ 22,554,789**	**$ 21,924,521**	**$ 18,932,484**	**$ 18,934,484**
Offsetting Revenues	*(14,032,144)*	*(9,733,501)*	*(13,526,269)*	*(14,314,116)*	*(10,134,962)*	*(10,134,962)*
County Costs (net)	**$ 7,441,208**	**$ 8,419,937**	**$ 9,028,520**	**$ 7,610,405**	**$ 8,797,522**	**$ 8,799,522**
Total Department of Social Services and Related Expenditures	**$ 21,473,352**	**$ 18,153,438**	**$ 22,554,789**	**$ 21,924,521**	**$ 18,932,484**	**$ 18,934,484**

Division Summary

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Program (General Fund)						
Administration	3,434,391	3,367,537	4,040,658	3,479,669	3,739,441	3,741,441
Children/Family Services	4,844,998	5,138,537	5,132,745	5,164,303	6,443,066	6,443,066
Economic Services	4,629,814	4,799,408	4,784,408	4,795,082	4,169,727	4,169,727
Public Assistance	1,598,872	1,316,423	1,698,912	1,699,084	1,662,708	1,662,708
Subsidy	6,965,277	3,531,533	6,898,066	6,786,383	2,917,542	2,917,542
Total Expenditures	**$ 21,473,352**	**$ 18,153,438**	**$ 22,554,789**	**$ 21,924,521**	**$ 18,932,484**	**$ 18,934,484**
Offsetting Revenue	*(14,032,144)*	*(9,733,501)*	*(13,526,269)*	*(14,314,116)*	*(10,134,962)*	*(10,134,962)*
County Costs (net)	**$ 7,441,208**	**$ 8,419,937**	**$ 9,028,520**	**$ 7,610,405**	**$ 8,797,522**	**$ 8,799,522**
Total Expenditures	**$ 21,473,352**	**$ 18,153,438**	**$ 22,554,789**	**$ 21,924,521**	**$ 18,932,484**	**$ 18,934,484**

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

Major Services

- Administration and fiscal support for Department divisions and the Social Services Board
- Management of accounts payable and receivable

FY 2015-16 Outcomes

- Maintained expenditures within approved county budget
- Assured compliance with fiscal audit requirements

FY 2016-17 Objectives

- Maximize state and federal funds available to Orange County for Social Services
- Ensure compliance with fiscal and program audit requirements

Budget Highlights

The FY 2016-17 Manager's Recommended Budget includes:

- Funding to convert 2 current time-limited positions (due to expire on June 30, 2016) into permanent positions. The positions were added as time-limited in FY 2013-14 to assist with the implementation of NCFAST. The positions will be re-classed to focus on quality assurance and State and Federal compliance; additionally they will partially offset the need for overtime. ($0 net)
- Increase in revenue (+$62,400) and expenditures (+$87,794) to expand the Miles Second Family program. Funds will pay for additional staff to transport program participants.
- Increase for The Exchange Club Child Abuse Prevention Center contract (+$2,000), previously budgeted through outside agency process
- Moved two FTE positions out of Administration and into other divisions within Social Services

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 2015-16 Outcomes

- Continued to manage implementation of NC FAST

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Determine eligibility and process benefits for Food and Nutrition Services					
Average number of households receiving food and nutrition services monthly	6374	6053	6500	6080	6100

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Average processing time in days (Target: ≤ 13)	NA*	15.68	NA*	12.01	10
Service: Provide medical assistance to low-income families meeting eligibility guidelines for Medicaid programs					
Average number of recipients receiving Medicaid monthly	13575	13580	14100	13589	13600

*Numbers for these measures were unavailable due to the implementation of NC FAST.

FY 2016-17 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
- 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 FY 2016-17 Manager's Recommended Budget includes:

- Increase in Low Income Energy Assistance Payment program revenue (+$285,791) and expenditures (+$285,791), more reflective of anticipated full-year appropriation from the State
- Increase in Crisis Intervention program revenue (+$69,601) and expenditures (+$69,601), more reflective of anticipated full-year appropriation from the State

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 2015-16 Outcomes

- 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 0%, well within the target range
- The percentage of children who re-entered foster care within 12 months of exiting is projected to be 6%, well within the target range

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Provide protective services and substitute care for at-risk Orange County children					
Number of children in households reported for abuse and neglect	1091	1266	1300	1325	1350
Number of children in DSS legal custody	143	137	150	145	150
Percentage of children with a finding of abuse or neglect who had a second finding within the following six months (Target: ≤ 6.1%)	0.0%	0.0%	1%	0.0%	1%
Percentage of children who re-entered foster care within twelve months of exit (Target: ≤ 8.6%)	5.9%	8.1%	3%	6.0%	3%
Service: Provide safe, permanent homes for children in DSS custody					
Number of children adopted	10	17	16	21	20
Number of children who achieved permanence	48	57	50	45	50
Service: Conduct Adult Protective Services intake and investigations					
Number of Adult Protective Services investigations	26	42	40	54	55
Service: Provide supportive services to adults in their homes					
Number of adults receiving Community Alternatives Program (CAP)/in-home services	95	94	120	104	110
Service: Act as guardian and protective payee for incompetent or disabled adults					
Number of guardianship cases	33	39	45	42	45

FY 2016-17 Objectives

- Protect children by responding to referrals made alleging abuse, neglect, and/or dependency.
- Protect elderly and disabled adults by responding to referrals alleging abuse, neglect, and/or exploitation.
- Maintain elderly and disabled adults in their own homes when possible.
- Assure child welfare meets the federal performance goals.
- Successfully implement NCFAST for child care

Budget Highlights

The FY 2016-17 Manager's Recommended Budget includes:

- Increase for contracted in-home services providers to support the Orange County living wage (+$286,375)
- Moved 15 FTE positions into Children & Family Services from other divisions within Social Services
- Increase for overtime to support the expansion of NCFAST (+$23,064)
- Increase for Child Day Care Revenue (+$41,652), based on State estimate

- Increase for Child Protective Services - IV-E Revenue (+$ 30,000), based on State estimate
- Decrease for Child Protective Services – State Revenue (-$43,703), based on State estimate
- Decrease for Child Welfare State In-home (-$35,335), based on State estimate

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
- Provide employment and training to Food and Nutrition Services recipients including Able-Bodied Without Dependents (ABAWD) households
- Provide case management and employment and training opportunities to young adults through the Workforce Investment and Opportunities Act Building Futures Program

FY 2015-16 Outcomes

- 100% of APP participants who were eligible graduated with their high school diploma or equivalency for a total of 10.
- 97% of adolescent parents delayed a second pregnancy.
- Enabled approximately 70 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 330.

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 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)	230	170	240	160	175
Number of participants who gained employment	98	102	95	95	100
County all families work participation rate (Target: ≥ 50%)	50%	52%	55%	55%	55%
Percentage of employed participants who retained employment for at least twelve months after exiting the program	75%	80%	80%	80%	80%

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Provide case management services to adolescent parents to delay future pregnancies					
Number of adolescent parents participating in the Adolescent Pregnancy Prevention Program	59	34	40	31	35
Percentage of participating teens who avoided a second pregnancy	97%	100%	100%	97%	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	195	245	300	330	375
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	762	740	780	760	780
Number of people who received educational and vocational training	3301	3200	3320	3440	3600
Number of people who obtained employment or increased income	528	560	575	580	600

FY 2016-17 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 375 for FY 2016-17.
- Open Hillsborough expansion and increase number of employment and training opportunities including providing services to 300 participants.
- Provide subsidized employment to 20 participants who have barriers to employment.

Budget Highlights

The FY 2016-17 Manager's Recommended Budget includes:

- Funding to convert 2 current time-limited positions (due to expire on June 30, 2016) into permanent positions. The positions were added as time-limited in FY 2013-14 to assist with the implementation of NCFAST ($0 net)
- Moved 12 FTE positions out of Economic Services and into other divisions within Social Services
- Moved the Building Futures program from Multi-year Grant Fund into General Fund under Economic Services, includes 2 permanent FTEs, the grant is now renewable annually
- Increase for Subsidized Employment program, 3,939 hours (+$59,085)
- Revenue increase: Food and Nutrition (+$55,000) based on State estimate
- Revenue increase: Food Stamp Administration (+$50,441) based on State estimate
- Revenue increase: Medicaid (+14,216) based on State estimate

- Revenue reduction: Work First (-$119,581) based on State estimate

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 2015-16 Outcomes

- 89% 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
- Eliminated the number of children on the child care waiting list using county appropriated funding
- 70% of families receiving child care subsidy were employed families
- Assured that 40 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	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Improve family functioning by providing child care subsidy and casework support services					
Average number of children served per month in child care subsidy program	780	830	900	790	840
Unduplicated count of children receiving child care subsidy during the fiscal year	1201	1282	1400	1210	1290
Average monthly payment per child	$549	$576	$580	$605	$615

FY 2016-17 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

The FY 2016-17 Manager's Recommended Budget includes:

- Decrease for County Daycare (-$300,000): After the approval of last year's budget, Orange County received over $1 million in additional federal subsidy funds and the estimate for next year reflects a similar allocation. Due to this funding increase, DSS has not used all the funds provided by the county last year and has lowered the request for next year. During FY 15-16, Orange County Social Services removed over 150 children from the child care waiting list. There are currently no children waiting for child care through Orange County Social Services.
- Social Services will again be requesting to administer the Smart Start subsidy program to ensure a seamless coordinated program for families and facilitate the maxium use of all available funds.

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).

FY 2015-16 Outcomes

- 93% of all youth served in JCPC programs received no new complaints or adjudications while participating in programs.
- 94% of youth in the Restitution/Community Service program had no new adjudications and 94% of youth had no new complaints during program participation.
- 86% of youth served showed improvement in targeted skills using individual service plans.
- 86% of youth in the Teen Court program completed it successfully.

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 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	92%	86%	92%	90%	92%
Number of youth receiving services through the Juvenile Justice Program	550	441	600	465	500

FY 2016-17 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 90% of youth will successfully complete the court ordered program.
- At least 90% of youth will have no new court complaints while participating in program.

Budget Highlights

The FY 2016-17 Manager's Recommended Budget includes:

- Increase for the Governor's Crime Commission Grant (+$10,000)

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.
- The Orange County Department of Social Services currently has a staff member in a time-limited position that serves as the Community Response Worker through June 30, 2016. The agency has been asked to continue this contract through June 2017 and is requesting to extend this time-limited position accordingly.
- The program will provide services to 60 children and 40 caregivers, each year.

Budget Highlights

The FY 2016-17 Manager's Recommended Budget includes no significant changes.

- The Orange County Partnership for Children will continue to reimburse position costs, ($58,156), in FY16-17. A county match is required and is met through agency supervision and administrative costs.

Grant Project Fund: Emergency Solutions Grant (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.

Budget Highlights

The FY 2016-17 Manager's Recommended Budget includes no significant changes.

- 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 allocations change annually based on funding formula revisions or reductions in available funds from the Department of Housing Urban and Human Development (HUD).

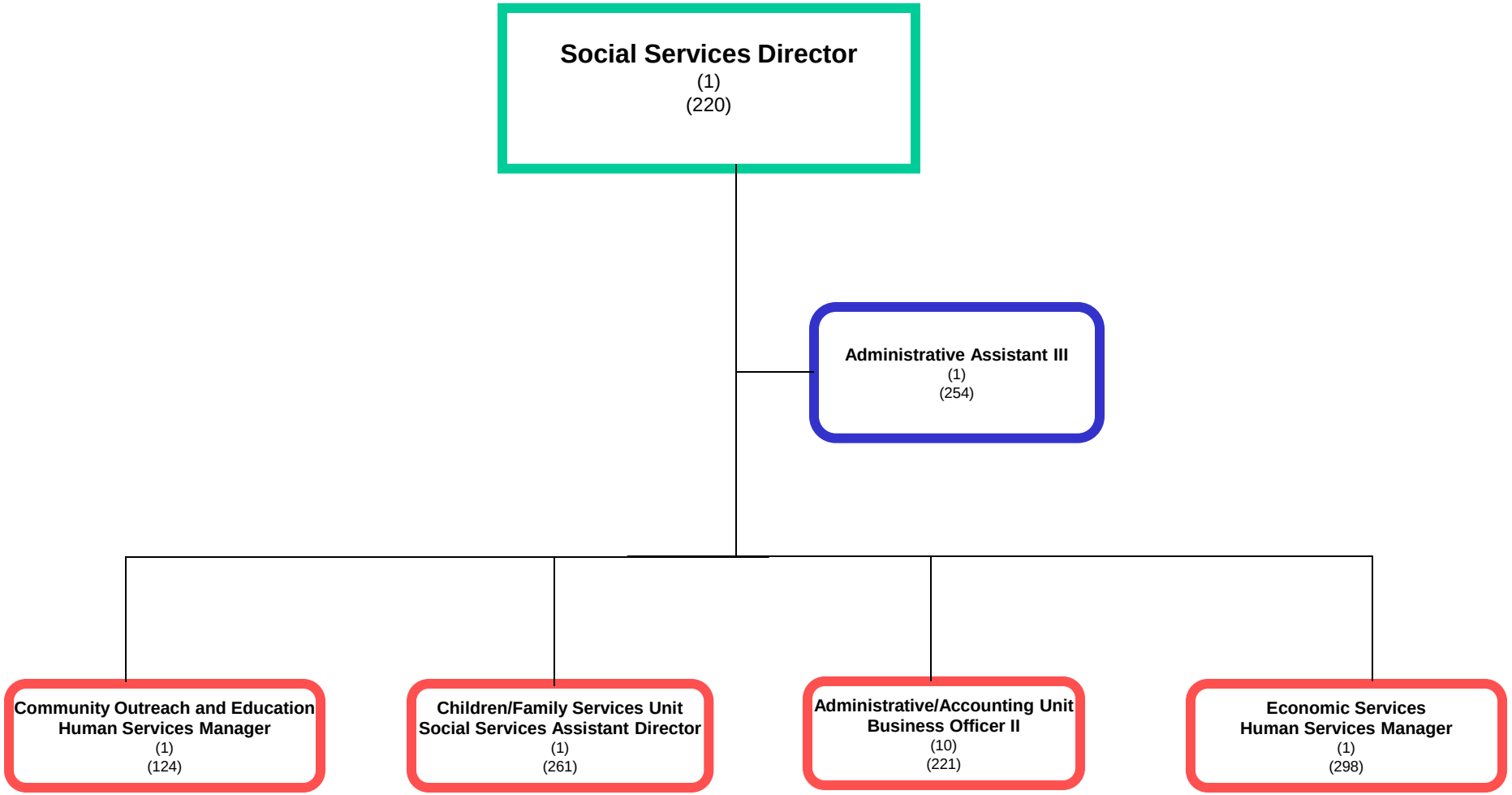
Grant Project Fund: Fostering Youth Opportunities (Multi-Year Project)

- Fostering Youth Opportunities (FYO) is an integrated service delivery model that seeks to achieve measurable, community-level change that improves the outcomes of young adults aging out of the foster care system.
- This grant targets young adults ages 18-24 who have aged out of foster care.
- The agency will serve 6 young adults and focus on helping them secure housing, employment, education, financial management, and mental health.

Budget Highlights

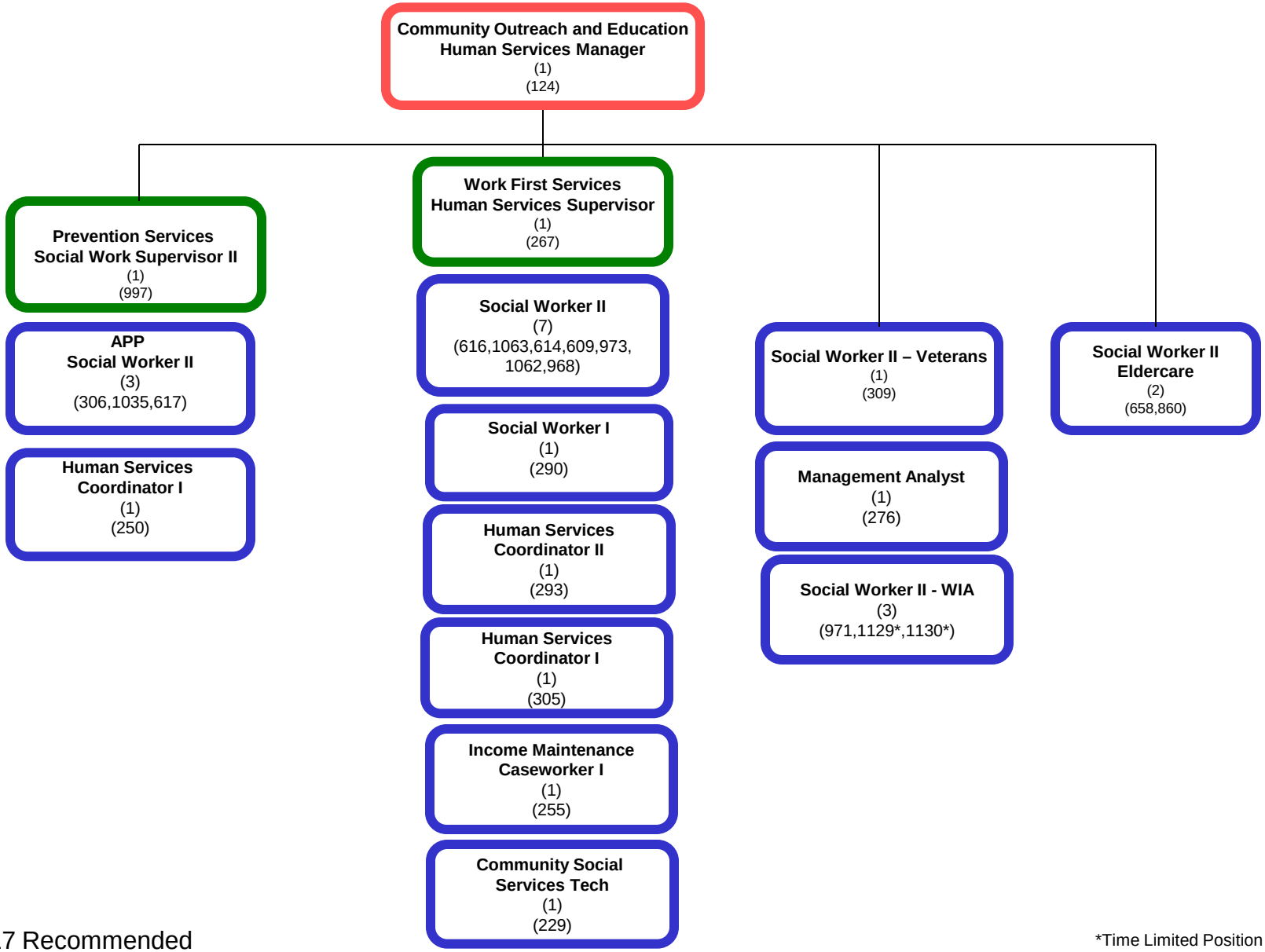
The FY 2016-17 Manager's Recommended Budget includes no significant changes.

ORANGE COUNTY SOCIAL SERVICES



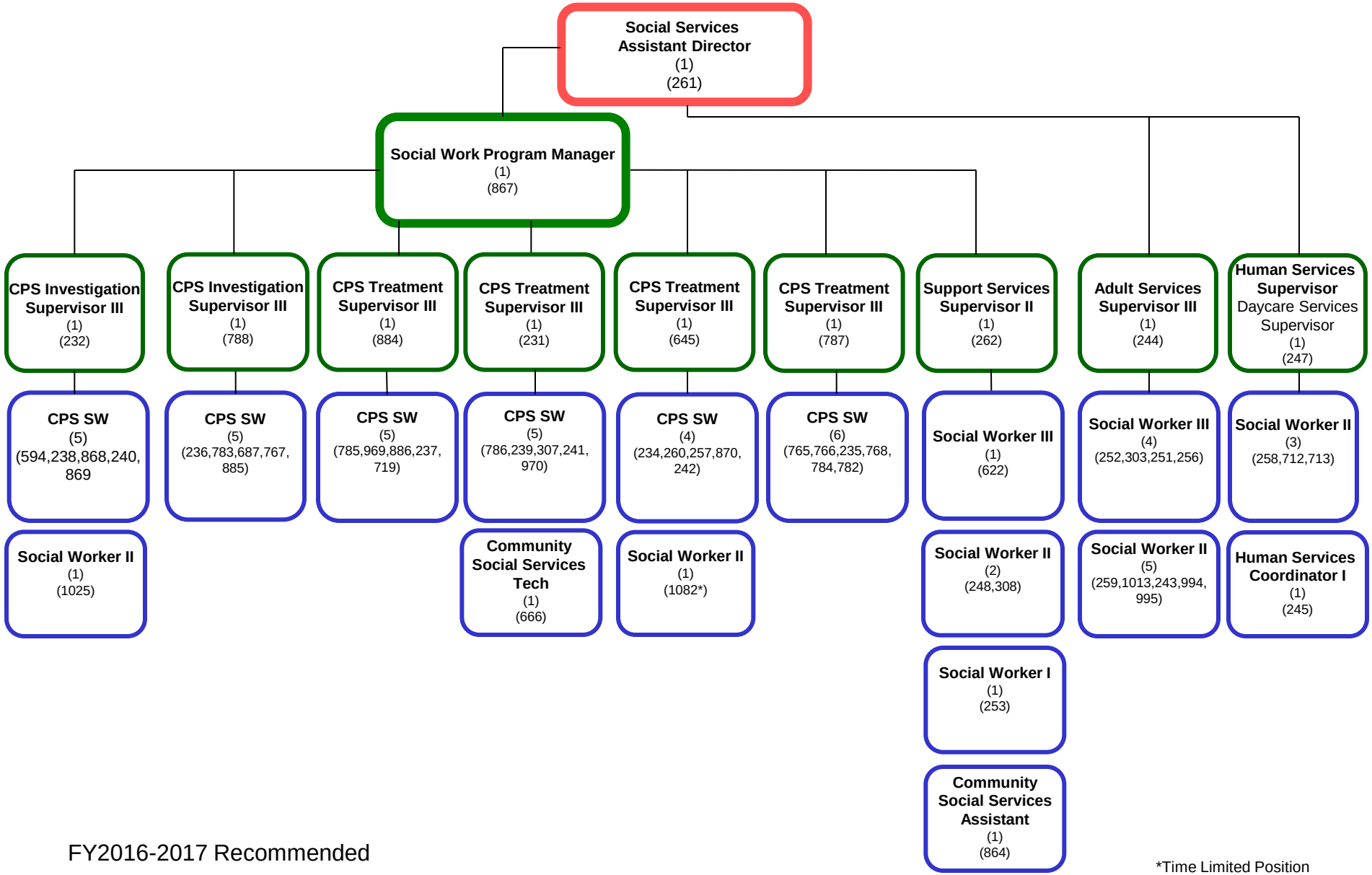
FY2016-2017 Recommended

COMMUNITY OUTREACH AND EDUCATION



*Time Limited Position

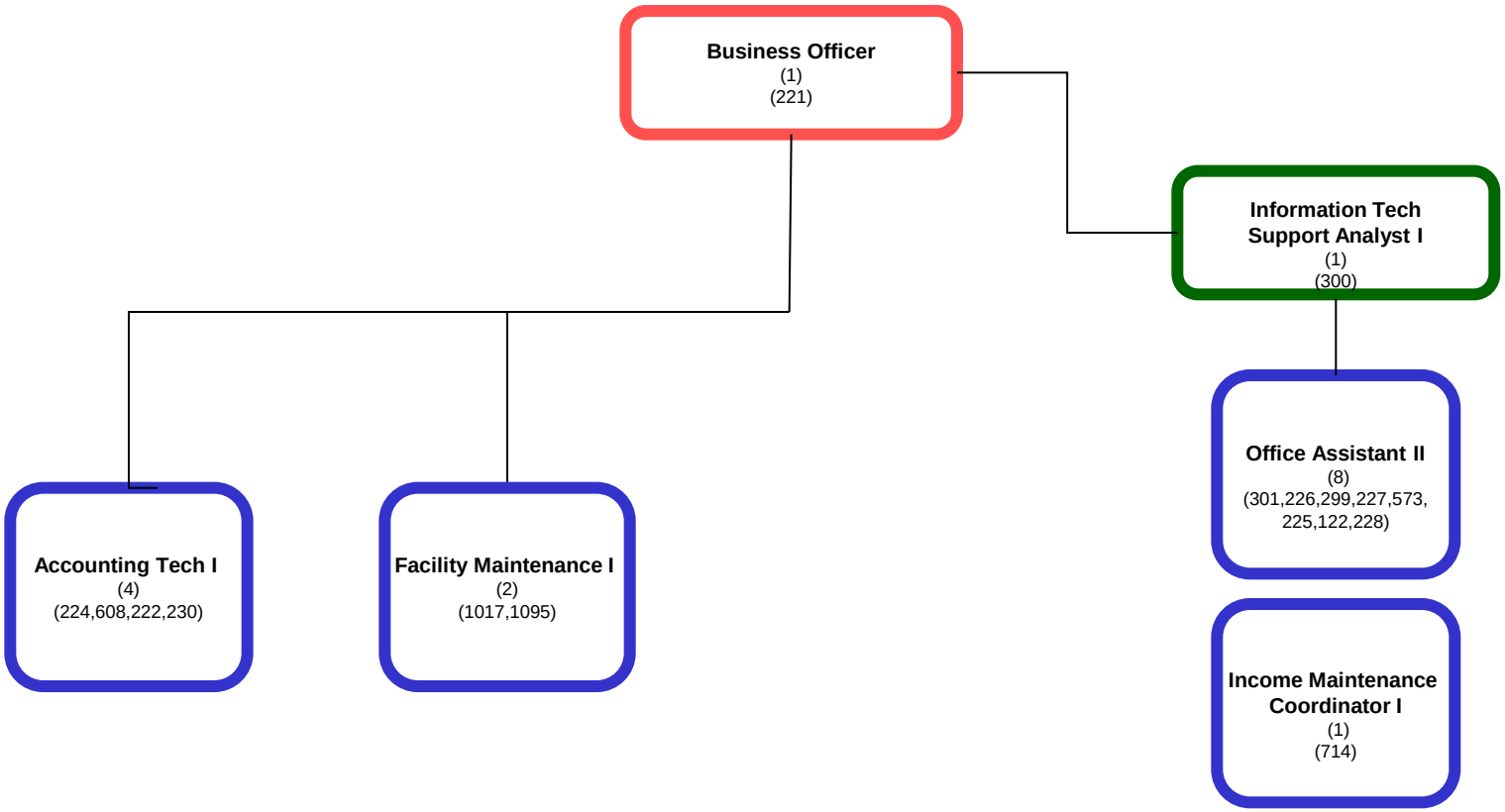
CHILDREN/FAMILY SERVICES UNIT



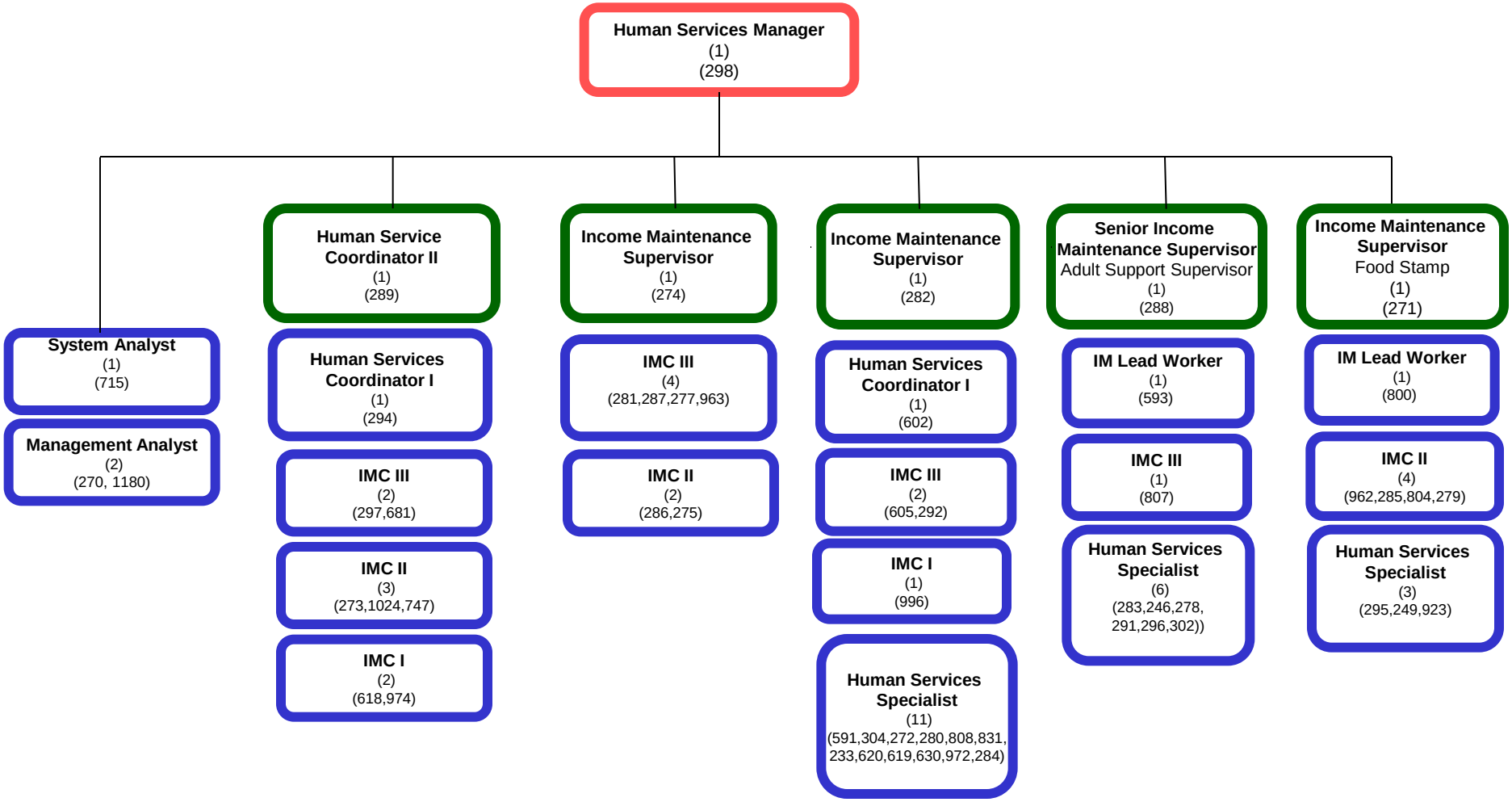
FY2016-2017 Recommended

*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

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
Solid Waste Enterprise Fund						**Account: 3500**
Overhead	0	997,475	997,475	997,475	1,318,029	1,318,029
Personnel Services	3,751,320	3,822,663	3,822,663	3,982,618	4,064,663	4,064,663
Operations	5,839,702	5,296,743	5,896,153	5,507,953	5,634,984	5,682,982
Capital Outlay	2,102,978	1,244,137	1,597,569	1,718,880	824,281	824,281
Others	0	0	0	0	0	0
Total Expenditures	**$ 11,694,000**	**$ 11,361,018**	**$ 12,313,861**	**$ 12,206,926**	**$ 11,841,957**	**$ 11,889,955**
Offsetting Revenues	*(8,861,148)*	*(11,361,018)*	*(12,313,861)*	*(12,136,267)*	*(11,841,957)*	*(11,889,955)*
County Costs (net)	**$ 2,832,852**	**$ 0**	**$ 0**	**$ 70,659**	**$ 0**	**$ 0**
Total Solid Waste Fund and Related Expenditures	**$ 11,694,000**	**$ 11,361,018**	**$ 12,313,861**	**$ 12,206,926**	**$ 11,841,957**	**$ 11,889,955**

Division Summary

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
Solid Waste Enterprise Fund						
Environmental Support	2,283,455	2,113,719	2,137,016	2,211,829	2,189,466	2,237,464
Landfill	1,426,978	1,085,915	1,454,742	1,410,437	1,017,414	1,017,414
Recycling	5,288,895	5,459,749	5,667,903	5,677,512	5,450,893	5,450,893
Sanitation	2,694,672	2,701,635	3,054,199	2,907,148	3,184,184	3,184,184
Total Expenditures	**$ 11,694,000**	**$ 11,361,018**	**$ 12,313,860**	**$ 12,206,926**	**$ 11,841,957**	**$ 11,889,955**
Offsetting Revenue	*(8,861,148)*	*(11,361,018)*	*(12,313,860)*	*(12,136,267)*	*(11,841,957)*	*(11,889,955)*
County Costs (net)	**$ 2,832,852**	**$ 0**	**$ 0**	**$ 70,659**	**$ 0**	**$ 0**
Total Expenditures	**$ 11,694,000**	**$ 11,361,018**	**$ 12,313,860**	**$ 12,206,926**	**$ 11,841,957**	**$ 11,889,955**

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 2016-17, the Appropriated Fund Balance amount from the Solid Waste Enterprise Fund is $1,968,223, and the General Fund contribution for Sanitation operations is $2,004,719.

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.

Environmental Support Division

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. 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 relevant State, Federal or private grants on solid waste management where practical and relevant.

FY 2015-16 Outcomes

- Conducted 231 plan reviews, 2,700 construction site inspections, issued/renewed 220 haulers licenses, issued 4,000 regulated recyclable materials permits (all jurisdictions), issued 110 citations/notices of violation for illegal dumping/burning, and placed 1,200 verification tags on construction/demolition roll-off containers.
- Achieved 63% waste reduction rate again surpassing the 61% goal set in 1997.
- Conducted 150 program promotion, landfill tours, training and presentations.
- Sold 150 compost bins 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 11 radio programs.
- Expanded distribution of e-newsletter “Orange County Solid Waste and Recycling News” using rural cart mailings and public email to solicit and sent 12 monthly editions to 5,700 subscribers

Solid Waste – continued

- Provided annual newsletter and other publications for solid waste education. In support of the expansion of rural curbside recycling sent two postcards to solicit rural homes for recycling roll carts or bins. Compiled all cart and bin request info for distribution. Delivery of new single stream information to 7,000 households who are eligible for carts or bins and managed follow-up calls. Calendar mailed to all rural 22,000households eligible for recycling on ten routes. Managed all regularly occurring calls from urban households at 18,200 residences
- Continuously update website and participated in Council of Webmasters initiative to modernize site under Communications Team direction. Collaborated with Communication staff to develop County-wide communications plan. Maintained active Facebook and Twitter accounts.
- Continued to support Chapel Hill Carrboro City Schools' sustainability director in continued improvements to their' recycling programs and supported addition of food waste and compostable paper waste collection at to all elementary and middle schools. Continued supporting and mentoring UNC Institute for Environment with interns this year focused on solid waste reduction at Greek housing following sponsorship of capstone projects annually over past five years.
- Support County Sustainability staffer to organize "Environmental Summit", a round table of environmental related staff members in the County and the three towns.
- 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. Assisted County Sustainability Coordinator with development of Green Event guidelines for all County events. Developed "Fork It Over" Utensil loan program in cooperation with the PTA Thrift Store to further waste reduction at local 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	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Projected
• Development Plan Reviews • Construction Site inspections • RRMO Permits Issued (All Jurisdictions)	147 2,211 4,020	235 2,217 4,374	240 2,150 4,500	231 2120 4394	240 2150 4500
• Issue Hauler Licenses • Issue Citations/NOV's • Place Verification Tags on C&D Waste Containers	215 120 682	232 99 731	230 75 1,000	220 70 725	230 75 1000
Publish print and radio advertisements	500	500	600	520*	500
Conduct landfill tours, workshops , lectures, events and presentations	110	110	150	121	135
Sell backyard compost bins & kitchen counter top collectors for food waste	168	169 (150 bins& 19 collectors	150	150	**300 bins/200 collectors

Notes: *One paper we had ads scheduled for reduced their relevant circulation to Sundays only early in the FY. **300 compost bins were purchased but project selling 125. Buying in bulk to cover 2 more years saves shipping costs.

FY 2016-17 Objectives

- Continued public information support for communications related to modernization of Eubanks Road Waste & Recycling Center, including provision of a temporary center,
- Provide public information regarding changes to solid waste budget and finance as necessary. Provide necessary education and outreach for projected rural curbside route changes due to implementation of rural curbside expansion. Continue to grow and improve social media presence,
- Education and outreach around development of new BOCC waste reduction goals having surpassed the 61% goal set in 1997. Support Solid Waste Advisory Group in establishing waste and recycling service priorities.

Budget Highlights

The FY2016-17 Manager's Recommended Budget includes:

- An increase in Worker's Compensation funding by $23,724 and a decrease in Bonds/Insurance funding by $23,166.
- The purchase of a replacement support vehicle (pickup truck).
- Movement of the Solid Waste Programs Fee into the Environmental Support division, the total revenue earned by the fee will total $6,439,046, a decrease of $43,691 from the FY2015-16 Commissioner Approved Budget.
- Funding for comprehensive education and outreach activities related to the improvements construction of the Eubanks Road Waste and Recycling Center to be completed during FY2016-17.
- Funding to develop and mail to all county addresses a Solid Waste Newsletter for Winter 2016.

Landfill Division

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.
- 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 2015-16 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. Complete 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.

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
C&D Landfill (tonnage)	8,500	5,842	6,000	6,370	6,200

FY 2016-17 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 FY2016-17 Manager's Recommended Budget includes:

- An increase in Contributions from Solid Waste Reserves for Post Closure care, totaling $187,190.
- The transfer of 2 Temporary employees into the Recycling division, a reduction in the Landfill division of $22,166.
- An increase of $21,500 in the Landfill Gas System Oversight contract.
- A decrease of $546,390 in revenues due to transferring many revenues into the Recycling division and a decrease of $25,500 in Gas Recovery due to the decrease cost of fuel.

Recycling Division

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 the unincorporated portion of 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.

- 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 & recycling centers and five unstaffed 24-hour drop-off recycling sites.

FY 2015-16 Outcomes

- Curbside Recycling – provided recycling service to all eligible homes. Deployed over 8,000 95-gallon roll carts in the rural curbside service area. Conducted a collection route optimization study and planned for curbside recycling expansion into the remaining unincorporated portion of Orange County not currently serviced. Implemented a new funding structure for solid waste reduction 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 12 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.
- Provided quarterly and annual data on collection programs, as well as program cost allocations and other information as needed to the Solid Waste Advisory Group (SWAG). Assisted in planning for new interlocal agreement with the towns of Carrboro, Chapel Hill and Hillsborough for solid waste and recycling services.
- There has been a significant reduction over the past fiscal year in recycling commodity revenue for most recycling material including single-stream material (which went to zero beginning February 1), cardboard/mixed paper, rigid plastics, used oil and electronic waste. This is due to a variety of reasons including weak market rates of reclaimed recycling material, low oil prices, and weak international markets and economies. As a result, significant material revenue loss was realized in FY 15/16 and is anticipated to extend into next fiscal year as well.
- As a result of low commodity rates for electronic waste as discussed above, the recycling division in FY 15/16 now receives minimal revenue for electronic waste commodities and now pays for the processing of all televisions and other electronic equipment. As such, anticipated revenue of approximately $25,000 will not be realized and an annual expenditure of approximate $94,000 is expected.

Performance Measures	2013-2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Projected	2016-2017 Budget
Service: Collect Curbside Recycling within each of the three towns and entire unincorporated area.					
Percent increase/(decrease) from previous year	9.6%	29.5%	2.6%	4.5%	10.2%
Tons collected	5,800	7,509	7,700	7,850	8,650
Service: Collect Multi-Family Recycling at all apartments, townhomes, and condominiums throughout County					
Percent increase/(decrease)	(11.6%)	1.6%	(6.8%)	3.8%	.9%
Tons collected	1,109	1,127	1,020	1,090	1,100
Service: Collect Commercial Recycling for over 300 businesses within incorporated and unincorporated Orange County					
Percent increase/(decrease)	.09%	.29%	.58%	(.87%)	(.39%)
Tons collected	1,031	1,034	1,040	1,025	1,030
Service: Collect Recycling at 10 drop-off sites throughout County					
Percent increase/(decrease)	11.9%	(13.4%)	9.4%	(17.9%)	(24.1%)
Tons collected	3,803	3,292	3,600	2,700	2,500
Service: Collect Organics from eligible food-service establishments, grocery stores, convenience Center, and schools					
Percent increase/(decrease)	6.9%	3.6%	.49%	8.5%	12.8%
Tons collected	1,565	1,622	1,630	1,760	1,830
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)	6.2%	17.1%	.45%	-	2.3%
Tons collected	187	219	220	220	225

FY 2016-2017 Objectives

- Plan and coordinate all issues relating to maintenance of 95-gallon roll carts for urban and rural curbside recycling programs. Deploy additional carts/bins to the entire unincorporated portion of the county not currently serviced by curbside recycling and begin service to these new residences. Coordinate and implement new collection routing plan.
- Coordinate implementation of all issues relating to the establishment of a new interlocal agreement between the County and the three towns. Discuss with UNC Hospital and University the potential for cooperative recycling services and collection opportunities.
- Expand commercial foodwaste collection by adding additional commercial establishments to the program and offer foodwaste recycling to the various farmers markets operating in the county.
- Conduct a waste characterization study to determine waste diposal composition, understand how well reycling programs are working in various sectors and to provide base data for planning program improvements.

Budget Highlights

The FY2016-17 Manager's Recommended Budget includes:

- Full-year salaries for 2.0 FTE Solid Waste Collector Drivers that were only budgeted for a partial year in FY2015-16 and an increase in temporary of $29,293, primarily as a result of transferring 2 temporary employees into the Recycling division from the Landfill division.
- Funding to begin collection of plastic film, food waste, waste vegetable oil, and Household Hazardous Waste at the refurbished Eubanks Road Solid Waste & Recycling Center. HHW facility hours to expand by 15 addditionall hours to mirror operating hours of solid waste & recycling center.
- Fundiong to begin curbside recycling service in bins/carts to the remaining unincorporated portion of the county not currently serviced and implementation of new collection routing for the rural recycling curbside program.
- Final budgetary transition following closure of MSW landfill results in shifting of various recycling related revenues from Landfill division to Recycling division (clean wood, scrap metal, white goods, yard waste, scrap tires and sale of mulch/compost).
- An increase in the tipping fee for both clean wood and yard waste from $18/ton to $20/ton.
- An increase in the fee for compost from $28/load to $30/load.

Sanitation Division

Major Services

- Operate and maintain five (5) staffed Waste & Recycling Centers to serve Orange County residents while maintain a high level of customer service.
- Provide municipal solid waste (MSW) collection services for Waste & Recycling Centers, Orange County government buildings, Orange County schools.
- Provide bulky material collection services for Waste & Recycling Centers 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 2015-16 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).
- Completed design and permitting of the Eubanks Road Waste & Recycling Center improvements.

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: Collections					
Municipal Solid Waste (MSW) collected	7,161	6,940	7,812	7,400	7,712

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
from convenience centers, Orange County schools and Orange County government buildings					
Construction and Demolition, Misc. Bulky Waste (furniture), Vegetative Waste, Metal, White Goods and Clean Wood	5,341	5,587	5,862	6,044	6,222
Total Tons	12,502	12,527	13,674	13,444	13,934

FY 2016-17 Objectives

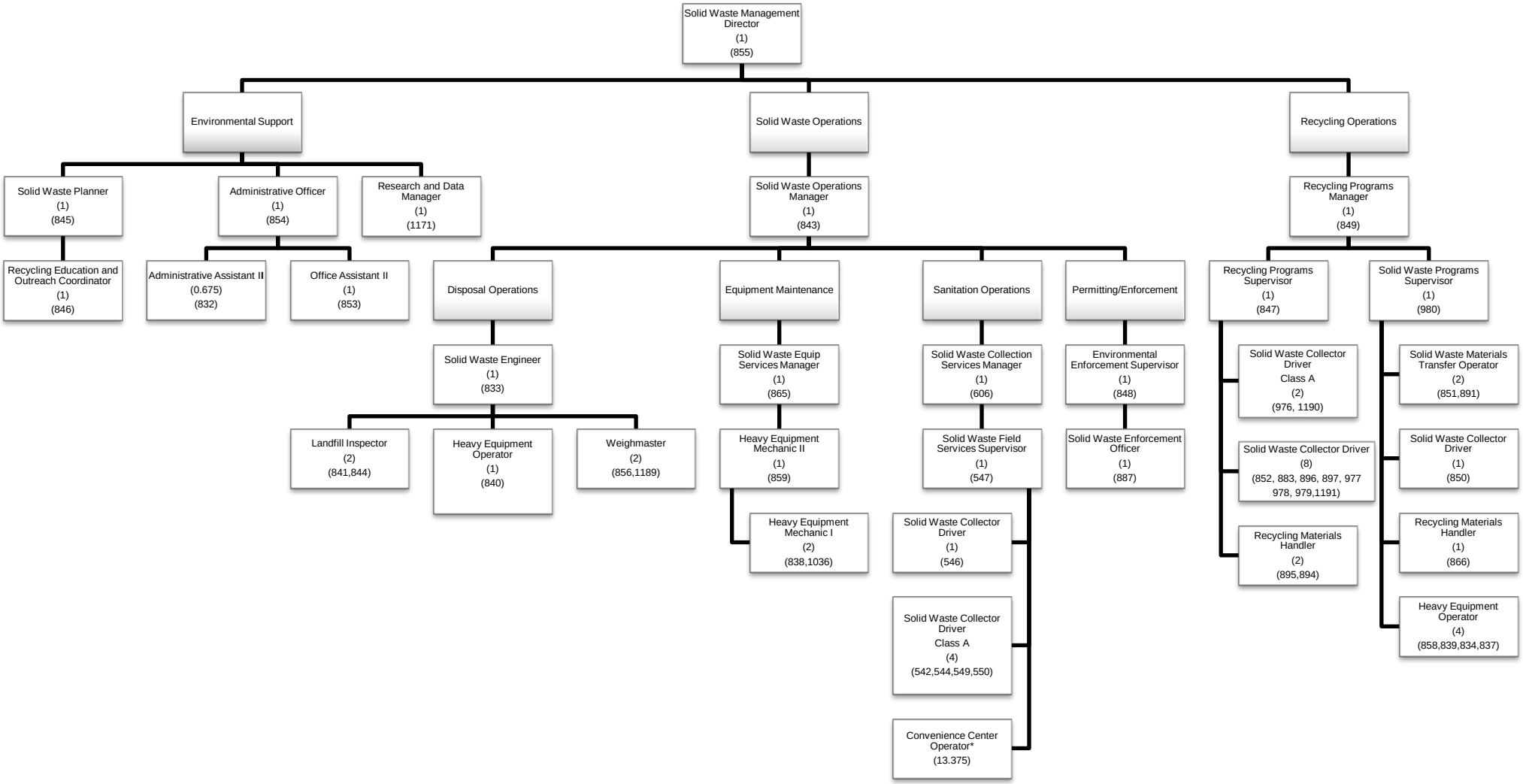
- Maintain collection services for staffed Waste & Recycling Centers, Orange County government buildings, Orange County schools and Chapel Hill-Carrboro schools.
- Administer Sanitation Division, including collection operations and scheduling, data collection and analysis, employee supervision and coordination of vehicle and facility maintenance.
- Complete construction of the Eubanks Road Waste & Recycling Center improvements.

Budget Highlights

The FY2016-17 Manager's Recommended Budget includes:

- Full-year funding for 2 0.75 FTE positions that were only allocated for a partial year during FY2015-16 and full-year funding for 2 positions that increased from 0.625 to 0.75 for only a portion of FY2015-16.
- An increase of $13,766 in Landfill Fees due to the anticipated increase in tipping fees for C&D, vegetative, and household waste.
- Funding to purchase 2 surveillance cameras for the Waste & Recycling Centers (to be located at Walnut Grove Church Rd and Eubanks Rd). These cameras will allow for increased security and provide law enforcement with a higher quality of evidence in the event of an incident at these centers.
- A General Fund contribution of $2,004,719, an increase of $286,701 over the FY2015-16 contribution from the General Fund.

Solid Waste Management



Convenience Center Operators
(599, 702, 704, 705, 706, 707, 728, 1096, 1097, 1124, 1192, 1193)
(703, 0.75) (1123 0.625)

Sportsplex Fund

Phone Number (919) 644 - 0339 Website: http://www.oc-sportsplex.com

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Category (Other Funds)						
Personnel Services	1,099,761	1,177,868	1,177,868	1,108,505	1,256,840	1,256,840
Operations	2,091,136	2,098,410	2,120,081	2,082,300	2,215,980	2,215,980
Capital Outlay	24,469	0	201,094	112,158	0	0
Total Expenditures	**$ 3,215,365**	**$ 3,276,278**	**$ 3,499,042**	**$ 3,302,963**	**$ 3,472,820**	**$ 3,472,820**
Offsetting Revenues	*(3,511,007)*	*(3,276,278)*	*(3,499,042)*	*(3,250,118)*	*(3,472,820)*	*(3,472,820)*
Total Cost (net)	**$ (295,642)**	**$ 0**	**$ 0**	**$ 52,845**	**$ 0**	**$ 0**
Total Sportsplex and Related Expenditures	**$ 3,215,365**	**$ 3,276,278**	**$ 3,499,042**	**$ 3,302,963**	**$ 3,472,820**	**$ 3,472,820**

Mission Statement

To **provide the residents of Orange County with quality recreation and fitness experiences that encourage healthy lifestyles, in a clean, safe community based facility.**

Major Services

- Provide programs to utilize the ice rink such as Learn to Skate, Hockey, Figure Skating, Clinics and related competitions/tournaments/exhibitions, plus entertaining open skating sessions.
- Manage the Aquatics Programs for instructional learning, beginner through advanced swimmer development and youth and adult swim team coaching and competition.
- Provide children's programs, including pre-school, after school and summer camps.
- Provide exercise, aerobic, strength, specialty training and total health programs.

FY 2015-16 Outcomes

- Upgraded lobby, fitness, physio/massage and group class space added in 2015-16. First year massage revenues will exceed $50K.
- Capital funds were provided to support 1,843 square feet of new specialty training space.
- Silver Sneakers (senior fully subsidized program) grew 42% from 655 to 930 participants.
- Fitness Memberships grew 8% from 5,200 to 5,800. Changed mix to more provider based per visit payment models which has limited overall revenue growth to 3.75%.
- New Physiotherapy clinic opened in partnership with UNC. Success has resulted in their inquiry of adding more space when the field house is added.
- Summer camp revenues grew 40% resulting from a program redesigned to include more daily activity options.
- Swim team revenue growth of $60K (65%) from $90K to $150K. 160 competitive youth swimmers plus 40 participants in the newly formed Master's program.
- Continued partnership with UNC collegiate swimmers to host annual "Swim-Best" clinics.

- Major ice rink repair of underground piping system and heaving of concrete rink pad was completed in the summer of 2015. Rink surface now better than when facility was acquired in 2005. Majority of the lost revenue and one time repair costs occurred last year but the residual impact on 2015-16 was $50K lost revenue and $20K in final repair bill payments.

FY 2016-17 Objectives

- Manage and operate the Sportsplex with an operating profit. Operating profit is defined as operating revenues less operating costs, excluding debt service. 2015-16 operating profit is estimated to be at least $500K which is also the budgeted operating target for 2016-17.
- Continue to provide a safe, clean and fun facility for the residents of Orange County to maintain a healthy lifestyle.
- Oversee the design of the Field House and underlying new programs in collaboration with all stakeholders including the Department of Environment, Agriculture, Parks and Recreation (DEAPR) and the Department on Aging.
- Grow participation in offseason skating; increase Learn to Play sessions; and increase Skate School participation/retention.
- Add qualified personal trainers; grow therapeutic massage; continue to collaborate with the Department on Aging on Silver Sneakers and classes.
- Offer additional Learn to Swim classes; grow youth and masters Swim teams; focus on Clinics, such as Swim Best collaboration with UNC-CH.
- Promote Pre-school; grow Summer Camp through new sub-programs, such as Lego Camps.
- Grow birthday party functions; expand healthy concession food options; focus on development of Field House programs, leagues, classes, and clinics.

Budget Highlights

- The FY16-17 Manager Recommended budget includes debt service totaling $652,850, with $500,000 paid by the Sportsplex Enterprise Fund, and $152,850 paid by the General Fund through a Transfer to the Sportsplex Enterprise Fund to cover a portion of the debt associated with the original purchase of the building. Debt Service payments are reflected in the Operations section of the budget.
- FY 2016-17 programming revenues are projected to exceed programming expenditures by $500,000, not including debt service and enterprise fund transfers.
- The increase in Offsetting Revenues in FY 2016-17 is due to a projected growth in program revenues, as well as the General Fund providing a Transfer to the Sportsplex to cover a portion of the debt service as mentioned above. Budgeted program revenues for FY16-17 are projected at a 4.7% increase over budgeted FY15-16 revenues, and program expenditures are budgeted at a 3.7% increase when compared with the FY15-16 budget.
- The Ice Rink and Kidsplex programs continue to be major revenue sources compared to operational costs, and the Aquatics program has moved from an annual operating deficit to a breakeven level due to the establishment of strong facility based swim lessons and team programs.
- A detailed list of Capital Improvements to the Sportsplex is included in the Manager Recommended FY 2016-21 Capital Investment Plan.

Tax Administration

Phone Number: (919) 245-2100 Website: http://www.orangecountync.gov/departments/tax/index.php

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Category (General Fund)						**Account: 330**
Personnel Services	2,723,679	2,821,780	2,821,780	2,855,761	2,921,410	2,921,410
Operations	518,053	665,442	731,120	644,626	678,189	678,189
Capital Outlay	4,585	8,990	16,193	14,230	11,200	1,200
Total Expenditures	**$ 3,246,317**	**$ 3,496,212**	**$ 3,569,092**	**$ 3,514,617**	**$ 3,610,799**	**$ 3,600,799**
Offsetting Revenues	*(436,588)*	*(423,901)*	*(423,901)*	*(399,679)*	*(445,701)*	*(445,701)*
County Costs (net)	**$ 2,809,729**	**$ 3,072,311**	**$ 3,145,191**	**$ 3,114,938**	**$ 3,165,098**	**$ 3,155,098**
Other Related Programs (Revaluation Fund)						**Account: 3301**
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	*(11,163)*	*0*	*0*	*0*	*0*	*0*
County Costs (net)	**$ (11,163)**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Total Tax Administration and Related Expenditures	**$ 3,246,317**	**$ 3,496,212**	**$ 3,569,092**	**$ 3,514,617**	**$ 3,610,799**	**$ 3,600,799**

Division Summary

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
By Program (General Fund)						
Land Records	712,851	748,819	752,569	757,625	749,690	749,690
Revaluation	227,963	281,838	317,838	278,528	347,535	347,535
Revenue	1,012,756	1,061,113	1,078,708	1,117,871	1,036,745	1,026,745
Tax Assessor	1,292,747	1,404,442	1,419,977	1,360,593	1,476,829	1,476,829
Total Expenditures	**$ 3,246,317**	**$ 3,496,212**	**$ 3,569,092**	**$ 3,514,617**	**$ 3,610,799**	**$ 3,600,799**
Offsetting Revenue	*(436,588)*	*(423,901)*	*(423,901)*	*(399,679)*	*(445,701)*	*(445,701)*
County Costs (net)	**$ 2,809,729**	**$ 3,072,311**	**$ 3,145,191**	**$ 3,114,938**	**$ 3,165,098**	**$ 3,155,098**
Total Expenditures	**$ 3,246,317**	**$ 3,496,212**	**$ 3,569,092**	**$ 3,514,617**	**$ 3,610,799**	**$ 3,600,799**
Other Related Programs (Revaluation Fund)						
Revaluation	0	0	0	0	0	0
Total Expenditures	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Offsetting Revenue	*(11,163)*	*0*	*0*	*0*	*0*	*0*
County Costs (net)	**$ (11,163)**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Total Expenditures	**$ 3,246,317**	**$ 3,496,212**	**$ 3,569,092**	**$ 3,514,617**	**$ 3,610,799**	**$ 3,600,799**

Mission Statement

The mission of this department is to ensure all residents are provided a fair and equitable Ad Valorem taxation process. In addition, the department has the duty to collect other taxes and fees for other departments and for municipalities.

Major Services

- Administer the real and personal 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. This process is the primary key for real property title records.
- 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 Solid Waste Programs Fees, Chapel Hill Storm Water 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 Solid Waste Programs Fees.
- Ensure that records are current and available to the public while meeting the requirements of State and Federal privacy law.

FY 2015-16 Outcomes

- Progress on the 2017 Countywide Revaluation is continuing. We are raising public awareness and soliciting public interaction now to alleviate some of the requests for assistance and understanding in 2017.
- Our website has been improved and upgraded due to County-wide changes, and also due to the addition of interactive forms and the ability for taxpayers to submit forms online.
- By way of a form sent with the original tax bill, taxpayers may choose to spread the payment of their tax bill over several months rather than having to pay it all at once. This benefits the taxpayer, and provides additional revenue earlier in the budget year.

- We now accept credit and debit cards in the Hillsborough office for payment of taxes. The fee is exceptionally low when card holder has a Visa Debit.
- Ambulance Billing is now being billed and collection in-house. We are working to provide the best customer service, and to continue to improve revenues.
- Occupancy Tax collections continue to provide a consistent and verified revenue stream.
- We have continued to uphold our high standard of customer service.
- Continued implementation of the Road Naming and Addressing Ordinance. The collaboration with local fire departments and County emergency services personell has been invaluable.

Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Projected	2016-17 Budget
Service: 2017 Countywide Revaluation					
Outcome Measure: 100% of all properties reviewed		35%	90%	90%	100%
Cumulative number of properties reviewed		20,000	49,500	49,500	55,000

FY 2016-17 Objectives

- Begin collecting Stormwater Fees for Town of Hillsborough.
- Begin collecting Mebane City Taxes, including administering a discount period for collection to follow Mebane's current practice.
- Begin collecting User Defined Fees for the Finance Department for the payment of County-sponsored loans to taxpayers
- Review current lockbox service for collecting tax bills. Possible solutions are to continue with current service, set up in-house lockbox service, and change to another vendor.
- Continue to improve Ambulance Billing and Collections process to improve efficiency, customer service and revenues.
- Continue all exisiting services and programs currently provided by the Tax Office while maintaining a high level of efficient and pleasant customer service.
- Continue to work with residents to adminster the Addressing Ordinance.

Budget Highlights

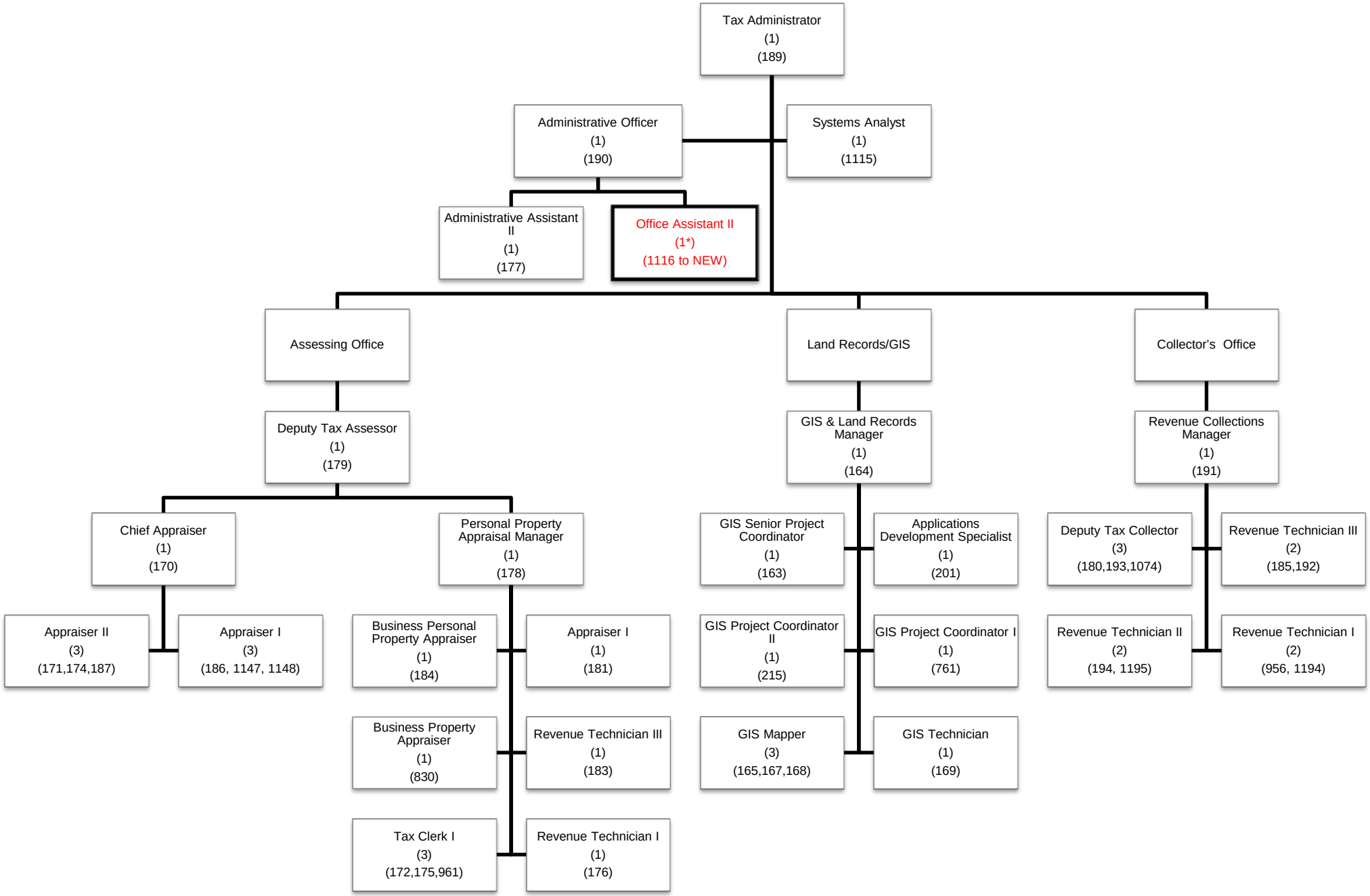
The FY2016-17 Manager's Recommended Budget includes:

- Funding to make a current time-limited position (set to expire on June 30, 2016) into a permanent position. This position has been funded for the last four years, originally created as a 2-year time-limited position in FY2011-12 and extended an additional 2 years in FY2013-14. The physical location of this position provides first contact to the residents who come to the Tax Office. This position provides a multitude of services for residents without the delay of calling another staff member to assist them. It also provides support services for all divisions, assisting with projects, filling in when additional staff is needed, and providing clerical assistance for all staff.
- An increase of $10,010 in Non-Permanent funding, which is necessary to provide temporary clerical support for the field appraisers during the revaluation process and to allow for

additional staff needed to respond and resolve residents' requests for information and appeals due to the revaluation.

- An increase of $21,250 in the Contract Services account and an increase of $10,000 in the Board of Equalization & Review account, both related to the County wide revaluation.
- An increase of $11,991 in Contract Services related to an increase in support costs due to upgrading the Highlands Mapping County permitting system and addressing tool.

Tax Administrator's Office



FY 2016-2017 Recommended

* Time Limited position ends 6/30/2016 / Requesting position as NEW position

Transfers to Other Funds

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 Revised Budget	2015-16 12-Month Estimate	2016-17 Department Requested	2016-17 Manager Recommended
Transfers to Other Funds *(General Fund)*						
Transfer to Affordable Housing Fu	420,300	496,014	496,014	496,014	479,838	451,012
Transfer to County Capital Projec	464,800	755,000	755,000	755,000	867,500	867,500
Transfer to Efland Sewer Fund	143,750	116,530	116,530	116,530	130,780	130,780
Transfer to Grant Projects	91,620	49,120	127,076	127,076	57,716	57,716
Transfer to OPEB Trust Fund	1,541,035	0	0	0	500,000	250,000
Transfer to School Capital Projec	4,727,236	3,724,849	4,640,984	4,640,984	3,799,346	3,799,346
Transfer to Sportsplex Fund	376,450	0	0	0	152,850	152,850
Trnsfr To Vehicle Repl Fund	0	0	0	0	0	0
Total Transfer to Other Funds	**$ 7,765,191**	**$ 5,141,513**	**$ 6,135,604**	**$ 6,135,604**	**$ 5,988,030**	**$ 5,709,204**

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

Transfer to Affordable Housing Initiatives **$451,012**

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 **$3,799,346**
Transfer to County Capital **$867,500**

These transfers provide pay-as-you-go funds for School and County capital projects identified in the FY 2016-17 Capital Investment Plan (CIP).

Transfer to Efland Sewer Enterprise Fund **$130,780**

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 **$57,716**

This transfer allocates general fund dollars to the Senior Health Coordination-Wellness and Historic Preservation Commission's Historic Resources Inventory grant projects.

Transfer to Other Post Employment Benefits (OPEB) **$250,000**

This transfer allocates general fund dollars towards the County's Liability related to Other Post Employment Benefits (OPEB).

Transfer to Sportsplex Fund **$152,850**

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 a portion of the annual debt service associated with the building purchase.

Employee Pay and Benefits

Appendix A

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 3 percent is recommended for all permanent employees hired on or before June 30, 2016. The wage increase will be divided into two installments, two percent (2%) will be granted on July 1, 2016, and an additional one percent (1%) will be granted on January 1, 2017 to moderate the first year financial impact.

An in-range adjustment to the current 2015/2016 Salary Schedule is not recommended. It is important to retain the current salary schedule for FY2016/2017 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.

Meritorious Service Awards

The Code of County Ordinances Section 28-61 provides a program of Meritorious Service Awards to financially reward employees whose work performance and accomplishments are exceptional or superior. Section 28-61 (c) provides that the award amount is subject to the Board of Commissioners' annual approval of funding. It also establishes award levels at $1,500 for exceptional performance and $750 for superior performance. The performance incentives are paid as one-time payment which does not become a part of an employee’s annual base salary.

The current Meritorious Service Award program is being administered using three award tiers. The current program recognizes exceptional performance with a $1,000 payment and superior and proficient performance with a $500 payment. As currently administered, the ordinance and current practice are not aligned.

The Budget recommends that the performance tiers by amended to provide Employee Performance Awards of $500 for proficient performance; $750 for superior or $1,000 for exceptional performance.

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. Pay levels for Orange County employees should be well-understood; competitive and comparable with the competitive market. It is critical that the County present an organized, systematic approach to defining positions, duties and responsibilities, and setting appropriate pay rates for employees.

The goal for FY2015/16 was to evaluate compensation policies/programs including pay structures, performance based pay, internal and external equity and benefit programs and begin to develop a sustainable, affordable and equitable compensation system and identify and prioritize goals for coming fiscal years. Compression has been a growing concern among directors and employees and was ranked highly during the Department Director's prioritization of internal needs. There are many reasons compression is identified within an organization and is often compounded when there are structural issues within the current Classification Plan.

To address compression, the County contracted with Gallagher Benefit Services Inc.'s Fox Lawson Group (FLG) to conduct a Compensation Philosophy Development and Pay Compression Study. The study identified compression issues and possible causes as well as provided proposed solutions for identified issues.

The compression analysis is extremely valuable in recognizing the salary gap between current employee salaries within the current pay structure and recommended salaries. Two primary reasons for compression has been the lack of progression of an employee's salary within the salary structure relative to a new market hire primarily during the years of the recession and no structural mechanism for an employee to move forward in the current salary structure for years of service with Orange County.

A salary adjustment for compression is a good first step in addressing pay issues. However, it is equally important to conduct a comprehensive Classification and Pay Study. As a complement to the compression initiative, Human Resources has a goal of conducting classification studies for 1/3 of all budgeted positions over the next three years.

Manager Recommendations

The Manager recommends a 3 percent wage increase for permanent employees hired on or before June 30, 2016, effective July 1, 2016, and no wage adjustment to the current 2015 Salary Schedule. The FY2016/2017 projected budgetary wage increase is approximately $1.25 million.

The Manager recommends Employee Performance Awards of $500 for proficient performance; $750 for superior or $1,000 for exceptional performance, effective with WPPR review dates from July 1, 2016 to June 30, 2017. The FY2016/2017 projected budgetary meritorious awards is $721,500.

The Manager recommends a compression adjustment to affected employees effective July 1, 2016. The FY2016/2017 projected budgetary wage increase is $500,000.

Orange County Salary Schedule

Effective July 1, 2016

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: 7/1/16

FY 2016-2017 Classification and Pay Plan
Classes by Salary Grade

Class Code	Class Title	Salary Grade	FLSA Status
0802	Convenience Center Operator	8	Non-Exempt
0805	Facilities Maintenance Technician I	8	Non-Exempt
0806	Jail Cook	8	Non-Exempt
0807	Animal Care Technician	8	Non-Exempt
0902	Community Social Services Assistant	9	Non-Exempt
0904	Library Assistant I	9	Non-Exempt
0906	Nursing Assistant	9	Non-Exempt
0907	Office Assistant I	9	Non-Exempt
0909	Lead Facilities Maintenance Technician I	9	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
1110	Tax Clerk I	11	Non-Exempt
1111	Vehicle Appraisal Technician I	11	Non-Exempt
1112	Elections Assistant	11	Non-Exempt
1201	Accounting Technician I	12	Non-Exempt
1202	Administrative Assistant II	12	Non-Exempt

FY 2016-2017 Classification and Pay Plan
Classes by Salary Grade

Class Code	Class Title	Salary Grade	FLSA Status
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
1221	Parks Conservation Technician I	12	Non-Exempt
1222	Licensed Practical Nurse	12	Non-Exempt
1225	Solid Waste Collector Driver	12	Non-Exempt
1226	Solid Waste Collector Driver-A	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 and Service Maintenance Coordinator	13	Non-Exempt
1309	Property Develop 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
1313	Deputy Register Of Deeds III	13	Non-Exempt
1314	Billing Technician	13	Non-Exempt
1315	Solid Waste Materials Transfer Operator	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
1410	Facilities Maintenance Technician IV	14	Non-Exempt

FY 2016-2017 Classification and Pay Plan
Classes by Salary Grade

Class Code	Class Title	Salary Grade	FLSA Status
1411	Foreign Language Coordinator	14	Non-Exempt
1412	GIS Mapper	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	Assistant Administrator, Volunteer Connect 55+ Program	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
1446	Nature Programs Coordinator	14	Non-Exempt
1448	Billing Specialist	14	Non-Exempt
1449	IT Help Desk-Administrative Specialist	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	ES Systems Technician	15	Non-Exempt
1513	Patient Account Representative Supervisor	15	Exempt

FY 2016-2017 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
1517	Heavy Equipment Mechanic I	15	Non-Exempt
1518	Drug Treatment Coordinator	15	Non-Exempt
1519	Branch Supervisor	15	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 and Benefits Specialist	16	Non-Exempt
1622	IT 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 Automotive Mechanic	16	Exempt
1646	Administrative Services Supervisor	16	Exempt
1647	Emergency Management Planner	16	Exempt

FY 2016-2017 Classification and Pay Plan
Classes by Salary Grade

Class Code	Class Title	Salary Grade	FLSA Status
1648	Logistics Manager	16	Non-Exempt
1649	Solid Waste Field Service Supervisor	16	Exempt
1650	Heavy Equipment Mechanic II	16	Non-Exempt
1651	Parks Conservation Technician III	16	Non-Exempt
1652	Website and Publications Coordinator	16	Exempt
1654	Deputy Collections Manager	16	Exempt
1655	Social Worker II-Health	16	Non-Exempt
1656	Community Centers Coordinator	16	Exempt
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
1709	Management Analyst	17	Exempt
1711	Planner I	17	Non-Exempt
1713	RSVP Administrator	17	Exempt
1714	Senior Public Health Educator	17	Exempt
1715	Limited English Proficiency (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	EMS Training Coordinator	17	Exempt
1724	EMS Quality Assurance Coordinator	17	Exempt
1725	Pre-Trial Service Case Manager	17	Exempt
1726	Communications Quality Assurance Coordinator	17	Exempt
1727	Communications Training Coordinator	17	Exempt
1801	DS/Sergeant	18	Non-Exempt
1802	Agriculture Economic Developer	18	Exempt
1803	EMS Supervisor	18	Non-Exempt
1805	Erosion Control Officer II	18	Exempt
1809	Social Worker III	18	Non-Exempt
1810	Environmental Enforcement Supervisor	18	Exempt
1811	Recreation Manager	18	Exempt
1812	Parks Conservation Specialist	18	Exempt

FY 2016-2017 Classification and Pay Plan
Classes by Salary Grade

Class Code	Class Title	Salary Grade	FLSA Status
1813	DS/Investigator I	18	Non-Exempt
1814	Administrative Officer	18	Exempt
1815	IT 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
1820	Facility Environment and Support Manager	18	Exempt
1821	Retention Economic Developer	18	Exempt
1822	Business Recruitment Economic Developer	18	Exempt
1823	Assistant Superintendent of Parks	18	Exempt
1824	Homeless Program Coordinator	18	Exempt
1903	Appraiser II	19	Non-Exempt
1906	Budget and 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
1932	Solid Waste Planner	19	Exempt
1935	Communications Manager	19	Exempt
1937	Public Health Education Program Manager	19	Exempt
1938	Child Support Supervisor	19	Exempt
1941	Cultural Resources Coordinator	19	Exempt

FY 2016-2017 Classification and Pay Plan
Classes by Salary Grade

Class Code	Class Title	Salary Grade	FLSA Status
1943	Heavy Equipment Mechanic Supervisor	19	Exempt
1948	Registered Dietitian Program Coordinator	19	Exempt
1949	Grants Accountant / Internal Auditor	19	Exempt
1950	Court Liaison	19	Exempt
2001	Dental Hygienist	20	Non-Exempt
2002	DS/Lieutenant	20	Non-Exempt
2003	Eldercare Service Administrator	20	Exempt
2005	Applications Development Specialist	20	Exempt
2006	Public Health Nurse II	20	Exempt
2007	Senior Centers Administrator	20	Exempt
2008	Senior Income Maintenance Supervisor	20	Exempt
2009	Social Work Supervisor II	20	Exempt
2015	Human Services Supervisor	20	Exempt
2016	Sustainability Program Coordinator	20	Exempt
2017	PHN II-Preparedness Coordinator	20	Exempt
2018	Resource Conservation Coordinator	20	Exempt
2019	Soil and Water Conservation Coordinator	20	Exempt
2020	Solid Waste Equipment Services Manager	20	Exempt
2021	Solid Waste Programs Supervisor	20	Exempt
2022	Recycling Programs Supervisor	20	Exempt
2104	Senior Accountant	21	Exempt
2105	Nutrition Program Manager	21	Exempt
2106	Emergency Management Coordinator	21	Exempt
2107	Business Operations Coordinator	21	Exempt
2108	Management Assistant	21	Exempt
2109	Deputy EMS Operations Manager	21	Exempt
2201	Animal Control Manager	22	Exempt
2202	Benefits Manager	22	Exempt
2203	Business Officer I	22	Exempt
2206	DS/Captain Operations (Patrol)	22	Exempt
2210	It Analyst	22	Exempt
2211	Land Resource Conservation Manager	22	Exempt

FY 2016-2017 Classification and Pay Plan
Classes by Salary Grade

Class Code	Class Title	Salary Grade	FLSA Status
2213	Network Analyst	22	Exempt
2214	Superintendent of Parks	22	Exempt
2215	Public Health Nurse III	22	Exempt
2216	Superintendent of Recreation	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
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	DS/Captain Of Detention (Jail)	22	Exempt
2237	Landscape Architect	22	Exempt
2238	Revaluation Manager	22	Exempt
2239	Solid Waste Collection Services Manager	22	Exempt
2240	Research and Data Manager	22	Exempt
2241	Criminal Justice Resource Manager	22	Exempt
2242	Occupational Therapist	22	Exempt
2243	Transportation Planner	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

FY 2016-2017 Classification and Pay Plan
Classes by Salary Grade

Class Code	Class Title	Salary Grade	FLSA Status
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 and Stormwater Supervisor	24	Exempt
2426	Legal Advisor to the Sheriff	24	Exempt
2427	Deputy Clerk / Information Specialist	24	Exempt
2428	Capital Projects Manager	24	Exempt
2429	Recycling Programs Manager	24	Exempt
2430	Assistant Human Resources Director	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
2506	Network Engineer	25	Exempt
2507	GIS and Land Records Manager	25	Exempt
2601	Ds/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 and Administrative Operations Director	26	Exempt
2610	Family Nurse Practitioner II	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
2710	Staff Attorney	27	Exempt
2711	Assistant to the County Manager for Legislative Affairs	27	Exempt

FY 2016-2017 Classification and Pay Plan
Classes by Salary Grade

Class Code	Class Title	Salary Grade	FLSA Status
2713	Deputy Financial Services Director	27	Exempt
2714	Building Inspector Administrator	27	Exempt
2715	Public Affairs Officer	27	Exempt
2901	Aging Director	29	Exempt
2902	Child Support Director	29	Exempt
2904	Environment, Agriculture, Parks and 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
2916	Visitor Bureau Director	29	Exempt
3102	Chief Information Officer	31	Exempt
3103	Emergency Services Director	31	Exempt
3104	Finance and Administrative Services Director	31	Exempt
3105	Health Director	31	Exempt
3106	Human Resources Director	31	Exempt
3107	Planning and Inspection 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
3401	Dentist	34	Exempt
3601	Deputy County Manager	36	Exempt
3701	County Manager	37	Exempt
3702	County Attorney	37	Exempt
	Unclassified		
0001	County Commissioner		

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,

Orange County Approved Employee Pay and Benefits Actions
(FY2009/2010 - FY2015/2016)

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
CPI (Consumer Price Index)*	2.70%	1.50%	3.00%	1.70%	1.80%	0.60%	0.50%
Average Wage Index (AWI)**	-1.51%	2.36%	3.13%	3.12%	1.28%	3.55%	unavailable
Employment Cost Index***	1.90%	1.20%	1.00%	1.10%	1.90%	1.80%	1.80%
Cost of Living Increase	0.00%	0.00%	0.00%	2.00%	2.00%	1.50%	2.00%
In-Range Increase	0.00%	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)	$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	Individual studies completed. Comprehensive studies implemented. Completed compression analysis for review and consideration.
Total Budget for Pay Actions	$60,000	$550,000	$60,000	$1,136,000	$1,200,920	$1,735,000	$1,774,015
General Fund Position FTE	838.150	773.600	783.925	801.425	824.96	842.96	862.625
Employee-Only Health Insurance Premium	$5,988	$6,377	$6,943	$7,574	$7,574	$8,748	$8,748
Health Insurance Premium Increase	2.50%	6.50%	8.64%	8.51%	0.00%	13.00%	0.00%

*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

***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

County Contributions to Retirement Benefits

Background

Local Governmental Employees' Retirement System (LGERS)

Orange County 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

	LGERS		Supplemental Retirement	
Fiscal Year(s)	**Law Enforcement Officers (LEO's)**	**General Employees**	**Law Enforcement Officers (LEO's)**	**General Employees**
	% of Salary	**% of Salary**	**% of Salary**	**Annual Contribution**
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
2015-2016	7.15%	6.74	5.00	$715 plus matching contribution to $1,512

Supplemental Retirement Benefits for General Employees

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.

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 determines the amount of its contributions for general County (non-sworn law enforcement) employees. The Board of County Commissioners began the County's contribution at $15 per pay period in FY1998/1999 ($375 annually), gradually increasing it to the current $27.50 per pay period ($715 annually). Employees receive

this contribution whether or not they contribute themselves. Additionally, the County contributes up to $63 semi-monthly matching an employee's contribution. The County does not pay Social Security or Medicare taxes on any of its contributions.

The most recent data available from Prudential 401(k) dated October 2015 indicates that 57 North Carolina counties contribute to the NC Supplemental Retirement Plans through Prudential. Orange and McDowell counties contribute flat rates (dollar amounts) and the remaining 55 counties contribute a percentage of salary, ranging from 1% to 8%. An average 4.56% contribution is made by the local governments near Orange County, with most contributing 5%. The maximum amount the County contributes, $2,227 annually is equal to 4.7% of the average Orange County salary of approximately $47,000.

The County's annualized matching contribution to plans is $667,358 and the minimum contribution totals $617,760.

One of the Board's objectives in initiating an employer contribution was to encourage employees to make voluntary contributions to help build their retirement security. The chart below shows employee (law enforcement and general) participation in the supplemental retirement plans.

The participation rate for employee contributions has increased to 81% from last year. This may be a result of representatives from Prudential and Nationwide being present at many employee orientations over the last year.

	Employees Contributing	**Percentage**	**Total Annualized Employee Contribution**
May 2009	500	65%	Not available
May 2010*	433	57%	$386,436
May 2011	560	70%	$451,656
May 2012	533	65%	$460,320
April 2013	545	66%	$884,136
April 2014	597	69%	$1,154,196
April 2015	610	70%	$1,160,110
April 2016	727	81%	$1,311,936

Supplemental Retirement Benefits for Sworn Law Enforcement Officers

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. Because of this fewer law enforcement officers contribute to the 401(k) or 457 plans, with only 27 officers currently making individual contributions.

County Contributions to Retirement Benefits – continued

Manager Recommendation

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.

Employee Health Care

Background

The County provides employees with a comprehensive benefits plan, including health, dental and life insurance, an employee assistance program, flexible compensation plan and paid leave for permanent employees.

Health Insurance

The County offers two health plans administered by UnitedHealth Care (UHC): Choice Plus Medical Plan, a traditional Point of Service (POS) plan and a High Deductible Plan paired with a Health Savings Account (HDP/HSA). UnitedHealth Care (UHC) is responsible for administering health and prescription coverage, processing clams, establishing a provider network and maintaining a robust website.

An overview of both plans is outlined below:

Health Plan	County Cost (Individual Coverage)	Individual Deductible/Maximum Co-Insurance	Co-Pays
Traditional Choice Plus Medical Plan (POS)	$724.80/month	$500/$1,000 (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
HDP/HSA Choice Plus Medical Plan	$724.80/month + $1,416/member, which equals $712.34 county cost/month	$1,500/$2,000 (offset by $1,416 HSA= $84/$2,000)	None, all services are subject to deductible, then covered at 80% until maximum co-insurance is reached

The County pays for 100 percent of employee health coverage for both plans and pays a percentage of the premium equivalent for dependent coverage. Orange County contributes up to $1,416 to a Health Savings Account for employees enrolled in the High Deduction Plan ($118 for each month of coverage).

The premium equivalent rates for both health plans will remain constant in FY 2016/2017. All covered benefits, co-pays, co-insurance and deductibles are expected to remain the same.

Dental and Vision Insurance

Delta Dental is the County's current dental provider and Community Eye Care provides the County's vision plan. The County will continue providing dental coverage through Delta Dental. Dental plan benefits have been enhanced by removing diagnostic and

preventative services from the annual maximum of $1,200 of covered services to promote preventative oral health care.

FY 2015/2016 Actions

The County has been self-funded since January 1, 2014 for medical and pharmacy plans and continues to be self-insured for the dental plan. The County transitioned from a twelve-month calendar plan year to a twelve-month fiscal plan year in 2015 aligning with the County's fiscal year. In February 2015, the Board of County Commissioners approved Gallagher Benefit Services (GBS) as Broker of Record for the administration of benefit programs, which include health, dental, vision, and other voluntary programs for employees and retirees.

Since the County's insurance plan is self-funded, the County uses a third party administrator to administer and manage claims. UnitedHealth Care (UHC) is the Third Party Administrator (TPA) for the County's Medical Plan. The UHC renewal was negotiated from $41.50 per employee per month to $29.50 per employee per month with a guaranteed fee for 2 years and a 3 percent rate cap for July 1, 2018's renewal. UnitedHealth Care (UHC) will fund $25,000 each year for the next three years for wellness programs.

Manager Recommendation

The Manager recommends no change to the Health and Dental Budget for FY 2016/2017 and recommends no change in employee premiums for the Health and Dental Plans for FY 2016/2017.

County Health Plan History 2009 – 2016

Participants in Health Plans as of February 2016

Health Plan	Active Employees		Retirees	
	# Enrolled	% Enrolled	# Enrolled	% Enrolled
Traditional Point of Service (POS)	666	76.38%	149	95.51%
High Deductible Health Plan (HDHP)	206	23.62%	7	4.49%
Total (includes Commissioners)	**872**	100.00%	**156**	**100.00%**

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
2016	0.0%	$729.01; $724.80 (POS) $725.51; $712.34(HDP)	$97.83; $93.62 $97.35; $84.19	No plan design changes or premium increase for FY2016/2017/
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 *Health Advisor*, priced HMO in line with 100% co-insurance benefit

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 historically 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. 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 increased the living wage to $12.76 per hour equating to an entry level grade 8 permanent salary.

In July 2015, the Board approved continuing the living wage at the current $12.76 per hour in FY2015-16. The average salary for grade 8 employees with greater than one year of service is $31,080 annually or $14.84 hourly.

In November 2015, Orange County was certified as a Living Wage Employer by Orange County Living Wage. This organization uses a different formula to calculate the living wage rate which is based on housing costs in Orange County and the surrounding area. For this fiscal year, the Orange County Living Wage established $12.75 as its target hourly rate. Since Orange County had already adopted $12.76 as its living wage, the County was also eligible for certification by Orange County Living Wage.

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 2015. The data shows that the differential between the two wages has decreased significantly in 2015.

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
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
July 2015	$12.76	$12.95	0

Chart 2 – Summary of Residence of Employees

Chart 2 provides the county of residence for permanent employees and shows a residency comparison between FY2014/15 and FY2015/16, the data demonstrates that the number of employees residing in Orange County relative to the all employees is declining.

County of Residence	FY2014-15		FY2015-16		CHANGE	
	# of perm employees	% to total	# of perm employees	% to total	# change	% change
Orange	453	52.43%	372	40.61%	-81	-17.88%
Alamance	134	15.51%	197	21.51%	63	47.01%
Durham	127	14.70%	143	15.61%	16	12.60%
Wake	57	6.60%	57	6.22%	0	0.00%
Other	93	10.76%	147	16.05%	54	58.06%
Total	864	100.00%	916	100.00%	52	6.02%

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 2016 guidelines is $24,300 or

$11.68 hourly. This represents an annual increase of $50 (or .02 cents per hour) over last year.

Number in Family	2012	2013	2014	2015	2016
1	$5.37	$5.52	$5.61	$5.66	$5.71
2	$7.27	$7.46	$7.56	$7.66	$7.70
3	$9.18	$9.39	$9.51	$9.66	$9.69
4	$11.08	$11.32	$11.47	$11.66	$11.68
5	$12.99	$13.25	$13.42	$13.66	$13.67

Chart 4 – Orange County Region - Cost of Living Index

Chart 4 shows the cost of living index for years 2010 through 2015. The 2016 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	96.0%

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 2012 through 2015. The projected 2016 wage per hour relies upon the 2015 cost of living index and the reported 2016 poverty guideline or $11.68 * 96.0% = $11.22.

Number in Family	2012	2013	2014	2015	2016
1	$5.32	$5.31	$5.48	$5.46	$5.48
2	$7.27	$7.17	$7.39	$7.39	$7.39
3	$9.09	$9.03	$9.29	$9.32	$9.30
4	$10.97	$10.89	$11.21	$11.25	$11.22
5	$12.86	$12.75	$13.11	$13.18	$13.13

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 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	

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.

2015 Living Wage Certification

In November 2015, Orange County was designated as an Orange County Living Wage Employer. In 2015 such certification stated that as a certified employer we were to pay at least $12.75 per hour to all permanent employees. The County pays $12.76 per hour. Effective January 1, 2017, employers must pay at least $13.15 per hour to all full- and part-time employees. Employers providing at least half the cost of health insurance must pay at least $11.65 per hour.

Manager Recommendation

The Manager recommends increasing the living wage to $13.15 per hour for all permanent full and part time employees. The 2016/2017 projected budgetary increase is $32,400 for County employees, and $286,000 for contracted in-home aide service providers.

Personnel Savings Initiatives

Background

Hiring Delay

The County implemented a hiring freeze policy as a personnel savings program for FY2002-2003. A twelve-month hiring freeze was in effect for FY2009-2010. In FY2010-11, the Board of County Commissioners reduced the hiring freeze to six-months. Overall the program averaged a cost savings of approximately $2 million each fiscal year from FY2011-2012 through FY2014-2015.

The Board discontinued the hiring freeze in FY2015-2016 and replaced it with a Request to Fill process. This process allows the County Manager to regulate hiring by holding requests to fill vacancies for any duration of time if required to meet financial targets.

Salary Savings

The FY2015-16 Budget included $750,000 in salary savings. Salary savings recognizes the savings that accrues after a position becomes vacant and a new individual is selected to fill the vacancy. Savings may also occur if the new employee is hired at lower rate than the previous incumbent.

Based on projections for FY2015-16, the salary savings amount can be increased and sustained over time. As of March 31, 2016, total salary and benefits savings is $1,990,270**.**

Manager Recommendation

The Manager recommends a budgetary projection for FY2016-2017 for personnel salary and benefit savings through attrition of $1.5 million.

Retiree Health Care

Background

Health Insurance

The County provides health coverage to all eligible retirees. Permanent employees hired on or before June 30, 2012 are eligible for retiree health insurance when they retire if they have completed at least ten years of service as a permanent employee. Retirees who are 65 years or older or are retiring on a disability retirement and have five years of service as a permanent employee are eligible for coverage but must pay half the cost. Permanent employees hired on or after July 1, 2012 are eligible for retiree health insurance when they retire if they have completed at least twenty years of service as a permanent employee. Retirees 65 years or older or who are retiring on a disability retirement and have ten years of service as a permanent employee are eligible for coverage but must pay half the cost.

Retirees under age 65 are eligible for enrollment in the same group plans offered to active County employees. This includes eligibility for two health plans; the Traditional Choice Plus Medical Plan, a traditional Point of Service (POS) plan and a High Deductible Plan paired with a Health Savings Account (HDP/HSA). As of January 2016, the plan covered 160 County non-Medicare eligible retirees.

Most retirees at the age of 65 are eligible for Medicare, which consists of two parts, Medicare Part A (hospital insurance) and Medicare Part B (medical insurance). Most retirees are automatically eligible for Medicare Part A at age 65 and there is no cost to the retiree. The Medicare Part B premium is automatically deducted from a retiree's Social Security benefits. If enrolled in Medicare Part B before 2016, the monthly premium is typically $104.90 monthly.

The County pays the premiums for both Medicare Part D (prescription drug coverage) and a Medicare Supplement as specified in Chapter 28 of the County Code of Ordinances. The Supplement, also called Medi-gap covers most remaining hospital and doctor costs after Original Medicare (Part A and Part B) has paid its share. To date, 199 retirees are enrolled in a Medicare Supplement (Plan F) program.

Orange County does not subsidize the cost of retirees' dependent health care for employees hired after July 1, 2008. If hired before July 1, 2008, an employee is eligible for the dependent subsidy available to active employees upon retirement. To date, this has affected two retirees.

Other Post-Employment Benefits (OPEB)

Orange County faces increasing liability for future retiree health insurance. GASB 43 establishes uniform financial reporting and accounting standards for state and local governments for post-employment benefits other than pensions (OPEB) and requires that expenses associated with retiree health benefits be accrued over the working lifetime of employees, rather than expensed on a pay-as-you-go basis as retirees incur

claims. The Board of County Commissioners (BOCC) has funded $7.5 million in the OPEB Fund to appropriately prepare for the cost of retiree health insurance in the future. The chart below shows the County's liability for retiree health care as determined by an independent auditor in 2013. The County will conduct a Retiree Health Valuation in 2016.

Actuarial Valuation Date	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%

Manager Recommendation

The Manager recommends an increase for Retiree Health Insurance of $151,409 which represents an 8 percent increase for health coverage for Medicare eligible enrolled employees. The Manager is not recommending an increase for health coverage for retirees enrolled in the County's group plans.

Functional Leadership Team

Ranking Criteria Summary and Ranking Forms

Appendix B

ORANGE COUNTY
FY2016-17 BUDGET PROCESS
FUNCTIONAL LEADERSHIP TEAMS
Budget Request Ranking Criteria

Each budget request should be scored on a scale of zero to five. The request would receive zero points if it does not support the criteria in any way and five points if it is entirely consistent with the ranking criteria.

1. The request supports the **goals of the BOCC.**
   The request should support at least one of the goals of the Board of County Commissioners. Additional points should be awarded to requests that also advance one or more of the 2016 policy priorities identified during the annual retreat.

2. The request is required in order to comply with a State, Federal, or locally imposed legal **mandate.**
   A request should be awarded five points if it is necessary to comply with a legal mandate. Requests that assist or ease compliance may be awarded fewer points based on levels of necessity. Documentation should be provided to demonstrate the source of the mandate and how the request advances compliance.

3. The request addresses **life safety** concerns.
   A request that addresses life and/or safety concerns should be scored based on the level of risk that is mitigated. Data and/or documentation should be provided that show how and to what degree risk is reduced or eliminated.

4. The request **expands services** to residents.
   A request that expands services or addresses a community need should be scored on based on the number of residents served per dollar invested and/or the level of service need in the community. Service expansions that increase public service at the lowest per capita cost and those that satisfy the greatest level of community need or demand should receive higher scores. Data should be provided to demonstrate the community need.

5. The request reduces an **existing backlog** of resident needs.
   Requests that reduce an existing backlog in the most efficient manner should also receive higher scores. Data should be provided to demonstrate the rate of backlog reduction and an estimate of when the backlog will be resolved.

6. The request **improves operational efficiency**.
   A request that improves the operational efficiency of a department should be scored based on improvements in output per dollar invested or improvements in program outcomes per dollar invested.

7. The request is **budget neutral or will generate additional revenue**.
   A request that is budget neutral is one that results in no net cost to the County. Requests should be scored based on the degree to which the request is budget neutral. A request that generates revenue in excess of the associated expenses should receive a perfect score.

8. The request promotes **inter-departmental cooperation or collaboration**.
   A request that promotes interdepartmental cooperation or collaboration should be scored based on anticipated proposal outcomes. Proposals that show an interdisciplinary approach to a policy priority or need should receive a higher number of points.

FY 2016-17 Budget Request Ranking Form

FUNCTIONAL LEADERSHIP TEAM: Community Services

Department Name	Budget Requests	Estimated County Cost	Total Ranking	Average Score	County Manager Recommend	
Planning - Building Division	New FTE CEO III	$84,291	**37**	4.625	Yes	Revenue supported, no County cost
Planning - Building Division	New FTE PDS Tech	$73,185	**32**	4	No	
Coop Extension	Farm to Fork Revenue	($25,000)	**30**	3.75	Yes	
DEAPR	Community Centers (3)	$100,410	**26**	3.25	Yes	
Planning - OPT Division	New FTE-Transit Planner	$52,939	**25**	3.125	No	Recommend Transit Director
DEAPR	Recreation Coordinator (Soccer Tournaments, Special Events) 0.6 FTE	$37,010	**25**	3.125	No	
DEAPR	Parks Technicians (Trails Ranger) 1.5 FTE	$109,634	**24**	3	No	
DEAPR	Family Success Alliance Summer Camp	$3,600	**24**	3	Yes	
Planning - Comp. Planning Divison	Bicycle Safety	$5,000	**24**	3	No	
Animal Services	Animal Care Tech FTE	$40,817	**23**	2.875	No	Additonal Seasonal funding recommended
Solid Waste	Replacement Dump Truck	$63,345	**19**	2.375	No	
Solid Waste	Surveillance Equipment for Centers	$13,000	**19**	2.375	Yes	
DEAPR	New Parks Maintenance Equipmt	$22,830	**17**	2.125	No	
Solid Waste	Receiver Boxes for Compactors (8)	$45,906	**15**	1.875	No	
Economic Development	Economic SWOT Analysis	$75,000	**0**	N/R	Yes	Article 46 funded (sales tax proceeds)

FY 2016-17 Budget Request Ranking Form

FUNCTIONAL LEADERSHIP TEAM: General Government

Department Name	Budget Requests	Estimated County Cost	Total Ranking	Average Score	County Manager Recommend	
Tax	Convert time-limited position to permanent	$45,636	26	3.3	Yes	
County Manager	Double Taxation Study and Report & Development Impact on County Services Study and Report	$100,000	14	1.8	Yes	
County Manager	Cyber Liability & Environmental Insurance	$55,000	12	1.5	Yes	
County Manager	Veterans Day Off	$200,000	0	0.0	No	

FY 2016-17 Budget Request Ranking Form

FUNTIONAL LEADERSHIP TEAM: Human Services

Department Name	Budget Requests	Estimated County Cost	Total Ranking	Average Score	County Manager Recommend	
Housing, Human Rights Comm. Dev.	Housing HQS Inspections Contractural Services - Housing Choice Voucher Program	$15,000	33	**4.1**	Yes	
Housing, Human Rights Comm. Dev.	Affordable Housing Analyst	$63,198	32	**4.0**	No	
Housing, Human Rights Comm. Dev.	Urgent Repair Program - Waiting List 50% reduction	$75,000	31	**3.9**	No	Additional $50,000 Recommended overtop the $75,000 Requested, for a total increase of $125,000 over FY 2015-16 level. With the increase, $200,000 is the total Recommended, which will fully address the waitlist per the Affordable Housing Strategic Plan.
Aging	Administrative Assistant I 0.75 FTE (Seymour)	$21,737	27	**3.4**	Yes	
Housing, Human Rights Comm. Dev.	Housing Services Counseling/Training for Homeownership and Individual Development Account State Match - Housing Choice Voucher Program	$45,000	27	**3.4**	Yes	
Social Services - HSE	Management Analyst	$30,599	26	**3.3**	Yes	Revenue supported, no new County cost
Health	1.0 FTE Public Health Educator (Community Liaison)	$68,031	25	**3.1**	Yes	Revenue funded, no new County cost
Health	Family Success Alliance	$105,000	25	**3.1**	Yes	
Library	Library Assistant I 1.0 FTE	$24,567	24	**3.0**	No	
Library	Community Youth Services Librarian	$55,645	24	**3.0**	No	
Library	Cedar Grove Community Center library kiosk	$15,000	23	**2.9**	Yes	
Aging	Pass Management module for RecTrac	$16,954	21	**2.6**	Yes	
Library	System's and technology support for catalogued records	$9,000	20	**2.5**	No	
Library	Additional funding for ongoing replacement of collection	$25,000	19	**2.4**	No	

FY2016-17 Budget Request Ranking Form

FUNCTIONAL LEADERSHIP TEAM: Public Safety

Department Name	Budget Requests	Estimated County Cost	Total Ranking	Average Score	County Manager Recommend	
Sheriff	Deputy Sheriff I (6.0 FTEs)	$317,298	30	3.8	No	Recommend Deputy Sheriff I - 2.0 FTE
Sheriff	Investigators (3.0 FTEs)	$187,335	26	3.3	No	Recommend Investigator - 1.0 FTE
ES- EMS Division	Rescue Services -helmets	$9,680	24	3.0	Yes	
ES - Admin/EM	Everbridge/OC Alerts Enhancements	$6,333	22	2.8	Yes	
ES - Admin/EM	Forklift Replacement	$26,875	22	2.8	No	
ES-EMS	Tactical EMS Equipment	$10,705	21	2.6	Yes	
ES-EMS	LifePak AED Equipment	$24,656	20	2.5	Yes	
ES - Admin/EM	Mass Care Shelter Supplies	$1,350	17	2.1	No	
Sheriff	Printing and Duplicating	$8,000	17	2.1	Yes	Recommend $4,000
ES-EMS	Stryker Power Pro Stretcher (Spare)	$16,145.00	15	1.9	No	
ES-EMS	GPS Solutions Fleet Management and Driver Feedback System	$16,380	15	1.9	No	
ES-COMM	SunGard Alarm Protocol	$25,400	15	1.9	No	
Sheriff	Training/Certifications/Licenses	$85,520	14	1.8	Yes	Recommend $63,789
Sheriff	Medical Supplies	$8,142	14	1.8	Yes	Recommend $4,000
Sheriff	Uniforms	$177,567	12	1.5	Yes	Recommend $100,000
ES-EMS	E-Lock System For Controlled Substances	$11,435.00	11	1.4	No	
ES-EMS	Training and Development	$1,944	10	1.3	No	
ES-COMM	Criticall-Online Prehire Testing	$6,000	10	1.3	Yes	
ES-COMM	XYBIX-Console Treadmill	$1,000	10	1.3	No	United Health Wellness funded
ES - EMS Division	Equipment Repairs - Extend Warranty of PowerLift Stretchers	$7,480	9	1.1	Yes	
ES-EMS	Video Intubation Equipment	$6,580	9	1.1	No	
ES - Fire Marshal	Extendobed tray for truck	$1,944	8	1.0	No	
ES-EMS	40 IPADS and Rugged Cases	$22,400	8	1.0	No	Will be handled through IT Capital Replacement Program
ES-EMS	EMS Supply Cabinets	$3,324	8	1.0	No	
ES - Admin/EM	Uniforms	$10,000	7	0.9	Yes	Recommend $5,000
ES-EMS	EMS Replacement Bedding	$3,564	7	0.9	No	
Sheriff	Department Supplies, Office Supplies, Other Supplies	$90,320	6	0.8	Yes	Recommend $60,000
ES-EMS	Leonard Vehicle Shelters	$3,851	4	0.5	No	
ES-EMS	Lockers for EMS Stations	$8,354	4	0.5	No	

FY2016-17 Budget Request Ranking Form

FUNCTIONAL LEADERSHIP TEAM: Support Services

Department Name	Budget Requests	Estimated County Cost	Total Ranking	Average Score	County Manager Recommend	
Community Relations	Website and Social Media Coordinator	$58,340	28	3.5	Yes	
IT	Increase Internet Bandwidth 200Mbps to 300Mbps	$3,600	23	2.9	No	
IT	Software Maintenance and Licensing	$270,002	20	2.5	Yes	Recommend $257,086
IT	1.0 FTE - Help Desk Supervisor	$84,565	20	2.5	No	
IT	0.3 FTE - Admin. Asst. Help Desk Tech	$14,807	20	2.5	No	
AMS	Inclement Weather Snow Blade	$7,500	20	2.5	Yes	
AMS	County-wide Facilities and Services Impact Analysis	$50,000	19	2.4	No	
IT	Broadband Initiative - Library Hotspots	$42,000	19	2.4	No	Recommend $21,000
AMS	HazMat Outside Storage Facility with Spill Containment	$7,000	18	2.3	Yes	
Financial Services	Treasury Management Optimization	$30,000	17	2.1	Yes	Recommend $102,500 increased interest earnings
Human Resources	County Wide Internship Program	$81,644	17	2.1	No	Recommend $27,472
AMS	Energy Management Retro Commissioning Study	$0	14	1.8	Yes	Cost for study offset by reduction in Utilities budget
Human Resources	Language Initiatives	$6,700	14	1.8	No	
IT	Training and Staff Development	$26,160	13	1.6	No	
AMS	Roof Asset Management Plan Update	$20,000	11	1.4	No	Recommended in CIP
AMS	Facility Envelope and Foundation Analysis	$21,000	11	1.4	No	
IT	Security Analysis and Remediation VCISO	$23,000	11	1.4	No	
Human Resources	GoTriangle Ridership Program	$3,000	11	1.4	Yes	Recommend $1,500
Finance	Security Audit ~ PCI Compliance for Finance	$60,000	8	1.0	No	
Human Resources	New Retiree Recognition Program	$1,900	4	0.5	No	
Human Resources	External Mediation Services for county employees.	$1,000	3	0.4	No	

Proposed Fee Schedule

Appendix C

Manager's Recommended Fee Schedule - FY 2016-17

Department/Program	Description	Current Fee	Manager's Recommended Fee Change for FY 2016 - 17 *	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 2016-17

Manager's Recommended Fee Schedule - FY 2016-17

Department/Program	Description	Current Fee	Manager's Recommended Fee Change for FY 2016 - 17 *	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	**Resident: $35 per hour Non-Resident : $ 52.50 per hour**		2015
	Activity Rms/Rec Centers	**Resident: $25 per hour Non-Resident : $ 37.50 per hour**		2015
	Athletic Fields	**Resident: $25 per hour Non-Resident : $ 37.50 per hour**		2015
	Athletic Fields - Tournaments	$35/hr. for resident, $52.50 for non-resident		2014
	Athletic Field Lighting	$25.00 **(1)**	**$35.00**	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;
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Manager's Recommended Fee Schedule - FY 2016-17

Department/Program	Description	Current Fee	Manager's Recommended Fee Change for FY 2016 - 17 *	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	$.02 per item		1994
	Computer Labels - Owners	$.02 per item		1994
	Plot Land Description	$20.00 each		1994
Library				
	Fines - overdue children's books	10 cents per day ($5.00 maximum)		2010
	Fines - overdue adult books	20 cents per day ($5.00 maximum)		2010
	Fines - overdue Periodicals	$.20 per day		2013
	Fines - overdue DVD	$.50 per day ($5.00 maximum)		2015
	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	$3.00		2015

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2016-17

Manager's Recommended Fee Schedule - FY 2016-17

Department/Program	Description	Current Fee	Manager's Recommended Fee Change for FY 2016 - 17 *	Last Revision
Register of Deeds				
	Deeds of Trust or Mortgage	$56 (up to 15 pgs); $4 each additional page		10/1/2011
	Deeds	$26 (up to 15 pgs); $4 each additional page.		10/1/2011
	Other Instruments	$26 (up to 15 pgs); $4 each additional page.		10/1/2011
	Assumed names, POA, etc.	$26 (up to 15 pgs); $4 each additional page.		10/1/2011
	Additional subsequent instruments index ref.	$25 each added to recording fee		10/1/2011
	Multiple documents	$10 each additional document		2002
	Certified Copies	$5 (1st pg); $2 each additional page		2002
	Non-standard document fee	$25 in addition to regular recording fee		2002
	Notice of Satisfaction	No Fee		2002
	Plats	$21.00		2002
	Right-of-Way Plans/Highway Maps	21; $5 each additional		2002
	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 2016-17

Manager's Recommended Fee Schedule - FY 2016-17

Department/Program	Description	Current Fee	Manager's Recommended Fee Change for FY 2016 - 17 *	Last Revision
Planning				
Engineering	Plan Review	$300 minimum, $500 for greater than 1000 linear feet of utility or residential greater than 20		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
	Future 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 **(2)**	**$1.00 first class mail fee for each individual parcel required to be notified of the Planning Board meeting and public hearing associated with the review request**	2001
	Unified Development Ordinance			
	Text Amendments	$500.00 staff review fee, $800.00 Legal advertisement	$500.00 staff review fee, $800.00 Legal advertisement (i.e. newspaper ads)	2011
	Zoning Atlas Amendment			
	Rezone to General Use Residential	$500.00 staff review fee, $800.00 Legal advertisement, $30.00 sign posting, $5.00 per certified letter that has to be sent for public hearing notification **(3)**	**$1.00 first class mail fee for each individual parcel required to be notified of the Planning Board meeting and public hearing associated with the review 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 petion involving multiple tracts of property, $800.00 Legal advertisement, $30.00 sign posting, $5.00 certified mailing fee for each individual parcel **(3)**	**$1.00 first class mail fee for each individual parcel required to be notified of the Planning Board meeting and public hearing associated with the review request**	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 **(3)**	**$1.00 first class mail fee for each individual parcel required to be notified of the Neighborhood meeting for all non telcommunication facility permit requests / $1.00 first class mail fee for each individual parcel required to be notified of the Planning Board meeting and Public Hearing associated with the review of the request**	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 **(3)**	**$1.00 first class mail fee for each individual parcel required to be notified of the Neighborhood meeting for all non telcommunication facility permit requests / $1.00 first class mail fee for each individual parcel required to be notified of the Public Hearing**	2011
	Zoning Fees: Telecommunication Towers			2015
	Master Telecommunication Plan Amednment Requests	$200.00		2015

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Manager's Recommended Fee Schedule - FY 2016-17

Department/Program			Description	Current Fee	Manager's Recommended Fee Change for FY 2016 - 17 *	Last Revision
			Telecommunication Tower, Special use Permit Class A	$2,500.00		2015
			Escrow Account	$7,500.00 **(4)**	**Consultant Review Fee $7,500.00**	2015
			Telecommunication Tower, Special use Permit Class B	$1,500.00		2015
			Escrow Account	$7,000.00 **(4)**	**Consultant Review Fee $7,000.00**	2015
			Co-Location Fee	$1,000.00 **(4)**	**Co-Location Consultant Review Fee $1,000.00**	2015
			Zoning Review Fee (building permite)	$100.00		2015
			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 **(3)**	**$1.00 first class mail fee for each individual parcel required to be notified of the Neighborhood meeting, the Planning Board meeting, and public hearing associated with the review request**	2011

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Manager's Recommended Fee Schedule - FY 2016-17

Department/Program	Description	Current Fee	Manager's Recommended Fee Change for FY 2016 - 17 *	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 **(3)**	**$1.00 first class mail fee for each individual parcel required to be notified of the Neighborhood meeting, the Planning Board meeting, and public hearing associated with the review request**	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		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		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			
	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 **(3)**	$1,000.00 staff review fee plus, $20.00 per 100 square feet of proposed office/institutional building area, $25.00 per 100 square feet of industrial/warehouse building area, $30.00 per 100 square foot of proposed commercial/retail building area. 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 2016-17

Department/Program	Description	Current Fee	Manager's Recommended Fee Change for FY 2016 - 17 *	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 2016-17

Department/Program	Description	Current Fee	Manager's Recommended Fee Change for FY 2016 - 17 *	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
	Surface Water Identification (SWID) field work.	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
	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 2016-17

Department/Program	Description	Current Fee	Manager's Recommended Fee Change for FY 2016 - 17 *	Last Revision
	Schedule C			
	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
	Schedule D			
	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 2016-17

Department/Program	Description	Current Fee	Manager's Recommended Fee Change for FY 2016 - 17 *	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 2016-17

Department/Program	Description	Current Fee	Manager's Recommended Fee Change for FY 2016 - 17 *	Last Revision
	Schedule E			
	Miscellaneous Bldg Inspections	*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
	Schedule F			
	Miscellaneous Electrical	*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
	Schedule G			
	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
	Schedule H	*Commercial and Residental*		
	Electrical Service	Single Phase Three Phase		
	30-60A	$50.00 $125.00		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 2016-17

Department/Program	Description	Current Fee	Manager's Recommended Fee Change for FY 2016 - 17 *	Last Revision
Plumbing fees	*Schedule I*			
	New Construction	Based on square footage, see schedule A and B		
		Commercial *Residential*		
	Water Heater Installation	$100.00 $100.00		2014
Mechanical Inspections	*Schedule J*			
	Residential Mechanical			
	Installation ea addt'l system	$50.00		2014
	Replacement of one system	$150.00		2014
	Schedule K			
	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 2016-17

Department/Program	Description	Current Fee	Manager's Recommended Fee Change for FY 2016 - 17 *	Last Revision
General				
	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 2016-17

Department/Program	Description	Current Fee	Manager's Recommended Fee Change for FY 2016 - 17 *	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			
	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 Change for FY 2016 - 17 *	Last Revision
			Oraganic 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	**$50.00**		2015
			Blocked Exit	**$250.00**		2015
			Out of Service Fire Alarm System	**$250.00**		2015
			Out of Service Sprinkler System	**$250.00**		2015
			Out of Service Kitchen Suppression	**$250.00**		2015
			Out of Service Clean Agent Suppression System	**$250.00**		2015
			Parking in Fire Lane	**$50.00**		2015
			Nuisance Fire Alarms	**$50.00**		2015
			Stop Work Order Fine	**$50.00**		2015
			Illegal Burn, 1st offense	**$50.00**		2015
			Illegal Burn, 2nd offense	**$100.00**		2015
			Illegal Burn, 3rd offense	**$500.00**		2015
			Failure to obtain proper permit	**$ amount of permit**		2015
			Public Education & Orange County Facilities	**$ amount per square footage**		2015

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Manager's Recommended Fee Schedule - FY 2016-17

Department/Program	Description	Current Fee	Manager's Recommended Fee Change for FY 2016 - 17 *	Last Revision
	Fees below are to cover the cost of **Required Construction Permits** under the 2009 NC Fire Code (5310-435299) including staff hours to review plans, issue permits, and inspect locations for compliance.			
	Auto Fire Extinguishing System	$100.00		2011
	Fire Pump	$100.00		2011
	Industrial Ovens	$50.00		2011
	Spraying/Dipping	$50.00		2011
	Compressed Gas	$50.00		2011
	Flammable/Combustible	$50.00		2011
	LP Gas	$50.00		2011
	Standpipe Systems	$100.00		2011
	Fire Alarm/Detect. Install	$100.00		2011
	Hazardous Materials	$50.00		2011
	Private Fire Hydrant	$50.00		2011
	Tents/Membranes	$50.00		2011
	Fire Extinguisher Class	$20.00		2011
	Fit Testing	$50.00		2011
	ABC Permit Inspections	Based on Square Foot		2011
	Hazardous Materials Mitigation	Fee Charged at Hourly Rate		2011
Sheriff	Out of State Officer Fee	$100.00		2006
	Instate Officer	$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	$13.39 per 1000 gal., 2000 gal. minimum		2013

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Manager's Recommended Fee Schedule - FY 2016-17

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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	$0.00		2015
Animal Control	*Civil Penalties/Fines*			
	failure to vaccinate	$200.00		2008
	failure to license	$200.00		2008
	public nuisance violations	$50,100,200,300,400.00		2008
	mistreatment	$200.00		2008
	failure to wear rabies tag	$50.00		2011
	Redemption or Impoundment Sterilized	**$25, $50, $100, $200**		3/1/2016
	Redemption or Impoundment Reproductive	**$50, $100, $200, $400**		3/1/2016
	Violating Vicious Animal Requirements	**$500.00**		3/1/2016
	Declaring an Animal Vicious	**$100.00**		3/1/2016
	Failure to Pay Civil Penalty (Generally)	**$25.00**		3/1/2016
	Failure to Pay Civil Penalty for No Rabies Vacc	**$100.00**		3/1/2016
	Public Nuisance Violation	**$100, $200, $400**		3/1/2016
	Failure to Allow a Kennel Inspection	**$25.00**		3/1/2016
	Violation of Restrictions for Display Wild Animal	**$250.00**		3/1/2016
	Violation of Restrictions for Keeping Wild Anima	**$50.00**		3/1/2016
	Inspections for Vicious Animals	**$25.00**		3/1/2016
	Kennel Permits	$50.00		2007
Animal Shelter	*Adoption Fees*			
	Cat Adoption Fees	$95.00		2011
	Kitten Adoption Fees (5 mo. and under)	$95.00		2011
	Multiple Cat Adoption-Peak Season	$0.00		2015
	Special Event Cat Adoption Fee	$0.00 - $95.00		2015
	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	$0.00 - $115.00		2015
	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	$0.00		2015
	Protective Custody Shelter Redemption Fee	$0.00		2015
	Boarding Fee for Euthanized Quarantine	$0.00		2015
	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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	Health Department					
	Environmental Health		*Soil Analysis/Improvement Permit*			
			Single Family Units <601 Gallons per day. Less than 2 acres	$390.00 **(5)**	**$435.00**	2015
			Single Family Units >600 Gallons per day	$390 + $85 per 600 GPD or fraction of additional WW flow >600 GPD		2015
			Non-domestic WW	Fee increases by 50% over the total permit fee of a comparably sized domestic WW system		2006
			Authorization to construct WW system			
			Single Family Units <601 Gallons per day. Less than 2 acres	$290.00 **(5)**	**$325.00**	2015
			Single Family Units >600 Gallons per day	$290 + $180 per 600 GPD or fraction of additional WW flow >600 GPD		2015
			Non-domestic WW	Double fee for comparably sized domestic WW system		2006
			Other Misc. Activities			
			Permit Site Revision	$140.00		2015
			Existing System Inspection(requiring a field visit)	$140.00 **(5)**	**$155.00**	2015
			Existing System Authorizations (Office authorization, no field visit required)	$25.00 **(5)**	**$30.00**	2015
			Mobile Home Park			
			1 to 25 spaces	$140.00 **(5)**	**$155.00**	2015
			26 to 50 spaces	$195.00 **(5)**	**$215.00**	2015
			51 and over spaces	$250.00 **(5)**	**$280.00**	2015
			MH Space Reinspection	$85.00		2015
			Septic Tank Manufacturer Yard Inspection	$280.00 **(5)**	**$310.00**	2015
			Septic Tank Contractor Registration Fee - New contractor (one time)	$225.00 **(5)**	**$250.00**	2015
			Septic Tank Contractor Fee - Annual Renewal	$30.00 **(5)**	**$35.00**	2015
			Failed Inspection/Reinspection	$40.00		2015
			Septic Tank Contractor Education Class Fee	$50.00		2006
			WTMP			
			Initial inspection	$140.00 **(5)**	**$155.00**	2015
			Follow-up inspection	$85.00		2015
			Wells and Water Samples			
			Well permits	$480.00 **(5)**	**$535.00**	2015
			Replacement Well Permit Refund (if original well abandoned within 30 days of construction)	-$280.00		2015
			Permit Site Review Revisions (IP, CA, Well)	$140.00		2015
		Microbiology				
			Total Cloiform P/A	$0.00 **(5)**	**$65.00**	7/7/1905
			Total Cloiform MPN	$65.00 **(5)**	**$70.00**	1/1/2015
			Fecal Coliform	$65.00 **(5)**	**$70.00**	1/1/2015
			Fecal Coliform/Streptococcus	$85.00 **(5)**	**$0.00**	1/1/2015
			Enterococcus, MPN	$65.00 **(5)**	**$70.00**	1/1/2015
			Iron Bacteria	$65.00 **(5)**	**$70.00**	1/1/2015
			Sulfur/Sulfate - Reducing	$75.00 **(5)**	**$80.00**	1/1/2015
			Pseudomonas-MTF or MPN	$65.00 **(5)**	**$70.00**	1/1/2015
			Heterotrophic Plate Count	$60.00 **(5)**	**$65.00**	1/1/2015

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Requested by Medical Professional				
	Total Coliform P/A	$60.00 **(5)**	**$65.00**	2015
	Nitrate/Nitrite	$65.00 **(5)**	**$0.00**	2015
	Full Inorganic Panel	$110.00 **(5)**	**$0.00**	2015
	Existing Well Full Well Panel	$110.00 **(5)**	**$0.00**	2015
	Pesticides	$110.00 **(5)**	**$0.00**	2015
	Herbicides	$110.00 **(5)**	**$0.00**	2015
	Petroleum Products	$110.00 **(5)**	**$0.00**	2015
	Volatile Organic Chemicals	$110.00 **(5)**	**$0.00**	2015
	Fluoride - Physician, Dentist request	$25.00 **(5)**	**$0.00**	2015
	Radon Air Sample Kit - Radon	$20.00		2010
Inorganic Chemistry				
	Full Inorganic Panel	$0.00		2015
	Metals Panel	$95.00 **(5)**	**$100.00**	1/1/2015
	Individual Metals	$80.00 **(5)**	**$85.00**	1/1/2015
	Anions - FI,CI, Sulf	$65.00 **(5)**	**$70.00**	1/1/2015
	Disinfection By-products	$65.00 **(5)**	**$70.00**	1/1/2015
	Fluoride - Physician, Dentist request	$25.00		2015
	Nitrate/Nitrite	$65.00 **(5)**	**$70.00**	2015
	Arsenic Speciation	$65.00 **(5)**	**$70.00**	1/1/2015
Organic Chemistry				
	Pesticides	$0.00		2015
	Herbicides	$0.00		2015
	Petroleum Products	$0.00		2015
	Volitile Organic Chemicals	$0.00		2015
	New Well Full Well Panel	included in well permit		1/1/2015
	Existing Well Full Well Panel	$0.00		2015
	Radon Air Sample Kit - Radon	$20.00		2010
	Tattoo Parlors			
	Tattoo Artist Annual Permit fee	$250.00 **(5)**	**$280.00**	2010
	Swimming Pools			
	Swimming Pool Inspection	$250.00 **(5)**	**$280.00**	2010
	Plan Review - Swimming Pools	$250.00 **(5)**	**$280.00**	2010
	Food Service			
	Plan review and permit fee - Temporary Food Establishment	$75.00		2010
	Plan Review - Food Service Establishment	$250.00		2010

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		ADA Code				
	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)**	$61.00		2015
		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- thre 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 Occulusal 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)**	$49.00		2015
		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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Department/Program			Description	Current Fee	Manager's Recommended Fee Change for FY 2016 - 17 *	Last Revision
		D3220	Pulpotomy	$183.00		2013
		D2930	SSC Primary Tooth	$247.00		2013
		D2931	SSC Permanent Tooth	$298.00		2013
		D2932	Prebacricated 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. cornal remnants deciduous	$122.00		2013
		D7310	Alveoplasty extractions p/quad.	$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	Occulsal 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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		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 Orgin ? 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 Hemmorrhoids	$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	Hemoccult	$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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Manager's Recommended Fee Schedule - FY 2016-17

Department/Program			Description	Current Fee	Manager's Recommended Fee Change for FY 2016 - 17 *	Last Revision
		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/Tranferrin: % 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	**RMSF (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 2016-17

Department/Program			Description	Current Fee	Manager's Recommended Fee Change for FY 2016 - 17 *	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
		90620	Meningococcal Group B (Bexsero)	$177.00		2015
		90621	Meningococcal Group B (Trumenba)	$248.00		2015
		90632	Hep A - Adult	$45.00		2012
		90633	Hep A (Ped/Adol)	$25.00		2010
		90636	Twinrix	$102.00		2015
		90647	PedVaxHIS Self Pay	$40.00		2012
		90648	HIB Vaccine	$26.00		2012
		90649	Gardasil	$162.00		2015
		90651	HPV 9 (Gardasil 9)	$180.00		2015
		90654	Intradermal flu vaccine	$20.00		2012
		90655	Preservative free influenza vaccine 6-35 mo	$17		2015
		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	$167.00		2015
		90672	Irtranasal administration of live quadrivalent infuenza vaccine	$26.00		2015
		90675	Rabies (IM)	$269.00 **(6)**	**$288.00**	2015
		90676	Rabies vaccine, for intradermal use	$212.00		2015
		90680	Rotateq (Rotavirus Vaccine)	$99.00		2009
		90681	Rotarix	$124.00		2015
		90685	Influenza vac quadrivalent prsrv free 6-35 mo IM	$16.00		2015
		90686	Influenza vac 4 valent prsrv free 3 yrs plus IM	$18.00		2015
		90696	Kinrix (DTaP/IPV)	$52.00		2012
		90698	Pentacel (DTaP/IPV/Hlb)	$95.00		2015
		90700	Dtap Vaccine (Pediatric) Self Pay	$32.00		2012
		90702	Diptheria tetanus toxoid absorbed > 7 yr IM	$40.00		2015
		90707	Adult MMR	$66.00		2015
		90713	Inactived Polio Vaccine (IPV)	$31.00		2009
		90714	Td (pres. Free)	$35.00		2015
		90715	Tdap Vaccine	$39.49		2014
		90716	Varicella vaccine	$111.00		2015
		90723	Pediarix (D TaP/Hep B/IPV	$91.00		2015
		90732	Immunization: Pneumococcal - State	$80.00		2015
		90733	Meningococcal Vaccine, Subcutaneous/Jet	$100.00		2008
		90734	Menactra Meningococcal Vaccine	$127.00		2015
		90736	Zostavax vaccine	$207.00		2015
		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/diagonostic 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

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Manager's Recommended Fee Schedule - FY 2016-17

Department/Program			Description	Current Fee	Manager's Recommended Fee Change for FY 2016 - 17 *	Last Revision
		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
			Rabies Titer	N/A **(7)**	**$100.00**	NEW
			Record TB Screening Form Completion	N/A **(8)**	**$25.00**	NEW
			Minimum Lab Fee	N/A **(9)**	**$20.00**	NEW

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Manager's Recommended Fee Schedule - FY 2016-17

Department/Program			Description	Current Fee	Manager's Recommended Fee Change for FY 2016 - 17 *	Last Revision
			Liletta	N/A **(10)**	**$50.00**	NEW
			Pap Smear with Interpretation	N/A **(11)**	**$26.50**	NEW
			HPV	N/A **(11)**	**$25.00**	NEW
			Pap Smear with Doctor Interpretation	N/A **(11)**	**$80.00**	NEW
		92551	Audiometry	$18.00		2008
		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 inj/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 **(12)**	**$34.00**	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 Offic/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	$20.00		2015
		99406	Tobacco Use Cessation Counseling - Intermediate	$13.00		2015
		99407	Tobacco Use Cessation Counseling - Intensive	$32.00		2015
		99420	Health Check Autism Assessment	$9.20		2015
		Recoding	Education Classes	$30.00/hr		2010

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Manager's Recommended Fee Schedule - FY 2016-17

Department/Program			Description	Current Fee	Manager's Recommended Fee Change for FY 2016 - 17 *	Last Revision
		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
		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
		H0001	Alcohol and/or drug assessment	$20.00		2015
		H0031	Mental Health assessment, by non-physicaian	$22.00		2015
		J1055	Depo Provera Injection	$40.00 **(5)**	**$25.30**	2012
		J1050	Injection, medroxyprogesterone acetate, 1 mg	$0.67		2015
		J1725	Injection, medroxyprogesterone caproate, 1 mg	$3.00		2015
		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 **(5)**	**$233.34**	2012
		J7301	Skyla IUD	$726.00 **(5)**	**$488.00**	2015
		J7302	Mirena IUD	$745.23 **(5)**	**$297.46**	2014
		J7303	Nuvaring	$57.00		2008
		J7307	**Implanon**	**$698.99 (5)**	**$364.00**	2014
		JO696	Ceftriaxone Sodium/Rocephin per 250mg	$22.00		2008
		Recoded	Sports Physical	$44.00		2008
		Recoded	Camp Physical	$44.00		2009
		Recoded	College Physical	$44.00		2009
		Recoded	I-693 Form	$0.00		2015
		Recoded	Primary Care Minimum Fee	$20.00		2012
		Recoded	MNT Minimum Fee	$20.00		2012
		Recoded	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 2016-17

Department/Program			Description	Current Fee	Manager's Recommended Fee Change for FY 2016 - 17 *	Last Revision
		Q2037	Fluvirin Vacc, 3 yrs & >, IM	$31.00		2015
		Q2038	Fluzone Vacc, 3 yrs & >, IM	$40.00		2015
		S0280	PMH Risk Screening	$50.00		2015
	Inactive Approved Fees					
		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.				
	Miscellaneous					
			Massage License			
			Practitioner License	$50.00		1996
			Practitioner/Owner License	$75.00		1996
	School Capital					
	Impact Fees		Orange County School District	$5,623 Per Single Family Dwelling; $1,743 Per Multi-Family Dwelling; $2,678 Per Manufactured Home		1/1/2012
			Chapel Hill-Carrboro City School District	Single Family Attached: $1,286 Per Multi-		1/1/2012

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Manager's Recommended Fee Schedule - FY 2016-17

Department/Program	Description	Current Fee	Manager's Recommended Fee Change for FY 2016 - 17 *	Last Revision
Social Services				
	Adoption Intermediary Fee	$300.00		2008
	Solid Waste Programs Fee **(30)**	$107.00		2015
Recycling				
				2013
	Clean Wood/Vegetative Waste	$18.00/ton **(13)**	**$20.00/ton**	2009
	Conventional Yard Waste Mulch	$25.00/3cubic yard scoop		2012
	Decorative Red Mulch & Compost	$28/one cubic yard scoop **(14)**	$30.00/one cubic yard scoop	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 **(14)**	**$30.00/one cubic yard scoop**	2009
	Tires (stockpiles tires/no state certification)	$100.00/ton		1997
Environmental Support	Appliances (White Goods)	No charge		
	Scrap Metal	No charge		
	Cardboard	No charge		
	Regulated Recyclable Materials Facility	$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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2016-17 Manager Recommended Fee Schedule
Footnotes

(1) Increase to cover the cost of increased lighting cost from Duke Power
(2) Proposal calls for modifying the existing name of the fee category to reflect proper reference of map being modified, eliminating certified mail requirement, and adding flat fee for first class mail instead. In February 2016 the BOCC approved a text amendment eliminating the requirement for public hearing notices to be sent via certified mail, requiring first class mail notice instead.
(3) Proposal calls fro eliminating certified mail requirement and adding flat fee for first class mail instead. In February 2016 the BOCC approved a text amendment eliminating the requirement for public hearing notices to be sent via certified mail, requiring first class mail notice instead.
(4) Language Correction - Staff is changing nomenclature within the fee schedule. These changes bring the fee schedule into consistency with existing wording contained within the Unified Development Ordinance.
(5) To reach full cost of recovery and decrease dependency on county general funds.
(6) The increase is to cover increased cost of the vaccine
(7) To cover the increased cost of this lab test including packaging and shipping to a reference lab.
(8) The increase is needed to recoup a portion of the staff cost for annual TB screening
(9) The increase is needed to recoup a portion of the growing cost of lab tests.
(10) Adjust fee for drugs purchased through 340B pricing to the cost of purchase rather than the insurance reimbursement rates as required by NCDPH.
(11) Labs formerly performed by NC state lab but now performed by WakeMed.
(12) The increase is to align with the initial MNT visit structure which was an increase last fiscal year.
(13) To cover the increasing costs of mulching and cleaning wood waste.
(14) To cover the increasing costs of purchasing compost from suppliers

Policies

Appendix D

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 Statues, 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

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.