ORANGE COUNTY
NORTH CAROLINA

FY 2017-18
ANNUAL OPERATING BUDGET

MANAGER RECOMMENDED

Orange County, North Carolina
Manager Recommended
FY 2017-18 Annual Operating Budget

BOARD OF COUNTY COMMISSIONERS

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Budget and Management Analyst

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Board of County Commissioners



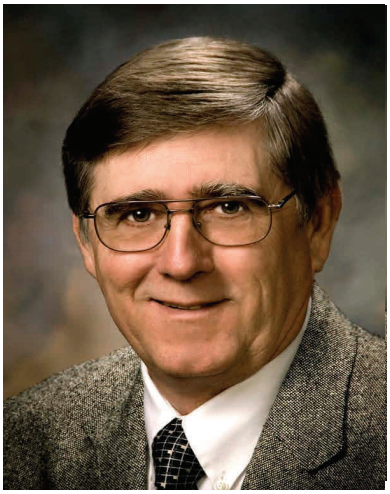
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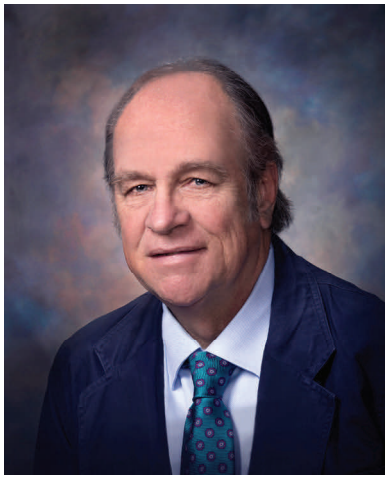
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

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Orange County

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For the Fiscal Year Beginning

July 1, 2016

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:

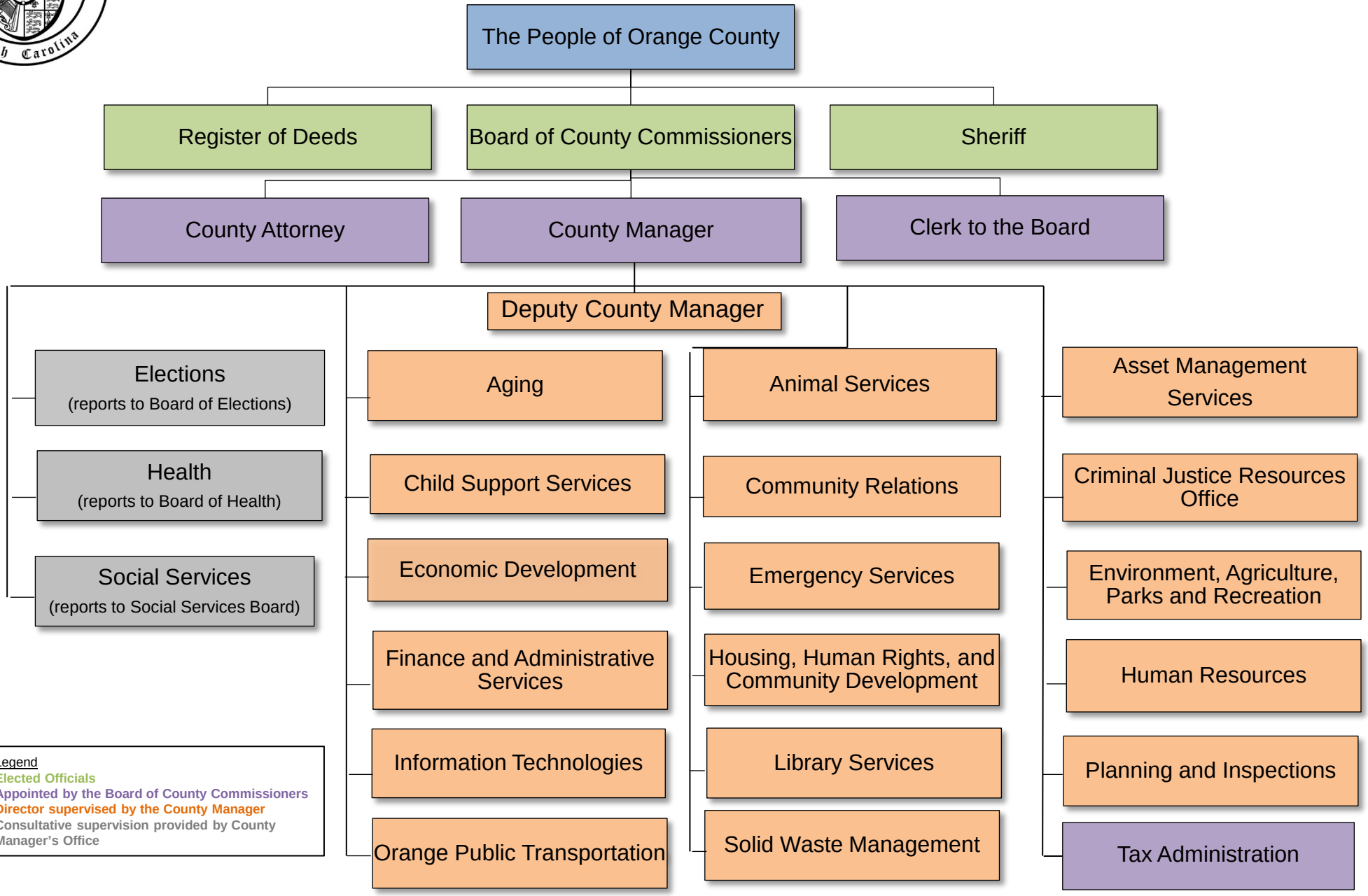
- Serve the ***Residents*** of Orange County - ***Our Residents Come First***.

- 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



ORANGE COUNTY
NORTH CAROLINA

MEMORANDUM

April 27, 2017

TO: Board of Orange County Commissioners

FROM: Bonnie Hammersley
County Manager

RE: Transmittal of the FY 2017-18 Recommended Budget

I am pleased to submit the FY2017-18 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. With few exceptions, the FY2017-18 Recommended Budget represents efforts to maintain programs and services at their current levels. Although the property tax base has increased by over six percent (6%) as a result of the revaluation, the Recommended Budget uses the revenue neutral property tax rate to fund these ongoing programs and services. The only program enhancements funded by general fund resources are those that reflect the highest priorities of the Board of Orange County Commissioners.

Expenditures

The total FY2017-18 Recommended Operating Budget including enterprise, proprietary and special revenue funds is $251.36 million. This represents an increase of $4.09 million or 1.65% over the FY 2016-17 Budget. The Recommended Capital Budget totals $27.5 million including all funds as detailed in the Capital Investment Plan.

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 $217.18 million which represents a $1.33 million or 0.62% increase over the budget for the current fiscal year.

Revaluation and the Revenue Neutral Rate

The largest single General Fund revenue is the property tax applied to real and personal property. The County completed a revaluation this year that realigns assessed values for tax purposes with the current market value of all real property in the County. The revaluation resulted in a 6.5% increase in real property value, increasing the property tax base by over $1 billion to $16.8 billion.

Property tax revenues are calculated by applying a property tax rate to the property tax base. If the tax rate were left unchanged following a revaluation, property tax revenues would automatically increase as a result of the increased property tax base.

The State of North Carolina requires counties to publish a revenue neutral rate following a revaluation. The revenue neutral rate is the tax rate that would produce the same amount of revenue had the revaluation not occurred. Since the County's overall tax base increased, the County's revenue neutral rate decreases from 87.80 cents per $100 of value to 83.77 cents per $100 of value. The revenue neutral rate for the Chapel Hill Carrboro City Schools District Tax decreases from 20.84 cents per $100 of value to 20.18 cents per $100 of value. The revenue neutral rates for fire districts are detailed in the *Outside Agency and Fire District* section below.

The Recommended Budget applies the revenue neutral rate in determining the amount of property tax revenue available for FY2017-18. The revenue neutral rate calculation allows the County to recognize growth that would have occurred naturally without the revaluation. The Recommended Budget recognizes approximately $1.5 million in revenue due to natural growth in the tax base. Due to the strong and consistent performance of the Tax Administrator's Office, the expected collection rate is recommended to increase from 99% to 99.1%. The Tax Administrator estimates a collection rate of 99.3% for this fiscal year. The change in the collection rate adds an additional $150,600 to budgeted collections.

Sales tax collections have also experienced reliable growth. Based on year to date collections, the sales tax is projected to end the year 8.9% over FY2015-16 collections. The Budget recommends building on that growth by adding over $800,000 to the FY2016-17 year end projections. In proportional terms, the increase is 4.0% over the FY2016-17 projections and 6.8% over the FY2016-17 budgeted amount.

Countywide Initiatives

The FY2017-18 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**

  The County is certified as a 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 rate each year. For the FY2017-18 Budget, the hourly living wage rate is $13.75 which represents an increase of $0.60 per hour over the current fiscal year. The Budget continues to require that all County employees earn at least the living wage rate. The County has also promulgated a policy that encourages vendors to pay their employees a living wage. The Recommended Budget includes approximately $101,000 in additional funding to support the living wage increase for County employees and approximately $44,000 to support the living wage policy that applies to service vendors.

  The Recommended Budget also directs the Human Resources Department to study and begin the implementation of a $15.00 per hour living wage for all permanent County employees. The Budget includes $30,000 to begin implementing this new rate in January of 2018.

- **Employee Compensation and Benefits**

  Beginning this year, the County engaged the Employee Advocacy Roundtable in helping to identify priorities for improving the workplace. The group identified two priorities related to compensation.

The first was to maintain current out of pocket expenses related to benefits. The second was for the County to provide a day off on Veterans Day.

The Recommended Budget does not increase employee contributions to health insurance. The projected increase in premium equivalents of approximately $524,000 is absorbed by the County. The Budget also recommends adding eight hours of annual leave to an employee's leave balance effective on their anniversary date. Employees working less than full time will be granted a prorated number of hours. This approach maintains the County's current hours of operation and allows employees the flexibility to use the time or bank it for use at a later date.

The Recommended Budget includes an across the board wage increase for County employees of 2% effective on July 1, 2017. The total cost of the wage adjustment is approximately $1,058,000.

The final improvement to the benefit package for County employees is the addition of paid parental leave. Consistent with other jurisdictions in the Triangle, Orange County employees will be eligible for six weeks of paid parental leave immediately following the birth, adoption, or guardianship of a new family member.

- **Compression Reduction**
  Another internal priority reiterated by department directors during this year's priority setting process was to continue the initiative to address salary compression. The Recommended Budget includes $250,000 to continue 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.

Education

The Recommended Operating Budget maintains the goal of allocating 48.1% of general fund revenues to school spending and continues to fund expenses related to charter students.

- **Exceeding the Funding Target**
  The FY2017-18 Recommended Budget increases school current expense budgets by a total of $3.54 million resulting in a total recommended appropriation of over $102.17 million including debt service. This appropriation represents 48.8% of total General Fund Revenues and was achieved by substituting pay as you go funds in the capital budget with borrowing for school capital needs.

- **Expenses for Charter Students**
  School Districts are required by law to transmit funds to charter schools for students who reside in the District but attend a charter school. Student enrollment as of March 2017 shows that charter school students have increased by 98 in the Orange County Schools District and have decreased by 55 in the Chapel Hill Carrboro City Schools District compared to the number budgeted in FY2016-17. These changes result in a total of 617 charter students in Orange County Schools, 162 in Chapel Hill Carrboro City Schools, and a total of 779 Countywide. The FY2017-18 Budget recommends funding the additional 43 charter students at a cost of $171,600.

- **Per Pupil Equivalent**
  Based on the additional funds recommended for school spending, the per pupil amount increases by $123 to $3,991. This is greater than the average per pupil increase of $91.10 over the past 10 years.

- **Orange County Connect Scholarship with Durham Technical Community College**
  The Budget recommends continuing the Orange Connect Scholarship Program in partnership with Durham Technical Community College. This program provides up to $1,000 annually to any Orange County high school graduate who enrolls in Durham Technical Community College following graduation. The program will be expanded next fiscal year to include residents who earn a General Equivalency Diploma (GED). Based on enrollment projections, Durham Tech expects 100 new students to benefit from the program next year and for support to be continued for approximately 100 students who received scholarships this year. As a result, $200,000 is allocated from Article 46 sales tax proceeds to continue this economic and workforce development initiative.

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; Orange Public Transportation, Planning and Inspections, and Solid Waste Management. The significant budget highlights for each of these departments are presented below.

- **Planning – Staffing Related to Development**
  Due to increased building activity, the Planning Department demonstrated the need for additional staffing resources to conduct and process building inspections. The Budget recommends creating a Property Development Specialist and a Property Development Technician at a cost of $142,100 to conduct high quality, timely inspections. The Budget also adds temporary staffing funding of $20,000 to support erosion control compliance. These expenses are entirely offset with additional permit fees, and the continuation of the positions is contingent upon receiving those fees.

- **Department of Environment, Agriculture, Parks, and Recreation (DEAPR) - Community Center Program**
  Over the last several months, the DEAPR Director and County Manager have been working closely with the neighborhood associations affiliated with each of the Community Centers. Through these discussions, each of the associations expressed unique needs related to the operation and use of the Centers. Based on these unique needs, the Budget recommends using the funds budgeted for the Community Center Coordinator to pay for an operations position for each Community Center. The positions will not be County positions but would be hired and supervised by the neighborhood associations. The net additional cost of this model is $56,500. The Budget also recommends $23,000 in additional temporary staff to serve as backup to the operations positions.

  In addition to the operations position and temporary staff, the Community Centers are provided with approximately $145,000 in programming and operating funds.

- **Department of Environment, Agriculture, Parks, and Recreation (DEAPR) – Recreation Assistant**
  Based on the success of the County's recreation programs, a Recreation Assistant position is recommended to provide staff support to Soccer.com Center events, recreation sponsored special events, and summer camp programs. The position is funded using revenue generated by Soccer.com and other recreation programs.

- **Orange Public Transportation – Staffing Capacity for New Routes**
  Orange Public Transportation is implementing three (3) new routes in the coming fiscal year. The cost of operating these routes is largely reimbursed through transit taxes and fees collected by GoTriangle. The FY2016-17 Budget included temporary staff funds to staff the route enhancements.

However, the Transit Director has recommended that the temporary staff funds be replaced by full time, benefitted employees to improve the reliability and consistency of services. The Budget recommends creating six (6) full time bus driver positions and one (1) dispatching position to provide these services.

- **Solid Waste Fund**
  The Solid Waste Program Fee is a single, county-wide fee assessed on each improved property within the County, including the municipalities and the portion of the Town of Chapel Hill located within Durham County. The current fee is $107.00 per parcel annually, based on estimated system expenditures, minus all revenue, and divided by the number of taxable parcels.

  In FY2016-17, the County hired a consultant with expertise in solid waste program financing to examine the fund and provide recommendations and options that would bring the fund into sustainable balance. The consultant recommended a multi-year approach by phasing in fee adjustments over five years. The fee supports current Solid Waste programs with the addition of a new Mattress Collection program. The budget is balanced using an increase of $21 in the Solid Waste Program Fee ($128) and an application of approximately $750,000 in Solid Waste Fund Balance.

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 initiative in General Government functions.

- **Board of Elections**
  The Recommended Operating Budget for the Board of Elections increases by $68,500 in operating costs to conduct three (3) elections during FY2017-18 compared to one (1) election during FY2016-17.

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 $292,900 to affordable housing programs. This includes two new staff positions. One position will coordinate and enhance the work of County staff and nonprofit agencies involved in repair and rehabilitation work. Part of this position's responsibility will be to administer two grants totaling $275,000 that are dedicated to funding repairs and rehabilitation. The other position is intended to maximize existing affordable housing resources by developing relationships with landlords and creating programs to minimize any perceived risk of renting to residents with difficult rental histories. The position will have $67,700 in housing displacement funds available to help with security deposits, lease payments, or other strategies that will assist in moving residents into stable housing.

These additions bring total General Fund spending for affordable housing programs to $1,157,700 which achieves the goal established by the Board of Orange County Commissioners to dedicate at least $1 million in the operating budget to affordable housing programs.

- **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 applying $188,684 in Medicaid Max revenue to support a new cohort of forty-five (45) children in FY2017-18 and to add an additional Navigator.

- **Mental Health Programs**
  During FY2016-17, the Health Department conducted a needs assessment for mental health services for residents up to age 25. This assessment revealed the need to more completely understand how services are provided to residents in this age range and the need to improve navigation through the system. The Budget recommends $80,000 to fund a consulting contract to conduct these studies.

- **Mental Health - Maintenance of Effort Reallocation**
  In FY2016-17, the County assumed a more active role in allocating of maintenance of effort funds paid to Cardinal Innovations to provide mental health services. Through that process, funds were reallocated to support mental health services in the Criminal Justice Resource Office, Department of Social Services, and the Health Department including a contract with El Futuro to provide services to undocumented residents. For FY2017-18, an additional $35,200 is reallocated to fund a mental health liaison for court involved youth. This position would be housed in the Criminal Justice Resource Department and would conduct assessment, referral, and address short term therapeutic needs.

- **Social Services Program Capacity**
  As part of the Recommended Budget, the Department of Social Services will recognize $198,600 in revenue through the Second Family Foundation. The funds will be used to hire three 0.5 FTE positions to mentor and transport youth to employment and fitness activities.

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 Redesign**
  One of the needs expressed by both department heads and the Board of Orange County Commissioners is the need to improve how the website operates and the way in which content is presented. The Recommended Budget includes $40,000 to redesign the webpage. The redesign effort will be led by the Community Relations Director.

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.

- **Criminal Justice Resource Department**

  The Criminal Justice Resource Office started as a division of the County Manager's Office. The program now includes four full time staff administering the Pretrial Services program, Drug Courts, Misdemeanor Diversion program, and mental health assessments and referrals for individuals in the jail and those participating in jail alternative programming. The Budget recommends that this Office become an independent department reporting to the Manager's Office. Although this is not a significant change in reporting responsibility, the change will provide a needed criminal justice and equity perspective to conversations among department heads.

  The Budget also recommends additional staff capacity. It adds a Coordinator position for the Misdemeanor Diversion Program and a half time administrative support position. This will allow the Director to become more focused on planning, enhance existing programs, seek additional resources, and work with criminal justice stakeholders to bring additional jail alternative programming and innovations to Orange County. The new positions are funded using an additional $100,000 from the ABC Board.

Outside Agencies and Fire Districts

The County received requests from Outside agencies totaling $1,887,000. The process for recommending funding was based on scoring completed by advisory boards. Agencies that scored between 90% and 100% received 50% of their requested increase. Agencies scoring between 80% and 89% received 30% of their requested increase, and agencies scoring below 79% received 15% of their requested increase.

Based on this formula, forty-five existing agencies received an increase totaling $150,150, and seven (7) new agencies were funded for the first time at a cost of $53,490. The total Outside Agency budget recommended for FY2017-18 is $1,353,400 which is largely consistent with the goal established by the Board of County Commissioners to allocate 1.2% of general fund expenses, not including education, to outside agencies. For FY17-18, that target is $1,368,322.

Seven (7) Fire Districts requested modifications to their District tax rates. The table below shows each District's revenue neutral tax rate and any increases requested over that rate.

Fire District Recommendations for FY 2017-18

District	Current 2016-17 Tax Rate (in cents per $100 valuation)	Revenue Neutral Tax Rate	Recommended Tax Rate for 2017-18	Recommended 2017-18 Tax Rate Change from Revenue Neutral Rate
Cedar Grove	7.36	7.10	8.10	1.00
Chapel Hill	15.00	14.91	14.91	0.00
Damascus	10.30	10.21	10.30	0.09
Efland	7.00	6.78	6.78	0.00
Eno	7.99	7.68	8.68	1.00
Little River	4.06	3.92	4.92	1.00
New Hope	10.45	9.94	9.94	0.00
Orange Grove	7.00	6.81	6.81	0.00
Orange Rural	8.36	8.15	9.15	1.00
South Orange	10.00	9.68	9.68	0.00
Southern Triangle	10.30	9.96	10.30	0.34
White Cross	11.00	10.37	11.37	1.00
Note: all tax rates reflect cents per $100 valuation				

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 unassigned fund balance. Based on the appropriations contained in the Manager's Recommended Operating Budget, the unassigned portion of the general fund is projected to be 17.0%.

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. The process provided additional context and insight to each of the proposals.

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 FY2017-18 Budget. Final adoption of the Budget is currently scheduled for June 20. 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 FY2017-22 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 Pl	$ 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 2017-18 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

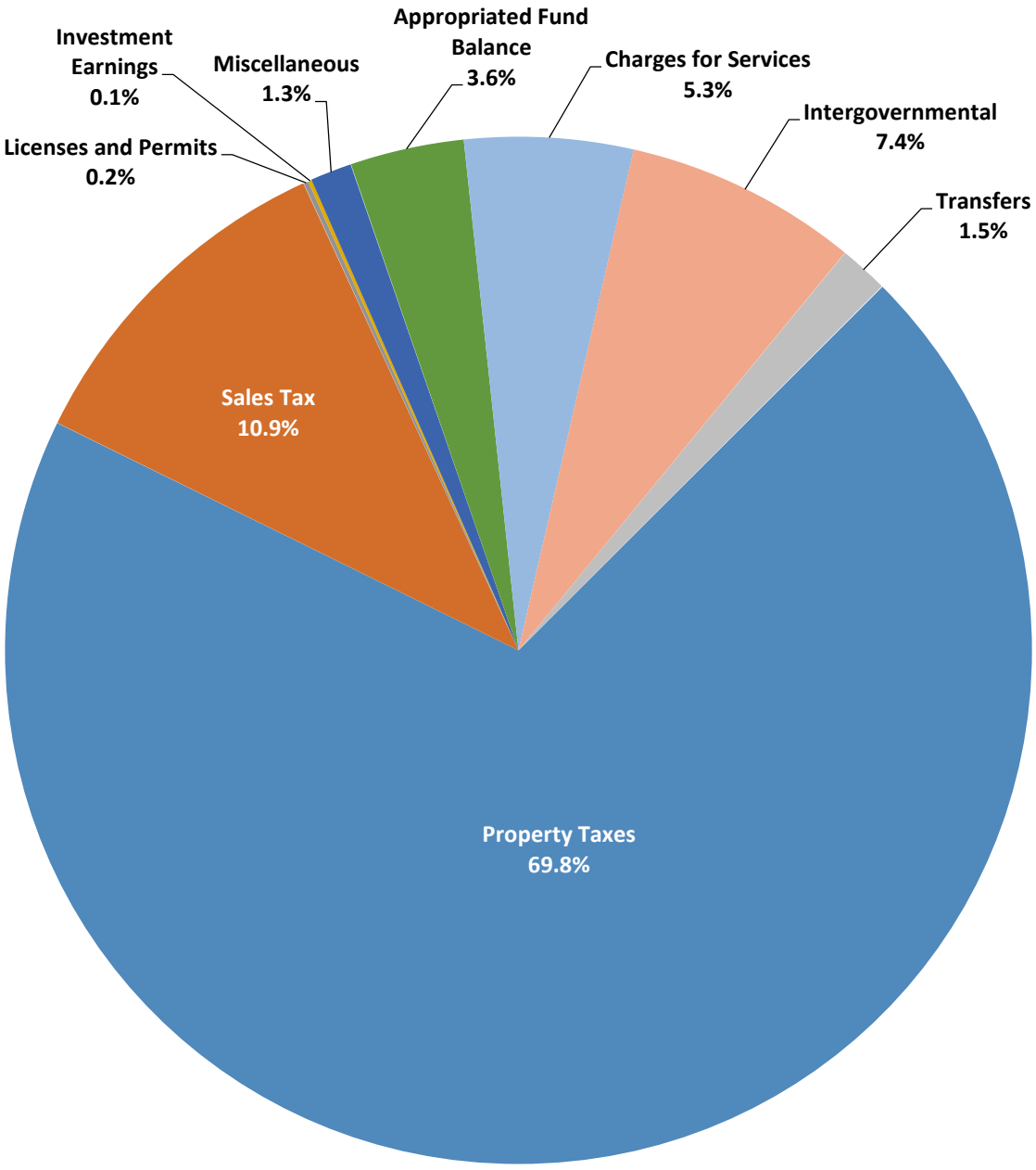
	2015-16 Actual Revenue	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
Property Taxes						
Property Taxes	136,472,724	137,207,067	137,207,067	138,018,597	139,606,313	139,606,313
Motor Vehicles	9,628,660	10,064,360	10,064,360	9,891,911	9,646,027	9,646,027
Gross Receipts	69,997	64,634	64,634	68,500	70,000	70,000
Delinquent Taxes	1,180,745	1,150,000	1,150,000	1,175,000	1,180,000	1,180,000
Interest on Deliquent Taxes	439,256	475,000	475,000	525,000	500,000	500,000
Late List Penalties	103,952	75,000	75,000	105,000	100,000	100,000
Animal Taxes	183,542	195,000	195,000	185,000	185,000	185,000
Beer and Wine	239,145	267,750	267,750	267,750	270,428	270,428
Property Taxes Total	**$148,318,021**	**$149,498,811**	**$149,498,811**	**$150,236,758**	**$151,557,768**	**$151,557,768**
Sales Tax						
Article 39 One Cent	9,353,401	10,048,024	10,048,024	10,355,770	10,770,001	10,770,001
Article 40 Half Cent	6,819,674	6,995,840	6,995,840	7,118,430	7,403,167	7,403,167
Article 42 Half Cent	4,693,892	5,022,777	5,022,777	5,186,169	5,393,616	5,393,616
Article 44 Half Cent	17,620	0	0	90,000	0	(0)
Sales Tax Total	**$20,884,587**	**$22,066,641**	**$22,066,641**	**$22,750,369**	**$23,566,784**	**$23,566,784**
Licenses and Permits						
Privilege License	12,520	13,000	13,000	13,000	13,000	13,000
Franchise Fee	300,755	315,000	315,000	315,000	315,000	315,000
Licenses and Permits Total	**$313,275**	**$328,000**	**$328,000**	**$328,000**	**$328,000**	**$328,000**
Investment Earnings Total	**$151,392**	**$155,000**	**$155,000**	**$300,000**	**$265,000**	**$265,000**
Miscellaneous Total	**$3,224,869**	**$886,734**	**$1,048,083**	**$3,646,259**	**$2,776,863**	**$2,817,629**
Appropriated Fund Balance Total	**$0**	**$12,726,944**	**$13,887,964**	**$0**	**$0**	**$7,807,696**

Revenue by Category

Summary - General Fund

	2015-16 Actual Revenue	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
Charges for Services						
Aging	106,211	90,100	90,100	81,100	80,100	80,100
Child Support Services	1,135	1,100	1,100	1,000	1,000	1,000
Planning & Inspections	1,301,312	1,079,017	1,213,430	1,431,270	1,373,050	1,413,050
Emergency Services	2,475,261	2,642,215	2,642,215	2,443,002	2,445,715	2,445,715
Health	1,536,840	1,805,877	1,852,793	1,633,454	1,807,836	1,807,836
Library	27,760	27,550	27,550	25,550	26,297	26,297
Register of Deeds	1,787,003	1,552,000	1,552,000	1,744,056	1,778,900	1,778,900
Sheriff	1,962,040	2,785,000	2,785,000	2,140,000	2,100,000	2,445,715
Tax Administration	329,503	383,701	383,701	381,826	368,701	368,701
Transportation	86,155	105,100	105,100	71,500	88,144	88,144
Other	1,215,622	1,209,843	1,247,688	1,253,786	1,342,159	1,044,606
Charges for Services Total	**$10,828,843**	**$11,681,503**	**$11,900,677**	**$11,206,544**	**$11,411,902**	**$11,500,064**
Intergovernmental						
Aging	560,547	541,605	595,763	588,640	570,510	570,510
Animal Services	218,245	207,915	207,915	207,915	223,993	223,993
Child Support Services	1,417,830	1,322,766	1,322,766	1,346,000	1,349,766	1,366,375
DEAPR	133,384	132,672	136,487	142,800	145,701	145,701
Emergency Services	1,101	0	0	16,638	16,636	16,636
Health	1,038,642	1,079,093	1,140,427	1,178,403	1,258,165	1,258,165
Housing	0	0	0	31,650	31,650	31,650
Library	123,480	100,000	173,148	151,137	100,000	100,000
Lottery Proceeds	1,443,135	0	928,010	1,333,010	0	0
Planning & Inspections	28,336	24,000	24,000	24,000	24,000	24,000
Sheriff	377,637	646,469	686,469	700,169	659,388	659,388
Social Services	13,696,982	10,048,900	14,873,508	13,516,054	9,394,449	9,483,957
Tax Administration	51,317	67,000	67,000	69,000	69,000	69,000
Transportation	414,743	849,783	849,783	643,139	866,771	866,771
Other	760,927	767,376	767,376	500,173	831,876	1,154,040
Intergovernmental Total	**$20,266,306**	**$15,787,579**	**$21,772,652**	**$20,448,728**	**$15,541,905**	**$15,970,186**
Transfers from Other Funds						
Health	0	60,000	60,000	60,000	30,000	(0)
Impact Fees	1,780,000	2,640,000	2,640,000	2,940,000	3,353,000	3,353,000
County Capital	0	0	0	0	0	(0)
Other	12,600	12,600	12,600	12,600	12,600	12,600
Total	**$1,792,600**	**$2,712,600**	**$2,712,600**	**$3,012,600**	**$3,395,600**	**$3,365,600**
Total Revenue	**$205,779,892**	**$215,843,812**	**$223,370,428**	**$211,929,258**	**$208,843,822**	**$217,178,727**

General Fund Revenue by Category



Appropriations by Function

Summary - General Fund

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17* 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
Community Services						
Animal Services	1,896,326	1,998,579	2,019,984	1,908,017	2,096,442	2,092,542
Cooperative Extension	333,498	394,843	398,343	382,070	384,780	384,780
Department of Environment, Agriculture, Parks & Recreation	3,426,378	3,760,893	3,866,238	3,976,114	4,395,135	4,064,865
Economic Development	514,648	529,029	532,800	532,843	578,725	578,725
Non-Departmental	2,103,465	2,483,505	2,533,140	2,415,427	2,718,091	2,342,465
Orange Public Transportation	980,756	1,473,738	1,477,729	1,089,625	1,839,984	1,556,943
Planning and Inspections	2,609,598	2,889,005	3,086,122	2,951,750	3,275,911	3,134,861
Recreation Municipal	125,108	125,108	125,108	125,108	125,108	125,108
Community Services Total	**$11,989,776**	**$13,654,700**	**$14,039,463**	**$13,380,954**	**$15,414,176**	**$14,280,289**
General Government						
Board of County Commissioners	813,056	882,158	897,683	832,557	913,708	913,708
Board of Elections	899,273	692,777	693,547	699,374	830,614	830,014
County Attorney's Office	553,574	575,714	575,714	576,869	590,669	590,669
County Manager's Office	2,408,106	2,923,881	2,968,511	2,690,391	3,058,510	2,821,481
Non-Departmental	329,603	120,900	143,770	108,004	92,000	102,500
Register of Deeds	919,304	932,603	932,603	997,723	985,215	974,315
Tax Administration	3,416,679	3,620,799	3,653,317	3,607,101	3,824,946	3,705,364
General Government Total	**$9,339,594**	**$9,748,832**	**$9,865,146**	**$9,512,019**	**$10,295,662**	**$9,938,051**
Public Safety						
Courts	33,225	81,455	81,455	40,855	70,000	70,000
Criminal Justice Resource Office	0	345,608	350,608	305,176	437,620	481,432
Emergency Services	9,432,316	10,499,901	10,559,836	9,638,574	11,654,689	10,826,693
Non-Departmental	392,813	411,052	412,052	406,052	418,047	418,047
Sheriff	12,447,805	13,604,538	13,750,033	12,623,139	13,683,401	13,638,496
Public Safety Total	**$22,306,160**	**$24,942,554**	**$25,153,983**	**$23,013,796**	**$26,263,757**	**$25,434,668**
Human Services						
Cardinal Innovations MOE	1,355,973	1,328,474	1,147,474	1,147,474	1,328,474	1,050,187
Child Support Services	966,834	990,868	990,868	978,554	1,062,393	1,062,393
Department of Social Services	21,918,333	19,001,659	23,938,618	22,346,245	18,896,920	18,762,040
Department on Aging	2,040,869	1,995,475	2,237,824	2,273,321	2,242,555	2,072,869
Health Department	8,522,474	9,206,976	9,558,218	9,105,531	10,044,436	9,854,522
Housing, Human Rights & Community Development	216,990	519,341	520,099	587,592	460,925	386,298
Library Services	2,102,993	2,146,214	2,222,698	2,208,879	2,265,687	2,243,717
Library Municipal	568,839	568,839	568,839	568,839	568,839	568,839
Non-Departmental	1,903,887	1,492,131	1,492,131	1,068,081	2,080,212	1,418,326
Human Services Total	**$39,597,192**	**$37,249,977**	**$42,676,768**	**$40,284,516**	**$38,950,441**	**$37,419,191**

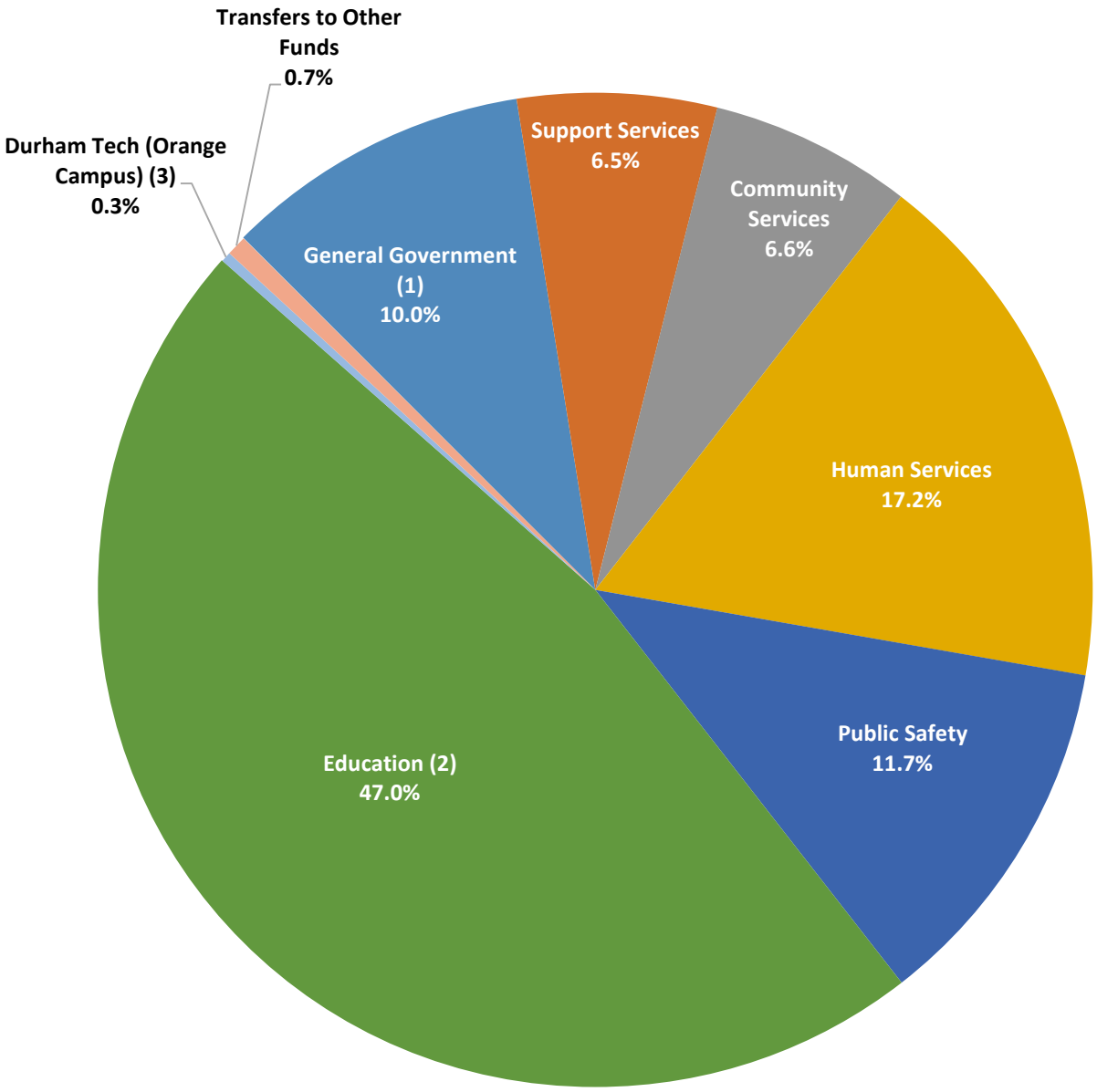
Appropriations by Function

Summary - General Fund

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17* 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
Education						
Current Expenses	74,097,466	77,201,412	77,201,412	77,201,412	86,853,233	80,745,847
Fair Funding	988,000	0	0	0	0	0
Durham Tech (Orange Campus)	751,875	703,928	703,928	703,928	916,751	716,751
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	3,354,000	3,354,000	3,300,000	3,354,000	3,354,000
Education Total	**$78,837,341**	**$84,259,340**	**$84,259,340**	**$84,205,340**	**$94,123,984**	**$87,816,598**
Support Services						
Asset Management Services	4,279,877	4,347,271	4,589,693	4,447,331	4,675,325	4,474,356
Community Relations	158,224	211,430	212,680	188,405	291,874	291,874
Finance and Administrative Services	1,228,936	1,306,220	1,326,782	1,318,572	1,413,393	1,405,885
Human Resources	828,894	937,651	943,283	952,112	935,443	932,493
Information Technologies	2,748,572	3,209,342	3,290,132	3,037,774	3,448,554	3,328,135
Non-Departmental	2,429,485	4,046,095	4,054,928	890,667	4,865,953	3,665,159
Support Services Total	**$11,673,988**	**$14,058,009**	**$14,417,497**	**$10,834,861**	**$15,630,542**	**$14,097,902**
Non-Departmental						
Debt Service	26,294,505	26,211,196	26,211,196	26,035,900	26,759,536	26,759,536
Transfers to Other Funds	6,664,680	5,719,204	6,747,214	7,152,214	6,155,696	1,432,492
Non-Departmental Total	**$32,959,185**	**$31,930,400**	**$32,958,410**	**$33,188,114**	**$32,915,232**	**$28,192,028**
Total Expenditures	**$206,703,235**	**$215,843,812**	**$223,370,608**	**$214,419,599**	**$233,593,794**	**$217,178,727**

* Includes Encumbrances, which will lapse at year-end and will be re-appropriated in FY 2017-18, 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

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Department (General Fund)						
Animal Services	1,896,326	1,998,579	2,019,984	1,908,017	2,096,442	2,092,542
Cooperative Extension	333,498	394,843	398,343	382,070	384,780	384,780
Department of Environment, Agriculture, Parks and Recreation	3,426,378	3,760,893	3,866,238	3,976,114	4,395,135	4,064,865
Economic Development	514,648	529,029	532,800	532,843	578,725	578,725
Non-Departmental	2,103,465	2,483,505	2,533,140	2,415,427	2,718,091	2,342,465
Orange Public Transportation	980,756	1,473,738	1,477,729	1,089,625	1,839,984	1,556,943
Planning and Inspections	2,609,598	2,889,005	3,086,122	2,951,750	3,275,911	3,134,861
Recreation Municipal	125,108	125,108	125,108	125,108	125,108	125,108
Total Function Expenditures	**$11,989,776**	**$13,654,700**	**$14,039,463**	**$13,380,954**	**$15,414,176**	**$14,280,289**
Offsetting Revenue	*(3,093,452)*	*(3,270,830)*	*(3,451,780)*	*(3,438,987)*	*(3,577,033)*	*(3,665,195)*
County Costs (net)	**$8,896,323**	**$10,383,870**	**$10,587,683**	**$9,941,967**	**$11,837,143**	**$10,615,094**
Other Funds						
Spay/Neuter Fund	51,493	64,600	83,835	45,750	60,850	60,850
Efland Sewer Fund	343,712	331,680	331,680	368,665	359,385	359,385
Solid Waste Enterprise Fund	10,122,741	11,989,955	16,199,030	15,038,200	13,040,898	13,130,642
Total Expenditures	**$10,174,234**	**$12,054,555**	**$16,282,865**	**$15,083,950**	**$13,101,748**	**$13,191,492**
Offsetting Revenue	*(10,334,962)*	*(12,255,455)*	*(16,483,765)*	*(15,317,550)*	*(13,316,248)*	*(13,405,992)*
County Costs (net)	**$(160,728)**	**$(200,900)**	**$(200,900)**	**$(233,600)**	**$(214,500)**	**$(214,500)**
Total Community Services Related Expenditures	**$22,164,009**	**$25,709,255**	**$30,322,328**	**$28,464,904**	**$28,515,924**	**$27,471,781**

Education

Summary

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Department (General Fund)						
Current Expenses	74,097,466	77,201,412	77,201,412	77,201,412	86,853,233	80,745,847
Fair Funding	988,000	0	0	0	0	0
Durham Tech (Orange Campus)	751,875	703,928	703,928	703,928	916,751	716,751
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	3,354,000	3,354,000	3,300,000	3,354,000	3,354,000
Total Function Expenditures	**$78,837,341**	**$84,259,340**	**$84,259,340**	**$84,205,340**	**$94,123,984**	**$87,816,598**
County Costs (net)	**$78,837,341**	**$84,259,340**	**$84,259,340**	**$84,205,340**	**$94,123,984**	**$87,816,598**
Total Education Related Expenditures	**$78,837,341**	**$84,259,340**	**$84,259,340**	**$84,205,340**	**$94,123,984**	**$87,816,598**

General Government

Summary

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Department (General Fund)						
Board of County Commissioners	813,056	882,158	897,683	832,557	913,708	913,708
Board of Elections	899,273	692,777	693,547	699,374	830,614	830,014
County Attorney's Office	553,574	575,714	575,714	576,869	590,669	590,669
County Manager's Office	2,408,106	2,923,881	2,968,511	2,690,391	3,058,510	2,821,481
Non-Departmental	329,603	120,900	143,770	108,004	92,000	102,500
Other Related County Support	0	0	0	0	0	0
Register of Deeds	919,304	932,603	932,603	997,723	985,215	974,315
Tax Administration	3,416,679	3,620,799	3,653,317	3,607,101	3,824,946	3,705,364
Total Function Expenditures	**$9,339,594**	**$9,748,832**	**$9,865,146**	**$9,512,019**	**$10,295,662**	**$9,938,051**
Offsetting Revenue	*(2,270,031)*	*(2,032,811)*	*(2,032,811)*	*(2,195,052)*	*(2,276,501)*	*(2,598,665)*
County Costs (net)	**$7,069,563**	**$7,716,021**	**$7,832,335**	**$7,316,967**	**$8,019,161**	**$7,339,386**
Total General Government Related Expenditures	**$9,339,594**	**$9,748,832**	**$9,865,146**	**$9,512,019**	**$10,295,662**	**$9,938,051**

Human Services

Summary

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Department (General Fund)						
Child Support Services	966,834	990,868	990,868	978,554	1,062,393	1,062,393
Department of Social Services	21,918,333	19,001,659	23,938,618	22,346,245	18,896,920	18,762,040
Department on Aging	2,040,869	1,995,475	2,237,824	2,273,321	2,242,555	2,072,869
Health Department	8,522,474	9,206,976	9,558,218	9,105,531	10,044,436	9,854,522
Housing, Human Rights and Community Development	216,990	519,341	520,099	587,592	460,925	386,298
Library Services	2,102,993	2,146,214	2,222,698	2,208,879	2,265,687	2,243,717
Library Municipal	568,839	568,839	568,839	568,839	568,839	568,839
Non-Departmental	1,903,887	1,492,131	1,492,131	1,068,081	2,080,212	1,418,326
OPC Area Program	1,355,973	1,328,474	1,147,474	1,147,474	1,328,474	1,050,187
Total Function Expenditures	**$39,597,192**	**$37,249,977**	**$42,676,768**	**$40,284,516**	**$38,950,441**	**$37,419,191**
Offsetting Revenue	*(18,768,509)*	*(15,369,053)*	*(20,565,459)*	*(18,999,401)*	*(15,186,187)*	*(15,262,304)*
County Costs (net)	**$20,828,683**	**$21,880,924**	**$22,111,309**	**$21,285,115**	**$23,764,254**	**$22,156,887**
Other Related Programs (Grant Fund)						
Department of Social Services	0	0	0	0	0	0
Department on Aging	156,840	132,716	149,557	150,413	135,676	135,676
Health Department	170,518	118,536	118,536	118,536	0	0
Total Expenditures	**$327,358**	**$251,252**	**$268,093**	**$268,949**	**$135,676**	**$135,676**
Offsetting Revenue	*(234,468)*	*(208,536)*	*(225,377)*	*(224,286)*	*(90,000)*	*(90,000)*
County Costs (net)	**$92,890**	**$42,716**	**$42,716**	**$44,663**	**$45,676**	**$45,676**
Housing & Community Development Funds						
Housing, Human Rights and Comı	4,892,555	5,140,329	5,140,329	5,051,141	5,765,220	5,669,484
Total Expenditures	**$4,892,555**	**$5,140,329**	**$5,140,329**	**$5,051,141**	**$5,765,220**	**$5,669,484**
Offsetting Revenue	*(4,502,527)*	*(4,724,984)*	*(4,724,984)*	*(4,720,450)*	*(4,872,011)*	*(4,968,658)*
County Costs (net)	**$390,028**	**$415,345**	**$415,345**	**$330,691**	**$893,209**	**$700,826**
Total Human Services Related Expenditures	**$44,817,105**	**$42,641,558**	**$48,085,190**	**$45,604,606**	**$44,851,337**	**$43,224,351**

Public Safety

Summary

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Department (General Fund)						
Criminal Justice Resource Office	0	345,608	350,608	305,176	437,620	481,432
Courts	33,225	81,455	81,455	40,855	70,000	70,000
Emergency Services	9,432,316	10,499,901	10,559,836	9,638,574	11,654,689	10,826,693
Non-Departmental	392,813	411,052	412,052	406,052	418,047	418,047
Sheriff	12,447,805	13,604,538	13,750,033	12,623,139	13,683,401	13,638,496
Total Function Expenditures	**$22,306,160**	**$24,596,946**	**$24,803,375**	**$22,708,620**	**$25,826,137**	**$24,953,236**
Offsetting Revenue	*(5,284,133)*	*(6,737,023)*	*(6,782,023)*	*(5,775,425)*	*(5,971,325)*	*(6,012,091)*
County Costs (net)	**$17,022,027**	**$17,859,923**	**$18,021,352**	**$16,933,195**	**$19,854,812**	**$18,941,145**
Emergency Telephone Fund						
Emergency Services	689,362	709,477	791,585	674,239	753,460	753,460
Total Expenditures	**$689,362**	**$709,477**	**$791,585**	**$674,239**	**$753,460**	**$753,460**
Offsetting Revenue	*(510,427)*	*(709,477)*	*(791,585)*	*(534,612)*	*(753,460)*	*(753,460)*
County Costs (net)	**$178,936**	**$0**	**$0**	**$139,627**	**$0**	**$0**
Total Public Safety Related Expenditures	**$22,995,522**	**$25,306,423**	**$25,594,960**	**$23,382,859**	**$26,579,597**	**$25,706,696**

Support Services

Summary

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Department (General Fund)						
Asset Management Services	4,279,877	4,347,271	4,589,693	4,447,331	4,675,325	4,474,356
Community Relations	158,224	211,430	212,680	188,405	291,874	291,874
Finance and Administrative Services	1,228,936	1,306,220	1,326,782	1,318,572	1,413,393	1,405,885
Human Resources	828,894	937,651	943,283	952,112	935,443	932,493
Information Technologies	2,748,572	3,209,342	3,290,132	3,037,774	3,448,554	3,328,135
Non-Departmental	2,429,485	4,046,095	4,054,928	890,667	4,865,953	3,665,159
Total Function Expenditures	**$11,673,988**	**$14,058,009**	**$14,417,497**	**$10,834,861**	**$15,630,542**	**$14,097,902**
Offsetting Revenue	*(320,836)*	*(351,332)*	*(366,562)*	*(323,889)*	*(323,309)*	*(323,309)*
County Costs (net)	**$11,353,152**	**$13,706,677**	**$14,050,935**	**$10,510,972**	**$15,307,233**	**$13,774,593**
Visitors Bureau Fund						
Visitors Bureau	1,681,058	1,597,173	1,995,316	1,850,638	1,622,859	1,622,859
Total Expenditures	**$1,681,058**	**$1,597,173**	**$1,995,316**	**$1,850,638**	**$1,622,859**	**$1,622,859**
Offsetting Revenue	*(1,744,733)*	*(1,597,173)*	*(1,995,316)*	*(2,196,253)*	*(1,622,859)*	*(1,622,859)*
County Costs (net)	**$(63,675)**	**$0**	**$0**	**$(345,615)**	**$0**	**$0**
Total Support Services Related Expenditures	**$13,355,045**	**$15,655,182**	**$16,412,813**	**$12,685,499**	**$17,253,401**	**$15,720,761**

Non-Departmental

Summary

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Department (General Fund)						
Debt Service	26,294,505	26,211,196	26,211,196	26,035,900	26,759,536	26,759,536
Transfers to Other Funds	6,664,680	5,719,204	6,747,214	7,152,214	6,155,696	1,432,492
Total Function Expenditures	**$32,959,185**	**$31,930,400**	**$32,958,410**	**$33,188,114**	**$32,915,232**	**$28,192,028**
Offsetting Revenue	*(1,792,600)*	*(2,652,600)*	*(2,652,600)*	*(2,952,600)*	*(3,365,600)*	*(3,365,600)*
County Costs (net)	**$31,166,585**	**$29,277,800**	**$30,305,810**	**$30,235,514**	**$29,549,632**	**$24,826,428**
Total Non-Departmental Related Expenditures	**$32,959,185**	**$31,930,400**	**$32,958,410**	**$33,188,114**	**$32,915,232**	**$28,192,028**

Appropriations by County Department

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

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
Animal Services	1,896,326	1,998,579	2,019,984	1,908,017	2,096,442	2,092,542
Asset Management Services	4,279,877	4,347,271	4,589,693	4,447,331	4,675,325	4,474,356
Board of County Commissioners	813,056	882,158	897,683	832,557	913,708	913,708
Board of Elections	899,273	692,777	693,547	699,374	830,614	830,014
Cardinal Innovations MOE	1,355,973	1,328,474	1,147,474	1,147,474	1,328,474	1,050,187
Child Support Services	966,834	990,868	990,868	978,554	1,062,393	1,062,393
Community Relations	158,224	211,430	212,680	188,405	291,874	291,874
Cooperative Extension	333,498	394,843	398,343	382,070	384,780	384,780
County Attorney's Office	553,574	575,714	575,714	576,869	590,669	590,669
County Manager's Office	2,408,106	2,923,881	2,968,511	2,690,391	3,058,510	2,821,481
Courts	33,225	81,455	81,455	40,855	70,000	70,000
Criminal Justice Resource Office	0	345,608	350,608	305,176	437,620	481,432
Department of Environment, Agriculture, Parks and Recreation	3,426,378	3,760,893	3,866,238	3,976,114	4,395,135	4,064,865
Department of Social Services	21,918,333	19,001,659	23,938,618	22,346,245	18,896,920	18,762,040
Department on Aging	2,040,869	1,995,475	2,237,824	2,273,321	2,242,555	2,072,869
Economic Development	514,648	529,029	532,800	532,843	578,725	578,725
Emergency Services	10,121,678	11,209,378	11,351,421	10,312,813	12,408,149	11,580,153
Finance and Administrative Services	1,228,936	1,306,220	1,326,782	1,318,572	1,413,393	1,405,885
Health Department	8,522,474	9,206,976	9,558,218	9,105,531	10,044,436	9,854,522
Housing, Human Rights and Community Development	4,574,239	4,858,211	4,858,969	5,103,427	4,973,288	4,859,528
Human Resources	828,894	937,651	943,283	952,112	935,443	932,493
Information Technologies	2,748,572	3,209,342	3,290,132	3,037,774	3,448,554	3,328,135
Library Services	2,102,993	2,146,214	2,222,698	2,208,879	2,265,687	2,243,717
Orange Public Transportation	980,756	1,473,738	1,477,729	1,089,625	1,839,984	1,556,943
Planning and Inspections	2,953,310	3,220,685	3,417,802	3,320,415	3,635,296	3,494,246
Register of Deeds	919,304	932,603	932,603	997,723	985,215	974,315
Sheriff	12,447,805	13,604,538	13,750,033	12,623,139	13,683,401	13,638,496
Solid Waste Fund	10,122,741	11,989,955	16,199,030	15,038,200	13,040,898	13,130,642
Tax Administration	3,416,679	3,620,799	3,653,317	3,607,101	3,824,946	3,705,364
Visitors Bureau Fund	1,681,058	1,597,173	1,995,316	1,850,638	1,622,859	1,622,859
Total Expenditures	**$104,247,630**	**$109,373,597**	**$120,479,372**	**$113,891,544**	**$115,975,293**	**$112,869,233**

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

	2014-15 Actual F.T.E.'s	2015-16 Actual F.T.E.'s	2016-17 Approved Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
General Fund						
Community Services						
Animal Services	31.000	31.000	31.000	31.000	31.000	31.000
Cooperative Extension	0.000	0.000	0.000	0.000	0.000	0.000
DEAPR						
Parks and Recreation	17.750	19.000	19.000	19.000	21.500	20.000
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	*31.750*	*33.000*	*33.000*	*33.000*	*35.500*	*34.000*
Economic Development	5.000	5.000	5.000	5.000	5.000	5.000
Planning/Inspections/OPT [1]	41.500	46.000	32.000	32.000	35.000	34.000
Orange Public Transportation [2]	0.000	0.000	16.000	16.000	25.000	24.000
Community Services Total	**109.250**	**115.000**	**117.000**	**117.000**	**131.500**	**128.000**
General Government						
Commissioners	4.000	4.000	4.000	4.000	4.000	4.000
Elections	5.000	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	4.000	9.000	9.000	9.000	6.000	5.000
Register of Deeds	14.000	15.000	15.000	15.000	15.000	15.000
Tax Administration	40.000	42.000	42.000	42.000	43.000	42.000
General Government Total	**71.000**	**79.000**	**79.000**	**79.000**	**77.000**	**75.000**
Public Safety						
Sheriff	141.000	142.000	146.000	146.000	146.000	146.000
EMS						
Administration	7.500	8.000	8.000	8.000	9.000	8.000
Medical Services	78.000	78.000	78.000	78.000	81.000	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	45.000	40.000
EMS Total	*128.500*	*129.000*	*129.000*	*129.000*	*138.000*	*129.000*
Criminal Justice Resource Office [3]		0.000	0.000	0.000	5.500	6.000
Public Safety Total	**269.500**	**271.000**	**275.000**	**275.000**	**289.500**	**281.000**
Human Services						
Social Services						
Administration	21.000	21.000	21.000	21.000	21.000	21.000
Children/Family Services	66.000	66.000	67.000	69.375	73.375	72.875
Economic Services	74.000	75.000	75.000	75.000	76.000	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*	*162.000*	*163.000*	*165.375*	*170.375*	*168.875*

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

	2014-15 Actual F.T.E.'s	2015-16 Actual F.T.E.'s	2016-17 Approved Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
Health						
Finance and Admin Operations	11.500	11.500	11.500	11.500	13.000	11.500
Dental Health	9.800	12.300	12.300	12.300	12.300	12.300
Health Promotion and Education	9.000	8.000	9.000	9.000	11.000	9.000
Personal Health	48.000	48.000	48.000	48.000	48.000	48.000
Environmental Health	16.500	17.000	17.000	17.000	18.000	17.000
Risk Management	0.000	0.000	0.000	0.000	0.000	0.000
Health Total	*94.800*	*96.800*	*97.800*	*97.800*	*102.300*	*97.800*
Aging						
Administration	3.000	3.000	3.000	3.000	3.000	3.000
Community Based Services	8.750	8.950	9.700	9.700	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	3.375	2.875
Aging Total	*19.800*	*20.000*	*20.750*	*20.750*	*21.250*	*20.750*
Housing, Human Rights & Comm. Development [4]	3.000	4.000	4.000	4.000	4.000	4.000
Library Services	24.000	24.125	24.125	24.125	24.125	24.125
Child Support Services	13.000	13.000	13.000	13.000	13.000	13.000
Human Services Total	**315.600**	**319.925**	**322.675**	**325.050**	**335.050**	**328.550**
Support Services						
Asset Management Services [5]	37.000	37.000	37.000	37.000	39.000	37.000
Community Relations - Public Affairs [6]	1.000	1.000	2.000	2.000	2.000	2.000
Finance and Administrative Services	15.000	15.000	15.000	15.000	15.000	15.000
Human Resources	8.000	9.000	9.000	9.000	9.000	9.000
Information Technologies	16.700	16.700	16.700	16.700	17.000	16.700
Support Services Total	**77.700**	**78.700**	**79.700**	**79.700**	**82.000**	**79.700**
General Fund Total	**843.050**	**863.625**	**873.375**	**875.750**	**915.050**	**892.250**

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

	2014-15 Actual F.T.E.'s	2015-16 Actual F.T.E.'s	2016-17 Approved Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
Other Funds						
Aging - Senior Health Coordination	1.000	1.000	1.000	1.000	1.000	1.000
Tax Administration - Revaluation	0.000	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	8.000
Housing - Urgent Repair Program	1.000	1.000	1.000	1.000	2.000	2.000
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
Library Services - Outreach Librarian	0.000	0.000	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	57.700	63.450	63.450	63.450	63.450	63.450
Community Relations - Visitors Bureau [6]	7.000	7.000	7.000	7.000	7.000	7.000
Other Funds Total	**82.700**	**88.450**	**89.450**	**89.450**	**91.450**	**91.450**
Grand Total	**925.750**	**952.075**	**962.825**	**965.200**	**1006.500**	**983.700**

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

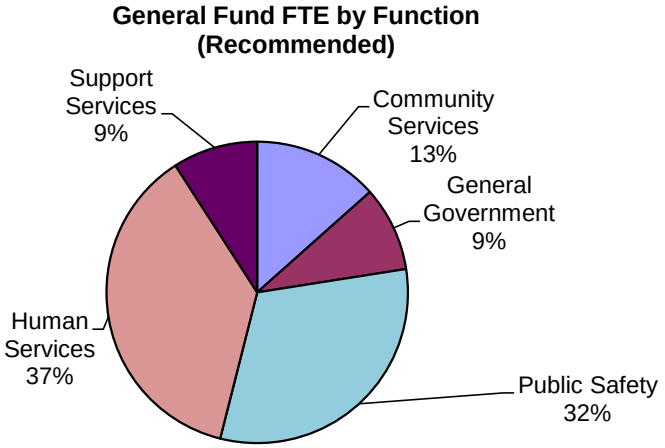
(2) Effective July 1, 2016, Orange Public Transporation becomes a stand alone department.

(3) Effective July 1, 2017, Criminal Justice Resource Office becomes a stand alone department, previous in County Manager's Office.

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

(5) 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.

(6) Community Relations Department was formerly Public Affairs, effective July 1, 2015



Summary of Manager Recommended New Positions for FY 2017-18

GENERAL FUND - 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
CJRO	Misdemeanor Diversion Program Coordinator	1.000	38,051	2,854	8,748		2,359	552	105	337	715	53,721	8,695	62,416		0
CJRO	Administrative Assistant II	0.500	16,406	1,230	8,748		1,017	238	45	337	715	28,737	5,821	34,558		0
CJRO	Mental Health Liasion for Court - Involved Youth	0.500	22,063	1,655	8,748		1,368	320	61	337	715	35,266	5,500	40,766		0
DEAPR	Recreation Program Assistant	1.000	32,812	2,379	8,748		2,034	476	91	337	715	47,592	2,620	50,212		0
Planning	Property Development Technician - **(Time-Limited, 1 year)**	1.000	34,472	2,585	8,748		2,137	500	95	337	715	49,590	4,003	53,593		0
Planning	Property Development Specialist - **(Time-Limited, 1 year)**	1.000	38,051	2,854	8,748		2,359	552	105	337	715	53,721	4,003	57,724		0
OPT	Public Transportation Driver	1.000	29,725	2,229	8,748		1,843	431	82	337	715	44,110	770	0	20,000	24,880
OPT	Public Transportation Driver	1.000	29,725	2,229	8,748		1,843	431	82	337	715	44,110	770	0	20,000	24,880
OPT	Public Transportation Driver - effective October 1, 2017	1.000	22,294	1,672	6,561		1,382	323	62	253	536	33,083	578	0	20,000	13,661
OPT	Public Transportation Driver - effective October 1, 2017	1.000	22,294	1,672	6,561		1,382	323	62	253	536	33,083	578	0	20,000	13,661
OPT	Public Transportation Driver - effective January 1, 2018	1.000	14,863	1,115	4,374		921	216	41	169	358	22,055	385	0	20,000	2,440
OPT	Public Transportation Driver - effective January 1, 2018	1.000	14,863	1,115	4,374		921	216	41	169	358	22,055	385	0	20,000	2,440
OPT	Public Transportation Scheduler / Dispatcher	1.000	36,500	2,738	8,748		2,263	529	101	337	715	51,930	770	0		52,700
OPT	TDM Coordinator (Communication Specialist)	1.000	38,051	2,854	8,748		2,359	552	105	337	715	53,721	8,671	30,183		32,209
Social Services	Community Social Services Technician	0.500	15,756	1,142	8,748		977	228	43	337	715	27,987	420	28,407		0
Social Services	Community Social Services Technician	0.500	15,756	1,142	8,748		977	228	43	337	715	27,987	420	28,407		0
Social Services	Community Social Services Technician	0.500	15,756	1,142	8,748		977	228	43	337	715	27,987	420	28,407		0
Social Services	Child Welfare Social Worker - **(Time-Limited, 6 months)**	1.000	23,181	1,739	4,374		1,437	336	64	169	358	31,657	4,900	20,000		16,557
Social Services	Child Welfare Social Worker - **(Time-Limited, 6 months)**	1.000	23,181	1,739	4,374		1,437	336	64	169	358	31,657	4,900	20,000		16,557
Totals		**16.500**	**483,800**	**36,085**	**144,342**	-	**29,993**	**7,015**	**1,335**	**5,563**	**11,799**	**864,795**	**55,365**	**454,673**	**120,000**	**199,985**

OTHER FUNDS - RECOMMENDED

Housing	Housing Rehabilitation Specialist - effective January 1, 2018	1.000	19,989	1,499	4,374		1,239	290	55	169	358	27,973	25,649	0		53,622
Housing	Housing Resource Specialist - effective January 1, 2018 **(Time-Limited)**	1.000	18,110	1,358	4,374		1,123	263	50	169	358	25,803	6,419	0		32,222
Totals		**2.000**	**38,099**	**2,857**	**8,748**		**2,362**	**553**	**105**	**338**	**716**	**53,776**	**32,068**	**0**		**85,844**

Summary of Manager Recommended New Positions for FY 2017-18

GENERAL FUND - NOT 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
Aging*	Bilingual Social Worker - convert to Permanent	1.000	42,663	3,200	7,290	1,416	2,645	619	118	337	715	59,002	0	45,000		14,002
Aging*	Mobility Manager - convert to Permanent	1.000	49,388	3,704	8,748		3,062	716	136	337	715	66,807	756	67,563		0
Aging	Administrative Assistant II (Volunteer Coordinator)	0.500	16,406	1,230	0		1,017	238	45	0	0	18,937	0	0		18,937
AMS	Administrative Assistant II	1.000	32,812	2,461	8,748		2,034	476	91	337	715	47,674	3,756	0		51,430
AMS	Facilities Maintenance Tech I	1.000	26,930	2,020	8,748		1,670	390	74	338	715	40,884	1,586	0		42,470
County Manager	Safety Coordinator	1.000	48,709	3,653	8,748		3,020	706	134	337	715	66,023	12,537	0		78,560
DEAPR	Parks Conservation Trails Technician	1.000	32,812	2,379	8,748		2,034	476	91	337	715	47,674	35,840	0		83,514
DEAPR	Community Center Coordinator Assistant	0.500	16,406	1,230	8,748		1,017	238	45	337	715	28,737	0	0		28,737
Emergency Services	Community Paramedic	1.000	38,051	2,854	8,748		2,359	552	105	337	715	56,024	1,510	0		57,534
Emergency Services	Community Paramedic	1.000	38,051	2,854	8,748		2,359	552	105	337	715	56,024	1,510	0		57,534
Emergency Services	Community Paramedic Coordinator	1.000	42,002	3,150	8,748		2,604	609	116	337	715	60,584	2,933	0		63,517
Emergency Services	Emergency Management Planner I	1.000	38,051	2,854	8,748		2,359	552	105	337	715	53,721	2,823	0		56,544
Emergency Services	Telecommunicator	1.000	34,472	2,585	8,748		2,137	500	95	337	715	55,564	500	0		56,064
Emergency Services	Telecommunicator	1.000	34,472	2,585	8,748		2,137	500	95	337	715	55,564	500	0		56,064
Emergency Services	Telecommunicator	1.000	17,236	1,293	4,374		1,069	250	48	169	358	27,782	500	0		28,282
Emergency Services	Telecommunicator	1.000	17,236	1,293	4,374		1,069	250	48	169	358	27,782	500	0		28,282
Emergency Services	Telecommunicator	1.000	17,236	1,293	4,374		1,069	250	48	169	358	27,782	500	0		28,282
Health	Communications Specialist	0.500	22,063	1,655	8,748		1,368	320	61	337	715	35,266	635	0		35,901
Health	Data Systems Manager	1.000	48,000	3,600	8,748		2,976	696	132	337	715	65,204	1,200	66,404		0
Health	Public Health Program Manager	1.000	52,015	3,901	8,748		3,225	754	138	337	715	69,833	15,396	0		85,229
Health	Senior Public Health Educator	1.000	23,738	1,780	4,374		1,472	344	66	168	358	32,300	14,191	46,491		0
Health	Property Development Technician -convert to Permanent **(Time-Limited Status, ending-6/30/2017)**	1.000	35,338	2,650	8,748		2,191	512	98	337	715	50,589	0	30,000		20,589
IT	IT Help Desk - Administrative Specialist	0.300	13,245	993	0		821	192	37			15,288	0	0		15,288
Planning	Erosion Control Officer I	1.000	42,002	3,150	8,748		2,604	609	116	337	715	58,281	26,140	84,421		0
OPT	Public Transportation Supervisor	1.000	36,500	2,738	8,748		2,263	529	101	337	715	51,930	770	0		52,700
Social Services	Human Services Coordinator	1.000	44,126	3,309	8,748		2,739	640	122	337	715	60,736	7,208	37,578		30,366
Social Services	Wheels to Work Coordinator	0.500										25,000	0	0		25,000
Tax	Revenue Technician II	1.000	32,812	2,461	8,748		2,034	476	91	337	715	47,674	11,768			59,442
Totals		**25.300**	**892,772**	**66,875**	**199,746**	**1,416**	**55,354**	**12,946**	**2,461**	**7,753**	**16,447**	**1,308,666**	**143,059**	**377,457**	**-**	**1,074,268**

***During the FY 2017-18 budget process, the Department on Aging requested this time-limited position to become permanent. The request for permanent status was not recommended. This position will continue as time-limited.**

Assessed Valuation, Tax Rate and Estimated Collections

General Fund

	FY 2016-17 Commissioner Approved	FY 2016-17 Projected	FY 2017-18 Manager Recommended	% Change from Approved
Assessed Valuation of Real, Personal and Corporate Excess	$15,785,077,678	$ 15,840,806,344	$16,816,781,745	6.5%
Assessed Valuation of Motor Vehicles	$1,157,655,074	$1,134,583,417	$1,161,731,207	0.4%
Total Assessed Valuation	$16,942,732,752	$16,975,389,761	$17,978,512,952	6.1%
Ad Valorem Tax Rate per $100 of Assessed Valuation	0.8780	0.8780	0.8377	
General Fund Levy	$148,757,194	$149,043,922	$150,606,003	1.2%
Collection Rate (excluding motor vehicles)	99.00%	99.30%	99.10%	
Collection Rate (motor vehicles only)	99.00%	99.30%	99.10%	
Property Tax Collections (Real, Personal, Corporate Excess)	**$137,207,067**	**$138,108,704**	**$139,606,313**	**1.7%**
Property Tax Collections (motor vehicles only)	**$10,064,360**	**$9,891,911**	**$9,646,027**	**-4.2%**

1 Cent on the Tax Rate Equals:	**$1,677,358**	**$1,685,663**	**$1,781,692**	**5.9%**

Totals may be slightly off due to rounding.

Department on Aging

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

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Category (General Fund)						**Account: 430**
Personnel Services	1,420,684	1,333,982	1,365,492	1,412,980	1,426,231	1,405,082
Operations	617,185	644,539	853,718	841,727	744,318	660,587
Capital Outlay	3,000	16,954	18,614	18,614	72,006	7,200
Total Expenditures	**$ 2,040,869**	**$ 1,995,475**	**$ 2,237,824**	**$ 2,273,321**	**$ 2,242,555**	**$ 2,072,869**
Offsetting Revenues	*(874,023)*	*(810,705)*	*(947,887)*	*(929,264)*	*(827,110)*	*(827,110)*
County Costs (net)	**$ 1,166,846**	**$ 1,184,770**	**$ 1,289,937**	**$ 1,344,057**	**$ 1,415,445**	**$ 1,245,759**
Senior Health Coordination (Annual Grant Projects Fund)						**Account: 4303**
Personnel Services	68,884	66,941	66,941	68,888	69,281	69,281
Operations	87,956	65,775	82,616	81,525	65,775	65,775
Capital Outlay	0	0	0	0	620	620
Total Expenditures	**$ 156,840**	**$ 132,716**	**$ 149,557**	**$ 150,413**	**$ 135,676**	**$ 135,676**
Offsetting Revenues	*(152,242)*	*(132,716)*	*(149,557)*	*(148,466)*	*(135,676)*	*(135,676)*
County Costs (net)	**$ 4,598**	**$ 0**	**$ 0**	**$ 1,947**	**$ 0**	**$ 0**
Orange County CARES Alzheimer Grant (Multi-year Grant Projects Fund)						**Account: 4320**
Personnel Services	94,604	199,814	199,814	213,607	231,072	231,072
Operations	43,208	97,911	97,911	129,756	108,636	108,636
Capital Outlay	6,186	0	0	0	0	0
Total Expenditures	**$ 143,998**	**$ 297,725**	**$ 297,725**	**$ 343,363**	**$ 339,708**	**$ 339,708**
Offsetting Revenues	*(143,998)*	*(297,725)*	*(297,725)*	*(343,363)*	*(339,708)*	*(339,708)*
County Costs (net)	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Total Department on Aging and Related Expenditures	**$ 2,341,707**	**$ 2,425,916**	**$ 2,685,105**	**$ 2,767,097**	**$ 2,717,939**	**$ 2,548,253**

Division Summary

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Program (General Fund)						
Administration	377,498	422,723	539,912	567,209	446,184	446,184
Aging Transitions	473,942	452,991	488,427	475,489	536,355	452,624
Community-Based Services	999,698	950,971	1,025,303	1,046,948	1,064,300	997,282
Volunteer Connect 55+	189,730	168,790	184,181	183,675	195,716	176,779
Total Expenditures	**$ 2,040,869**	**$ 1,995,475**	**$ 2,237,824**	**$ 2,273,321**	**$ 2,242,555**	**$ 2,072,869**
Offsetting Revenue	*(874,023)*	*(810,705)*	*(947,887)*	*(929,264)*	*(827,110)*	*(827,110)*
County Costs (net)	**$ 1,166,846**	**$ 1,184,770**	**$ 1,289,937**	**$ 1,344,057**	**$ 1,415,445**	**$ 1,245,759**
Total Expenditures	**$ 2,040,869**	**$ 1,995,475**	**$ 2,237,824**	**$ 2,273,321**	**$ 2,242,555**	**$ 2,072,869**
Other Related Programs (Grant Fund)						
Senior Health Coordination	156,840	132,716	149,557	150,413	135,676	135,676
Total Expenditures	**$ 156,840**	**$ 132,716**	**$ 149,557**	**$ 150,413**	**$ 135,676**	**$ 135,676**
Offsetting Revenue	*(111,046)*	*(90,000)*	*(106,841)*	*(105,750)*	*(90,000)*	*(90,000)*
County Costs (net)	**$ (41,196)**	**$ (42,716)**	**$ (42,716)**	**$ (42,716)**	**$ (45,676)**	**$ (45,676)**
Total Expenditures	**$ 156,840**	**$ 132,716**	**$ 149,557**	**$ 150,413**	**$ 135,676**	**$ 135,676**
Other Related Programs (Grant Fund)						
Aging Transitions	143,998	297,725	297,725	343,363	339,708	339,708
Total Expenditures	**$ 143,998**	**$ 297,725**	**$ 297,725**	**$ 343,363**	**$ 339,708**	**$ 339,708**
Offsetting Revenue	*(143,998)*	*(297,725)*	*(297,725)*	*(343,363)*	*(339,708)*	*(339,708)*
County Costs (net)	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Total Expenditures	**$ 143,998**	**$ 297,725**	**$ 297,725**	**$ 343,363**	**$ 339,708**	**$ 339,708**

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 2016-17 Outcomes

- Engaged the community, local aging experts and providers, elected officials and both town and county staff in the development of the 2017-22 master Aging Plan.
- Achieved National Senior Center Accreditation for both the Passmore and Seymour Centers through the National Council on Aging.
- 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 Annual Direct Care Worker Awards to honor outstanding direct care workers who serve Orange County residents.
- Sponsored third Faith and Aging Symposium focused on caregiver support awareness, education, and resources.
- Supported the 41 Project EngAGE senior leaders and the eight Senior Resource Team 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.
- Continued promotion of housing options for older adults – Worked with Habitat with Humanity to solicit input through focus groups to inform planning of a new senior housing community in

Hillsborough. In May hosted an Aging in Community Expo to educate the community of the senior housing options in our community.

- Worked with county management to develop and begin implementation of plans for the Passmore Center expansion/renovation. Seymour Center renovations were postponed until FY17-18 to be included with the Southern Human Services Center campus renovations.

- Implemented the RecTrac Pass Management software module.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service Non-County Funding					
Funds secured from federal, state, and local public/private sources	969,493	870,023	810,705	929,264	827,110

FY 2017-18 Objectives

- Implementation of the 2017-22 Master Aging Plan. Year 1 goals to be identified once the plan is complete in May.
- Work with county management to complete Passmore Center and Seymour Center facility expansion and additional parking.
- Recruit fourth class of Project EngAGE Senior Leaders and hold 13 week leadership classes. Continued support of past graduates and the eight Senior Resource Teams.
- Continue promotion of housing options for older adults through education, advocacy and resource development.
- Continue to collaborate with faith based organizations to foster communications and awareness of services within Orange County.

Budget Highlights

The FY 2017-18 Manager's Recommended budget includes the Master Aging Plan funds used in previous years under Aging Transitions division for the bi-lingual, Mandarin-speaking Social Worker (covered in part in FY 17-18 by an increase of $20,000 from Home Community Care Block Grant)

Department On Aging: Community Based Services

Major Services

- Provide services that meet the needs of the older adult population and promote health and wellness by encouraging self-determination, stimulation and continued activity.
- Senior Center Operations: Operate the Passmore and Seymour 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, at community locations and faith communities.

- 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 programs and services.

FY 2016-17 Outcomes

- Achieved National Senior Center Accreditation for both the Passmore and Seymour Centers through the National Council on Aging
- Continued outreach to Latino community adults 55+ by hosting classes, information fairs, special events; continue support of 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 by providing educational nature walks with a trained guide and interpreter to assist/encourage participants to utilize community greenways and outdoor spaces.
- 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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: Passmore and Seymour Centers Programming					
Total Senior Center participation (attendance)	201,010	204, 224	200,000	201,000	205,000
Participants served through all programs (unduplicated)	2,500	2,636	2,500	2,700	2,700
Service: Daily (M-F) Noon Meal program					
Meals served through Senior Lunch Program	25,303	25,506	32,000	32,000	30,000
Volunteers who assist with meal service	18	21	20	20	20
Service: Promote the Health and Wellness of Older Adults					
Fitness Studio Memberships -Seymour	89	130	80	40	50
Physical Function Screens	382	326	300	330	330
Personal Training Hours	1097	1000	700	1050	1000

FY 2017-18 Objectives

- Implement electronic tracking system for Center users for more facility security as well as metrics, such as capacity tracking, and sign-up accountability for class costs

- Increase Senior Center participation by dissimanating information through the use of calendars on the website to improve communication with residents about available services/programs and the use of social media including Facebook, listservs and the Department on Aging website.
- Increase outreach to the community by partnering with DEAPR to provide more evidenced-based health education programs to the residents using Community Centers and faith-based organizations
- Continue outreach to diverse populations, including low-income, minority and immigrant older adults.

Budget Highlights

The FY 2017-18 Manager's Recommended Budget includes funds for 10 assistive listening devices for each Senior Center.

Department Name: Aging Transitions

Major Services

- Provide information and assistance on all age-related issues through the telephone help-line, Senior Health Insurance and Information (SHIIP) classes and individual sessions, printed resource materials, and educational presentations to the community.
- Provide in-home assessments of needs and strengths, care planning recommendations, care coordination and short-term counseling to promote safety and well-being while delaying institutionalization.
- Provide and facilitate referral to caregiver support and respite opportunities so that families can remain together and delay institutionalization.
- Provide and foster low-cost aging-in-place support services to help individuals remain in their homes.

FY 2016-17 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.
- Expanded service to the Mandarin-speaking senior population through employment of a full-time, bilingual Social Worker who oversees about 50 Mandarin-speaking seniors daily, organizes a 10-member bi-lingual volunteer team to help engage Mandarin-speaking elders in a variety of activities, facilitates regular health education groups, and organizes a number of classes taught in Mandarin.
- Improved service to the Spanish-speaking older adult community in the county by hosting a Spanish Social Club, which now meets three times a week at the Seymour Center. Spanish-speaking Aging Transitions team members help with translation when needed and answer a Spanish-language help line.

- Collaborated with OC Emergency Management with our *Stay Up and Active program* and evaluated over thirty (30) 911 callers in the first half of FY17 due to a fall/risk of fall in the home. This represents a 60% increase in demand since FY 16.
- Secured another year of funding through the MPO to employ a Transportation Specialist to link older adults with existing public transportation services and to collaborate with both public and private organizations to expand transportation options for older adults in Orange County. A volunteer-driver program will was started in the spring of 2015. The program provided 94 rides in its first full year. By mid-year (12/31/16), 95 rides had already been provided.
- Through receipt of a 3-year federal Administration on Community Living Grant in 9/15, the caregiver respite program is offered an additional day a week, doubling the number of people who can be served and enrollment in caregiver support groups have increased.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: Information and Case Assistance					
Average number of persons provided information and assistance per month	276	246	260	280	260
Average number of hours per month spent providing information and case assistance	130	126	130	135	130
Number of calls responded to on Aging Transitions Helpline	1613	1655	1600	1600	1600
Number of individuals to whom SHIIP volunteers provided help and information	700	1400	700	2000	2000
Number of individuals provided transportation information and assistance		809	900	1000	1000
Numbers of individuals receiving contracted services	50	55	50	65	55
Number of contracted service slots demanded/cost per slot	7.4 $6,739	12.47 $6,739	9.13 $9,828	13.9 $9,828	12.5 $9,828

FY 2017-18 Objectives

- Begin to respond to recommendations from 2017-22 Master Aging Plan
- 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. In particular, improve information sharing and service collaboration with the Department of Social Services, faith-based communities and primary health care organizations throughout the county.

Budget Highlights

The FY 2017-18 Manager's Recommended budget includes:

- Revenue increase: Home Community Care Block Grant ($20,0000) toward the bi-lingual, Mandarin-speaking Social Worker (relieving funds for Master Aging Plan)
- Living Wage increase for In-home Aide workers ($3,619)

Department On Aging: Volunteer Connect 55+ (VC55+)

Major Services

- Enrich the lives of Orange County residents, both as **volunteers of all ages** and as **older adult recipients** of services provided by volunteers. VC55+ offers a new way for Orange County citizens to fulfill their passions and interests through diverse volunteer opportunities working with older adults, and based on each participant's talents and passions. The VC55+ Program (1) maintains a variety of both peer-led and OCDoA-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 our Orange County community, and (3) encourages volunteer leadership and creativity, and provides ongoing and regular support and appreciation to all volunteers.

- Develop and expand community-based volunteer programs and volunteer opportunities that combat social isolation, and enable Orange County older adults to successfully age in community (Handy Helpers, Friend to Friend, Community Visitation Team).

- 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, Handy Helpers, Friend-to-Friend program & Telephone Reassurance Programs).

- Support Project EngAGE Program & Senior Resource Outreach Teams.

FY 2016-17 Outcomes

- VC55+ had partnered with the Volunteer Center of Durham & 3rd Sector Alliance to raise knowledge and used the Center's Triangle-wide online volunteer referral tool to connect interested volunteers with Orange County nonprofit agencies. During the year, VC55+ hosted two Hands on Triangle sessions at its Seymour Center to transition partnering non-profits. VC55+ continues to refer interested volunteers to non-profit partners
- VC55+ estimates it will have: (1) Recruited and placed at least 30 new community-based volunteers (Friend to Friend program, Handy Helpers, Volunteer Drivers, SALT Visitation Program, OC Cares Dementia Friendly Business program, Dementia Respite, and Memory Café). (2) Participated in 3 community-based volunteer recruitment events, and (3) Created targeted publicity to increase its community-based volunteer base.

- VC55+ estimates it will have provided ongoing technical and programmatic support to approximately 50 Project EngAGE Senior Leader graduates, by holding and facilitating monthly meetings for each of the Senior Resource Teams (8 teams), and every-other-month meetings with all Senior Leader graduates (6 meetings); VC55+ Administrator will have communicated regularly

with Senior Leaders and Senior Resource Teams, and acted as the main resource for the Project EngAGE program in creating several small and large-scale events and initiatives.

- VC55+ will have further developed and implemented its volunteer recruitment strategy by holding weekly, regular and ongoing volunteer registration and placement hours at both senior centers (in-person and telephone intake interviews). VC55+ estimates recruiting and placing at least 80 new volunteers to serve Orange County older adults in fiscal year 2016-17.

- VITA estimates the following:
    - VITA will have secured 114 volunteers (15 new volunteers)
    - **Planning:** The VITA Planning Committee composed of lead VITA volunteers and VC55+ Staff met 3 times to plan the 2016-17 tax season: **14** volunteers served **76** planning hours for training in January and tax preparation beginning the 1st week of February.
    - **Preparer Training Held**: 3 full days of federal and state tax law training (Jan 3, 4, 9) and 2 full days of software training for new volunteers at the Seymour Center (Jan 5, 6) plus additional computer training. Other trainings were provided for quality reviewers/electronic filers. Provided training for Chatham County VITA preparers and for this year included Durham at the request of the IRS. Note: Some of the Chatham County VITA volunteers serve both counties.
    - **Additional Training Planned/Provided**: 2 orientation sessions and 3 Early Introduction trainings for new volunteers; 3 trainings for Client Intake Receptionists; 2 trainings for Appointment Schedulers
    - **Establish sites**: 5 regular Orange County weekly sites serving 14-16 four hour sessions weekly for the season.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: VC55+ Volunteers					
Total active VC55+ volunteers	491	403	383	450	500
Total volunteer service hours *(NOTE: FY 2015-16 is first year totals reflect senior services only)*	46,097	40,671	31,000	41,400	46,000
Value of a volunteer hour $21.04/hr.	$969,880	$855,718	$652,240	$871,056	$967,840
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*)	110	98	70	114	70
Number of clients using the VITA service	1,769	1,629	1,600	1,400	1,400

FY 2017-18 Objectives

- **Program Development**: Effectively integrate new volunteers into the Orange County Department on Aging, and fully support all volunteers throughout their tenure, by (1) Implementing new volunteer general orientation sessions (apart from one-on-one orientation sessions), and (2) holding one large-scale volunteer appreciation event.
- **Community-based Volunteer Recruitment**: Increase VC55+ "community-based" volunteer base designed to combat social isolation in Orange County older adults, as well as provide meaningful opportunities for volunteers, by 1) recruiting and placing at least 20 new "*community-based volunteers"* to support isolated and needy older adults outside of the senior centers, (2) holding or participating in one to two (1-2) community-based volunteer recruitment events, and (3) creating targeted publicity to increase community-based volunteer base.
- **Overall Volunteer Recruitment**: Develop and implement enhanced volunteer recruitment strategy to recruit a new volunteers, by recruiting at least 80 new volunteers for VC55+ volunteer opportunities (senior center and community-based), and holding weekly, regular and ongoing volunteer registration and placement hours at both senior centers (in-person and telephone intake interviews).
- **Project EngAGE**: Provide meaningful support to the Project EngAGE program, its Senior Leaders, and to the eight Project EngAGE Senior Resource Teams (41 Project EngAGE senior leader volunteers, and approximately eight Project EngAGE Senior Resource Teams or "SRTs" designated as general VC55+ volunteer opportunities). To that end, VC55+ Administrator will (1) manage and lead the fourth Project EngAGE class (Fall 2017), and (2) provide ongoing technical and programmatic to Project EngAGE Senior Leader graduates, by holding and facilitating monthly meetings for each Senior Resource Team, and every-other-month meetings with all Senior Leader graduates.
- **VITA**: To provide the VITA service to 1400 eligible clients by 70 volunteers at 5 VITA sites 6 days a week. This IRS service provides free federal and state tax preparation. Orange County Government Dept. on Aging serves as the local sponsor. Staff recruits volunteers and arranges IRS training, testing and certification; promotes the program to eligible clients of any age with low to moderate income. Lead volunteers participate in planning, scheduling and training prior to tax season. VITA staff partners with the Compass Center to offer financial counseling for clients.

Budget Highlights

The FY 2017-18 Manager's Recommended Budget includes no significant budget changes.

Department Name: OC CARES Project

Major Services

- Provide in-home assessment and consultation to family caregivers caring for persons with Alzhiemer'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 2016-17 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. First full year of grant funding to support caregivers.
- Supported 5.2 new FTE project team members with grant funds, consisting of .4 FTE Project Coordinator, .5 FTE OT interventionist, .5 FTE Group Respite Coordinator, 1 FTE OT trainer, 1 FTE social worker, .66 FTE data manager and .15 FTE project evaluator.
- By mid-year, 37 caregivers have been provided support services, and 93 caregivers have attended "memory café" social outings.
- By mid-year 21 local businesses and county offices were trained and certified as Orange County Dementia Friendly Business partners

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Projected	2016-17 Budget	2017-18 Budget
Service: OC CARES program					
Number of caregivers provided in-home, respite and support group services		26	45	40	50
Number of businesses/county offices trained to be "dementia friendly"		21	20	20	40
Number of professional caregivers receiving training			25	25	40

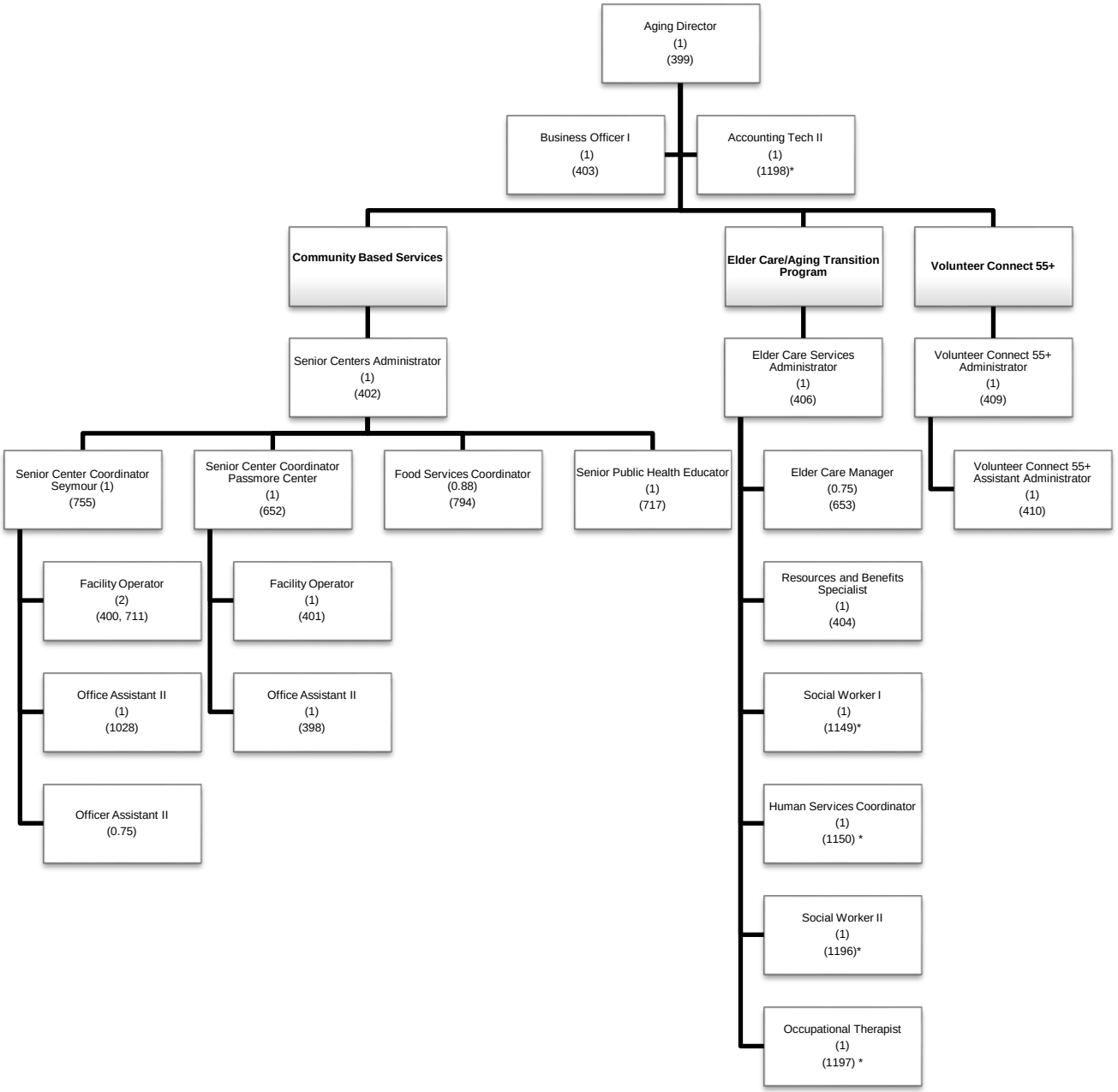
FY 2016-17 Objectives

- Maintain funding for OC CARES project services
- Serve more caregivers through the OC CARES project than in 2016-17
- A total of 75 businesses/government offices trained and certified as Orange County Dementia Friendly Business partners.

Budget Highlights

The FY 2017-18 Manager's Recommended Budget includes no significant budget changes.

Department on Aging



FY 2017-18 Recommended

* Time Limited Positions/Grant Funded

Animal Services

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

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Category (General Fund)						**Account: 215**
Personnel Services	1,592,250	1,694,505	1,694,505	1,609,688	1,775,533	1,775,533
Operations	287,178	302,699	318,674	296,954	318,159	317,009
Capital Outlay	16,898	1,375	6,805	1,375	2,750	0
Total Expenditures	**$ 1,896,326**	**$ 1,998,579**	**$ 2,019,984**	**$ 1,908,017**	**$ 2,096,442**	**$ 2,092,542**
Offsetting Revenues	*(644,171)*	*(650,865)*	*(661,394)*	*(657,917)*	*(653,443)*	*(653,443)*
County Costs (net)	**$ 1,252,155**	**$ 1,347,714**	**$ 1,358,590**	**$ 1,250,100**	**$ 1,442,999**	**$ 1,439,099**
Spay/Neuter Fund						**Account: 2150**
Personnel Services	0	0	0	0	0	0
Operations	51,493	64,600	83,835	45,750	60,850	60,850
Total Expenditures	**$ 51,493**	**$ 64,600**	**$ 83,835**	**$ 45,750**	**$ 60,850**	**$ 60,850**
Offsetting Revenues	*(43,418)*	*(64,600)*	*(83,835)*	*(61,350)*	*(60,850)*	*(60,850)*
County Costs (net)	**$ 8,075**	**$ 0**	**$ 0**	**$ (15,600)**	**$ 0**	**$ 0**
Total Animal Services and Related Expenditures	**$ 1,947,819**	**$ 2,063,179**	**$ 2,103,819**	**$ 1,953,767**	**$ 2,157,292**	**$ 2,153,392**

Division Summary

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Program (General Fund)						
Administration	386,139	382,113	386,767	383,332	833,560	832,410
Animal Control	563,533	559,673	562,691	560,338	492,233	489,483
Animal Shelter	946,654	1,056,793	1,070,526	964,347	770,649	770,649
Total Expenditures	**$ 1,896,326**	**$ 1,998,579**	**$ 2,019,984**	**$ 1,908,017**	**$ 2,096,442**	**$ 2,092,542**
Offsetting Revenue	*(644,171)*	*(650,865)*	*(661,394)*	*(657,917)*	*(653,443)*	*(653,443)*
County Costs (net)	**$ 1,252,155**	**$ 1,347,714**	**$ 1,358,590**	**$ 1,250,100**	**$ 1,442,999**	**$ 1,439,099**
Total Expenditures	**$ 1,896,326**	**$ 1,998,579**	**$ 2,019,984**	**$ 1,908,017**	**$ 2,096,442**	**$ 2,092,542**

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 animal sheltering, animal control and animal protection 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.

Administration and Programs

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, proactive management of pet overpopulation.
    - Sustain and shape the department's service orientation and ensure positive customer service outcomes.
    - 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.
    - Work effectively with the Animal Services Hearing Panel Pool to fairly and effectively conduct appeal hearings for animals declared a danger to the public under the county's Unified Animal Ordinance and North Carolina General Statute.
- Program Development and Administration
    - Maintain an effective pet licensing program, including an online renewal and 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 2016-17 Outcomes

- Organizational leadership:
    - Worked to ensure that the Unified Animal Ordinance, implemented in March of 2016, was effective and working well.
    - 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 treat clusters of ill animals so that they could be adopted, and continued to reduce the euthanasia of sheltered animals.

Animal Services – continued

- 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.
    - Sustained a strong web presence including a vibrant Facebook page, and overall, maintained a prominent and positive community image.
    - Worked with the County Manager, County Attorney, and members of the Animal Services Hearing Panel Pool to establish a new quasi-judicial appeal process under the Unified Animal Ordinance.
    - Began offering 3 year vaccinations and microchips at all low-cost rabies vaccination clinics.
- Program administration and development:
    - Oversaw and sustained a volunteer program averaging approximately 1,000 hours per month.
    - Oversaw a community spay/neuter program responsible for more than 300 surgeries and involving close collaboration with the Department of Social Services, AnimalKind, and Spay-Neuter Assistance Program – North Carolina.
    - Collaborated with staff and others to build partnerships that would lay the foundation for carrying out the 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 and growing web-licensing component responsible for total revenues of almost $200,000.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: Provide low-cost or free spay/neuter surgeries to target audience					
Number of low-cost spays and neuters	473	390	495	400	495
Percentage of target SN number (Target ≥ 5 per 1000 humans)	Goal = 650 73%	Goal = 650 60%	Goal = 650 76%	Goal=650 62%	Goal=650 76%
Service: Pet Licensing Program					
Total number	19,367	18,870	19,000	19,149	19,350
Online licensing percentage	28%	33%	27%	33%	35%
Service: Maintain strong Volunteer Program					
Average weekly volunteer hours	318	332	335	335	350
Number of annual volunteers	332	371	375	375	375
Service: Community Relations and Leadership					
Admitted (cats and dogs) • Per 1000 humans	2,879 21	2,702 19	2,700 19	2,755 20	2,700 19
Euthanasia (cats and dogs)	813	611	750	757	725

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
• Per 1000 humans	6	4	7	6	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 2017-18 Objectives

- Continue to strengthen and refine the appeal hearing process for animals declared a danger to the public under the Unified Animal Ordinance as well as North Carolina General Statute.
- Build on existing and new partnerships that will allow effective implementation of the free-roaming cat initiatives based upon the plan set forth in Managing Free-Roaming Cats in Orange County, North Carolina.
- Apply for grant funding for the department's Community Spay/Neuter Program, which would expand the range of those served to include Orange County residents who make between 200 and 400 percent of the federal poverty guideline.
- Offer microchips and 3-year vaccines at all low-cost rabies vaccination clinics.
- Continue working with the County's Homelessness Coordinator and Homelessness & Pets Task Force to develop materials and relationships to better address homelessness and pets in Orange County.

Budget Highlights

The FY2017-18 Manager's Recommended Budget includes:

- Inclusion of microchipping into the adoption package for cats and dogs in order to be competitive in the regional market and to ensure consistency between recovery and adoption protocols. Adoptions Fees would increase $5-$20 and the stand alone microchip fee would increase $10.
- An increase in the out of county surrender fee from $50 to $60.
- Continued use of donations available from the Orange County Community Giving Fund to sustain the Community Spay and Neuter Program, enhance veterinary services, and support the medical treatment for some animals previously deemed unadoptable.

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 microchips in coordination with low-cost rabies vaccination clinics as a 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 2016-17 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.
- Lost Pet Recovery: Maintained electronic management of lost and found pet records 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; began offering microchips at all clinics and 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 when the shelter was reaching capacity. Participated in the regions first-ever Clear the Shelters event, in collaboration with WRAL and the Humane Society of the United States, and placed 70 animals in one day.
- Animal Health: Sustained in-house sterilization surgeries for adoptable animals; continued to optimize hourly productivity and quality of in-house sterilization procedures; continued treatment of heartworm positive dogs deemed highly adoptable; developed a program to treat of adoptable cats with ringworm.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: Serve as open admission shelter					
Domestic animals admitted (cats & dogs)	2,879	2,702	2,700	2,727	2,700
• Cats admitted	1,414	1,414	1,266	1,512	1,404
• Dogs admitted	1,465	1,288	1,434	1,215	1,296

Animal Services – continued

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Average Length of Stay (cats & dogs)					
• Cats (target ≤ 21 days)	22.8	22.1	21.0	23.4	21.0
• Dogs (target ≤ 14 days)	12.8	13.15	14.0	13.6	14.0
Service: Facilitate recovery of lost pets (dogs and cats)					
Number of recoveries	408	399	450	400	400
Stray animal recovery rate (all animals) (Target ≥ 25%)	22%	22%	25%	20%	25%
• Stray recovery rate for cats	8%	4%	15%	4%	15%
• Stray recovery rate for dogs	34%	45%	35%	40%	40%
Microchips per Adoption (Target ≥ 65%)	54%	52%	65%	48%	*%
Service: Maintain strong overall placement and "live release" rates **					
Number of placements (cats & dogs)	1,625	1,640	1,700	1,654	1,700
• Cat placements	830	907	850	922	901
• Dog placements	795	733	850	732	799
Live Release rate (all animals) (Target ≥ 80.0%)**	79%	86%	85%	88%	85%
• Live release rate for cats	76%	81%	85%	81%	85%
• Live release rate for dogs	81%	87%	85%	95%	85%
Service: Sustain high quality in-house sterilization surgeries for adoptable animals					
Number of animals sterilized	1,260	1,129	1,250	1,229	1.250
Number of surgeries per DVM hour (Target ≥ 2.8)	2.8	2.4	3.0	2.6	3.0

*The recommended budget for FY2017-18 includes microchips as a part of the adoption package. If this recommended budget is adopted, we would expect 100% of adopted animals to be microchipped going forward.

**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 2017-18 Objectives

- Continue to advance animal placement through new and established adoption events using flexible fees and by including microchips as part of our basic adoption package, as well as partnerships with placement partner organizations.
- Continue to advance animal care within the context of an open-admission facility oriented to the expeditious "flow through" of adoptable animals; further expand network of foster homes for heartworm positive dogs and young animals that cannot readily thrive in a shelter setting.
- Increase owner recovery of stray animals by microchipping all adopted animals and continuing to offer opportunities for pets to be microchipped at low cost rabies vaccination clinics; 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.

- Increase the number of adoptions of dogs treated for heartworm, increase the number of adoptions of cats treated for ringworm, sustain efficient and high quality in-house sterilization services for adoptable animals.
- Continue infectious disease control through preventative health care and examinations to ensure "herd health" for the benefit of pet owners and adopters; develop and implement new metrics for assessing the health of shelter animals.

Budget Highlights

The FY2017-18 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.
- An increase in adoption fees with a tiered fee structure based on age of cats and dogs to offset a portion of the cost of adding microchips into the adoption package. The increase would be an additional $5 for Dog/Cat (and Special Event Dog/Cat) adoptions, a $20 increase for puppies, and the addition of a new kitten adoption fee at a rate of $110.
- An increase in the daily board fee from $10 to $12 for regular board, from $15 to $18 for quarantine and court-related board; and an addition of a $25 daily board fee for equines and other large animals.

Animal Services: Animal Control & Protection

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 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 and also civil proceedings as needed.
- 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 as danger to the public under North Carolina General Statute and/or the county's Unified Animal Ordinance; make available an appeal hearing for potentially dangerous dog declarations, pursuant to the requirements of the Unified Animal Ordinance and state law.
    - Coordinate with Communicable Disease Nurses with the county's Health Department 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 required by 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; facilitiate lost pet recovery; 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 2016-17 Outcomes

- General Field Services:
  - Introduced portable radios and a base station for Animal Control Officers to allow more efficient dispatching and ensure officer safety
  - Continued to work within the county's new Unified Animal Ordinance (effective March 1, 2016), based upon extensive staff training and public outreach.
  - Managed a number major cases requiring the impoundment, care and rehoming of large as well as small animals.
- 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 a danger to the public under the county's Unified Animal Ordinance or North Carolina General Statute.
  - In coordination with the county's Health Director, changed protocols for post-exposure management of rabies exposures to conform to the recommendations of the 2016 Rabies Compendium.
- Animal Protection:
  - Coordinated efforts between different Animal Services staff in a number of investigations.
  - Worked closely with the county attorney and the district attorney in numerous cases of cruelty and neglect

- 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 residents one-on-one as they assist residents with animal issues.
    - Initiated 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 and the Carrboro Farmer's Market.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: General Field Services					
Service Responses	6,179	6,024	6,100	6,062	6,081
• Responses Per Officer	1,029	1,004	1,016	1,010	1,013
Animal Impounds	766	776	824	800	812
Met Stray Animal Response Target (<120 minutes)	67%	75%	75%	75%	80%
Service: Rabies Protection					
Rabies Exposure and Bite Investigations	471	393	454	400	400
Met Response Target (<90 minutes)	55%	58%	55%	55%	60%
Positive Rabies Cases	12	8	16	10	14
Service: Animal Protection					
Investigations	418	382	431	406	418
Met Response Target (<90 minutes)	47%	44%	60%	50%	55%

FY 2017-18 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 toward better average response times overall and in critical areas of service on the basis of newer technologies (e.g., AVL combined with GPS) and an inclusive process improvement effort.
- Implement an inspection process for the keeping of animals that have been declared a danger to the public in accordance with the requirements of the county's Unified Animal Ordinance.
- 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.

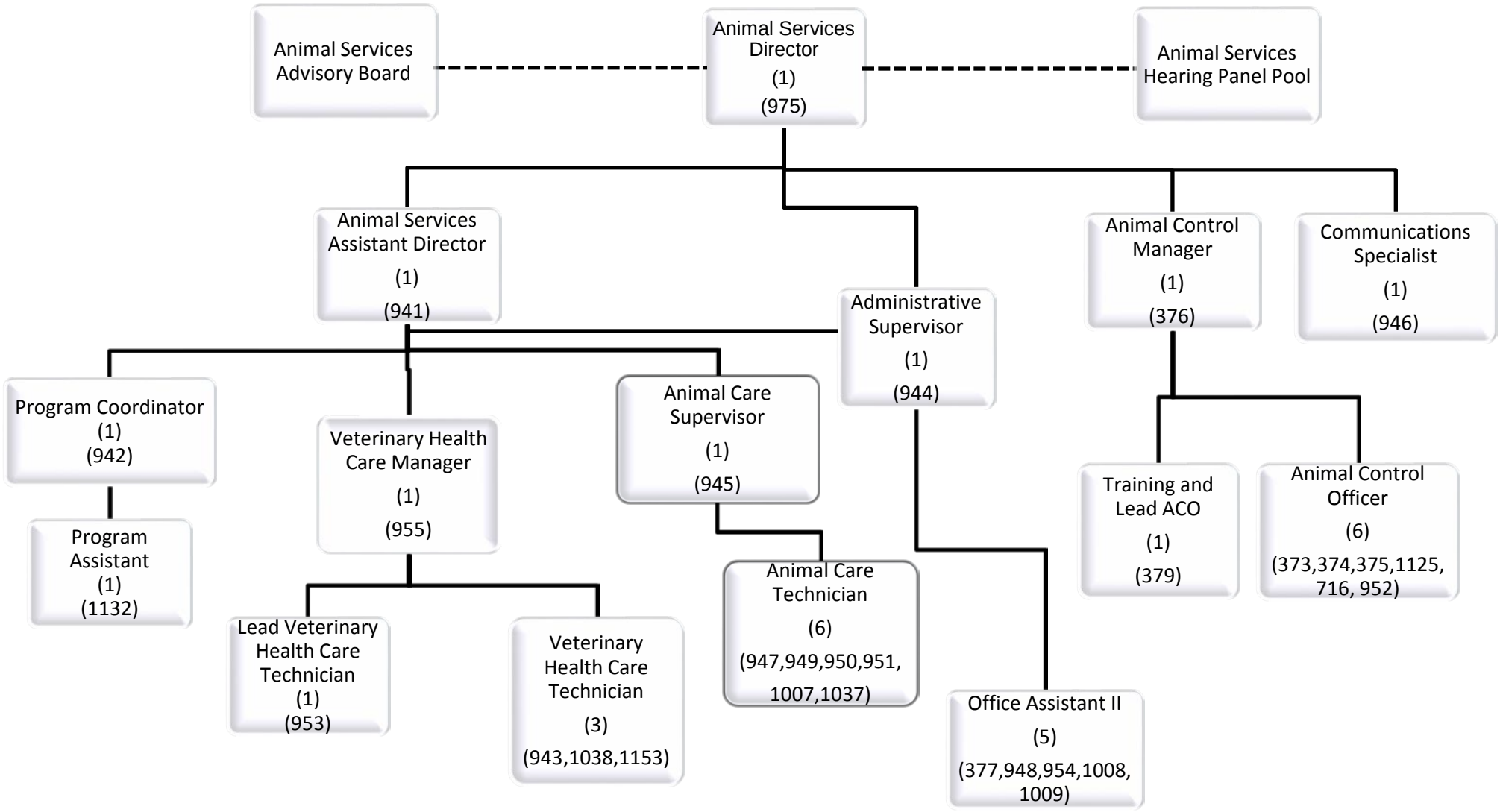
- Continue to promote community awareness for adoption events, spay and neuter opportunities, lost pet recoveries and different public health and safety issues by posting assorted flyers throughout Orange County and through direct contact with residents.
- Continue to refer residents to the county's Community Spay Neuter Program and community partners in regard to fencing, cat care, and wildlife.

Budget Highlights

The FY2017-18 Manager's Recommended Budget includes:

- An increase of $6,936 in revenue from the service agreement with Carrboro, primarily as a result of adjustments to indirect cost allocation.
- A decrease of $1,092 in revenue from service agreement with Chapel Hill, as a result of an adjustment to the average cost of a single FTE Animal Control Officer.
- An increase of $11,838 in revenue from service agreement with Hillsborough, as a result of an increase in their share of field services and an adjustment of a new indirect cost allocation.
- An increase in field surrender fee from $15 to $25.

Animal Services



FY 2017-18 Recommended

Article 46 Sales Tax

The Article 46 One-Quarter Cent (1/4 cent) County Sales and Use Tax was approved by Orange County voters in the November 2011 election, and became effective April 1, 2012. A Special Revenue Fund has been established to receive and account for the One-Quarter Cent (1/4 cent) Sales and Use Tax proceeds. The sales and use tax 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 recommended uses of the anticipated proceeds of $3,511,492 by the two school systems and Economic Development in FY 2017-18:

School Systems Recommended Use for FY 2017-18	**Amount**
Technology – Student Access Computing Devices (Chapel Hill-Carrboro City Schools)	$ 527,601
Facility Improvements at Older Schools – Mechanical Systems (Chapel Hill-Carrboro City Schools)	$ 527,602
Technology – Upgrades (District-Wide – Orange County Schools)	$ 700,543
TOTAL	**$1,755,746**

Economic Development Recommended Use for FY 2017-18	Amount
Debt Service on Infrastructure	$ 814,936
Utility Service Agreement with Mebane	$ 50,000
Collaborative/Outreach	$ 20,000
Small Business Loan Pool*	$ 0
Innovation Center – "Launch Chapel Hill"	$ 73,500
Agricultural Grants	$ 60,000
Business Investment Grants**	$ 100,000
Incentives	$ 387,310
Agricultural Summit	$ 5,000
Economic Development Summit	$ 30,000
Local Fest Planning	$ 15,000
Durham Tech – Orange Connect Project (Scholarships)	$ 200,000
TOTAL	**$1,755,746**

** Small Business Loan Pool - $200,000 in existing Article 46 funds will be utilized in FY 2017-18.*

***Business Investment Grants – an additional $20,000 in existing Article 46 funds will be utilized in FY 2017-18.*

Asset Management Services

Phone Number: (919) 245 - 2625

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

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Category (General Fund)						**Account: 240**
Personnel Services	2,257,219	2,279,359	2,279,359	2,279,944	2,431,290	2,342,729
Operations	2,011,018	2,051,260	2,288,452	2,146,452	2,131,153	2,114,649
Capital Outlay	11,639	16,652	21,882	20,935	112,882	16,978
Total Expenditures	**$ 4,279,877**	**$ 4,347,271**	**$ 4,589,693**	**$ 4,447,331**	**$ 4,675,325**	**$ 4,474,356**
Offsetting Revenues	*(320,836)*	*(331,687)*	*(346,917)*	*(304,244)*	*(303,664)*	*(303,664)*
County Costs (net)	**$ 3,959,041**	**$ 4,015,584**	**$ 4,242,776**	**$ 4,143,087**	**$ 4,371,661**	**$ 4,170,692**
Total Asset Management Services and Related Expenditures	**$ 4,279,877**	**$ 4,347,271**	**$ 4,589,693**	**$ 4,447,331**	**$ 4,675,325**	**$ 4,474,356**

Division Summary

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Program (General Fund)						
Administration	659,429	680,002	690,002	669,765	762,053	710,446
Central Services	(55,776)	87,796	95,476	85,618	87,796	87,796
Custodial Services	937,703	981,708	1,045,384	1,027,847	1,033,890	989,158
Facilities Maintenance	2,720,752	2,679,278	2,832,842	2,725,271	2,701,044	2,681,031
Fleet Services	17,769	(81,513)	(74,011)	(61,170)	90,542	5,925
Rents and Insurance	0	0	0	0	0	0
Total Expenditures	**$ 4,279,877**	**$ 4,347,271**	**$ 4,589,693**	**$ 4,447,331**	**$ 4,675,325**	**$ 4,474,356**
Offsetting Revenue	*(320,836)*	*(331,687)*	*(346,917)*	*(304,244)*	*(303,664)*	*(303,664)*
County Costs (net)	**$ 3,959,041**	**$ 4,015,584**	**$ 4,242,776**	**$ 4,143,087**	**$ 4,371,661**	**$ 4,170,692**
Total Expenditures	**$ 4,279,877**	**$ 4,347,271**	**$ 4,589,693**	**$ 4,447,331**	**$ 4,675,325**	**$ 4,474,356**

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.

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), Emergency Services, 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.
- Provide administrative support to the other divisions within AMS, including managing the work order, accounts payable, and contract preparation/routing processes.
- Provide lead customer service support within AMS, acting as a liaison between the County's departments and the AMS Facility Maintenance, Facility Services, and Fleet Maintenance divisions.
- Provide property and facility management services to County real estate tenants and occupying entities within active operating agreements with the County (Community Associations, etc.).
- 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 procurement of County vehicles and equipment.
- Manage service contracts for County facilities (life safety systems, security systems, elevators, pest management, automotive and facility supply, 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 2016-17 Outcomes

- Implemented a new reservation system for the rental of county facilities, which provided a better user experience.
- Updated the Facility Use Policy to allow for improved customer experience by citizens when reserving facilities in the County.
- Initiated a request for proposals which ultimately led to the selection of a new computerized maintenance management system, TMA, for Facilities Maintenance that will allow that division to operate without paper, using smart phones and tablets, and improve customer service.
- Re-organized existing staff resources in order to provide a full-time service writing position to the Fleet Maintenance division.
- Worked extensively with CST Fleet Services to provide recommendations to the County to improve the County Fleet's maintenance operation, accounting, and utilization.
- Improve the yearly process in which AMS meets with departments to review their facility and vehicle's needs, ensuring a more transparent and productive process for the departments.
- Managed a 26% increase in the number of reservations in the Whitted Meeting Facility between FY 2015-16 and FY 2016-17.

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

- Provided event management and logistical support for county-wide emergencies, including the Jan 7th inclement weather event, and the February 3rd OWASA water emergency.
- Led the remediation and recovery efforts for the Gateway fire on July 4, 2017.
- Led the remediation and recovery efforts for the Library water intrusion event on Jan 10th, 2017
- Capital projects completed for their intended use in FY2016-17:
    - Parking Lot Improvements at Skills Development Center
    - HVAC Improvements at Skills Development Center
    - Whitted Building - Health & Dental Departments - Interior renovations
    - Install automated doors and card readers at multiple locations
    - Homestead Sidewalk Extension
    - Fairview Park Parking Expansion
    - Central Recreation Roof Replacements
    - Historic Courthouse gutter, cornice replacement/restoration.
    - Single Occupancy Restrooms
- Significant Capital Projects started or continued in due diligence, design, or construction, phases:
    - Southern Human Services Center / Southern Campus Improvements (due diligence, design)
    - Southern Branch Library (due diligence, development agreement preparation)
    - County Detention Center (due diligence)
    - Environment and Agriculture Center (vision study, design)
    - Passmore Center (vision study, design)
    - Cameron Street Sidewalk (due diligence)
    - Eubanks Road Convenience Center (construction)
    - 911 Back Up Call Center (design)

Facilities 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.
- Coordinate with the Emergency Action Plan committee on the training for building occupants on how to ensure the safe operation of their facilities. Includes provide routine testing of all the major safety systems.
- Lead organization in inclement weather preparation and response.

FY 2016-17 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 15%; signifying successful systems maintenance, internal customer education and communications, and increased internal maintenance team skills and productivity.
- Devised new procedures and training to reduce the percentage of instances where staff had to repair again something that had already been reported as completed. Includes providing training to have at least 1 team member certified to maintain and install solar systems.
- Implemented an in-house construction pilot program where staff took on a series of electrical, plumbing, and construction projects in addition to their maintenance duties on a pilot basis. This in-house work leveraged existing labor and new skills acquired by the maintenance team, avoiding over $48,300 in costs that would have been charged by outside vendors. AMS staff is exploring ways to continue doing this work in-house to maximize savings.
- Installed basic electrical service in the Cedar Grove Community Center storage wings, saving $14,938.00.
- Worked with the Sustainability Coordinator to improve the Frequently Asked Questions (FAQs) on the AMS intranet page to better inform customers of current policies and procedures. This significantly contributed to reduced HVAC service calls by having customers full informed on the current policies and procedures.
- Operated a safe working environment as evidenced by having no reported injuries to staff.

Custodial Services Division

Major Services

- Routine cleaning, including cleaning contractor management, 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 Southern Orange's County Commissioner events/meetings in Chapel Hill, including but not limited to furnishings for the County Commissioners, seating for the public (approximately 27 scheduled meetings annually), and any unscheduled meetings that may include County Commissioners at Southern Human Services Center.

FY 2016-17 Outcomes

- Optimized the balance between contract services and in-house floor maintenance providing maintenance floor work for 140,000 square feet of vinyl tile and carpet cleaning across the County,

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

and providing a variety of other services outside general cleaning such as facility upholstery cleaning and deep kitchen floor cleanings.

- Managed floor care between outside contract services and in-house work such that facility improvements could be funded by replacing flooring at the Motor Pool and the R.E. Whitted dental flooring, delivering a more functional facility flooring for both facilities with an epoxy based floor, improving the resiliency and long-term hygiene of the facilities.
- Improvements made in acquiring the chemical dispensing systems installed throughout the custodial assignments allowed more control over base chemical use with respect to cost and accuracy of use.
- Continued training and development of team leaders and 1 Tech II custodial staff, elevating service levels by an increased level of accountability at the point of service to improve the quality of that service within the County.

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.
- Maintaining new and existing alternative fueling systems and vehicles.

FY 2016-17 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.
- Minimized third party required maintenance through aggressive implementation of new diagnostic tools and training.
- Established an early morning flex schedule with fleet technicians and customers to efficiently accomplish complex preventive maintenance services on the bus, ambulance and law enforcement fleets in coordination with route schedules and shift change.

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 grant-funding procurement (when available), 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 2016-17 Outcomes

- Implemented 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. Even with historically low gasoline prices, the payback after the first 9 months of running the systems is over $1,600 and each vehicle has an increased range of 100 miles before refueling.
- Telework: Created a new administrative Telework Policy, application process, and training program as part of a larger commuter benefits program in partnership with Human Resources and in consultation with Information Technologies, Risk Management, and the County Attorney's Office. Delivered Telework training to over 70 staff and supervisors to date.
- Comprehensive Accessibility Self-assessment: Completed a comprehensive accessibility assessment of County facilities and sidewalks in partnership with Housing, Human Rights and Community Development and disability support groups. All 5 miles of sidewalks on County facilities were assessed for accessibility and connectivity in partnership with the Planning and Inspections department. Currently implementing plan to address all obstacles identified.
- Established a consistent definition of sustainability reflecting environmental quality, social equity, and economic prosperity, as reflected in the 2017 BOCC retreat agenda and discussion.
- EV Charging Station Grant: The County has been awarded a $10,000 grant from Duke Energy to install 2 additional electric vehicle charging plugs at County facilities in 2017. This charging capacity will be added to the current network of 16 EV chargers that county maintains to support the adoption of clean-driving electric vehicles in Orange County.
- Shared Vehicle System: Developed a low-cost method to reserve, track, and maintain a new shared County vehicle pool, leveraging existing technology.
- Sustainability Internship Program: Successfully recruited and managed the work of four UNC interns, adding 480 free staff hours and 520 low-cost contract hours to amplify the work of the Orange County Sustainability Program and provide green job training for young professionals.
- Community Geothermal: As of June 2016, 6 buildings are connected to geothermal systems leading to 30-50% reduction in heating and cooling energy use and costs: Jail (2016), Historic Courthouse (2016), Court Street Annex (2016), District Attorney's Office (2014), Link Center (2012), and Justice Center (2009). The County has saved more than $180,000, and expects a 3-5 year payback.
- Established the County's Sustainability website
- Provided staff support for the Commission for the Environment, facilitating the Air and Energy Committee and leading efforts to create and publish a series of local news articles and radio announcements.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 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***	$4.27	$4.54	$4.65	$4.68	$4.65
Variance from Index Year:	-33%	-29%	-28%	-28%	-28%

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Energy Consumed (Million BTUs per 1,000 Square Feet)					
Performance Index: FY2009-10 baseline: ***96.2***	81.98	*To be updated by March 20th*	Not Applicable*	Not Applicable*	Not Applicable*
Variance from Index Year:	-14.8%	*To be updated by March 20th*	Not Applicable*	Not Applicable*	Not Applicable*
Fuel Consumption (Total Gallons)					
Performance Index: FY2009-10 baseline: ***240,813***	261,018	272,982	283,274	275,164	275,164
Variance from Index Year:	8.4%	13.4%	17.6%	14.3%	14.3%
Fuel Efficiency (Miles Per Gallon)					
Performance Index: FY2009-10 baseline: ***12.82***	11.83	11.33	11.05	11.76	11.76
Variance from Index Year[3]:	-7.7%	-11.6%	-13.8%	-8.3%	-8.3%
Water Consumption (Gallons per Square Foot)					
Performance Index: FY2009-10 baseline: ***15.93***	13.68	*To be updated by March 20th*	Not Applicable*	Not Applicable*	Not Applicable*
Variance from Index Year:	-14.1%	*To be updated by March 20th*	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***	$0.22	$0.25	$0.22	0.21	$0.24
Variance from Index Year:	-23%	-15%	-25%	-28%	-16%
Service: Downtime (Percentage of time fleet vehicles are not available for use by customers)					
	1.2%	1.7%	Not Applicable**	1.7%	Not Applicable**

* Energy data is drive by weather conditions, therefore budget figures and projects are not issued for these figures.
** Downtime performance is not budgeted from year to year, so budget figures are not available for this outcome measure

FY 2017-18 Objectives

Overall Department Objectives

- Refine and improve performance based upon meaningful measurements for next fiscal year and beyond; especially the work flow improvement measurements that will be a result of the implemetnation of paperless facility mainteance work order system scheduled to come online in FY 2017-18.

[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.

- Appropriately plan, manage, communicate and successfully complete Board Approved Capital Projects managed by AMS; as well provide assistance for 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 DEAPR 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 service by increasing communications with customers.
- Begin the procurement process for a new fleet maintenance work order system that will allow the fleet maintenance to switch to a paperless system that can easily track vehicle repair status and communicate that information to Fleet Maintenance's customers.
- Take over full responsibility for the sale of County surplus from the current contractor, saving the county over $25,000 in avoided cost while increasing efficiency in the sale of County assets.
- Begin implementation of a shared vehicle program that will allow County staff from multiple departments to use shared vehicles located at several strategic locations around the County in order to increase fleet utilization, thereby lowering cost.
- Implement a yearly customer satisfaction survey that will cover all of AMS's major service areas.
- Continue to manage and improve 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.
- Collaborate with Orange Public Transportation to implement a grant-supported Orange County Commute Options Program as part of a regional collaboration led by the Triangle J Council of Governments and GoTriangle. This program will administer and market the newly created Commuter Benefits Program to reduce traffic congestion and improve local air quality. Proposed programming includes the County telework program, a carpool ride-matching service, a GoPerks incentive program, and the upcoming subsidized bus pass program.
- Join with DEAPR to reconvene the Environment and Sustainability Advisory Council (ESAC) to coordinate the efforts of staff across county departments who wish to engage in and/or guide County sustainability activities.

Facility Maintenance Division Objectives

- Continue to reduce after-hours emergency calls and business hour call-backs by executing proactive preventive maintenance work.
- 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 high quality maintenance delivery and facility outcomes.
- Continue to provide excellent customer service, while also providing a safe working environment for the staff and citizens of Orange County.
- Provide increased service to facilities through in-house interior and exterior painting campaign.

Custodial 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.
- Continue to maintain high level of sanitation in common areas, maximizing indoor air quality and minimizing risks to human health.

Fleet Maintenance Division Objectives

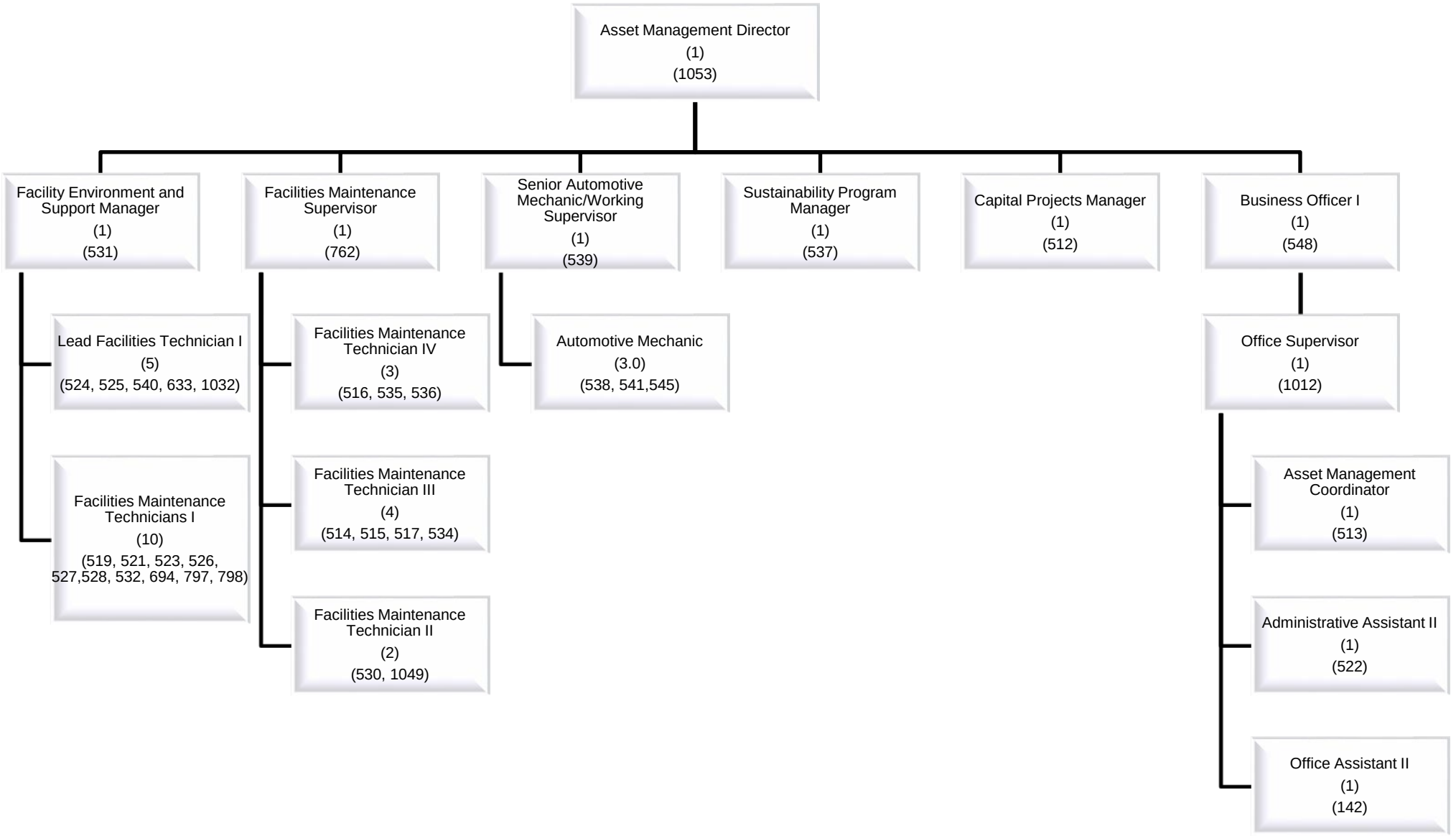
- Continue meeting or exceeding the 95% availability of County equipment at all times.
- Training Emergency Services staff on complex vehicle systems, including diesel particulate management systems, idle reduction systems, and electrical systems.
- Continue decreasing the needs for outside repairs by 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.
- 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 FY2017-18 Manager's Recommended Budget includes:

- Funding of $13,283 for Orange County to be included in the Triangle Regional Resiliency Project.
- An allocation of $3,000 for the replacement of a non-functional Electric Vehicle charging station.
- Funding of $25,000 to begin a non-public safety vehicle lease pilot program. These vehicles will be utilized by non-public safety departments in lieu of purchasing new vehicles for those departments.
- An allocation of $13,978 to replace a compressor for the Fleet Maintenance division.

Asset Management Services



Board of County Commissioners

Phone Number: (919) 245-2130

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

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Category (General Fund)						**Account: 200**
Personnel Services	597,625	591,348	591,348	607,181	628,718	628,718
Operations	215,431	290,810	306,335	225,376	284,990	284,990
Capital Outlay	0	0	0	0	0	0
Total Expenditures	**$ 813,056**	**$ 882,158**	**$ 897,683**	**$ 832,557**	**$ 913,708**	**$ 913,708**
County Costs (net)	**$ 813,056**	**$ 882,158**	**$ 897,683**	**$ 832,557**	**$ 913,708**	**$ 913,708**
Total Board of County Commissioners and Related Expenditures	**$ 813,056**	**$ 882,158**	**$ 897,683**	**$ 832,557**	**$ 913,708**	**$ 913,708**

Mission Statement

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

Major Services

- Custodian for the County seal and the retention of official records including minutes, ordinance books, records of County-appointed boards and committees, resolutions, contracts, agreements, and leases, etc., in accordance with the North Carolina General Statutes; prepares official copies of documents including ordinances, resolutions and meeting minutes as adopted by the Board; certifies legal documents on behalf of the County.
- Administers appointment process for 20+ volunteer boards and commissions internally and 20+ multi-jurisdictional boards externally.
- Ensures public access to County records as required by state public records laws
- Provides primary/secondary communications between Orange County Government and the public through local and regional media outlets
- Performs 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
- Manages 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, appeals, licenses, permits, and other documents that come under the jurisdiction of the Clerk.
- Researches 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; negotiate and resolve sensitive and controversial issues; coordinate assigned program activities with those of other County departments and outside agencies.
- Attend and participate in professional group meetings; maintain awareness of new trends and developments in the field of public and business administration; incorporate new developments as appropriate.
- Respond to and resolve difficult and sensitive citizen inquiries and complaints.
- Perform related duties as required.
- 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
- Preserve an accurate collection of the Board's legislative history.
- Maintains and makes easily accessible all official records of the local legislative process through Records Management Program
- Provide for the ethical and efficient flow of government.
- 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 2016-17 Outcomes

Outline measurable results anticipated, by June 30, 2017.

- Provided BOCC meeting support for 50 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.

Board of County Commissioners – continued

- Advisory Board Support Staff training during summer.
- Continued to assist the Community Relations Department in their coverage of County issues
- Continued to provide back-up Public Information Officer duties for Emergency Services
- Working with AMS, Emergency Services and Risk Management on continuation of facility risk assessment and preparedness training.
- 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
- Draft for BOCC Approval--15 closed session minutes
- Continuation of Web re-design support
- Coordinates and completes Public Records Requests
- Business continuity planning with Risk Management

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: Appointment to Advisory Boards and Commissions (including advertising, processing applications, agenda process for appointments, follow up after appointments are made).					
	110	103	132	140	150
Service: BOCC Meetings-agendas, minutes, etc.					
	50	52	52	50	50
Service: Webcasting of BOCC meetings					
Webcasts	110	50	Web-stream all BOCC meetings-52	Scheduled to web-stream all BOCC meetings - 50	50
Resolutions	89	90	67	83	80
Proclamations	13	15	17	13	15
Ordinances	48	50	34	48	45
Contracts	650	675	666	616	620
There were numerous other documents processed as well such as research project requests, Memorandum of Agreements, easements, etc.					

FY 2017-18 Objectives

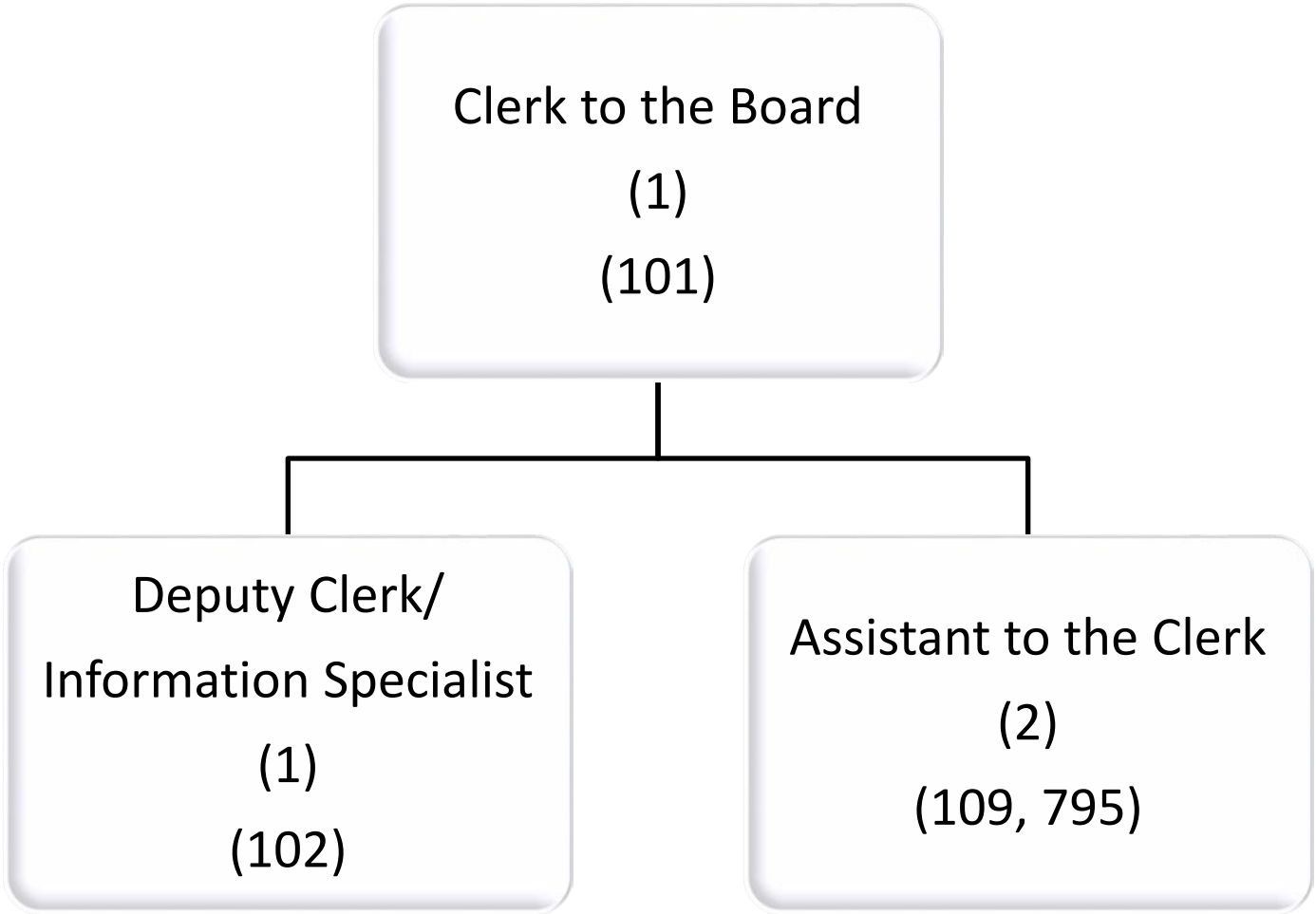
- Continually improve operational processes and enhance our services through efficient and effective methods and solutions to ensure an organization that is customer-focused, proactive, consistent, and responsible.
    - Improve standardization of records management by reviewing records retention and disposition schedules facilitating timely disposal of records
    - Enhance the preservation of and access to the county's historically valuable records
    - Ensure the annual accessibility of Commissioner Records into the Archives
        - Identify and preserve historically valuable departmental records
        - Utilize electronic imaging and the internet to promote access
        - Work with departments for usage of Laserfiche
- Continue to provide services in an open and transparent manner, build cooperative partnerships and strong working relationships, and identify opportunities to extend and improve the services that we provide in order to meet the changing needs of our diverse community and customer base.
- Enhance and promote accessibility and Clerk/BOCC services through the website
- Enable and promote civic engagement and involvement through participation in public meetings
- Continue to assist the Community Relations Department with increasing interaction and website traffic from County residents, organizations, and other entities through social media, e-services, and feedback forums
- Continue to cross-train staff
- Continue to publicize volunteer vacancies on advisory boards in several media outlets, such as the newspaper, radio, and social media.

Budget Highlights

The FY2017-18 Manager's Recommended Budget includes:

- A decrease of $10,580 in the Dues operating account due to several Economic Development organization's (Chapel Hill Chamber of Commerce and Hillsborough/Orange County Chamber of Commerce) dues being paid from the Economic Development Department's budget.
- An increase of $4,000 in the Volunteer Recognition Program operating account in order to purchase higher quality volunteer gifts. This increase is offset by a $4,000 decrease in the Travel account.

Board of County Commissioners Office



FY2017-2018 Requested

Board of Elections

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

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Category (General Fund)						**Account: 310**
Personnel Services	608,043	528,527	528,527	548,399	597,226	597,226
Operations	206,504	164,250	165,020	150,975	232,788	232,788
Capital Outlay	84,726	0	0	0	600	0
Total Expenditures	**$ 899,273**	**$ 692,777**	**$ 693,547**	**$ 699,374**	**$ 830,614**	**$ 830,014**
Offsetting Revenues	*(59,446)*	*(110)*	*(110)*	*0*	*(59,900)*	*(59,900)*
County Costs (net)	**$ 839,827**	**$ 692,667**	**$ 693,437**	**$ 699,374**	**$ 770,714**	**$ 770,114**
Total Board of Elections and Related Expenditures	**$ 899,273**	**$ 692,777**	**$ 693,547**	**$ 699,374**	**$ 830,614**	**$ 830,014**

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 2016-17 Outcomes

- Effectively and efficiently conducted 2016 Presidential General Election
- Effectively and efficiently conducted statewide recount
- Effectively and efficiently implemented electronic poll books countywide
- Successfully operated 5 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	2013 Municipal	2014 Primary	2014 General	2015 Municipal	2016 Primary	2016 General
Registered Voters	74,533	105,935	109,158	75,212	108,925	116,432
Total Ballots Cast	8,779	20,501	52,962	12,615	47,621	82,818
Voter Turnout	11.78%	19.35%	48.52%	16.77%	43.72%	71.13%
Ballots Cast Prior to Election Day	24.48%	28.90%	46.12%	30.54%	43.92%	77.06%
Ballots Cast on Election Day	75.52%	71.10%	53.88%	69.46%	56.08%	22.94%

2nd Primary Elections were held on July 15, 2014 (9.22% voter turnout) and June 7, 2016 (12.75% voter turnout).

SERVICE: Voter Registration

Outcome Measures	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual
Absentee Ballots Processed	5,699	351	2,188	227	5,259
Registrations Processed	43,869	10,810	23,855	15,292	55,224
Registrations Removed	14,309	10,728	11,099	6,422	12,880
Voter Card Mailings	58,005	19,691	53,151	22,385	53,064

FY 2017-18 Fiscal Year Objectives

- Successfully conduct 2017 Municipal and School Board Elections
- Successfully conduct 2018 Primary and 2nd Primary Elections
- Test and employ new ADA voting equipment for the 2017 Municipal and School Board elections
- Expand voter education outreach initiatives
- Recruit and train more student assistants
- Increase voter participation

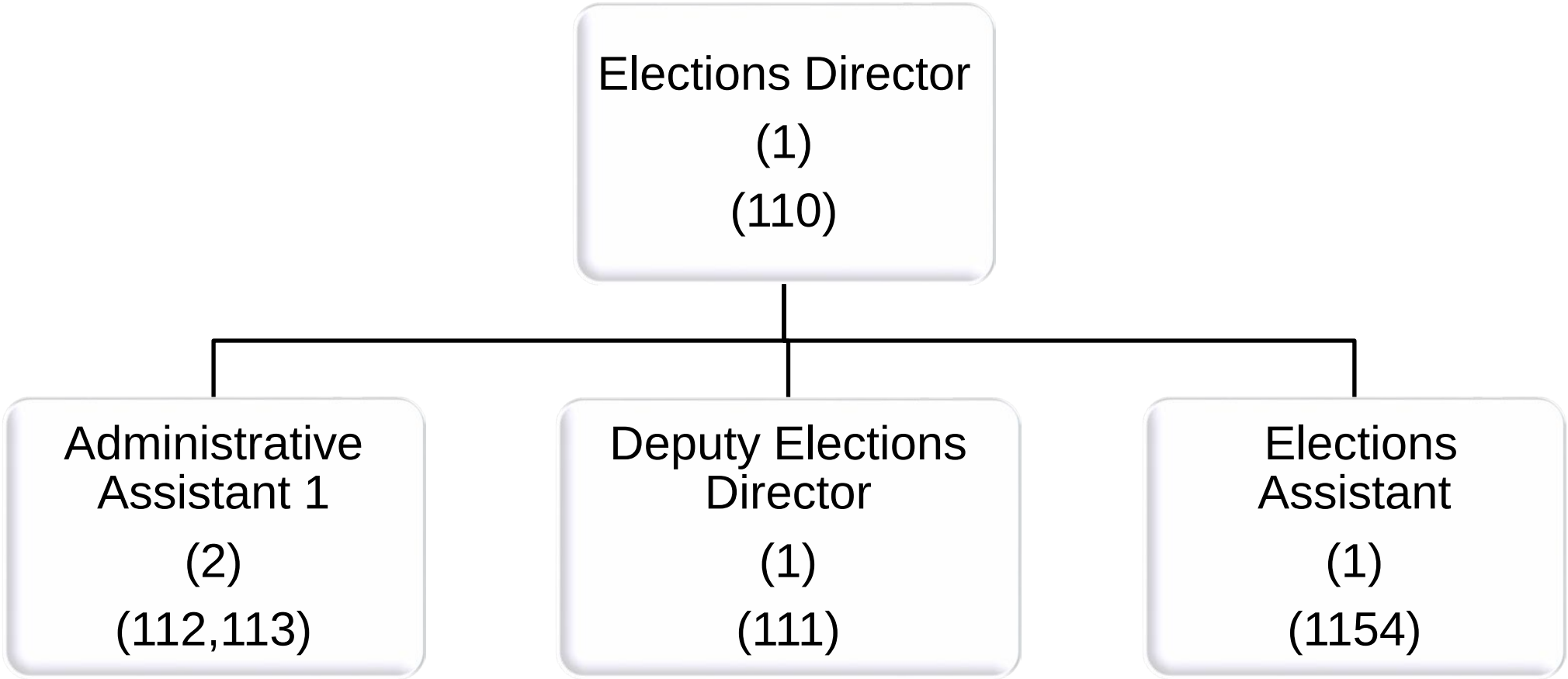
- Provide the best possible customer services to the voting public
- Continue to earn and maintain the public trust
- Work to maintain our most informative and user friendly website.
- Continue to diligently and accurately maintain our registration database

Budget Highlights

The FY2017-18 Manager's Recommended Budget includes:

- An increase of $59,790 in revenues due to Municipal Elections being held in 2017 and filing fees paid for 2018 elections.
- An increase of approximately $68,500 in operating costs due to having 3 elections in FY2017-18 compared to 1 election in FY2016-17.

Board of Elections



Manager Recommended

FY 2017-22 Capital Investment Plan

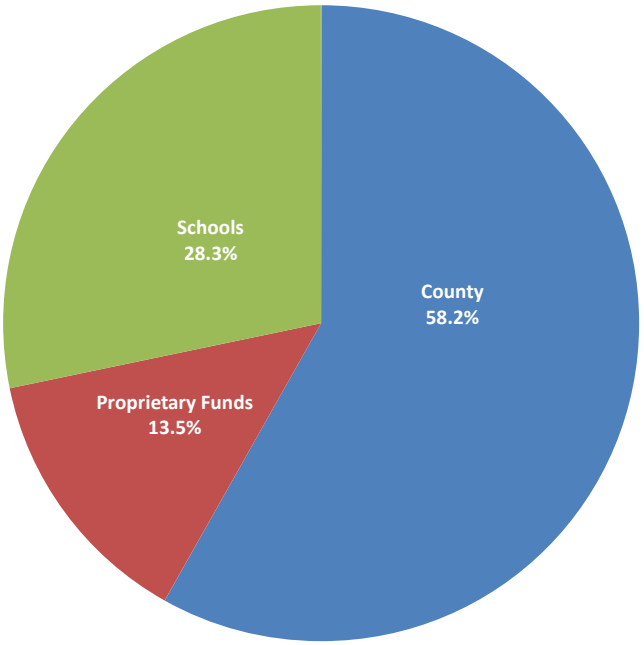
The Manager Recommended FY 2017-22 Capital Investment Plan (CIP) was presented to the Board of County Commissioners on April 4, 2017. The following CIP Summaries were included as part of the presented Plan. The Board held a work session on April 6, 2017 to begin review and discussion. The Board will consider approval of FY 2017-18 (Year 1) funding of the FY 2017-22 CIP on June 20, 2017.

Orange County Capital Investment Plan- Plan Summary - RECOMMENDED
Fiscal Years 2017-22

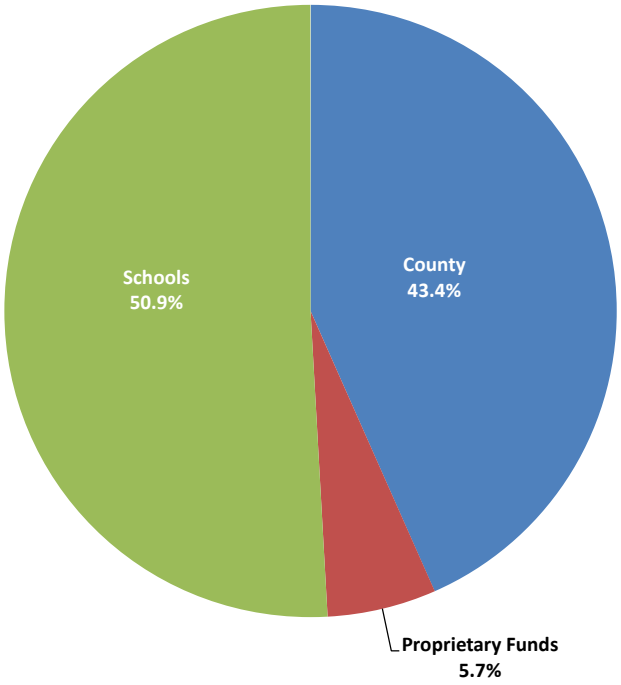
	Current Fiscal Year 2016-17	Year 1 Fiscal Year 2017-18	Year 2 Fiscal Year 2018-19	Year 3 Fiscal Year 2019-20	Year 4 Fiscal Year 2020-21	Year 5 Fiscal Year 2021-22	Five Year Total	Year 6 to Year 10
Appropriations								
County Capital Projects	17,265,878	16,002,058	32,613,975	39,060,092	19,734,380	9,102,330	116,512,835	42,687,700
Bond Referendum Projects	2,500,000		2,500,000				2,500,000	
Total County Capital Projects	19,765,878	16,002,058	35,113,975	39,060,092	19,734,380	9,102,330	119,012,835	42,687,700
Proprietary Capital Projects								
Water & Sewer Utilities	120,000	2,270,000			350,000	2,220,000	4,840,000	
Solid Waste	667,665	990,268	1,301,941	2,186,688	1,337,049	2,154,938	7,970,884	7,646,198
Sportsplex	320,000	465,000	415,000	180,000	1,450,000	420,000	2,930,000	3,046,000
Schools Capital Projects								
Chapel Hill Carrboro City Schools	4,615,927	4,673,027	4,745,378	4,819,756	4,896,226	4,373,959	23,508,346	23,130,291
Deferred Maintenance Projects								34,970,659
Bond Referendum Projects	24,036,000		24,036,000		24,036,000		48,072,000	
Total Chapel Hill Carrboro City Schools	28,651,927	4,673,027	28,781,378	4,819,756	28,932,226	4,373,959	71,580,346	58,100,950
Orange County Schools	3,043,644	3,103,689	3,151,743	3,201,141	3,251,931	2,905,057	15,613,561	15,362,472
Deferred Maintenance Projects								22,418,212
Bond Referendum Projects	15,964,000		15,964,000		15,964,000		31,928,000	
Total Orange County Schools	19,007,644	3,103,689	19,115,743	3,201,141	19,215,931	2,905,057	47,541,561	37,780,684
Durham Tech Community College (Orange Co Campus)			547,911	800,000	9,200,000	10,000,000	20,547,911	
Total	**68,533,114**	**27,504,042**	**85,275,948**	**50,247,677**	**80,219,586**	**31,176,285**	**274,423,538**	**149,261,532**
Revenues/Funding Source								
Available Project Balances							-	
Transfer from Other Funds			100,000				100,000	
Transfer from General Fund - County	887,500	741,000	505,000	1,250,000	770,000	880,000	4,146,000	4,250,000
Transfer from General Fund - W & S Utilities							-	
Transfer from General Fund - Schools	3,799,346	-	1,870,517	3,972,894	4,032,488	4,092,974	13,968,873	21,404,415
Transfer from other Capital Projects	260,000		100,000				100,000	
County Capital Fund Balance							-	
Visitors Bureau Fund Balance							-	
Solid Waste Fund Balance	100,000	297,314	891,941	1,575,888	1,337,049	1,481,538	5,583,730	7,646,198
Sportsplex Fund Balance	320,000	465,000	415,000	180,000	475,000	420,000	1,955,000	1,630,000
Solid Waste Programs 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	480,000	80,000	80,000	80,000	80,000	800,000	400,000
9-1-1 Funds							-	
State 9-1-1 Funds	600,000						-	
Grants & Contributions	827,500	15,000	1,175,000	3,535,000	500,000	125,000	5,350,000	1,762,500
NCDEQ Reimbursement Funds		50,000		1,500,000			1,550,000	
Grants - Solid Waste Fund	219,235						-	
User Fees/Donations							-	
Article 46 Sales Tax Proceeds - Schools	1,503,863	1,564,018	1,626,578	1,691,641	1,759,307	1,829,681	8,471,225	10,306,538
Article 46 Sales Tax Proceeds - W & S	120,000	90,000					90,000	
State Revolving Loan Funds							-	
Financing:								
Debt Financing - County Capital	14,610,878	14,716,058	30,653,975	32,695,092	18,384,380	8,017,330	104,466,835	36,275,200
Debt Financing - W & S Utilities		2,180,000			350,000	2,220,000	4,750,000	
Debt Financing - Solid Waste	348,430	692,954	410,000	610,800		673,400	2,387,154	
Debt Financing - Sportsplex					975,000		975,000	1,416,000
Debt Financing - Special Revenue Funds	-	-					-	
Debt Financing - E-9-1-1							-	
Debt Financing - Affordable Housing (Bond Pro	2,500,000		2,500,000				2,500,000	
Debt Financing - Schools (Bond Proceeds)	40,000,000		40,000,000		40,000,000		80,000,000	
Debt Financing - Durham Tech (Orange Co. Campus)			547,911	800,000	9,200,000	10,000,000	20,547,911	
Debt Financing - Schools Capital	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000		4,000,000	57,388,871
Debt Financing - 2/3 Net Debt Bonds (Schools)		3,856,336	2,043,664				5,900,000	
Total	**68,533,114**	**27,504,042**	**85,275,948**	**50,247,677**	**80,219,586**	**31,176,285**	**274,423,538**	**149,261,532**
		-	-	-	-	-	-	-

FY 2017-22 Orange County Capital Investment Plan Projects
County-Wide Summary - Appropriations

Year 1: FY 2017-18
$27,504,042

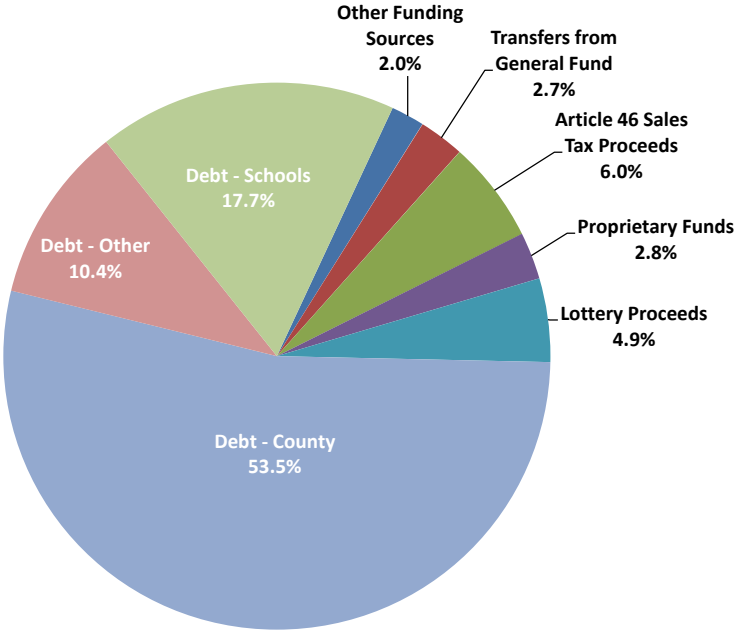


Years 1-5: FY 2017-2022
$274,423,537

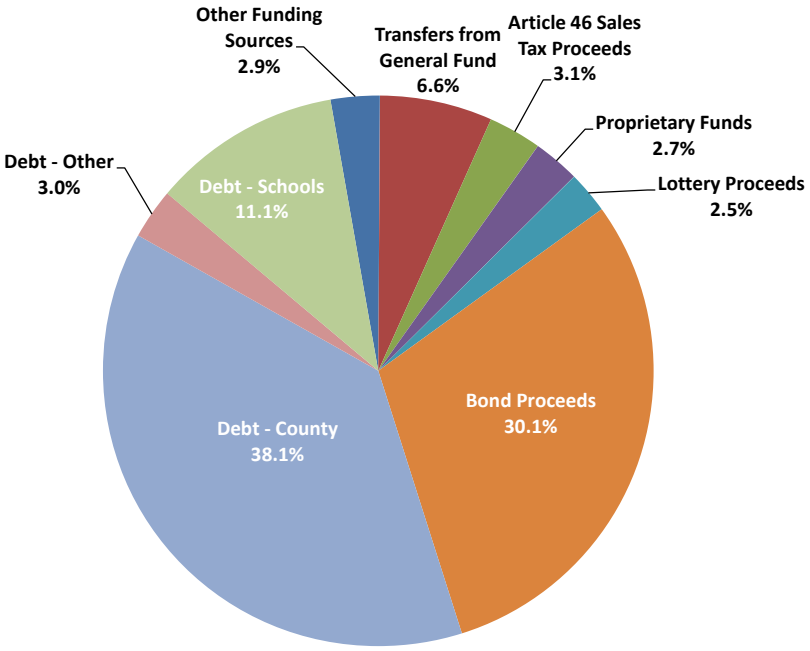


FY 2017-22 Orange County Capital Investment Plan Projects
County-Wide Summary - Revenues

Year 1: FY 2017-18
$27,504,042



Years 1-5: FY 2017-2022
$274,423,537



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 2017-22

Projects	Prior Years Funding	Current Fiscal Year 2016-17	Year 1 Fiscal Year 2017-18	Year 2 Fiscal Year 2018-19	Year 3 Fiscal Year 2019-20	Year 4 Fiscal Year 2020-21	Year 5 Fiscal Year 2021-22	Five Year Total	Year 6 to Year 10
Appropriations									
Central Efland/North Buckhorn Sewer	3,793,900							-	
Buckhorn EDD - Efland Sewer to Mebane	4,973,000	-	1,400,000	-	-	-	-	1,400,000	
Hillsborough EDD	1,150,000	-	380,000	-	-	-	-	380,000	
Eno EDD	1,315,000	120,000	490,000	-	-	-	-	490,000	
Buckhorn-Mebane EDD Phase 3 & 4		-	-	-	-	350,000	2,220,000	2,570,000	
Total	**11,231,900**	**120,000**	**2,270,000**	**-**	**-**	**350,000**	**2,220,000**	**4,840,000**	**-**
Revenues/Funding Source									
Transfer from General Fund	445,201							-	
Transfer from Other Projects (30017)								-	
General Fund - Debt Service Payments								-	
Article 46 Sales Tax - Debt Service								-	
EPA Special Appropriations Grant	1,348,400							-	
Article 46 Sales Tax Proceeds	505,000	120,000	90,000	-	-			90,000	
CDBG Grant								-	
State Revolving Loan Funds	2,351,899							-	
Debt Financing - Article 46 Sales Tax	6,581,400		2,180,000			350,000	2,220,000	4,750,000	-
Total	**11,231,900**	**120,000**	**2,270,000**	**-**	**-**	**350,000**	**2,220,000**	**4,840,000**	**-**
General Fund Related Operating Costs									
Personnel Services									
Operations	646,830	130,780	116,530	58,265				174,795	
Recurring Capital									
New/Addt'l Revenue								-	-
Total Operating Costs	**646,830**	**130,780**	**116,530**	**58,265**	**-**	**-**	**-**	**174,795**	**-**

Solid Waste Capital Projects Summary - RECOMMENDED
Fiscal Years 2017-22

Projects	Prior Years Funding	Current Fiscal Year 2016-17	Year 1 Fiscal Year 2017-18	Year 2 Fiscal Year 2018-19	Year 3 Fiscal Year 2019-20	Year 4 Fiscal Year 2020-21	Year 5 Fiscal Year 2021-22	Five Year Total	Year 6 to Year 10
Appropriations									
Environmental Support			116,484		-	-	-	116,484	172,048
Sanitation - Equipment	692,668	217,285	214,000	251,790	531,246	521,904		1,518,940	2,406,578
Recycling - Vehicles and Equipment	4,105,547	350,380		640,151	926,696	815,145	1,351,038	3,733,030	4,049,957
Eubanks Road Convenience Center	3,145,858							-	
High Rock Road Convenience Center			659,784					659,784	
Ferguson Road Convenience Center					728,746			728,746	
Bradshaw Quarry Convenience Center							803,900	803,900	
Roll-Cart Distribution/Maintenance Bldg	165,000							-	
Landfill - C & D Equipment								-	1,017,615
Alternative Waste Disposal		100,000						-	
Sanitation Equip Parking Improvements				410,000				410,000	
Total	**8,109,073**	**667,665**	**990,268**	**1,301,941**	**2,186,688**	**1,337,049**	**2,154,938**	**7,970,884**	**7,646,198**
Revenues/Funding Source									
Solid Waste - Debt Service		-						-	
Solid Waste Funds	3,050,716	100,000	297,314	891,941	1,575,888	1,337,049	1,481,538	5,583,730	7,646,198
Debt Financing	4,744,932	348,430	692,954	410,000	610,800		673,400	2,387,154	
Grant	313,425	219,235						-	
Total	**8,109,073**	**667,665**	**990,268**	**1,301,941**	**2,186,688**	**1,337,049**	**2,154,938**	**7,970,884**	**7,646,198**
Solid Waste Fund Related Operating Costs									
Personnel Services		39,429	71,480	72,194	72,916	73,645	74,382	364,617	383,220
Operations		32,405	83,773	48,180	98,374	52,996	59,310	342,633	306,646
Recurring Capital			425,855	48,800	202,800	64,275	234,075	975,805	406,875
New/Addl Revenue								-	
Total Operating Costs		**71,834**	**581,108**	**169,174**	**374,090**	**190,916**	**367,767**	**1,683,055**	**1,096,741**

Sportsplex Capital Projects Summary - RECOMMENDED
Fiscal Years 2017-22

Project Budget	Prior Years Funding	Current Fiscal Year 2016-17	Year 1 Fiscal Year 2017-18	Year 2 Fiscal Year 2018-19	Year 3 Fiscal Year 2019-20	Year 4 Fiscal Year 2020-21	Year 5 Fiscal Year 2021-22	Five Year Total	Year 6 to Year 10
Expenses									
New Facilities Projects:									
Field House Expansion Fitness section(1)	950,000							-	
Field House Sports and Recreation Section(1)	2,800,000							-	
Family Change room project (1a)	122,000		100,000					100,000	
Elevated Connector, Sportsplex to Field House (1b)				65,000				65,000	
Storage Facility(5)	125,000								
New member locker/shower project (1c)									490,000
Fully conditioned (HVAC) Enclosure of soccer field (1d)									926,000
Facility Maintenance/Replacement Items:									
Parking Lot Repair/Repave (2)	150,000						75,000	75,000	
HVAC Contingency (12) ***FY2016-17 Completed***		50,000		85,000			100,000	185,000	250,000
IT/Communications/Security Contingency (13)			50,000				50,000	100,000	50,000
Tilt up Panel (exterior wall system) (2)	100,000							-	
Major upgrade of Servers, Telephones (8)		35,000						-	50,000
Signage Upgrade (17)	25,000							-	30,000
Upgrade to High Efficiency Utility Mgmt. System						200,000		200,000	
Kidsplex									
Kidsplex Equipment Upgrade (10)			50,000				100,000	150,000	100,000
Outside Play Area (6)		45,000						-	
Inflatables (14)		30,000		25,000	5,000		5,000	35,000	25,000
Ice Rink									
Rink concrete ice floor repair (3) ***Completed***								-	
Ice Rink Re-Build (4)						975,000		975,000	
Rink de-humidification /Ice Rink Munters (5) ***Completed***					125,000			125,000	
Major rebuild - compressors/chiller barrel (7)				100,000				100,000	75,000
Rink Scoreboard		20,000						-	
Ice Rink Renovation: Boards; Lockers, Rubberized Floor						175,000		175,000	
Ice Rink/Fitness Wall Repair Paint Project		40,000						-	50,000
Fitness									
Climbing Wall (1a)								-	
Rotating Fitness Equipment Upgrade/Replacement (9)	100,000	100,000		100,000		100,000		200,000	350,000
Pool									
Pool Lane Timer/Scoreboard ***Completed***	15,000						40,000	40,000	
Pool pump/filter (11) ***Completed***	57,000							-	
Pool wall reglaze (2)	125,000							-	
Boiler/Pumps (15)			75,000		50,000		25,000	150,000	100,000
Pools Replaster and Tile(16)			150,000				25,000	175,000	100,000
Pool Water Reclamation Project			40,000						
Low Mtc., High Efficiency Pool Chemical Feed Upgrade				40,000				40,000	
Roof Asset Mgmt. Program (RAMP) recommendations									450,000
Total	**4,569,000**	**320,000**	**465,000**	**415,000**	**180,000**	**1,450,000**	**420,000**	**2,930,000**	**3,046,000**
Revenues/Funding Source									
Sportsplex Fund Balance	819,000	320,000	465,000	415,000	180,000	475,000	420,000	1,955,000	1,630,000
Debt Financing	3,750,000					975,000		975,000	1,416,000
Total	**4,569,000**	**320,000**	**465,000**	**415,000**	**180,000**	**1,450,000**	**420,000**	**2,930,000**	**3,046,000**
Impact on Operating Budget									
Personnel Services				80,000	160,000	190,000	220,000	650,000	1,400,000
Operations				225,000	409,760	404,000	439,540	1,478,300	2,625,300
Recurring Capital									
New/Add'l Revenue				(504,500)	(1,105,000)	(1,394,000)	(1,412,500)	(4,416,000)	(8,285,000)
Total		**-**	**-**	**(199,500)**	**(535,240)**	**(800,000)**	**(752,960)**	**(2,287,700)**	**(3,764,800)**

1. Project was re-scoped to create premier recreation facility adding courts and turf. 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 late Spring 2017 groundbreaking.

Field House fitness section will allow separation of cardio/aerobic space and strength/flexibility center as well as dedicated space for aging adults. $28,000 reallocated from former climbing wall proposal to be used for additional family change area space.

Field House sports/recreation area includes courts and turf for basketball, volleyball, pickleball, soccer, lacrosse, and proprietary RFP early childhood education programs (e.g." Lil Kickers") plus Kidsplex pre/after school programs. NOTE: Projected annual incremental financial returns anticipated to cover the annual debt service required for this project. Land acquired and parking plan approved.

(1a)$122,000 reallocated from unused project funds to partially fund new Family Change Room . In 2017-18 $100,000 reallocated from climbing wall project complete fun

(1b) Elevated enclosed connector from Sportsplex to Field House to maintain single secure access. Annual savings from staffing a dual entrance are $80,000.

(1c) FY 17-18 includes new family and single user change and locker area. Longer term increased members and participants will require expanded/upgraded change rooms It is likely that a large portion of these funds will be available from unused funds for the current re-designed Field House project but it was considered prudent to defer this part of the overall field house addition until growth warrants this additional phase of expansion.

(1d) Fully enclosing and conditioning the air for the soccer field would have significantly increased the cost of the Field House project. By building an outdoor turf field now much of the planned programming can still be implemented and the determination of the cost/benefit to either just cover the field or fully enclose and condition can be deferred to determine best use and cost/benefit of both types of enclosures. ($592,700 for open air shelter vs. $926,200 for fully conditioned enclosure)

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

3. Rink floor repair completed and paid out of Operating Funds. Unused funds reallocated to help fund Family/Single User change areas.

4. Permafrost conditions shorten the useful lives of concrete ice rinks similar to how they impact northern road to an 18 year average useful life. 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. Cost revised downward from $1,500,000 to $975,000 using RFP Sand Floor proposal. Overall savings of Sand versus Concrete is in excess of $1mil due to significantly shorter business interruption.

5. Funds originally for Munters components replacement. Units paid for out of emergency fund in 2015. Unused capital funds reallocated for storage space not in Field House redesig

6. Outside play area for Pre-school, After-school and camps.

7. Routine process to extend useful life by 5 years. Moved from FY16-17 to FY17-18 to better spread spending.

8. Building wide telephone/intercom scheduled to be completed with major building expansion. Now deferred to 2017-18 and will be wired with IT/Security project incorporating Field House (item 13)

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. Deferred to FY17-18 when expanded fitness space is completed.

10. With growth in Kidsplex programs we expect more equipment needs plus increased wear from higher usage.

11. Filter/pump replacement due to shell corrosion. Project completed with savings of $43,000 from original budget due to using fiberglass shells.

12. Contingency for HVAC equipment. Many units are over 20 years old. Average useful life is 15 years. Replacement of major cooling/heating unit serving change rooms completed January 2017.

13. Replace/upgrade servers, point of sale registers, entry security systems. (see also item (8)

14. Inflatables are a low cost way to generate party and event revenue. Can also be used for children's programs and camps. 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 of any class of commercial/industrial equipment. Contingency for replacement.

16. Replaster required every 8 years. We are in year 10. Adjusted upward by $25K to reflect deteriorating pool deck.

17. Signs will need to be relocated with Field House. (Deferred)

Schools Capital Projects Summary - RECOMMENDED
Fiscal Years 2017-22

Projects by School System	Prior Years Funding	Current Fiscal Year 2016-17	Year 1 Fiscal Year 2017-18	Year 2 Fiscal Year 2018-19	Year 3 Fiscal Year 2019-20	Year 4 Fiscal Year 2020-21	Year 5 Fiscal Year 2021-22	Five Year Total	Year 6 to Year 10
Chapel Hill Carrboro City Schools									
Long Range Capital									
Pay-As-You-Go Funds [1]		2,283,027		1,123,993	2,387,312	2,423,122	2,459,468	8,393,896	12,861,911
Lottery Proceeds [2]		828,330	815,038	815,038	815,038	815,038	815,038	4,075,190	4,075,190
Article 46 Sales Tax Proceeds [3]		903,670	939,817	977,409	1,016,506	1,057,166	1,099,453	5,090,351	6,193,190
Facility Improvements to Older Schools		600,900	600,900	600,900	600,900	600,900		2,403,600	
2/3 Net Debt Bonds			2,317,272	1,228,038				3,545,310	
Deferred Maintenance Projects [4]									34,970,659
Bond Referendum Projects [5]		24,036,000		24,036,000		24,036,000		48,072,000	
Total		28,651,927	4,673,027	28,781,378	4,819,756	28,932,226	4,373,959	71,580,346	58,100,950
Orange County Schools									
Long Range Capital									
Pay-As-You-Go Funds [1]		1,516,319		746,524	1,585,582	1,609,366	1,633,506	5,574,978	8,542,504
Lottery Proceeds [2]		528,032	541,324	541,324	541,324	541,324	541,324	2,706,620	2,706,620
Article 46 Sales Tax Proceeds [3]		600,193	624,201	649,169	675,135	702,141	730,227	3,380,872	4,113,348
Facility Improvements to Older Schools		399,100	399,100	399,100	399,100	399,100		1,596,400	
2/3 Net Debt Bonds			1,539,064	815,626				2,354,690	
Deferred Maintenance Projects [4]									22,418,212
Bond Referendum Projects [5]		15,964,000		15,964,000		15,964,000		31,928,000	
Total		19,007,644	3,103,689	19,115,743	3,201,141	19,215,931	2,905,057	47,541,561	37,780,684
Durham Tech Community College (Orange County Campus)									
Long Range Capital									
State Bond - County Match [6]				547,911				547,911	
Construction/Expansion Project [7]					800,000	9,200,000	10,000,000	20,000,000	
Total		-	**-**	**547,911**	**800,000**	**9,200,000**	**10,000,000**	**20,547,911**	**-**
Total all Schools		**47,659,571**	**7,776,716**	**48,445,032**	**8,820,897**	**57,348,157**	**17,279,017**	**139,669,819**	**95,881,634**
Revenues/Funding Source									
General Fund (Pay-As-You-Go)		3,799,346		1,870,517	3,972,894	4,032,488	4,092,974	13,968,874	21,404,415
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		1,503,863	1,564,018	1,626,578	1,691,641	1,759,307	1,829,681	8,471,225	10,306,538
Debt Financing - Durham Tech (Orange Co Campus)				547,911	800,000	9,200,000	10,000,000	20,547,911	
Debt Financing - Bond Proceeds		40,000,000	-	40,000,000	-	40,000,000	-	80,000,000	-
Debt Financing - 2/3 Net Debt Bonds			3,856,336	2,043,664				5,900,000	
Debt Financing - Facility Improvements		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000		4,000,000	57,388,871
		47,659,571	**7,776,716**	**48,445,032**	**8,820,897**	**57,348,157**	**17,279,017**	**139,669,819**	**95,881,634**

Note: School Construction is guided by the Schools Adequate Public Facilities Ordinance (SAPFO) projections of capacity and need. The FY 2017-22 CIP is based on the most recent proposed SAPFO projections shared with the Board of County Commissioners in December 2016, scheduled to be certified in Spring 2017.

[1] Pay-As-You-Go funds reflect a 1.5% annual growth throughout the 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] Article 46 Sales Tax Proceeds reflect a 4.0% annual growth throughout the years of the CIP.

[4] Includes deferred maintenance items related to the Facilities Assessment findings from both school systems.

[5] Bond Referendum approved by voters in November 2016, with first issuance in Spring 2017, based on current ADM.

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

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

Cardinal Innovations (Maintenance of Effort Funds)

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Category (General Fund)						**Account: 420**
Personnel Services	0	0	0	0	0	0
Operations	1,355,973	1,328,474	1,147,474	1,147,474	1,328,474	1,050,187
Total Expenditures	**$ 1,355,973**	**$ 1,328,474**	**$ 1,147,474**	**$ 1,147,474**	**$ 1,328,474**	**$ 1,050,187**
Offsetting Revenues	*(51,689)*	*(40,000)*	*(40,000)*	*(50,000)*	*(50,000)*	*(50,000)*
County Costs (net)	**$ 1,304,284**	**$ 1,288,474**	**$ 1,107,474**	**$ 1,097,474**	**$ 1,278,474**	**$ 1,000,187**
Total Orange-Person-Chatham Area Program and Related	**$ 1,355,973**	**$ 1,328,474**	**$ 1,147,474**	**$ 1,147,474**	**$ 1,328,474**	**$ 1,050,187**

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 2017-18 Manager Recommended budget provides maintenance of effort funding for Cardinal Innovations in the amount of $1,050,187. The funding variance of $305,787 from FY 2015-16 actual expenditures is due to moving existing maintenance of effort funds to County programming: In FY 2017-18, this includes two (2) Criminal Justice Resource Office positions, one (1) Behavioral Health position, as well as Behavioral Health contract funds in the Health Department, and $27,500 for El Futuro, contracted in the Health Department. Additionally, Club Nova ($95,000) and the Art Therapy Institute ($3,000) will continue to be funded with maintenance of effort funds through Cardinal. Please reference the Outside Agencies section of this document for detailed funding information related to these two agencies. All Orange County dollars will remain under local control for the benefit of Orange County clients, families and their community advocates. See the following chart for a breakdown of the uses of maintenance of effort funds for FY 2017-18:

Cardinal Innovations Maintenance of Effort Funds
(FY 2017-18)

Provider	Comments	FY18 Orange Total
Arc of Orange County (The)	Volunteer Coordination	33,320
Art Therapy Institute	Treatment Services	16,600
Art Therapy Institute	Language interpreting	10,000
Art Therapy Institute	Add'l funds at County request	1,000
Carolina Outreach, LLC	School Based MH CMH	5,000
Chapel Hill Training Outreach Project, Inc.	CMH	15,000
Club Nova Community, Inc.	Orange County	163,000
Freedom House	Orange County Crisis	60,000
Freedom House	Orange Indigent Labs / Meds	80,500
Freedom House	Orange County SA Supplement	40,000
Freedom House	Orange County Psychiatric Supplement	38,499
Freedom House	Orange, Chatham & Person Forensic Screening	1,500
Freedom House	Language Resource Center Interpreting	10,000
Haven House		19,000
Freedom House formally Mental Health America of the Triangle	Pro- Bono Orange	17,508
Freedom House formally Mental Health America of the Triangle	Compeer Orange County Funds	9,000
Freedom House formally Mental Health America of the Triangle	Orange County Services for Latino Community - NEW for FY 12-13	4,000
Freedom House formally Mental Health America of the Triangle	Family Advocacy CMH	30,000
Freedom House formally Mental Health America of the Triangle	Majors	5,000
New Destinations, Inc.	Orange County Apartments	35,100
Oxford House	Housing Supports	15,600
RHA	CMH School Based MH	5,000
UNC Dept. of Psychiatry - Inpatient Physician Services	Inpatient	31,374
UNC Dept. of Psychiatry - Outpatient Crisis	Outpatient	261,450
UNC Dept. of Psychiatry UNC Center for Excellence and Community	AMH Housing Subsidies	13,050
UNC Dept. of Psychiatry UNC Center for Excellence and Community	Jail services	15,000
Funds Identified for Local Usage		
Specially invoiced services (flexible)		9,686
Trauma Focused therapist through Cardinal provider		50,000
New initiative - residential children in foster		55,000
		1,050,187

Funds Allocated to County Departments:	Criminal Justice Resource Office - Criminal Case Assessment Specialist	69,210
	Criminal Justice Resource Office - Mental Health Liaison	35,266
	Health Department - Clinical Social Worker II (Integrated Behavioral Health)	93,811
	Health Department - Behavioral Health Contract	80,000
	El Futuro	27,500
	Total County Programming	**305,787**
	Grand Total	**1,355,974**

Child Support Services

Phone Number: (919) 245 - 2175 Website: orangecountync.gov/departments/child_support

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Category (General Fund)						**Account: 440**
Personnel Services	878,294	885,388	885,388	883,234	957,028	957,028
Operations	88,540	105,480	105,480	95,320	105,365	105,365
Capital Outlay	0	0	0	0	0	0
Total Expenditures	**$ 966,834**	**$ 990,868**	**$ 990,868**	**$ 978,554**	**$ 1,062,393**	**$ 1,062,393**
Offsetting Revenues	*(1,418,965)*	*(1,323,866)*	*(1,323,866)*	*(1,347,000)*	*(1,350,766)*	*(1,367,375)*
County Costs (net)	**$ (452,130)**	**$ (332,998)**	**$ (332,998)**	**$ (368,446)**	**$ (288,373)**	**$ (304,982)**
Total Child Support Enforcement and Related Expenditures	**$ 966,834**	**$ 990,868**	**$ 990,868**	**$ 978,554**	**$ 1,062,393**	**$ 1,062,393**

Mission Statement

CSS obtains child support for Orange County children, thereby strengthening families' potential for economic independence and self-sufficiency and reduces the cost of public assistance.

Major Services

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

FY 2016-17 Outcomes

- Paternity established for 210 children
- Court ordered child support established for 160 families
- Collections of $5,300,000

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: Paternity					
Paternity established for children	140	326	180	210	210
Service: Establishment					
New child support orders established	179	152	145	160	165
Service: Enforcement					
Total child support collected for Orange County children	$5,409,506	$5,426,364	$5,300,000	$5,300,000	$5,300,000
Percentage of current support collected annually	67.17%	69.19%	68.00%	69.30%	69.50%

Child Support Services – continued

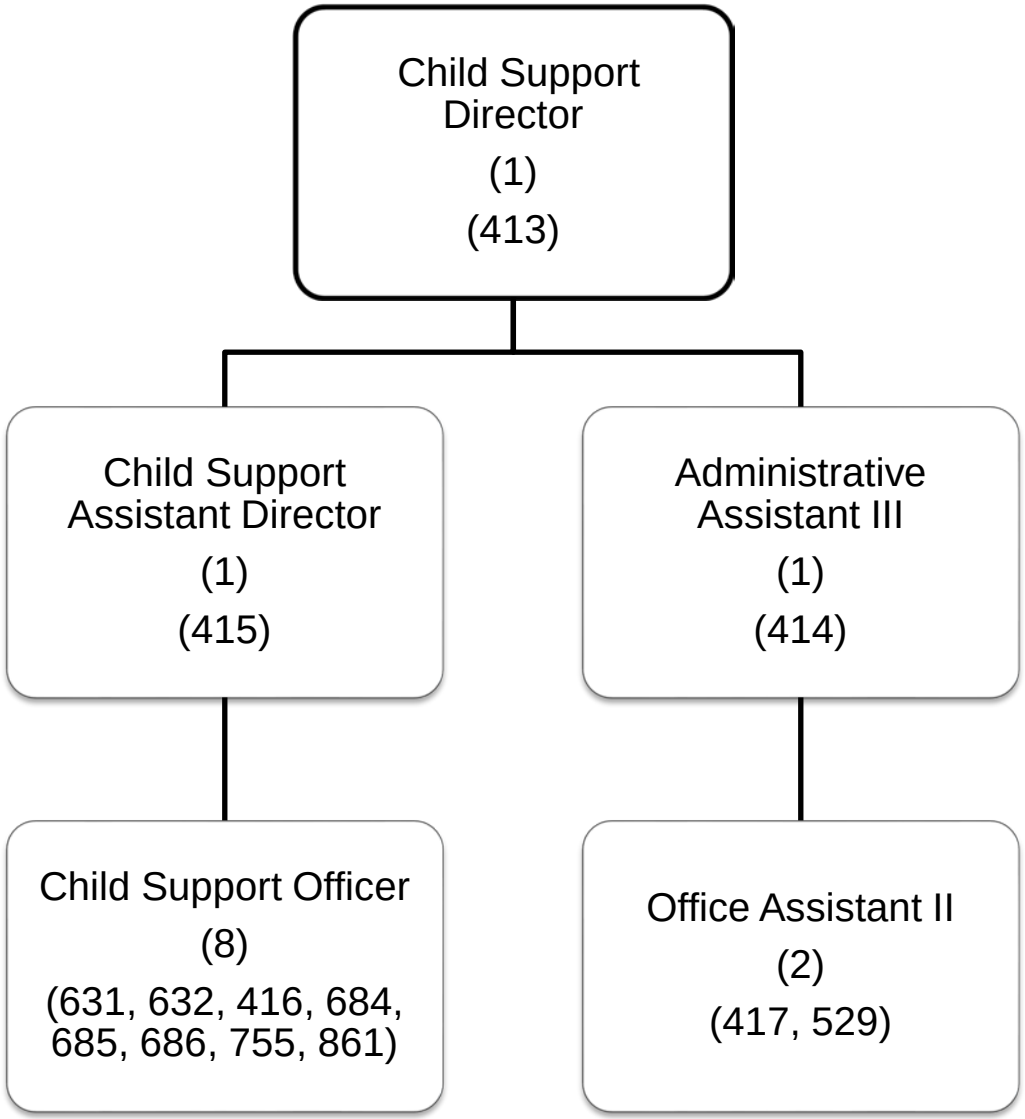
FY 2017-18 Objectives

- Establish paternity for 210 children
- Establish new child support orders for 165 families
- Collect $ 5,300,000 on behalf of Orange County children
- Increase percentage of support collected to 69.50%

Budget Highlights

- Economic recovery has not reached many of the families served. Projected collections of $5.3 million provide acutely needed income to Orange County families.

Child Support Services



FY 2017-18 Recommended

Community Relations

Phone Number: (919) 245-2302 Website: *Type Department Website Address*

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
Public Affairs (General Fund)						**Account: 212**
Personnel Services	102,482	141,805	141,805	153,505	196,474	196,474
Operations	55,742	69,625	70,875	34,900	95,400	95,400
Capital Outlay	0	0	0	0	0	0
Total Expenditures	**$ 158,224**	**$ 211,430**	**$ 212,680**	**$ 188,405**	**$ 291,874**	**$ 291,874**
County Costs (net)	**$ 158,224**	**$ 211,430**	**$ 212,680**	**$ 188,405**	**$ 291,874**	**$ 291,874**
Total Community Relations & Tourism and Related Expenditures	**$ 158,224**	**$ 211,430**	**$ 212,680**	**$ 188,405**	**$ 291,874**	**$ 291,874**

Mission Statement

To improve communication with residents and promote Orange County Government by providing relevant and accurate information to Orange County residents about available programs and services.

Community Relations Department

Major Services

- Maintain Orange County website and social media outlets
- Assist Board of County Commissioners with public appearances
- Communicate with Orange County residents through This Week in Orange County newsletter
- Coordinate media relations for county events as needed
- Assist with event planning (e.g. Ag Summit, David Price Farmer's Market events) as needed
- Crisis communication management

FY 2016-17 Outcomes

- Increased followers on Twitter by 48% (through April 26, 2017)
- Increased page likes on Facebook by more than 15% (through April 26, 2017)
- Filled Assistant Webmaster/Graphic Designer position
- Increased awareness of Board of County Commissioners meetings through Meeting in a Minute videos
- Coordinated renaming event for David Price Farmer's Market
- Helped plan and market Ag Summit. Attendance increased by more than 25 percent from previous year.
- Successfully changed newsletter service to IContact and consolidated accounts in various departments, saving county more than $5,000 per year in duplicate service contracts.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: Community Awareness					
Press Releases	272	250	As needed	As needed	As needed
Weekly newsletters	n/a	n/a	n/a	50	50
PSAs with WCHL	12	12	12	12	12
Number of Twitter followers	n/a	n/a	1,639	2,355	3,500

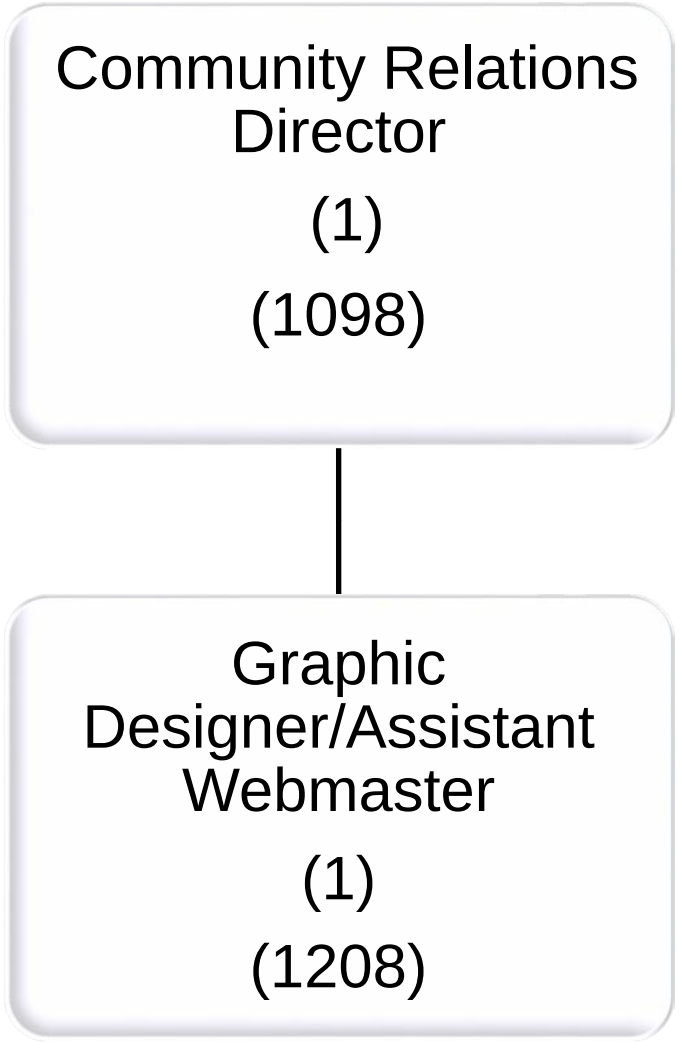
FY 2017-18 Objectives

- Increase social media presence to 3,500 followers on Twitter and 1,000 page likes on Facebook.
- Establish standards of use for county social media channels to ensure that all channels are being utilized to maximum effectiveness.
- Build greater awareness of Orange County services and programs among county residents.
- Redesign county website to make it more user friendly for residents and easier to update for county webmasters.
- Promote activities of Board of County Commissioners in their official capacity.

Budget Highlights

- The FY 2017-18 Manager's Recommended budget includes $40,000 for County website redesign.

Community Relations



N.C. Cooperative Extension, Orange County Center

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

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Category (General Fund)						**Account: 450**
Personnel Services	250,424	316,322	316,322	330,759	330,759	330,759
Operations	83,073	78,521	82,021	51,311	54,021	54,021
Capital Outlay	0	0	0	0	0	0
Total Expenditures	**$ 333,498**	**$ 394,843**	**$ 398,343**	**$ 382,070**	**$ 384,780**	**$ 384,780**
Offsetting Revenues	*(46,719)*	*(45,000)*	*(45,000)*	*(46,719)*	*(20,500)*	*(20,500)*
County Costs (net)	**$ 286,779**	**$ 349,843**	**$ 353,343**	**$ 335,351**	**$ 364,280**	**$ 364,280**
Total Cooperative Extension and Related Expenditures	**$ 333,498**	**$ 394,843**	**$ 398,343**	**$ 382,070**	**$ 384,780**	**$ 384,780**

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 pests and weed 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 the foodservice industry and consumers, including limited resource families and youth.
- Assist the community in the adoption of healthy habits and good food safety practices, so that adults and children will make better food choices and increase physical activity.
- Promote food preservation and local foods to help the community save money.

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 2017 - 18 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.
- Individuals from the foodservice industry will complete the NC Safe Plates or ServSafe Food Safety Certification Course.

Cooperative Extension– continued

- Individuals attending classes will learn the benefits of good nutrition and doing regular physical activity, either through the FCS agent or the Expanded Food and Nutrition Education Programs' assistants (EFNEP).
- Extension Community Association Volunteers (ECA) will gain knowledge and/or learn new skills that they will share with other 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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Sustainable Agriculture and Local Food					
Individual contacts with farmers enrolled in educational programs, receiving consultation via phone, email or on-site visit.	295	250	450	450	450
Farmers putting news skills to use in soil testing, fertilization or pesticide recommendations	86	95	125	125	125
Farmers improving pasture management and herd health	75	80	80	100	100
New farmers and existing farmers selling to local markets	81	120	140	140	140
Farmers income generated at local markets and livestock sales	$1,500,00	$1,500,000	$2,000,000	$2,000,000	$2,000,000
Horticulture					
Number of home gardeners receiving research-based information.	7092	5236	7000	7000	7000
Number of Green Industry Professional with increased horticulture skills and reducing pesticide use.	150	150	120	120	120
Number of Master Gardener Volunteers	60	65	55	65	65
Number of Home Gardeners adopting at least one new practice.	7000	4712	6500	6500	6500
Estimated value of Master Gardener volunteer service and financial impact of horticulture program on Green Industry.	$78,309	$76,240	$75,000	$75,000	$75,000
Family and Consumer Sciences: Food and Nutrition					

Cooperative Extension– continued

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Number of individuals contacted and/or enrolled in nutrition and wellness educational programs including the Expanded Food and Nutrition Education Program	10,097	15207	15,000	15,000	15,000
Restaurant workers passing NC Safe Plates or ServSafe Certification exam.	133	120	100	100	100
Percentage of Individuals eating more fruits and vegetables and following safe food handling practices.	60%	80%	80%	60%	80%
Clients following food preservation guidelines.	50	20	50	0*	50
Extension and Community Association volunteers trained.	100	90	90	90	90
4-H Youth Development:					
Number of Youth enrolled in 4-H Clubs	165	165	165	165	165
Number of youth increasing physical activity, making more nutritious food choices or gaining knowledge of science	3,000	2,700	3,000	3000	3,000
Number of adults trained as club leaders using 4H curriculum	20	20	20	20	20

FY 2017-18 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 Expanded Food and Nutrition Education Program (EFNEP) to improve the health, wellbeing, and eating habits of limited resource families and youth in Orange County.
- Continue to provide NC Safe Plates or ServSafe Food Safety Certification Programs to food service workers to create a work environment that minimizes food safety risks to Orange County consumers.
- 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 and/or improve skills related to healthy eating and food safety.
- 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 FY2017-18 Manager's Recommended Budget includes:

- A decrease of $24,500 in both revenues and expenses due to the loss of "Farm to Fork" event proceeds.
- An increase of $14,437 due to increasing the hours of an existing part-time secretary position.

County Attorney's Office

Phone Number: (919) 245-2320

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Category (General Fund)						**Account: 205**
Personnel Services	524,186	519,334	519,334	534,914	534,289	534,289
Operations	29,388	56,380	56,380	41,955	56,380	56,380
Capital Outlay	0	0	0	0	0	0
Total Expenditures	**$ 553,574**	**$ 575,714**	**$ 575,714**	**$ 576,869**	**$ 590,669**	**$ 590,669**
County Costs (net)	**$ 553,574**	**$ 575,714**	**$ 575,714**	**$ 576,869**	**$ 590,669**	**$ 590,669**
Total County Attorney's Office and Related Expenditures	**$ 553,574**	**$ 575,714**	**$ 575,714**	**$ 576,869**	**$ 590,669**	**$ 590,669**

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.

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 2016-17 Outcomes

- Collected $23,000 through the collections program.
- Achieved positive results in 20 animal services cases in district and superior court.
- Achieved positive results in eight quasi-judicial cases.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: Delinquent Account Collections					
This outcome measure is not reflected in the County Attorney budget but rather in the budgets of the departments participating in the collections program	$20,000	$40,000	$40,000	$23,000	$25,000

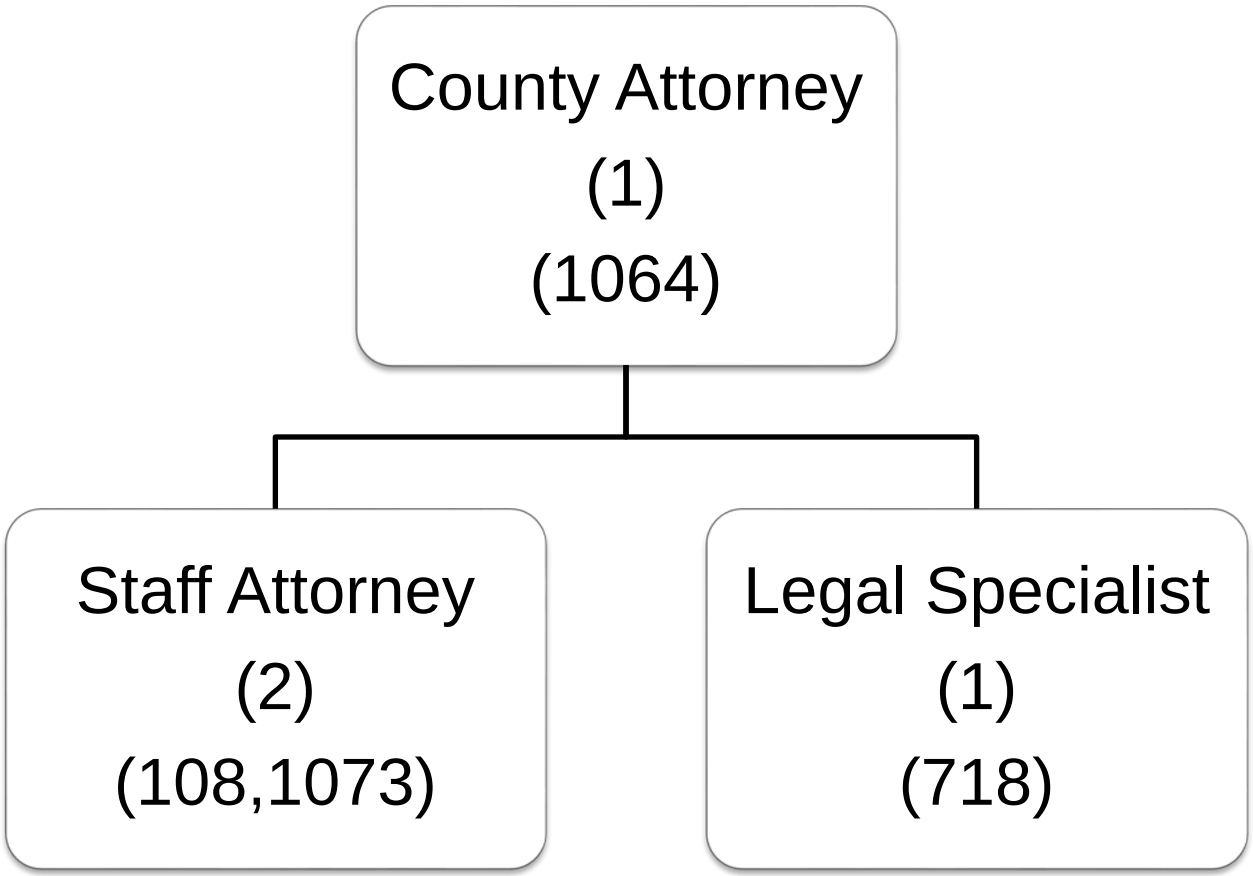
FY 2017-18 Objectives

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

Budget Highlights

The FY 2017-18 Manager's Recommended Budget includes no significant budget changes.

County Attorney's Office



County Manager's Office

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

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Category (General Fund)						**Account: 210**
Personnel Services	878,679	735,076	735,076	796,796	837,253	771,231
Operations	1,529,426	2,188,805	2,233,435	1,893,595	2,217,620	2,050,250
Capital Outlay	0	0	0	0	3,637	0
Total Expenditures	**$ 2,408,106**	**$ 2,923,881**	**$ 2,968,511**	**$ 2,690,391**	**$ 3,058,510**	**$ 2,821,481**
Offsetting Revenues	*(42,761)*	*(30,000)*	*(30,000)*	*0*	*0*	*0*
County Costs (net)	**$ 2,365,345**	**$ 2,893,881**	**$ 2,938,511**	**$ 2,690,391**	**$ 3,058,510**	**$ 2,821,481**
Orange County Partnership to End Homelessness (Housing & Community Development Fund)						**Account: 4706**
Personnel Services	68,846	84,923	93,989	93,989	104,761	104,761
Operations	41,777	34,120	35,120	32,645	65,741	65,741
Capital Outlay	0	0	0	0	0	0
Total Expenditures	**$ 110,623**	**$ 119,043**	**$ 129,109**	**$ 126,634**	**$ 170,502**	**$ 170,502**
Offsetting Revenues	*(109,259)*	*(83,376)*	*(93,442)*	*(90,876)*	*(86,406)*	*(86,406)*
County Costs (net)	**$ 41,777**	**$ 35,667**	**$ 35,667**	**$ 35,758**	**$ 63,256**	**$ 63,256**
Arts Commission (Visitors Bureau Fund)						**Account: 6010**
Personnel Services	70,627	66,717	66,717	61,641	80,741	80,741
Operations	83,522	82,812	89,452	88,333	83,115	83,115
Capital Outlay	0	0	0	0	0	0
Total Expenditures	**$ 154,150**	**$ 149,529**	**$ 156,169**	**$ 149,974**	**$ 163,856**	**$ 163,856**
Offsetting Revenues	*(32,978)*	(32,590)	(39,230)	0	*(30,330)*	*(30,330)*
County Costs - VB Fund (net)	**$ 121,172**	**$ 116,939**	**$ 116,939**	**$ 149,974**	**$ 133,526**	**$ 133,526**
Total County Manager's Office and Related Expenditures	**$ 2,672,879**	**$ 3,192,453**	**$ 3,253,789**	**$ 2,966,999**	**$ 3,392,868**	**$ 3,155,839**

Division Summary

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Program (General Fund)						
County Manager's Office	931,891	796,056	796,056	842,519	827,484	827,484
Risk Management	1,476,215	2,127,825	2,172,455	1,847,872	2,231,026	1,993,997
Total Expenditures	**$ 2,408,106**	**$ 2,923,881**	**$ 2,968,511**	**$ 2,690,391**	**$ 3,058,510**	**$ 2,821,481**
Offsetting Revenue	*(42,761)*	*(30,000)*	*(30,000)*	*0*	*0*	*0*
County Costs (net)	**$ 2,365,345**	**$ 2,893,881**	**$ 2,938,511**	**$ 2,690,391**	**$ 3,058,510**	**$ 2,821,481**
Total Expenditures	**$ 2,408,106**	**$ 2,923,881**	**$ 2,968,511**	**$ 2,690,391**	**$ 3,058,510**	**$ 2,821,481**
Housing & Community Development Fund						
OC Partnership to End Homeless	110,623	119,043	129,109	117,568	170,502	119,043
Total Expenditures	**$ 110,623**	**$ 119,043**	**$ 129,109**	**$ 117,568**	**$ 170,502**	**$ 119,043**
Offsetting Revenue	*(109,259)*	*(83,376)*	*(93,442)*	*(90,876)*	*(86,406)*	*(86,406)*
County Costs (net)	**$ 41,777**	**$ 35,667**	**$ 35,667**	**$ 35,758**	**$ 63,256**	**$ 63,256**
Total Expenditures	**$ 110,623**	**$ 119,043**	**$ 129,109**	**$ 117,568**	**$ 170,502**	**$ 119,043**
Other Related Programs (Visitors Bureau Fund)						
Arts Commission	154,150	149,529	156,169	149,974	163,856	163,856
Total Expenditures	**$ 154,150**	**$ 149,529**	**$ 156,169**	**$ 149,974**	**$ 163,856**	**$ 163,856**
Offsetting Revenue	*(32,978)*	*(32,590)*	*(39,230)*	*0*	*(30,330)*	*(30,330)*
County Costs - VB Fund (net)	**$ 121,172**	**$ 116,939**	**$ 116,939**	**$ 149,974**	**$ 133,526**	**$ 133,526**
Total Expenditures	**$ 154,150**	**$ 149,529**	**$ 156,169**	**$ 149,974**	**$ 163,856**	**$ 163,856**

Mission Statement

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

Major Services – Manager, Arts Commission, Orange County Partnership to End Homelessness & Risk Management

Manager

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

Arts Commission

- Serve as the N.C. Arts Council Designated County Partner for Orange County.
- Manage state Grassroots Arts Program funds, as well as county arts grants funds, through an annual grants cycle for artists, schools and nonprofit organizations creating high-quality, diverse, cultural programs and projects in Orange County.
- Promote arts happenings through monthly e-news Arts Update, social media (Facebook, twitter, Instagram), as well as traditional media sources.
- Manage and maintain www.artsorange.org, offering arts stories, an updated calendar of events, and resources for artists, residents, and visitors seeking information about the arts in Orange County.
- Participate in several Triangle-wide arts programs including the Piedmont Laureate Program, the U.S. 4th Congressional District High School Art Competition, and Durham Arts Council Emerging Artists Program.
- Initiate and facilitate public arts throughout Orange County.
- Serve as the primary resource for the arts in Orange County, making sure the community, elected officials and community leaders understand the critical and significant role the arts play in the county economy, community and schools.

- Serve as a source of information for local agencies and organizations regarding all areas of arts administration, including programming, fundraising and marketing.
- Through meetings with arts and community leaders as well as research and analysis, assess the current state of the arts in Orange County. Determine the primary areas of need and use these identified gaps to determine the future focus and goals of the OCAC.

Orange County Partnership to End Homelessness

- Builds partnerships and coordinates collaboration among stakeholders working to end homelessness in Orange County;
- Manages process for the Continuum of Care (CoC) and Emergency Solution Grant (ESG) annual homeless program funding applications, including grant writing and coordinating funding committees;
- Submits annual reports required by the U.S. Department of Housing and Urban Development (HUD) including the Point-in-Time count, the Annual Homeless Assessment Report, and System Performance Measures;
- Works collaboratively with service providers to address unmet local homeless housing and service needs;
- Encourages homeless housing and service providers to adopt best data-driven practices to improve program performance;
- Raises awareness about homelessness in Orange County;
- Assists homeless housing providers to collect high-quality homelessness data to understand the nature of homelessness in our community and to measure outcomes.

Risk Management

- Provide 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 Countywide Safety and Loss Prevention Programs.

FY 2016-17 Outcomes

Manager

- Addressed multiple budget and personnel related issues including selective filling of vacant staff positions to achieve financial savings and presentation to the Board of Commissioners of the pending financial challenges associated with continuing to provide existing and future services to County residents.
- Led the execution of technical and analytical tasks associated with Schools Collaboration and special endeavors regarding the school districts.

- Provided guidance to staff and recommendations to the Board regarding the siting process for Southern Branch Library.
- Integrated Arts Commission position into Departmental responsibilities to enhance assistance to departments, BOCC, and residents.
- Integrated new Community Relations position into Departmental responsibilities to enhance assistance to departments, BOCC, and residents.
- Assisted Board of Commissioners with public education efforts related to November 2016 bond referendum.
- 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.
- Assisted the Board of Commissioners on the Durham Orange Light Rail Transit (DO-LRT) project by contracting for an independent review of the DO-LRT financial plan and coordinating the presentation of comprehensive information on the project.
- Facilitated a strategic planning process with the Functional Leadership Teams and the Employee Advocacy Roundtable (EAR) to identify budget priorities as well as collaboration opportunities.

Arts Commission

- Hired new Director (August 22, 2016)
- As a first step in a collaborative partnership with The ArtsCenter to expand Arts in Education programming throughout Orange County, the OCAC funded a $5k grant to allow their Artist in Residency program to reach all four Title I schools in Orange County during FY17-18. (February, 2017)
- Adopted new policies regarding state and county Arts Grants to ensure a more efficient and fair application and panel process, adhering to the guidelines set forth by the N.C. Arts Council. (March, 2017)
- Served as lead agency for Orange County at Arts North Carolina's ArtsDay 2017, arranging meetings between legislators and community arts leaders. (March, 2017)
- Published an Orange County Arts Map showcasing visual, performing and literary arts venues throughout the county (May, 2017)
- Served as partner and panelist for the Emerging Artist Program, the Annual Piedmont Laureate Program, and the 4th US Congressional District High School Art Competition. (2016-17)
- Initiated a new public art project to be constructed Spring, 2017, at Orange County Animal Services. (2016-17)
- Served as lead agency for Orange County in the participation of Americans for the Arts' *Arts and Economic Prosperity Survey V.* (2016)
- Expanded promotional efforts for arts and cultural happenings through social media, e-marketing, the artsorange.org website, online advertising and strategic sponsorships. (2016-17)
- Began process of assessing the current state of the arts in Orange County to determine the future goals and areas of focus for the OCAC.

Orange County Partnership to End Homelessness

- Secured $715,000 in federal funding for homeless programs in Orange County in 2016, $7 million since 2005;
- Completed the homeless system map and gaps analysis of homeless services in Orange County;
- Worked with service providers on the 100,000 Homes Task Force to house 20 of the most vulnerable people in Orange County in 2016, 64 since 2012;
- Organized two 2016 Project Connect events that connected 283 guests with 2027 services;
- Launched the OC Connect resource database where people can search for resources by key word or category;
- Conducted 34 community meetings, 4 homelessness orientation events, and 6 presentations to other community groups to raise awareness about homelessness.

Risk Management

- Completed an insurance gap analysis with several coverage enhancements negotiated with NCACC with the assistance of our broker. These enhancements not only benefit Orange County but all members of the NCACC insurance pool. Coverage purchased and placed for environmental and above and underground storage tanks.

- Assisted all departments in the development of their Emergency Action Plans (EAP) including testing of the plan and drills. The Risk Manager chairs the EAP team.

- Worked with the third party administrator to provide oversight and management of all workers' compensation, auto, property, general and other liability claims.

- Conducted ergonomic assessments throughout the County on an as needed basis to address workplace accessibility and comfort issues.

- Initiated Business Continuity Planning (BCP) throughout the County with the identification of a BCP team to consult and assist the departments in time of departmental or County-wide incidents. Development of departmental BCPs is underway and will be coordinated with EMS to assist with the Continuity of Government Plan for the County.

- Completed the initial components of a County-wide Safety Manual with additional modules underway.

- Implemented Safety Dude smart device app for access to Safety and Health information for all employees when working remotely.

- Worked with the Risk Management Committee and departments to develop functional Safety Committees throughout the county to ensure and promote a safe and healthy work environment.

- Developed a New Employee Safety Orientation program.

FY 2017-18 Objectives

Manager

- Review County operations for duplicative activities and investigate reorganization/reassignment of existing staff.
- Continue progress on affordable housing, Historic Rogers Road Neighborhood, Efland-Buckhorn wastewater improvements, Southern Branch Library, and economic development.
- Provide the Board of Commissioners information and options to address the financial challenges associated with providing services to County residents.
- Coordinate and facilitate meetings with the Functional Leadership Teams and the Employee Advocacy Roundtable (EAR) to promote the efficient delivery of services and to increase employee engagement.
- Coordinate and facilitate meetings with Outside Agencies to identify collaboration opportunities.
- Continue implementation of the Strategic Communications Plan through Community Relations Department.

Arts Commission

- Using the assessment data gathering during FY16-17, develop new programs and projects that meet the identified needs in the arts community.
- Determine best path to allow additional streams of revenue for new programs and projects.
- Work in partnership with local organizations on new projects and programs.
- Work in partnership with local municipalities to ensure arts integration in all areas of public planning.
- Explore grant opportunities to execute new community and county-wide projects that fit within the OCAC's updated goals.
- Host social gatherings of "Orange County Creatives" (a Facebook group formed by the OCAC for the local arts community).
- Reinvent the Artist Salon series: determine the target audience and desired outcomes, rebrand and reschedule
- Continue to promote the arts through traditional and digital media. Transform the artsorange.org into the "go-to" source for anything arts related in Orange County. Explore new marketing campaigns that address id

Orange County Partnership to End Homelessness

- Increase leadership, collaboration, and civic engagement by completing OCPEH 2016 annual report, presenting information to community members about OCPEH work
- Increase access to stable and affordable housing by collaborating with public housing authorities, maximizing federal and local sources of homeless service funding

- Retool the homeless crisis response system by increasing participation in coordinated entry, completing funding requests for identified system gaps, training community members on evidence-based best practices, and evaluating system outcomes by race, gender, and household type.

Risk Management

- Work with Departments to complete Business Continuity Plans
- Provide an enterprise risk management program with continuous assessment of evolving risk
- Manage the current insurance program
- Provide loss prevention and safety services to all departments, working to ensure a safe and healthful work environment for all employees

Budget Highlights

The FY 2017-18 Manager's Recommended budget includes:

Manager

- FY 2017-18 will be first year with fully staffed and operational Transit Department and Criminal Justice Resource Department within County government
- Reappropriated $100,000 for studies/reports including scheduling of public safety communications
- Criminal Justice Resource Office will leave the County Manager's Office as a division and become a department

Arts Commission

- Student intern to help with marketing projects as well as the development and execution of new OCAC programs ($13,676)

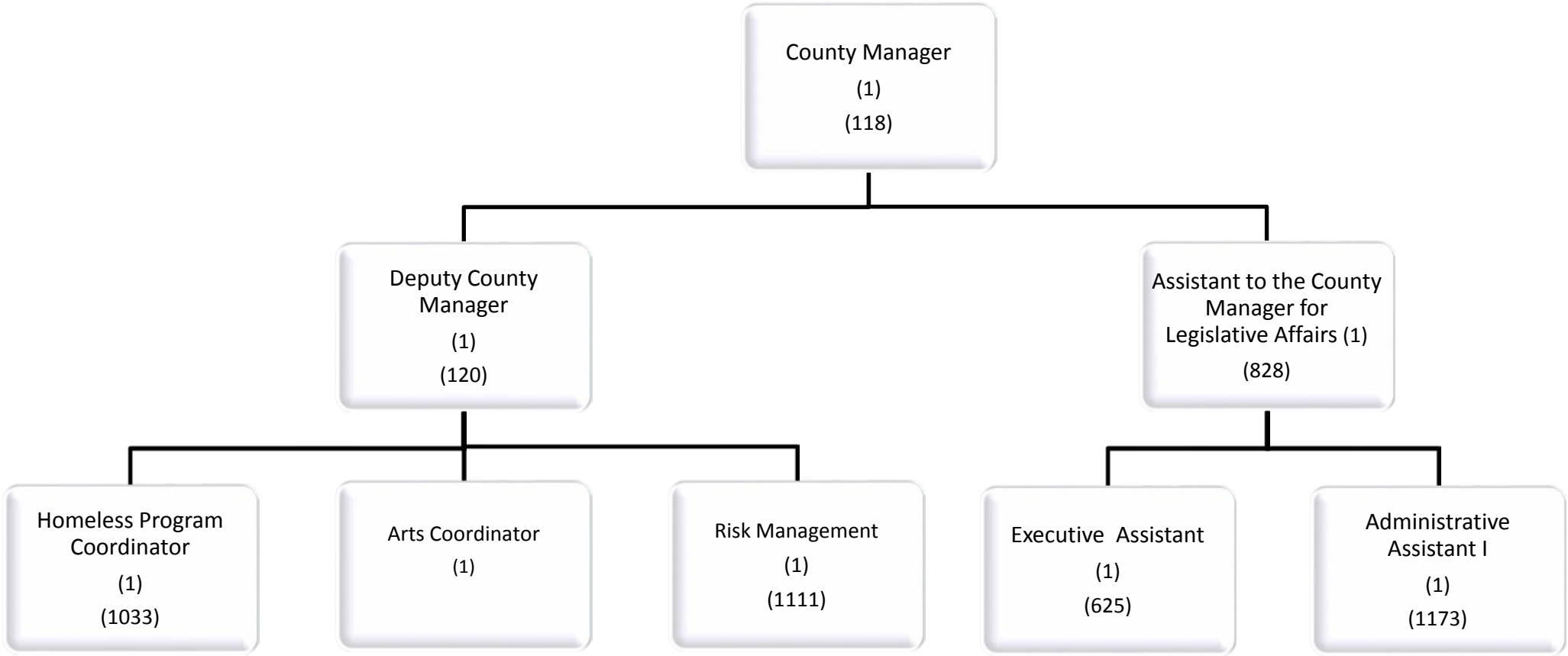
Orange County Partnership to End Homelessness

- Temporary employee funds to assist with Project Connect ($13,676)

Risk Management

- Increase for Insurance Proceeds to cover loss claims ($21,000)
- Decreases for: Bonds & Insurance (-$100,000), Workers Compensation (-$50,000), consistent with decreasing costs in these programs

County Manager's Office



Courts

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

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Category (General Fund)						**Account: 700**
Personnel Services	7,500	0	0	0	9,000	9,000
Operations	25,725	81,455	81,455	40,600	61,000	61,000
Capital Outlay	0	0	0	255	0	0
Total Expenditures	**$ 33,225**	**$ 81,455**	**$ 81,455**	**$ 40,855**	**$ 70,000**	**$ 70,000**
County Costs (net)	**$ 33,225**	**$ 81,455**	**$ 81,455**	**$ 40,855**	**$ 70,000**	**$ 70,000**
Total Courts and Related Expenditures	**$ 33,225**	**$ 81,455**	**$ 81,455**	**$ 40,855**	**$ 70,000**	**$ 70,000**

Major Services

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

Budget Highlights

- The increase in Personnel Services for FY 2017-18 is due to budgeting for the Jury Personnel master list; this is budgeted every other fiscal year.

Criminal Justice Resource Office

Phone Number: (919) 245-2303 Website: *N/A*

	2015-16 Actual Expenditures*	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Category (General Fund)						**Account: 720**
Personnel Services	0	299,928	299,928	261,311	381,010	416,277
Operations	0	45,680	50,680	43,865	50,859	56,449
Capital Outlay	0	0	0	0	5,751	8,706
Total Expenditures	**$ 0**	**$ 345,608**	**$ 350,608**	**$ 305,176**	**$ 437,620**	**$ 481,432**
Offsetting Revenues	*0*	*(345,608)*	*(350,608)*	*(305,176)*	*(437,355)*	*(478,121)*
County Costs (net)	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 265**	**$ 3,311**
Total Criminal Justice Resource Office and Related Expenditures	**0**	**$ 345,608**	**$ 350,608**	**$ 305,176**	**$ 437,620**	**$ 481,432**

Mission Statement

The Criminal Justice Resource Office directly oversees the County's Pretrial Release Services, Drug Courts, Criminal Case Assessment Specialist position and Misdemeanor Diversion Program. The office seeks to support and enhance opportunities for diversion, jail alternatives, treatment provision and programming for criminal-justice involved individuals with the objective of reducing the numbers of mentally ill in detention, safely and successfully reducing overall rates of pretrial detention, reducing recidivism and addressing racial and economic disparities.

Department Name: Criminal Justice Resource Office

Major Services

- Oversee and administer Pretrial Release Services, which provides necessary information for court stakeholders in setting pretrial release conditions and supervises individuals on pretrial release.
- Oversee and administer the County's two drug treatment courts.
- Assist the court and criminal justice stakeholders in providing recommendations and referrals for treatment, diversion and jail alternatives for individuals in the criminal justice system.
- Oversee the Criminal Case Assessment Specialist position, which assesses mental health and substance use disorders and addresses treatment needs of individuals in pre-trial detention. This clinical position also provides case management support for individuals on pre-trial release or in diversion and therapeutic courts.
- Coordinate and administer the Misdemeanor Diversion Program, which diverts 16 and 17 year old first offenders from the adult criminal justice system.
- Collect and provide data and information in order to support, enhance or recommend changes to jail alternative programming.
- Administer and support the Justice Advisory Council.

FY 2016-17 Outcomes

- Fully operational Misdemeanor Diversion Program in place.
- Justice Advisory Council commissioned, appointments made and meeting quarterly.
- Enhanced mental health assessment and support services for incarcerated individuals.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: Pretrial Release Services Program					
Number of individuals screened for pretrial release or given information.	N/A	Note: start 1/6/16: 465	900	1000	1015
Number of individuals released to pretrial release supervision.	N/A	235	375	400	410
Percentage of successful completions of pretrial release supervision (no FTA or terminating violation)	N/A	65%	80%	75%	75%
Percentage of individuals on pretrial release employed or referred to treatment.	N/A	52%	55%	50%	55%
Service: Drug Treatment Coordination					
Number of individuals served in the Drug Treatment Courts.	N/A	36	55	41	45
Percentage of participants in successful compliance or that graduated,	N/A	33.3%	29%	50%	50%
Service: Criminal Case Assessment Specialist					
Number of incarcerated individuals assessed and/or helped with mental health or substance use issues.	N/A	Note: start 1/6/16:56	100	79	90
Percentage of referrals that that resulted in treatment provision and release from Jail.	N/A	82%	70%	78%	78%
Service: Misdemeanor Diversion Program					
Number of 16 and 17 year olds diverted from the adult criminal justice system.	N/A	Note: start 4/15/16:15	100	75	85
Percentage of successful completions of MDP Diversion plans.	N/A	100%	90%	90%	95%
Percentage of MDP graduates that remain arrest-free.	N/A	93%	90%	90%	95%

FY 2017-18 Objectives

- Implement case management software
- Hire a Misdemeanor Diversion Program Coordinator and Administrative Assistant.
- Hire a Youth Mental Health Liaison for Court-Involved Youth under 18 and start collaboration with juvenile justice system stakeholders.
- Work with JAC and court stakeholders to create additional diversion opportunities and coordinate reentry work.

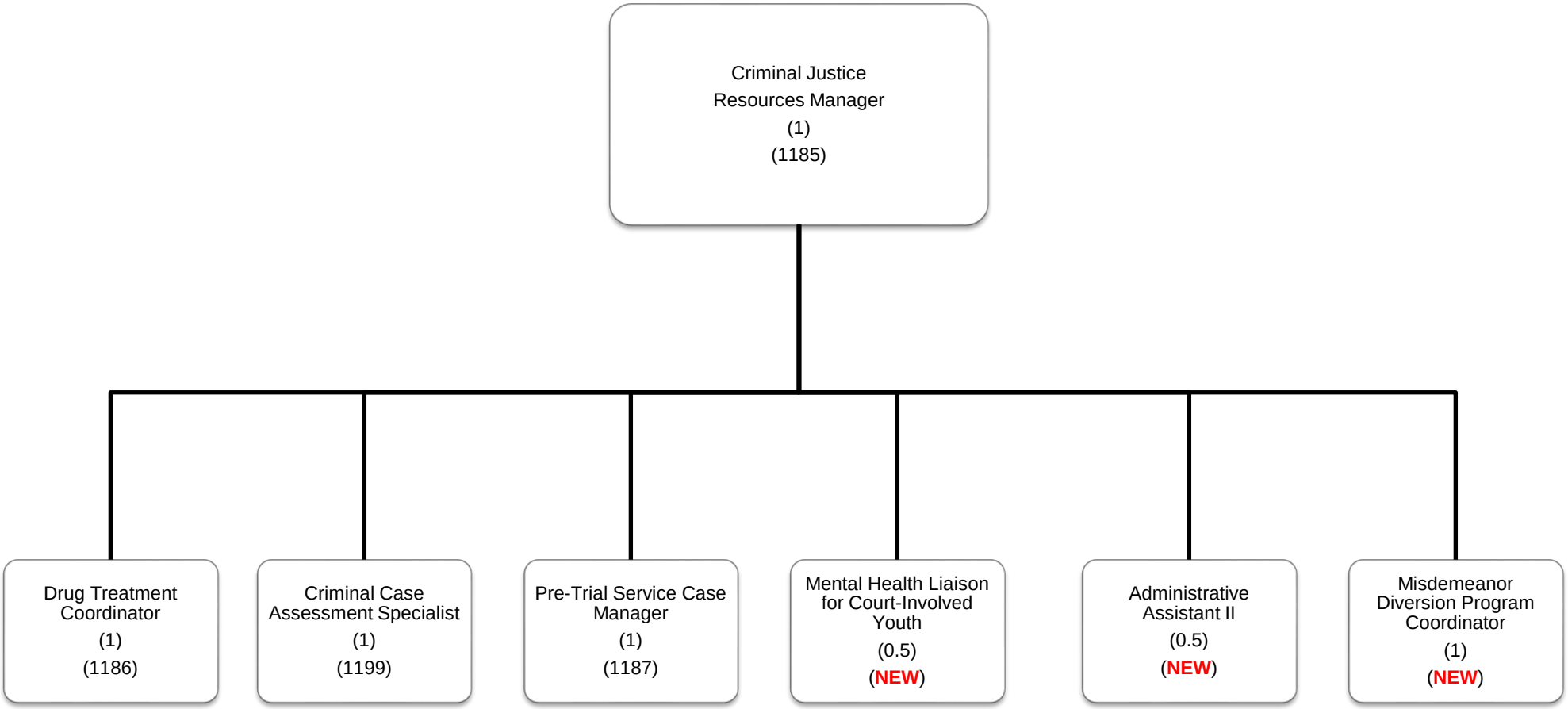
Budget Highlights

The FY 2017-18 Manager's Recommended budget includes:

- Revenue increase: Cardinal Innovations Maintenance of Effort funds (+$40,766) and ABC Board funds (+$100,000), will offset:

- Addition of 2.0 FTEs to focus on misdemeanor diversion expansion and therapeutic support services for court-involved youth, July 1, 2017 start
  - 1.0 FTE Misdemeanor Diversion Program Coordinator, salary/benefits cost of $53,721 and one-time start-up/operating costs of $8,695
  - 0.5 FTE Mental Health Liaison for Court-involved Youth, salary/benefits cost of $35,266 and one-time start-up/operating costs of $5,500
  - 0.5 FTE Administrative Assistant II, salary/benefits cost of $28,737 and one-time start-up/operating costs of $5,821

Criminal Justice Resource Office



FY 2017-2018 Requested

Department of Environment, Agriculture, Parks and Recreation

Phone Number: 919-245-2510 Website: *www. orangecountync.gov/departments/deapr/index.php*

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Category (General Fund)						**Account: 615**
Personnel Services	2,780,577	2,943,228	2,940,832	3,214,788	3,280,742	3,009,751
Operations	611,636	778,781	874,312	799,944	874,358	1,009,314
Capital Outlay	34,165	38,884	51,095	34,609	240,035	45,800
Total Expenditures	**$ 3,426,378**	**$ 3,760,893**	**$ 3,866,238**	**$ 4,049,341**	**$ 4,395,135**	**$ 4,064,865**
Offsetting Revenues	*(584,616)*	*(529,665)*	*(565,423)*	*(566,947)*	*(563,725)*	*(611,887)*
County Costs (net)	**$ 2,841,762**	**$ 3,231,228**	**$ 3,300,815**	**$ 3,482,394**	**$ 3,831,410**	**$ 3,452,978**
Total Department of Environment, Agriculture, Parks and Recreation and	**$ 3,426,378**	**$ 3,760,893**	**$ 3,866,238**	**$ 4,049,341**	**$ 4,395,135**	**$ 4,064,865**

Division Summary

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Program (General Fund)						
Admin/Support Services	745,784	763,120	752,817	797,941	801,945	786,473
Community Centers	2,812	183,876	184,576	210,719	369,736	260,435
Natural and Cultural Resources	290,582	291,125	304,200	276,385	319,083	300,589
Parks	1,259,636	1,411,969	1,456,638	1,430,653	1,696,241	1,524,497
Recreation	743,884	733,950	787,339	764,923	814,958	799,699
Soil & Water Conservation	383,681	376,853	380,668	568,720	393,172	393,172
Total Expenditures	**$ 3,426,378**	**$ 3,760,893**	**$ 3,866,238**	**$ 4,049,341**	**$ 4,395,135**	**$ 4,064,865**
Offsetting Revenue	(584,616)	(529,665)	(565,423)	(566,947)	(563,725)	(611,887)
County Costs (net)	**$ 2,841,762**	**$ 3,231,228**	**$ 3,300,815**	**$ 3,482,394**	**$ 3,831,410**	**$ 3,452,978**
Total Expenditures	**$ 3,426,378**	**$ 3,760,893**	**$ 3,866,238**	**$ 4,049,341**	**$ 4,395,135**	**$ 4,064,865**

Mission Statement

The Department of Environment, Agriculture, Parks and Recreation (DEAPR) works to conserve and manage the natural and cultural resources of Orange County. Included within this “green infrastructure” are natural areas and nature preserves, open spaces, parks 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.

DEAPR: 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.
- Coordinate the programming, usage and community outreach for the County's community centers.
- Administer repairs and renovations of parks and recreation facilities.
- Coordinate department public information and communications including news releases, web site updates, and social media.
- Assist County departments with site planning and construction drawing documentation.
- Provide staff support for the Parks and Recreation Council, the Intergovernmental Parks Work Group and other boards and committees as needed.
- Plan for and provide environmental programs and community events.
- Manage the Road Sign replacement program database and procurement.
- Work on intergovernmental projects and initiatives related to environmental, agriculture or parks and recreation topics.
- Organize and plan for departmental meetings, events, training, community and team-building efforts.
- Address risk management and safety issues within County parks and recreation facilities.

FY 2016-17 Outcomes

- Special Events: Organized the annual Fall Farm-to-Table field trip at Blackwood Farm Park. Stormy weather forced the event to be rescheduled for May 2017. Celebrated Earth Day (Earth Evening) with an environmental education event, in coordination with the town of Hillsborough's Last Friday event.
- Parks and Nature Preserve Planning and Implementation: Phase 1 of the Hollow Rock Nature Park (New Hope Preserve) opened in June 2016. The old Hollow Rock Store was relocated to the park Christmas Eve 2016; exterior renovations were completed spring 2017. Planned and oversaw engineering contract on the design of the Fairview Park Parking Expansion Project (opened March 2017). Drafted Requests for Qualifications (RFQ) for securing engineers for Blackwood Farm Park Phase II. Oversaw soil boring work for Phase II of Soccer.com. Designed parking area and ADA loop trail for Seven-mile Creek Preserve. Coordinated with Durham County and development of a Phase II for Hollow Rock Nature Park. Applied for a State Parks Recreational Trial Program (RTP) Grant for an ADA loop Trail at Hollow Rock Nature Park.
- Event Management: Administered contracts and leases (such as Farmers Market Pavilion) and served as liaison to special events on County grounds. Negotiated new sponsorships and naming rights, such as the Soccer.com Center. Provided Emergency Management with evacuation floor and site plans for various county events.
- Advisory Boards: Coordinated all meetings, and developed studies, reports and plans for the Parks and Recreation Council and Intergovernmental Parks Work Group. Investigated several new potential facilities, including disc golf, primitive camping, orienteering, and bicycle and equestrian potential within County parks. Advised and provided direction to the Agricultural Preservation Board and other advisory boards as needed. Attended Carrboro Greenways Commission meetings as the Orange County liaison. Participated in the ADA

Accessibility Assessment of all County facilities with Asset Management. Attended and contributed to the Transportation & Outdoor Spaces Work Group for the Orange County Master Aging Plan. Coordinated the development and implementation of the new Countywide Interactive Trails and Greenways map (rollout anticipated fall of 2017).

- Parks and Open Space Capital Improvements: Supervised the construction and engineering contracts for Fairview Parking Area. Planned and oversaw the permitting and development of a replacement pedestrian bridge for River Park (including securing required permits with the town of Hillsborough). Investigated and coordinated with Town of Hillsborough on planned and implemented Margaret Lane sidewalk improvements. Bid and oversaw construction of future Seven Mile Creek Nature Park parking area and ADA loop trail. Implemented other capital projects as budgeted and approved.

- Departmental Operations: Organized and conducted bimonthly staff meetings, staff Leadership Team meetings, and special topical work groups to accomplish defined priorities and tasks. Regular meetings with division heads. Organized and conducted safety and risk management training. Worked with Human Resources on classification analyses.

- Coordinated with variety of local governments, agencies and partner organizations on potential public-private partnerships.

- Conducted public process for locating the Mountains to Sea Trail (MST) between Hillsborough and Alamance County.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: Program Registrations					
Total Number of Registrations Processed	7135	7872	6500	7261	7127
% On-line registration taken on WebTrac	43%	44%	40%	45%	45%
Service: Capital Improvements to Parks and Recreation Facilities					
Number of Locations with Facility Improvements	2	3	5	5	6
Dollar value of improvements	120,000	471,000	850,000	800,000	1,915,000

FY 2017-18 Objectives

- Emphasis on community centers and working with neighborhood associations to make the centers important locations for community–building, meeting local needs and community activities. This includes identifying and implementing community needs and activities, and making facilities more accessible. Provide equitable levels of assistance to centers (including temporary center staffing), secure local input through center advisory boards, and create an overall coordinating committee to address community center activities at a comprehensive level.
- Oversee and implement trail easement acquisition and construction for the first phase of the Mountains to Sea Trail, focused on extending Hillsborough Riverwalk to Seven Mile Creek Nature Park. Continue multi-year process to build and maintain trail, working with willing landowners and State Parks.

- Implement more open and user-friendly information outreach about County parks, centers and nature preserves. Significantly increase public opportunities for interaction on parks and preserves through social media and special information-sharing methods.
- Conduct, in conjunction with the Town of Chapel Hill Parks and Recreation Department, a park master plan for the future Millhouse Road Park.
- Complete the next phase of planning and park construction management for Hollow Rock Nature Park.
- Continue efforts to create partnerships with local agencies and businesses for sponsorships, special events, and potential shared facility funding.

Budget Highlights

The FY 2017-18 Manager's Recommended Budget includes no significant budget changes.

DEAPR: Community Centers Division

Major Services

- Administer community center budgets for Efland Cheeks and Cedar Grove Community Centers, working with neighborhood associations on programs, operations and activities.
- Serve as a liaison for pass-through funding for staff support at the Rogers Road Community Centers.
- Provide staff for center operations and work with neighborhood associations and Asset Management Services to ensure centers are able to operate with needed amenities, operating functions (such as building improvements, maintenance and utilities) for regular designated hours to meet the needs of the community.
- Work with the neighborhood associations on transition of center operations through an Operating Agreement between the County and associations.

FY 2016-17 Outcomes

- Began operations of new Cedar Grove Community Center and renewed operations at Efland Cheeks Community Center.
- Provided Community Center Coordinator position to work with all three centers on meeting community needs, allocating resources, meeting with neighborhood organizations and scheduling staffing and other operating needs.
- A number of programs and activities held throughout the year at all centers, including summer enrichment programs administered by the neighborhood associations and community non-profit groups in summer 2016.
- Continued, with Asset Management Services, to handle building reservations, make building improvements, address facility needs and maintenance issues, and handle service calls and questions from the associations and the public.
- Reviewed outside agency funding requests and prepared budgets for each center for FY 2017-18.

FY 2017-18 Objectives

- Complete individual Operating Agreements for Cedar Grove and Efland Cheeks centers with neighborhood associations. Work through budgetary, legal, risk management, scheduling and other issues in collaboration with the neighborhood associations with a goal of turning over center operations Mondays-Fridays on or around July 1.
- Created addendum for existing Rogers-Eubanks Neighborhood Association Operation Agreement to address new center approach, and make consistent with the other centers such that all three centers are treated in an equitable fashion, relative to their facilities and needs.

Budget Highlights

The FY 2017-18 Manager's Recommended Budget includes:

- Reallocation of funds for Community Center Coordinator position to create a Contract for Operations for each Center including funds for Community Center Lead for each Community Center, Temporary personnel, operations and recurring capital for each Center, totaling $260,435. This is an increase of (+$56,559) over FY 2016-17 appropriation, which was in DEAPR and Outside Agency budgets, totaling $203,876.

DEAPR: Parks Division

Major Services

- Maintain nine County parks comprising 746 acres, including the new Hollow Rock Nature Park which opened in June 2016. Assist in the conservation and management of four land-banked future park sites (336 acres), and three nature preserves (including public open spaces) totaling 472 acres. These 1,554 acres are managed and cared for by 10 full-time staff, augmented with seasonal staff.
- Maintain the grounds and associated lands of 25 county-owned facilities and properties located across the county, totaling over 139 acres and maintained by a two full-time landscape staff.
- Continuously strive to improve the quality and aesthetics of all County parks, athletic fields and facilities. Increase athletic field availability while maintaining and improving field conditions, park safety and patron experience.
- Perform needed periodic management and stewardship of County nature preserves, working with the Land Conservation Manager and Landscape Architect. This involves occasional management practices to help ensure that natural resource values are conserved for future generations of humans and wildlife.
- Improve, expand and conduct nature programs and special events at parks and other locations to various age groups (including schools), promoting nature awareness, 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, certifications as well as conducting monthly safety and training meetings.

FY 2016-17 Outcomes

- All County Parks, public open spaces, grounds and landscaped areas are maintained to a high level.
- County athletic fields are open longer, providing for a longer playing season while maintaining fields in a safe and healthy condition.
- Nature programming classes provided throughout the year, resulting in an increase in programming and public involvement. Numerous special events were held such as Earth Evening, Arbor Day, the National Star Gazing Night and the Annual Bird Count.
- County playgrounds meet or exceed all safety standards and regulations set by the industry.
- Prompt, timely response to work orders pertaining to missing or newly required County road signs.
- Begin process of assessing trail condition and site needs associated with the newly-designated Headwaters Nature Preserve (with a report on access, site conditions and potential public access in late 2017).
- Monthly Safety and training meetings with Division staff ensuring that employees are instructed and updated on proper maintenance procedures, safety standards and County rules and regulations.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: Manage over 1500 Acres of County Parks, Preserves, Open Spaces and Landscaped Areas.					
Park Acreage maintained	557 acres	709 acres	788 acres	770 acres	860 acres
Acres of Landscaped acres maintained	71 acres	106 acres	120 acres	139 acres	145 acres
Stewardship support /management of future park sites and nature preserves	601 acres (7 sites)	412 acres (5 sites)*	522 acres (6 sites)	522 acres (6 sites)	582 acres (7 sites)
Service: Inspect and maintain all County facilities and Play structures					
Maintain numerous Play structures and athletic fields	44	44	44	44	44
Conduct, at a minimum, monthly play - ground inspections (% completed)	100%	100%	100%	100%	100%
Meet or exceed all NSI & ASTM codes	100%	100%	100%	100%	100%

* - Two future park sites opened for public use.

FY 2017-18 Objectives

- Maintain all County parks, Nature Preserves public open space and landscaped areas
- Continue to develop and implement "specialized' maintenance programs to address critical components of Park maintenance; i.e. forest and meadow management and the Control burn program
- Report on site conditions, needs and public access requirements for new Headwaters Nature Preserve, along with a plan for implementation.
- Prepare for construction of new infrastructure and the next phase of Blackwood Farm Park (currently slated for 2018).
- Conduct numerous nature programs, including the 5th annual Arbor Day celebration with New Hope Elementary School
- Manage natural turf athletic fields in order to sustain community demands, while maintaining high quality playing turf
- Survey, mark, install and expand trail system at Seven Mile Creek Nature Park, including accommodating the entrance of a portion of the Mountains to Sea Trail on site
- Continue to reach out and assist County departments in specialized programs and to work with outside agencies such as the Boy Scouts to assist Scouts in achieving goals

Budget Highlights

The FY 2017-18 Manager's Recommended Budget includes no significant budget changes.

DEAPR: 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, rental supervision, and billing support of all Orange County recreation facilities including the Central Recreation Center, Soccer.com Center, Fairview Park, Cedar Grove Community Park, and Efland-Cheeks Community Park, as well as maintenance at several of these facilities. These functions are provided 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. Groups of coaches also serve on advisory committees directed by Recreation Staff

to improve and enhance youth program implementation. In addition to managing volunteers the Recreation Division enlists the support of parents in providing a safe and enjoyable environment for youth sports participants. To this end the Division provides 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 the support of existing partnerships and the development of 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 Hillsborough Chamber of Commerce. New community collaborations are being explored at all times.

FY 2016-17 Outcomes

- Supported the community-based Family Success Alliance by providing recreational based programs that met the FSA's objective of improving children's chances for educational and economic opportunities. The Recreation Division provided a 4-week summer camp at New Hope Elementary School in July and August 2016 that supplemented the FSA's reading literacy program.
- The structural reconfiguration of the Central Recreation Center created an additional programmable space, Activity Area III, which has become home to piano lessons, electronics classes, and various summer camps. This reconfiguration has allowed us to increase enrollment in programs and provide additional enrichment opportunities in arts and technology.
- Through a success partnership with the Hillsborough-Orange County Chamber of Commerce and sponsorship from Ashton Woods the Recreation Division offered three additional movies in the park without increase to contracted services expenses. Approximately 500 residents attended these three additional movies.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: Development and implementation of a wide range of recreation programs, for youth and adults.					
Healthy Lifestyle Programs	145	155	160	160	161
Healthy Lifestyle Participants	5,800	5,900	6,500	6,500	6,700
Service: Recreation Division Programs in Science, Technology, Engineering, Arts, and Math (S.T.E.A.M.)					
(S.T.E.A.M.) Program Offerings	20	30	59	59	72

Phone Number: 919-245-2510 Website: *www. orangecountync.gov/departments/deapr/index.php*

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
(S.T.E.A.M.) Participant Enrollments	325	475	850	943	1,116

FY 2017-18 Objectives

- To develop and implement specialized activities at Fairview Park in support of the Fairview Park Monitor program. In FY 2016-17, the Recreation Division absorbed prior outside agency funding for Fairview Community Watch to provide park monitors through the summer at Fairview Park. After surveying park patrons, it was determined that patrons wanted more structured activities to support the youth of their community. The Recreation Division in FY2017-18 will work with the community to provide structured programming opportunities for the youth of the Fairview Community.
- The development of a Recreation Division seasonal staff handbook for Recreation Assistants, Facility Assistant and Concession staff. This will streamline our operation in the delivery of services to the public.
- Implement online training options for Parent Meeting and Coaches Training. Current information and training sessions are entirely in-person, creating scheduling conflicts and hampering implementation of mandatory attendance. Online alternatives will be aimed at improving convenience for both staff and customers.

Budget Highlights

The FY 2017-18 Manager's Recommended Budget includes:

- Revenue increase: General Recreation Fees ($64,843)
- 1.0 FTE Recreation Program Assistant, salary/benefits cost of $47,674 and one-time start-up/operating costs of $2,620, to support the increase of Soccer.com Center tournaments, as well as supervising and implementing the Family Success Alliance collaborative with the Orange County Health Department and Orange County Schools.

DEAPR: Natural and Cultural Resources Division

Mission Statement

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.

Major Services

- The **Lands Legacy Program** works with willing landowners and other partners (land trusts, universities, other governments) to conserve high priority natural and cultural resource lands, including prime and threatened farmland and future park or nature preserve sites.
- The **Historic Preservation Program** promotes the preservation, documentation and protection of properties with historical, prehistorical, architectural and/or cultural significance. The Historic Preservation Commission promotes a variety of programs, including the

designation of Local Historic Landmarks and the National Register of Historic Places, with administrative support provided by DEAPR staff.

- **Orange Well Net** is a groundwater observation well network established by the County in 2010 in partnership with other entities. The network currently includes seven bedrock wells and seven regolith wells that monitor fluctuations in groundwater levels. Findings are 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.
- Partnered with other jurisdictions in the **Eno River Watershed Hydrilla Management Task Force** to complete the two-year pilot study evaluating the use of an EPA-approved herbicide to manage an invasive aquatic weed (Hydrilla) causing with the potentially adverse impacts to the Eno River watershed.
- 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 sensitivity and ethic that promotes environmental responsibility and leadership.
- The department works to monitor **Air Quality** and is a member of the NC Air Awareness Network, working to alert and offer mitigation suggestions to County staff and public to air quality issues such as elevated levels of ground-level ozone.
- Continued participation in the **Upper Neuse River Basin Association (UNRBA)** effort to re-examine Stage II of the Falls Lake Nutrient Management Strategy.
- Finally, the NCR Division maintains a comprehensive database of significant natural and cultural resources in Orange County. These data are updated regularly; most are available electronically for use by other County departments, other jurisdictions, partner entities, and the general public.

FY 2016-17 Outcomes

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: Land conserved through the Lands Legacy program					
Outcome Measure: acres protected	3	73	137	137	100
Outcome Measure: Funds (or donated value) received for completing County land conservation projects	$4,000	$161,000	$950,000	$878,000	$350,000
Service: Orange Well Net					
Outcome Measure: Ground water wells (total) included in Orange Well Net	6	8	0	0	9
Service: Historic Preservation Program					
Outcome Measure: Historic properties designated as Local Landmarks or placed on the National Register	1	1	1	1	2

Phone Number: 919-245-2510 Website: *www. orangecountync.gov/departments/deapr/index.php*

FY 2017-18 Objectives

- Complete two farmland conservation easements with federal/state grant funds
- Acquire land for additional priority sites by Lands Legacy program
- Implement and construct the first section (Occoneechee Mountain to Seven Mile Creek Nature Park) of the Hillsborough to Alamance County segment of the Mountains-to-Sea Trail
- Complete the County's historic properties inventory update project to improve information on Orange County web site and for use in planned joint County-Hillsborough publication on the historic resources of Orange County, with funding assistance from state and private grants.
- Designate two new Local Historic Landmarks
- Complete one new National Register nomination
- Complete Year 2 of a two-year effort to manage aquatic weed (Hydrilla) in the Eno River, and continue to participate in Eno River Watershed Hydrilla Management Task Force, including development of Hydrilla Management Plan for the 5-year period 2017-2022
- Continue to participate in Upper Neuse River Basin Association (UNRBA)
- Help plan and conduct 2017 Agricultural Summit

Budget Highlights

The FY 2017-18 Manager's Recommended Budget includes no significant budget changes.

DEAPR: Soil and Water Division

Major Services

- Provide technical assistance to citizens concerning; agricultural land use recommendations, develop agriculture conservation plans, nutrient management planning, design and implement agriculture sediment and erosion control best management practices to meet US Dept. of Agriculture 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 funding contracts for agricultural landowners to meet the State mandated nutrient reductions in the Jordan Lake and Falls Lake watersheds (covers over 95% of Orange County). Participate in Orange County focus group (H2Orange), and state's Agricultural Watershed Oversight Committee to meet watershed rules.
- Promote Federal and State farmland preservation programs; encourage preservation and conservation of agriculture lands and natural areas, assist DEARP-Land Conservation staff 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, install signage on enrolled farmlands.
- Enhance citizen awareness of natural resource conservation through educational programs: develop and sponsor workshops for citizens, landowners and farmers; planning/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 47 years); Envirothon program, local, area and State-middle and high school environmental education contest with 800+ student participation (4-5 teams from Orange Co.); assist with planning and participate in DEAPR-Farm to Table 4th grade field trip at Blackwood farm.

FY 2016-17 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 abandoned well closure program, as funds are available, working directly with and using guidelines from the Orange Co. Environmental Health Dept. and the NC Division of Water Resources.
- Assist DEAPR/Natural and Cultural Resources division with technical assistance, detailed soils maps, development and review of agricultural conservation plans, assist with monitoring and status reviews of conservation easements, assist with letters of support to seek state and federal funding for the Orange County Lands Legacy- agricultural conservation easement program.
- Increase agricultural awareness and protection of farmland through enrollment in the Orange County VAD/EVAD program available to agricultural producers/operations by increasing enrolled acres, recorded documentation with Land Records, and installation of visible VAD signs in the agricultural community. Assisted Orange County Agriculture Preservation Board plan and host a Landowner appreciation breakfast for participants in the VAD/EVAD program.
- Promote natural resources educational opportunities by assisting citizens, schools, teachers, home-school groups; provide workshops, farm visits, mini-grant programs, 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, planning, seek funding, and assist with developing Discovery Trail at Blackwood Farm.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 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 agri. and non-agri. property to protect natural resources					
State funds encumbered /contracted for BMP's for agriculture	$134,452	$82,003	$100,000	$84,870	$105,000
Federal USDA-EQIP funds encumbered /contracted for BMP's for agriculture	$50,000	$30,000	$40,000	$10,000	$40,000
State funds encumbered/contracted with urban land users	$11,070	$13,832	$6,500	$8000	$7,000
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(ac.)	1570 ac.	2392 ac.	1500 ac.	1075 ac.	1500
Agri. Preservation Bd. Host landowner appreciation breakfast for VAD/EVAD	0	0	0	75 participants	80 participants
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	2600	1800	2600	1800	2000

FY 2017-18 Objectives

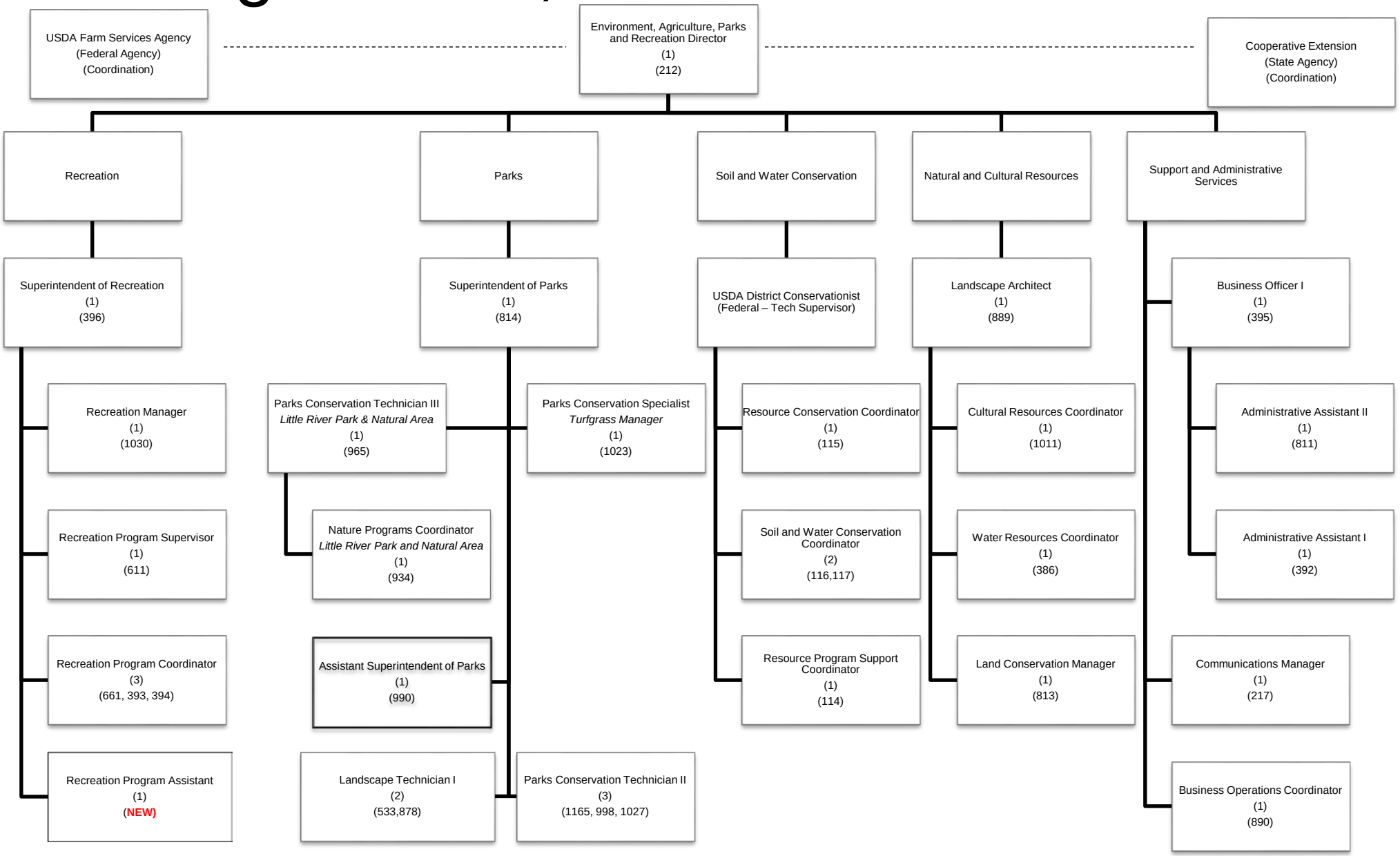
- Promote and increase awareness of County, state and federal programs that provide education, technical and financial assistance to agricultural and non-agricultural landowners, public and private, to protect Orange County's natural resources.
- Provide technical assistance and implement best management 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 Orange County Lands Legacy program: review of conservation plans and assist with securing state and federal funding.
- 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. Assist Agriculture Preservation Board with planning and hosting landowner appreciation breakfast.

- Increase awareness to citizens about the importance of conservation and preservation of natural resources through educational programs and workshops for students and adults. Continue to seek funding for development and expanding the Discovery Trail at Blackwood Farm.

Budget Highlights

The FY 2017-18 Manager's Recommended Budget includes no significant budget changes.

Department of Environment, Agriculture, Parks & Recreation



Debt Service

Debt Service (General Fund)	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
Principal - Schools General Obligat	6,993,715	6,923,895	6,923,895	7,054,726	6,350,960	6,350,960
Principal - Non-General Obligation	4,737,313	5,135,271	5,135,271	4,712,345	5,651,700	5,651,700
Interest - Non-General Obligation D	1,376,157	1,232,082	1,232,082	1,235,704	1,081,354	1,081,354
Debt Service Reserve	0	0	0	0	0	0
Others	2,271,373	2,081,135	2,081,135	2,153,484	1,990,896	1,990,896
Total School Debt Service	**$15,378,559**	**$15,372,383**	**$15,372,383**	**$15,156,259**	**$15,074,910**	**$15,074,910**
Principal - County General Obligati	2,081,285	1,926,105	1,926,105	1,926,105	2,294,040	2,294,040
Interest - County General Obligatio	673,925	635,367	635,367	676,195	587,950	587,950
Principal - Non-General Obligation	5,741,815	5,854,923	5,854,923	5,854,923	6,257,239	6,257,239
Interest - Non-General Obligation D	2,418,921	2,422,418	2,422,418	2,422,418	2,545,397	2,545,397
Total County Debt Service	**$10,915,946**	**$10,838,813**	**$10,838,813**	**$10,879,641**	**$11,684,626**	**$11,684,626**
Total Debt Service Expenditure	**$ 26,294,505**	**$ 26,211,196**	**$ 26,211,196**	**$ 26,035,900**	**$ 26,759,536**	**$ 26,759,536**

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 revenues. Fifteen percent of the fiscal year 2017-18 recommended General Fund Budget equals $32,576,809 compared to our anticipated debt service payments of $26,759,536. 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 2017-18			
	Per County's Adopted Debt Management Policy	**Legal Debt Limit per NC General Statute**	**As Included in FY 2017-18 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%	0.97%

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

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Category (General Fund)						**Account: 600**
Personnel Services	454,353	445,179	445,179	457,464	464,625	464,625
Operations	60,295	83,850	87,100	75,379	114,100	114,100
Capital Outlay	0	0	521	0	0	0
Total Expenditures	**$ 514,648**	**$ 529,029**	**$ 532,800**	**$ 532,843**	**$ 578,725**	**$ 578,725**
Offsetting Revenues	*0*	*0*	*(250)*	*(250)*	*0*	*0*
County Costs (net)	**$ 514,648**	**$ 529,029**	**$ 532,550**	**$ 532,593**	**$ 578,725**	**$ 578,725**
Visitors Bureau (Visitors Bureau Fund)						**Account: 6005**
Overhead	51,611	102,888	102,888	102,888	89,876	89,876
Personnel Services	462,755	470,019	470,019	472,023	493,375	493,375
Operations	1,011,809	874,737	1,261,740	1,125,753	873,152	873,152
Capital Outlay	733	0	4,500	0	2,600	2,600
Total Expenditures	**$ 1,526,908**	**$ 1,447,644**	**$ 1,839,147**	**$ 1,700,664**	**$ 1,459,003**	**$ 1,459,003**
Offsetting Revenues	*(1,711,755)*	*(1,564,583)*	*(1,956,086)*	*(2,196,253)*	*(1,592,529)*	*(1,592,529)*
County Costs (net)*	**$ (184,847)**	**$ (116,939)**	**$ (116,939)**	**$ (495,589)**	**$ (133,526)**	**$ (133,526)**
Total Economic Development and Related Expenditures	**$ 668,798**	**$ 678,558**	**$ 688,969**	**$ 682,817**	**$ 742,581**	**$ 742,581**

Division Summary

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Program (General Fund)						
Economic Development	514,648	529,029	532,800	532,843	578,725	578,725
Total Expenditures	**$ 514,648**	**$ 529,029**	**$ 532,800**	**$ 532,843**	**$ 578,725**	**$ 578,725**
County Costs (net)	**$ 514,648**	**$ 529,029**	**$ 532,800**	**$ 532,843**	**$ 578,725**	**$ 578,725**
Total Expenditures	**$ 514,648**	**$ 529,029**	**$ 532,800**	**$ 532,843**	**$ 578,725**	**$ 578,725**
Chapel Hill/Orange County Visitors Bureau (Visitors Bureau Fund)						
Visitors Bureau	1,526,908	1,447,644	1,839,147	1,700,664	1,459,003	1,459,003
Total Expenditures	**$ 1,526,908**	**$ 1,447,644**	**$ 1,839,147**	**$ 1,700,664**	**$ 1,459,003**	**$ 1,459,003**
Offsetting Revenue	*(1,711,755)*	*(1,564,583)*	*(1,956,086)*	*(2,196,253)*	*(1,592,529)*	*(1,592,529)*
County Costs (net)*	**$ (184,847)**	**$ (116,939)**	**$ (116,939)**	**$ (495,589)**	**$ (133,526)**	**$ (133,526)**
Total Expenditures	**$ 1,526,908**	**$ 1,447,644**	**$ 1,839,147**	**$ 1,700,664**	**$ 1,459,003**	**$ 1,459,003**

Mission Statement

- Orange County's Economic Development Department serves to diversify the local economy through the retention and recruitment of desirable and clean businesses, retail, light industrial manufacturing, distribution, mixed use commercial office development, and the redevelopment of existing locations.
- The Department also supports agricultural ventures such as farming, food processing and related food systems. New and existing small business start-ups are supported by an active monthly visitation schedule, a series of small business grant and loan financial resources, and maintains a joint County/Town of Chapel Hill entrepreneurial incubator to assist high technology start-ups.

- The Department's affiliated Orange County Visitors Bureau has a separate professional staff that promotes tourism throughout the County through increased convention activity, hotel stays and restaurant visits. These various business promotion activities help create stable jobs for county residents, generate a salary at or above the County's average living wage, and support higher density development.
- A primary goal of the Department is to increase Orange County's employment opportunities and non-residential tax base be adding new business retail sales tax and property tax revenues. Orange County encourages the attraction of growth oriented businesses that offer the potential to enhance the County's and residents' financial well-being and quality of life.

Major Services

- Operates targeted business investor promotion, recruitment and existing business retention programs that strengthen the local economy via targeted recruitment activity that generates new capital investment in clean and desirable technologies, high-tech employment growth, health benefits, and at a salary range at or above the County's living wage.
- Provides guidance to new, expanding, and relocating businesses to include entrepreneurial start-up ventures, high-tech manufacturing, agriculture and related food processing, tourism promotion.
- Supports the economic development activities of the Economic Development Department's affiliated Chapel Hill/Orange County Visitors Bureau, which has its own staff and management, advisory board, and budget funded from Town of Chapel Hill local hotel occupancy tax revenues.
- Provides 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 revenues (¼ cent sales tax revenues for economic development), and not from the General Fund.
- Provides county-wide businesses, the Hillsborough and Chapel Hill/Carrboro chambers of commerce, locally elected leadership and County-wide residents with economic and demographic data and related economic development assistance via the Economic Development Department's website, public presentations and printed materials.
- Markets Orange County's available inventory of 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.
- Promotes a growing food system economy through support of local producers, food entrepreneurs, and recruitment of food process and manufacturing business.

FY 2016-17 Outcomes

- Increased by 15% the actual number of qualified corporate investor inquiries received from retail, commercial & industrial prospects & site selection consultants, and boosted the number of actual prospect visits made to Orange County. In FY 2016-17, the Economic Development Department received 58 separate investment inquiries from prospective light manufacturing, commercial and retail projects. The Department responded to at least 21 of

those projects with proposals on available sites and buildings, and saw 6 actual prospect visits to the County.

- Participated with the Town of Chapel Hill in a County/Town partnership to recruit Wegmans Food markets retail facility. A joint interlocal agreement is in place regarding a performance-based incentive agreement to Wegmans. The Company will invest $30 million, hire 350 full-time equivalent jobs, and generate up to $1.5 million annually in new retail and property taxes.

- Worked closely with the firm REDEYE Worldwide/Yep Roc Records throughout FY 2016-17 which purchased renovated and occupied an available large warehouse in Hillsborough. The firm subsequently consolidated warehouse operations and workforce of 40-50 people from another County into Orange County. The Economic Development Department introduced this warehouse relocation opportunity to the firm and led the recruitment effort.

- Significantly increased use of the Article 46-funded Orange County Small Business Loan, Small Business Investment Grant & Agriculture Economic Development Grant programs to support small businesses and farming operations through the County. For FY 2016-17 the Department made a total of 98 Small Business Grants, Agricultural Grants and Small Business Loans. These 98 businesses employ over 450 local residents in existing and expanding ventures. There were no delinquent loans.
- Agriculture support included (1) hosting the annual Orange County Agriculture Summit in February 2017, which had a record level of participation with over 225 residents attending; (2) leading the formation of a new Orange County Food Council; (3) receiving a grant from the N.C. Dept. of Agriculture for loan assistance to Piedmont Food & Agriculture Processing tenants; (4) planning for the annual Farm to Fork event, and, (5) management of the agriculture grant marketing & review of applications.
- Visited all tenants of the "Chapel Hill LAUNCH Innovation Center" incubator, and the "Piedmont Food & Agriculture Food Processing Center" (PFAP) to assist in business retention & growth support, and marketed the Department's small business loan and grant programs.
- Successfully worked on a new 3-year Interlocal Agreement between the County and Town of Chapel Hill to renew the County's financial support of the "LAUNCH Chapel Hill incubator through 12/31/18.
- Provided collaborative assistance to other Orange County departments (Visitors Bureau, Arts Commission, Social Services, Animal Services, Asset Management, Library Services, Planning & Inspections, and Aging) and their respective advisory boards. Also worked closely with the Chambers of Commerce in Hillsborough and Chapel Hill, and the town economic developers in Hillsborough, Carrboro & Chapel Hill.
- Continued support for Orange County's newest industry – Morinaga American Food, Inc. – with the firm's expansion into two full shifts and hiring of nearly 90 employees, and, served 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).
- 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.

Economic Development – continued

- 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. Also marketed commercial office space in Chapel Hill, Carrboro and Hillsborough to several prospects that visited.
- The existing business/retention staff member made over 350 visits with companies in the County, and marketed the loan and grant programs.
- The Arts Commission office and staff member was assigned to the Manager's office.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: Attract new economic opportunities to Orange County.					
# of Inquiries Received from Commercial & Industrial Prospects.	38	58	25	60	70
Change in frequency of visits by commercial, retail & industrial prospects, compared to the prior year	20%	83%	20%	5%	20%
Service: Market Orange County's business advantages through business development and job growth.					
Visitors to Department's Web Site	73,090	75,200	80,000	80,000	80,000
Number of businesses in Orange County	3,972	3,972	4,000	3,980	4,000
Service: Provide guidance and resources to new, expanding and relocating businesses.					
Small Business Loan (approvals/applications)	3/3	6/7	8/9	7/7	8/9
Business Investment Grant (approvals/applications)	8/14	49/100	8/14	36/80	50/125
Economic Development Agriculture Grant (approvals/applications)	n/a	23/31	25/36	24/30	25/35
Percentage increase of existing business (visitation/interview)	20%	30%	25%	25%	25%
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.	24	38	25	30	35
Current Projects: Recruitment & Support	12	12	12	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	4.4%	4.6%	3.9%	4.0%	4.0%
Orange County's Available Workforce	75,030	75,570	73,000	77,575	77,600

FY 2017-18 Objectives

- Select and work with a consultant to conduct a SWOT analysis (to determine the strengths, weaknesses, opportunities & threats) of industrial, commercial and retail locations in the

County's 3 Economic Development Districts, and portions of the Hillsborough & Efland communities.

- Continue to promote formation of a strategic team to form a public-private partnership that can aid in the attraction of food processing facilities and a "food aggregator" facility in Orange County.
- Refine a newly created searchable database of all known Orange County businesses to assist residents to identify both locally owned small businesses and larger companies.
- Continue to market the Department's Article 46-funded financial programs that support the growth, retention & expansion of Orange County's many small businesses, farms, agriculture and food system ventures.
- Further diversify the sources of business recruitment leads seeking site locations, and increase the number of project inquires received and responded to with community and real estate data for Orange County.
- Collaborate closely on investment 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, commercial & real estate developers, and the University of North Carolina at Chapel Hill.
- Update the Department's aging web site with new materials, linked marketing videos, and a redesign of presented inventory of available building and green field industrial site data that is suitable for a host of retail, commercial, warehouse and clean, light industrial operations.
- Begin forming a recognition & appreciation program for existing Orange County small and medium sized businesses, and larger manufacturers.

Budget Highlights

The FY 2017-18 Manager's Recommended Budget includes no significant budget changes.

It does realign $15,000 for economic development funds, previously placed in non-departmental; these funds moved into the Economic Development division budget.

Department Name: Chapel Hill Orange County Visitors Bureau

Mission Statement

To position Orange County as a desirable destination for conferences and tourism with the help of a strategic marketing plan whose goal is to help increase spending from visitors, assist in the creation of jobs and increase retail sales and occupancy tax revenue.

Major Services

- Market Orange County communities as a desirable visitor destination.

- Help to fill Orange County's 1811 (includes two new properties opening in 2017) hotel rooms.
- 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.
- Build community engagement and awareness for Orange County's tourism and hospitality industry.
- Operate a Visitor Center, six days a week to elevate visitor and customer service to guests.
- Work with all local municipalities to coordinate services and funding as part of a long term effort to build cohesion and results for Orange County's tourism industry.

FY 2016-17 Outcomes

- From a tourism perspective, 2017 was a positive year for the key metrics, including increases in room rate and overall revenue, while occupancy and room demand remained steady. Early predictions in 2017, which are the latest available numbers, anticipate a 2% growth rate in spending, taxes and jobs.
- August 2016 NC Commerce reports are anticipated to show overall economic impact from Orange County tourism at $184 million up from $181 million the previous year.
- The tourism 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 release of feasibility studies for new conference facilities.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Tourism Sales					
Conference, meeting bookings	N/A	54	60	55	65
Generate sales leads for hotels	N/A	105	105	110	115
Room nights generated from bureau	N/A	3865	4200	3900	4000
Tourism Communications					
Build attraction visitations (in millions)	1.9	2.0	2.1	2.1	2.2
Media stories on Orange County	280	300	320	320	330
Annual tourism impact * (in millions) Info Reported by NC Dept. of Commerce	181.6	184.4	187	187	190
Social Media					
Facebook likes	N/A	12,958	15,287	15,278	20,000

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Facebook posts	N/A	379	370	370	420
Twitter follows	N/A	2,936	3,596	3,596	4,300
Twitter posts	N/A	385	662	662	800
Instagram followers	N/A	1,581	2,559	2,559	3,550
Instagram posts	N/A	92	120	120	135

FY 2017-18 Objectives

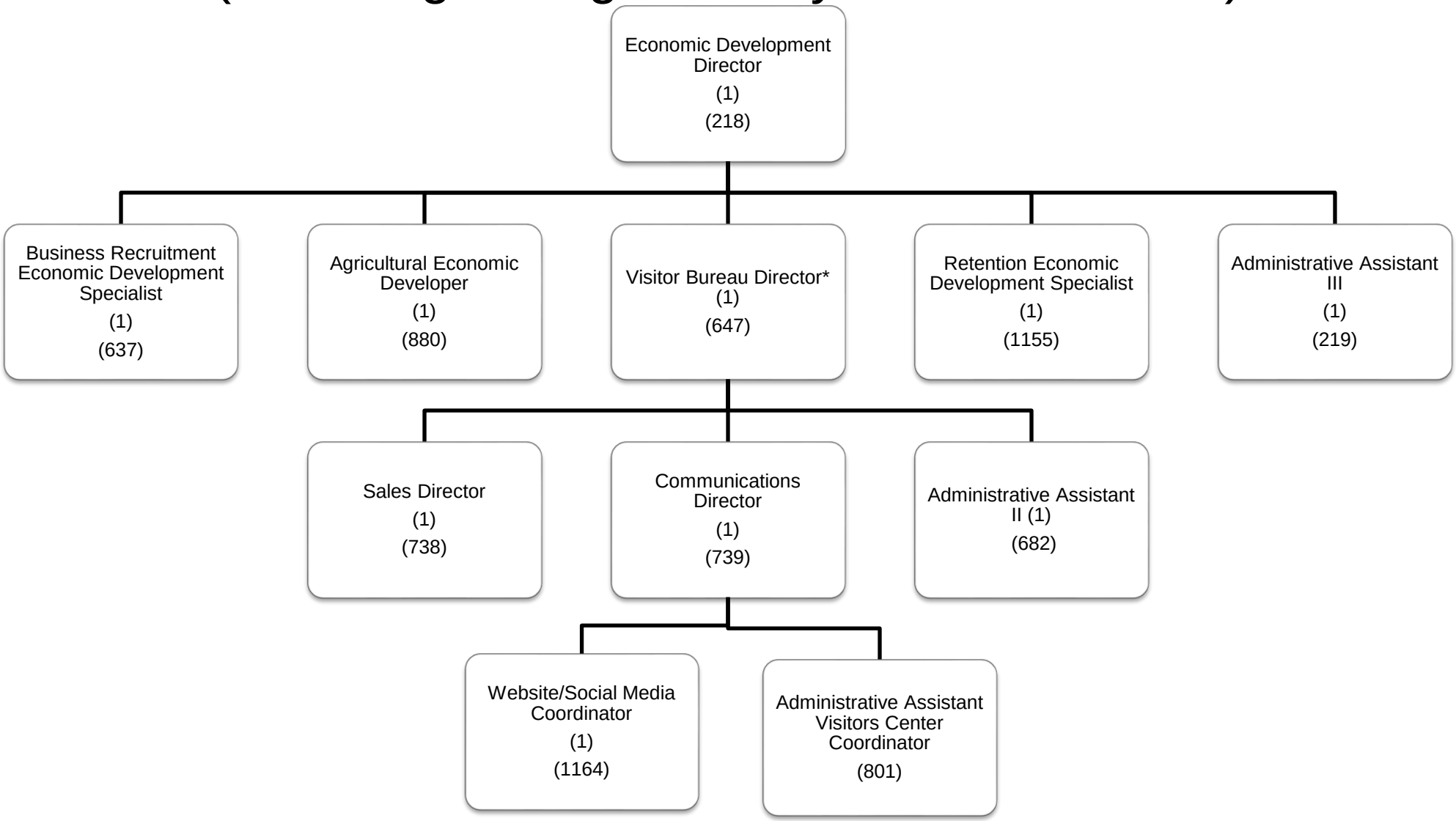
- Grow Orange County tourism 2%, adding jobs and spending through tourism marketing initiatives that draw conferences, tour groups and leisure visitors.
- Elevate level of Orange County services to people with disabilities through ongoing publications and information that provide disabled visitors to Orange County with helpful ADA materials.
- Work with Carrboro and Hillsborough to build tourism program using the town's occupancy tax revenues to help them create a campaign to grow tourism.
- Work with Chapel Hill Downtown Partnership for *Tell the Story of Downtown Chapel Hill* campaign highlighting arts and culture destinations.
- Work with UNC to highlight specialized visitor tours, attractions and sporting events in promoting visitor itineraries.
- Increase level and number of collaborations, including a marketing plan with Orange County Arts Commission.
- Develop new demand generators for Orange County's growing hotel room supply.
- Create new program that chronicles Orange County's arts and Culture.

Budget Highlights

The FY 2017-18 Budget request includes:

- Revenue increase: Occupancy Tax (+$60,635) proceeds have leveled in growth compared to FY 2015-16. This represents a 5% budgeted increase over FY 2016-17.
- Increases in operations for additional Advertising and Sales Opportunities & Prospecting to increase overnight tourism in the County (+$36,000)

Economic Development
(Including Orange County Visitors Bureau)



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

Education

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
Local School Systems						
Current Expenses (General Fund)						
Orange County Schools	28,844,029	30,812,435	30,812,435	30,812,435	34,994,450	32,215,326
Chapel Hill/Carrboro City Schools	45,253,437	46,388,977	46,388,977	46,388,977	51,858,783	48,530,521
Total Current Expenses (General Fund)	**$ 74,097,466**	**$ 77,201,412**	**$ 77,201,412**	**$ 77,201,412**	**$ 86,853,233**	**$ 80,745,847**
Recurring Capital						
Orange County Schools	1,167,900	1,197,300	1,197,300	1,197,300	1,200,900	1,197,000
Chapel Hill/Carrboro City Schools	1,832,100	1,802,700	1,802,700	1,802,700	1,799,100	1,803,000
Total Recurring Capital Expenses	**$ 3,000,000**	**$ 3,000,000**	**$ 3,000,000**	**$ 3,000,000**	**$ 3,000,000**	**$ 3,000,000**
Long Range Capital						
School Capital [1]	5,167,984	3,799,346	4,727,356	5,132,356	3,856,336	0
Total Long Range Capital Expenses	**$ 5,167,984**	**$ 3,799,346**	**$ 4,727,356**	**$ 5,132,356**	**$ 3,856,336**	**$ 0**
Debt Service						
Interest Non-GO Bonds	2,271,373	2,081,135	2,081,135	2,153,484	1,990,896	1,990,896
Principal & Interest GO Bonds	8,369,872	8,155,977	8,155,977	8,290,430	7,432,314	7,432,314
Principal Non-GO Bonds	4,737,313	5,135,271	5,135,271	4,712,345	5,651,700	5,651,700
Total Debt Service Expenses	**$ 15,378,559**	**$ 15,372,383**	**$ 15,372,383**	**$ 15,156,259**	**$ 15,074,910**	**$ 15,074,910**
Other School-Related Programs						
School Health Nursing Initiative	698,327	0	0	0	0	0
After School Program [2]	35,200	0	0	0	0	0
School Health & Safety Contracts [3]	0	3,354,000	3,354,000	3,300,000	3,354,000	3,354,000
Reserve for Fair Funding for School	988,000	0	0	0	0	0
Total Other School-Related Programs	**$ 1,721,527**	**$ 3,354,000**	**$ 3,354,000**	**$ 3,300,000**	**$ 3,354,000**	**$ 3,354,000**
Total Local School Systems Expenditures	**$ 99,365,536**	**$ 102,727,141**	**$ 103,655,151**	**$ 103,790,027**	**$ 112,138,479**	**$ 102,174,757**
Durham Technical Community College (DTCC)						
Current Expenses (General Fund)						
Durham Technical Community Colle	621,875	628,928	628,928	628,928	841,751	641,751
Total Current Expenses (General Fund)	**$ 621,875**	**$ 628,928**	**$ 628,928**	**$ 628,928**	**$ 841,751**	**$ 641,751**
Recurring Capital						
Durham Technical Community Colle	130,000	75,000	75,000	75,000	75,000	75,000
Total Recurring Capital Expens	**$ 130,000**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 75,000**
Debt Service						
Principal & Interest Non-GO Bonds	273,462	266,001	266,001	266,001	260,384	260,384
Total Debt Service Expenses	**$ 273,462**	**$ 266,001**	**$ 266,001**	**$ 266,001**	**$ 260,384**	**$ 260,384**
Total DTCC	**$ 1,025,337**	**$ 969,929**	**$ 969,929**	**$ 969,929**	**$ 1,177,135**	**$ 977,135**
Total Education Expenditures	**$ 100,390,873**	**$ 103,697,070**	**$ 104,625,080**	**$ 104,759,956**	**$ 113,315,614**	**$ 103,151,892**

(1) The FY 2017-18 Manager's recommended budget includes substituting $3,856,336 in pay-as-you-go funds to two-thirds net debt bond financing for School capital projects. (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 2017-18 Chapel Hill Carrboro City Schools anticipate receiving approximately $23.0 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 2017-18 totals 7,544, a decrease of 7 students from the March 2016 projections. The district continues to experience a growing number of charter students, with a current enrollment of 617 students, as of March 2017, which represents an increase of 98 students. Out of district students are budgeted at 89 students. This brings the total district enrollment to 8,072 for FY 2017-18.

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

  The Chapel Hill-Carrboro City School District DPI projections total 12,239, an increase of 222 from the March 2016 projections. Charter students are budgeted at the current enrollment of 162, as of March 2017, and out of district students are budgeted at 241. This brings the total district enrollment to 12,160 for FY 2017-18.

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%	

2017-18 Enrollment Projections

	CHCCS	OCS	Total
March 2017 Department of Public Instruction ADM Planning #s	12,239	7,544	19,783
Less: Out of District	(241)	(89)	(330)
	11,998	7,455	19,453
Plus: Budgeted Charter Students	162	617	779
Total Budgeted Students	**12,160**	**8,072**	**20,232**
	60.10%	39.90%	

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 2017-18 budget provides $3,991 per student for each of the 20,232 students in the two school systems. This represents a $123 per pupil increase from the $3,868 per pupil approved for fiscal year 2016-17. This increase is to help cover the cost of both school systems for mandated increases related to State mandated teacher pay raises and all other locally paid school employees, increases in Retirement and Health Insurance for FY 2017-18, and the effects of House Bill 13, which reduces the class size for K-3.

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

  The recommended budget increases the current year funding level by $1,402,891 and brings the total appropriation in current expense funding to $32,215,326.

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

  For the Chapel Hill-Carrboro City Schools, the recommended budget increases the current year funding level by $2,141,544 and brings the total current expense funding for the District to $48,530,521.

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

  The special district tax rate for the Chapel Hill Carrboro City Schools is recommended to change from an existing tax rate of 20.84 cents per $100 assessed value to a revenue neutral tax rate of 20.18 cents per $100 assessed value for FY 2017-18. Each penny on the Chapel Hill-Carrboro district tax rate for fiscal year 2017-18 is expected to produce $1,133,923. Anticipated revenue from this special tax is estimated to generate $1,899 per student for the district. Projected revenue from district tax proceeds for fiscal year 2017-18 totals $23,092,849.

School Health and Safety Contracts

The FY 2016-17 approved budget included 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, 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 2017-18 recommended budget includes the same funding of $3,354,000 as in FY 2016-17, outside the per pupil funding, to continue these services 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 2017-18, 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 $1,803,000 and Orange County Schools' allocation is $1,197,000.

Long-Range Capital and School Capital Projects

The County plans and programs long-range school capital funding through the County's Capital Investment Plan (CIP). Projects are funded by a combination of State and local bonds, non-bond financing and pay-as-you-go funding sources. The latter include dedicated half-cent sales tax revenues and property tax earmarked under the Board's Capital Funding Policy. The recommended budget for FY 2017-18 includes $2,317,658 for Chapel Hill-Carrboro City Schools and $1,538,678 for Orange County Schools, for a total of $3,856,336 in FY 2017-18. Instead of funding the long-range capital from pay-as-you-go funds, two-thirds net debt bond financing will be utilized in FY 2017-18.

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 $977,135 to DTCC for fiscal year 2017-18. This includes current expense funding of $641,751, recurring capital of $75,000 and debt service of $260,384. The FY 2017-18 requested amount included $200,000 for 200 scholarships for Orange County residents attending DTCC. The recommended budget includes funding the entirety of the requested $200,000 through Article 46 Sales Tax proceeds instead of through Current Expense.

CHAPEL HILL-CARRBORO CITY SCHOOLS

TO: Ms. Bonnie B. Hammersley
Orange County Manager

FROM: Dr. Pamela Baldwin, Superintendent
Chapel Hill – Carrboro City Schools' Board of Education

RE: Board of Educations' Budget Request for 2017-18

DATE: April 17, 2017

Attached is the Chapel Hill – Carrboro City Schools' Board of Education's Budget Request for 2017-18. The Budget Narrative highlights the needs and issues facing the district. We ask for your and the Orange County Commissioners' full consideration of our listed needs and for full funding of our request. The Board of Education is requesting a $377.50 increase to the per pupil rate.

By State statute, the County Commissioners cannot raise the district tax by an amount more than what the Board of Education requested. At the April 6, 2017 meeting, the Board of Education voted to request the maximum increase in the district tax to fund its budget request. Assuming no increase in the ad valorem tax rate, the district tax would need to increase by 5.01 cents to a new rate of 25.85 cents to fund the 2017-18 budget.

We look forward to the future opportunities to discuss our request with you and the Orange County Board of County Commissioners.

CHAPEL HILL-CARRBORO CITY SCHOOLS



Board of Education's Budget Request

2017-2018

April 6, 2017

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Statistical Profile

Chapel Hill-Carrboro City Schools:

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BUDGET MESSAGE

Chapel Hill Carrboro City Schools (CHCCS) Budget Narrative

I. CHCCS FOCUS AREAS

We are addressing issues that negatively impact instructional time/quality and affect those most vulnerable to inequity, to drive improvements for all students. These efforts are focused in the following areas:

1. *Equity*: The top priority of the board and district is to close the Opportunity gap (sometimes called achievement gap). To that end, we are taking the following actions:
    - Continued focus on rigorous instruction: Ongoing improvements to curriculum. This includes curriculum and professional development with consistent focus on instructional excellence
    - Focused Equity Director: CHCCS is one of few districts in the state with an Equity director. This role provides focus on structural barriers which hinder student achievement and enables training, implementation and review of policies, budgets and plans via equity lens to develop actions to improve outcomes for all students
    - Equity plan: Development of a district level equity plan with community collaboration including SMART (Specific, Measurable, Achievable, Realistic, Time-bound) goals at all levels to align staff and community on expected outcomes, timing, action steps and measures to assess progress. Each school leader has goals tied to reducing gaps
    - Discipline review: Focus on reducing discipline disparities with specific actions, including restorative practice implementation in schools, memorandum of understanding with School Resource Officers (SRO) to align on expectations including training and the role of the SRO in the schools
    - Early Childhood focus: Provide appropriate resources to support early learning and prevent gaps from opening

2. *Mental health*: The district reallocated resources to hire a System of Care coordinator. System of Care is a spectrum of effective, community-based services and supports for children and families with, or at-risk for, mental health or other challenges. This system, organized into a coordinated network, builds meaningful partnerships with families and youth, and addresses their cultural and emotional needs in order to help them function better at home, in school, in the community, and throughout life. The coordinator will develop a district level plan to address student and staff needs in school based mental health. We expect increased partnership with community organizations and improved student outcomes.

3. *Fiscal management*: Increasing transparency in district financial details, improved collaboration with key stakeholders in the budget process, the district will conduct annual program reviews to identify efficiencies (school counselors, mental health, etc.)

4. *Investment in Teachers and staff*
    - Teaching Assistants (TA): Prioritize TA allocation to all elementary classrooms to support teachers and enable classroom differentiation which better serves all students
    - Local Supplement: Provide competitive compensation to teachers and staff to enable recruitment and retention of highly qualified teachers and staff

- Professional Development: Consistent, high level teacher training to maintain and improve the quality of instruction and innovation to best meet ever-changing student needs
- Grow Our Own: Partnership with NC Central University to train our top TAs to become high quality teachers in highest need areas (Exceptional Children, Math, Science, etc.)

5. *Community partnership and economic development:* As one of the largest employers in Chapel Hill-Carrboro, the CHCCS living wage commitment supports teachers, staff, parents and community members and generates economic and social returns for our communities

6. *Facility improvement*: Focus on intentionally designed instruction space, with improved health, safety, and access benefits that consistently maintain facility value for our community and reduce overall investment needs

II. ENVIRONMENT

State education funding changes: Since fiscal 2008, funding from the state of North Carolina to school districts has been substantially reduced. Although there are significantly more students in schools in 2016/17, state funding for education (including inflation) is lower than the amount provided in 2008/9. These reductions include state funding for principals and assistant principals, teaching assistants, professional development, transportation and other areas. From 2008/09 to 2015/16 across the state: Funding for Teacher Assistants fell by 9%, for Assistant Principals 19% decline, funding for Instructional Support Staff fell by 8.4%, funding for Non-Instructional Staff fell by 12%.

Per pupil funding has changed from 2008/09 as follows:
- Textbook funding has been reduced from $68 to about $35 in 2016/17 (50% reduction)
- Instructional supply funding has been cut from $59 to about $28 in 2016/17 (53% reduction)

This reduction in state funding has required significantly higher investments from local governments to maintain high quality education. In Orange County, our communities have provided additional support to subsidize loss of state funds for education.

Decreasing state and federal funding for social services
Other areas that impact student development and education outcomes have also faced funding reductions in the state of North Carolina. Funding to support mental health, housing, and other social services have not returned to pre-recession levels although public needs have increased in these areas. Schools increasingly face increased needs in these areas.

CHCCS District Wide Structural Changes
Amid this environment of declining state funding for education and other social needs, our district continues to experience changes in student demographics. The population of students with significant needs is growing. This change creates a ripple effect on school resources required to provide a free and appropriate education that meets the expectations of our community. When a family with school age children experiences trauma and/or increased social needs, nowhere is it more evident than in our schools. Increasingly, schools are becoming a central delivery point for social services to families in areas such as, mental health, physical health, child and family nutrition and other social supports. Although schools have limited

resources, changing societal needs and student demographics require schools to manage these community needs as the quality of our schools determines the quality of our community. For many children schools are where social and emotional needs are identified and appropriate services can be delivered.

The following data shows some details of our student community:

- Economically disadvantaged students - In 2008/9, the percentage of students who face economic insecurity and the associated stress of poverty was 23%. In 2016/17, that percentage has increased to 29%.
- English as a Second Language (ESL) students experience the stresses acclimating to the norms and expectations of an unfamiliar culture and learning a new language. These students have additional instructional and other support needs. In CHCCS, ESL students represent 11% of our population.
- The Newcomers Program is a district-level program which supports CHCCS students who have gaps in their formal education and lack the most basic fundamentals of English proficiency. These refugee and immigrant families face similar challenges to ESL students but typically have additional needs. Approximately 6% of our CHCCS community falls in this category.
- Gifted students - The state of NC provides limited funding to provide services for gifted students (up to 4% of a district's students). In the CHCCS, the percentage of students identified as gifted is nearly 30%. This requires additional local funding to support an appropriate level of support for these students.
- Exceptional children includes students who experience difficulties in learning as well as those whose performance is so superior that modifications in curriculum and instruction are necessary to help them fulfill their potential. These students require an individualized program of special education and related services to fully benefit from education. Exceptional children represent 10% of our students.

An increasing percentage of students with higher resource needs, present significant challenges to an increasingly strained budget.

III. GOING FORWARD

We believe CHCCS has the right administrative leadership, concerned and committed teachers and building leaders, and the necessary community support and board commitment. Our key goal of reducing inequity is a long-term goal that will require new ways of addressing many aspects within the district. This includes a longer term view of how we fund and manage the district. We are asking for a long-term partnership with the County Commissioners to achieve the goal of a profound reduction of inequity and improved outcomes for all our students.

We commit to being honest partners, responsible managers of resources, and to collaboratively work with our stakeholders to develop creative solutions for our pressing issues. We will transparently communicate and prioritize needs and wants.

Help needed:

1. **Investment in capital for facility renovation.** A significant number of our buildings are aging and in disrepair, creating instructional, health and safety challenges to our students and staff. Additionally, delay in addressing repair needs increase overall costs of renovations and increase issues regarding student and staff safety. Even our newer buildings require funding for necessary repairs. As we look at our asset base of about $400M, industry standards and benchmarks would suggest 5-7% of value should be

invested in asset maintenance. Annual capital appropriations do not provide this level of funding.

1. **Partnerships with community resource providers** who have expertise to ensure a continuum of services that promote the education, health, physical and mental development of students. Schools are a reflection of our community and reflect the needs of our community.
2. **Support CHCCS ability to provide a living wage.** The implementation of this policy has a direct effect on our ability to provide funding for other areas of our budget.
3. **Support teacher recruitment, development and retention.** The pool of teachers is declining. Enrollment at the 15 UNC schools of education has plummeted 30 percent since 2010 and The University of North Carolina at Chapel Hill will no longer offer an undergraduate teaching program. This decline in participation in teacher preparation programs mirrors similar declines in other states. High school teachers in science and math are particularly difficult to hire and we are also having challenges finding middle school science and math teachers. Recently, we have even experienced challenges hiring elementary teachers. Barring a significant change in teacher compensation and perception of teaching career at the state level, we expect this trend to continue.

The loss of state revenue for public education has placed an increased burden on local funding sources. In CHCCS, we are thankful for the continued support of the Board of Orange County Commissioners in providing local funds and for the Chapel Hill Carrboro City Schools Special District Tax. This funding represents the majority of our operating budget and helps support some of the state shortfalls. We recognize the challenge of funding and look forward to opportunities to partner to identify efficiencies and new ways of working to meet education needs.

Thank you

CHCCS Superintendent and BOE

2017-2018 - Central Office and School Administrators (COSA)

Superintendent's Office

Pam Baldwin	**Superintendent**
Jeff Nash	**Executive Director,** Community Relations
Scott Fearington	**Director,** Community Schools (Elementary and Middle After-School)
Julie Hennis	**Coordinator,** Volunteers

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

Rydell Harrison	**Interim Assistant Superintendent, Instructional Services and BRMA**
Diane Villwock	**Executive Director,** Assessment and Research
Sheldon Lanier	**Director,** Equity
Darlene Ryan	**Executive Director,** Curriculum and Instruction
Kathi Breweur	**Director,** CTE & Middle College
Scarlett Steinert	**Director,** Athletics & Healthful Living
Brenda Whiteman	**Coordinator,** Arts (P/T)
Christy Stanley	**Coordinator,** English Language Arts (7-12) and Social Studies
Elaine Watson-Grant	**Coordinator,** Dual Language & World Language
Vacant	**Coordinator,** English Language Arts (K-6)
LuAnn Malik	**Coordinator,** Math
Vacant	**Coordinator,** Science
Phil Holmes	**Interim Executive Director,** Professional Learning and Project ADVANCE
Debby Atwater	**Director,** Digital Learning and Library Services
Shauna Martin	**Coordinator,** Professional Learning
Misti Williams	**Executive Director,** Leadership & Talent Development, & ES, MS, HS Progs
Kerry Moore	**Director,** HeadStart/Pre-K
Roslyn Moffitt	**Director,** Title I, Homeless Ed, Family & Community Engagement, & Parent University
Alisha Schiltz	**Coordinator,** MTSS
Camille House	**Coordinator,** Gifted Education/2e
Helen Atkins	**Coordinator,** ESL
Sheldon Lanier	**Coordinator,** AVID
Alicia Tate	**Senior Executive Director,** EC and Student Services
Spencer Register	**Assistant Director,** EC & System Level Classes
Janet Cherry	**Director,** System of Care
Angela Coachman	**Coordinator,** EC General Curriculum
Linda Joseph	**Coordinator,** Nurses and Homebound
Thea Wilson	**Coordinator,** Preschool Disabilities/Early Intervention

Support Services Division

Todd LoFrese	**Assistant Superintendent, Support Services**
Bill Mullin	**Executive Director,** Facilities Management
Liz Cartano	**Director,** Child Nutrition
Brad Johnson	**Director,** Transportation
Catherine Mau	**Coordinator,** Student Enrollment
Ruby Pittman	***Senior Executive Director, Budget & Finance***
Jonathan Scott	**Director,** Accounting
Erika Newkirk	***Senior Executive Director, Human Resources***
Vacant	**Coordinator,** Teacher Recruitment & Support

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

James Barrett, Chair

Rani Dasi, Vice Chair

Joal Broun

Andrew Davidson

Pat Heinrich

Margaret Samuels

Annetta Stokes Streeter

Dr. Pamela Baldwin, Superintendent

Rydell Harrison, Interim 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

April 6, 2017

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
Kate Caggia	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
Stephon Goode	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
2017-18 Budget Development Calendar

November 22, 2016	Kick off budget request process with schools and departments
January 16, 2017	Schools and Administrative Department submit new budget requests
January, 2017	Present the district budget requests to the Cabinet
January 24 and 25, 2017	Departmental budget review sessions
February 16, 2017	Superintendent presents preliminary budget information to Board of Education, Lincoln Center, Chapel Hill, NC at 7:00 pm
March 2, 2017	Superintendent presents recommended budget on Superintendent Report, Lincoln Center, Chapel Hill, NC at 7:00 pm
March 16, 2017	Board of Education work session and public hearing on the budget, Lincoln Center, Chapel Hill, NC at 7:00 pm
April 6, 2017	Board of Education approves budget to be submitted to the County Commissioners, Lincoln Center, Chapel Hill, NC at 7:00 pm
April 25, 2017	Present Capital and Operating budgets to BOCC at joint meeting of school boards at Hillsborough Commons, Southern Human Services, Chapel Hill, NC at 7:00 pm
May 2, 2017	County Manager Presents 2017-18 Recommended Annual Operating Budget to County Commissioners, Hillsborough Commons (Whitted Bldg), Hillsborough, NC at 7:00 pm
May 11, 2017	County Commissioners' Public Hearing, Hillsborough Commons (Whitted Bldg), Hillsborough, NC at 7:00 pm
May 18, 2017	County Commissioners' Budget Public Hearing, Southern Human Services, Chapel Hill, NC at 7:00pm
May 25, 2017	County Commissioners' Budget Work Session, Southern Human Services Center on Homestead Road, Chapel Hill, NC at 7:00 pm

Chapel Hill-Carrboro City Schools
2017-18 Local Fund Budget Calendar

June 8, 2017	County Commissioners' Budget Work Session, , Southern Human Services Center on Homestead Road, Chapel Hill at 7:00 pm
June 13, 2017	County Commissioners/Budget Work Session, Hillsborough Commons (Whitted Bldg) Hillsborough at 7:00 pm
June 15, 2017	County Commissioners/Budget Work Session, Southern Human Services Center on Homestead Road, Chapel Hill at 7:00 pm
June 20, 2017	County Commissioners' approve budget at regular meeting, Southern Human Services Center on Homestead Road, Chapel Hill at 7:00 pm
July, 2017	Board of Education approves Budget resolutions for all Fund Codes

BUDGETS

Combined Operating Budget
Revenues and Expenditures

REVENUE	2015-16 BUDGET	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATE	2017-18 SUPT RECOM	2017-18 BOARD REQ
Total Local Revenue	71,783,564	71,205,226	74,772,735	74,682,735	78,394,827	79,365,402
Total State Revenue	60,876,056	61,802,687	62,781,623	66,195,664	65,788,614	65,788,614
Total Federal Revenue	4,749,000	4,426,844	4,584,314	4,584,314	4,695,000	4,695,000
TOTAL REVENUE	$ 137,408,620	$ 137,434,757	$ 142,138,672	$ 145,462,713	$ 148,878,441	$ 149,849,016

ALLOCATIONS INSTRUCTIONAL PROGRAMS	2015-16 BUDGET	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATE	2017-18 SUPT RECOM	2017-18 BOARD REQ
Regular Instructional Programs	$ 64,991,925	$ 61,278,323	$ 66,976,283	$ 68,025,244	$ 70,132,088	$ 70,891,429
Special Programs	20,924,044	21,708,074	22,290,542	22,573,253	23,060,244	23,060,244
Alternative Prog. and Services	5,501,485	6,327,945	5,816,493	6,216,406	6,066,095	6,066,095
Co-Curricular Activities	2,093,873	2,224,871	1,752,313	1,752,313	2,030,919	2,030,919
School Leadership	4,411,399	7,201,204	4,785,239	7,009,783	7,021,780	7,021,780
School Based Support Services	11,673,191	11,465,978	12,960,817	11,571,468	11,692,141	12,102,716
Other	939,787	781,770	950,408	950,408	969,585	969,585
TOTAL INSTRUCTIONAL PROG.	110,535,704	110,988,165	115,532,094	118,098,875	120,972,852	122,142,768

SUPPORT SERVICES	2015-16 BUDGET	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATE	2017-18 SUPT RECOM	2017-18 BOARD REQ
Instructional Support Services	3,210,219	3,427,615	3,217,304	3,320,987	3,512,458	3,512,458
Administrative Leadership	3,668,762	2,730,743	3,542,244	3,655,181	4,443,947	4,244,606
Technology Support Services	2,110,659	2,193,927	2,197,086	2,372,939	2,249,052	2,249,052
Operational Support Services	13,719,771	12,843,816	13,219,363	13,550,610	13,692,752	13,692,751
Financial and Human Services	2,142,614	2,087,877	2,217,730	2,217,730	2,275,030	2,275,030
TOTAL SUPPORT SERVICES	24,852,025	23,283,978	24,393,727	25,117,447	26,173,240	25,973,898

OTHER SERVICES	2015-16 BUDGET	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATE	2017-18 SUPT RECOM	2017-18 BOARD REQ
Community Relations	257,025	199,341	266,620	266,620	274,120	274,120
Charter School Funds	733,230	691,229	733,230	733,230	733,230	733,230
Child Nutrition Supp./Transfers	271,533	275,061	270,000	270,159	270,000	270,000
State Textbooks	459,103			306,691	355,000	355,000
Other	300,000	994,692	943,000	1,043,000	100,000	100,000
TOTAL OTHER SERVICES	2,020,891	2,160,323	2,212,850	2,619,700	1,732,350	1,732,350

TOTAL OPERATING EXPENSES	$ 137,408,620	$ 136,432,466	$ 142,138,672	$ 145,836,022	$ 148,878,441	$ 149,849,016
Per Pupil Expenditures	$ 11,227	11,284	$ 11,852	$ 12,047	$ 12,170	$ 12,268

Orange County Budget Office form

CHAPEL HILL - CARRBORO CITY SCHOOLS
2017-2018 Local Fund Revenue Projections
$377.50 Per Pupil Increase

Projected Student Enrollment	2015-16 BUDGET	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATE	2017-18 SUPT RECOM	2017-18 BOARD REQ
State projection of Students	12,203	12,005	12,017	12,130	12,257	12,239
Less: Out-of-County Tuition Paid	(131)	(131)	(241)	(241)	(241)	(241)
Existing Charter School students	167	217	217	217	217	217
Total County Resident Students	12,239	12,091	11,993	12,106	12,233	12,215
County Appropriation	3,697.50	3,697.50	3,868	3,868	4,160	4,245.50
Special District Tax	$ 1,805	$ 1,867	$ 1,870	$ 1,852	$ 1,861	1,863

LOCAL REVENUES	2015-16 BUDGET	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATE	2017-18 SUPT RECOM	2017-18 BOARD REQ
County Appropriation	45,253,437	45,253,167	46,388,977	46,388,977	50,889,280	51,858,783
Special District Tax	22,094,343	22,570,537	22,425,758	22,425,758	22,762,144	22,762,144
Prior Year Special District Tax	250,000	111,038	250,000	100,000	125,000	125,000
Fair Funding	494,000	494,000				
Health and Safety Funding			1,920,000	1,920,000	1,920,000	1,920,000
Sales Tax Revenue	75,000	293,913	75,000	75,000	75,000	75,000
Tuition - Regular School	170,000	211,247	170,000	170,000	170,000	170,000
Tuition - Preschool	440,000	596,993	440,000	500,000	500,000	500,000
Fines & Forfeitures	340,000	389,455	330,000	330,000	330,000	330,000
ABC Revenue	45,300	40,000	40,000	40,000	40,000	40,000
Interest Earned on Investments	25,000	32,149	25,000	25,000	25,000	25,000
Medicaid Reimbursements	450,000	644,753	300,000	300,000	300,000	300,000
Miscellaneous Revenue	168,484	133,055	150,000	150,000	148,403	149,475
Disp. of Fixed Asset		10,013				
Insurance Settlement		25,596				
Indirect Cost	110,000	149,311	110,000	110,000	110,000	110,000
Trf. from other Fund Codes		250,000				
Appropriated Fund Balance	1,868,000		2,148,000	2,148,000	1,000,000	1,000,000
TOTAL LOCAL REVENUES	$ 71,783,564	$ 71,205,226	$ 74,772,735	$ 74,682,735	$ 78,394,827	79,365,402
				Budget Increase	**$ 3,622,092**	**4,592,667**

Budget Assumptions

1. Appropriation is based on DPI's projected enrollment of 12,239. Projections assume the County will fund growth.
2. The County's per pupil allotment will need an increase of $377.50 to fund this request.
3. The projected 2017-2018 district tax one cent valuation amount is $1,092,233. The special district tax rate remains at $.2084. Assumes ther is a 1.5% inflationary increase in the special district tax revenue.
4. Charter student funding will remain at 217 students.
5. Carol Woods contribution of $30,000 is included in the miscellaneous revenue projection for 2017-18.
6. (Uses 1,000,000) of Local fund balance to balance the 2017-2018 budget.
7. Alcohol and Beverage Commission grant in the amount of $40,000 is expected in 2017-18.
8. Assuming County's one cent valuation on the ad valorem tax remain $1,638,241 and CHCCS is 62% of County students per pupil increase would require a 5.39 cent increase in the ad valorem tax.

Local Fund Budget Summary
Summary by Purpose Code

	2015-16	2015-16	2016-17	2016-17	2017-18	2017-18
INSTRUCTIONAL	BUDGET	ACTUAL	BUDGET	ESTIMATE	SUPT RECOM	BOARD REQ
5110 Regular Instructional Services	21,857,652	19,340,532	22,290,167	22,200,167	23,694,370	24,254,370
5112 Cultural Arts Services	235,056	142,910	169,653	169,653	174,418	174,418
5113 Physical Education Curricular Services	274,123	37,163	336,438	336,438	352,990	352,990
5114 Foreign Language Curricular Services	163,127	25,681	38,393	38,393	39,992	39,992
5116 Homebound/Hospitalized Curricular Ser.	578,817	96,430	150,020	150,020	153,100	153,100
5120 CTE Curricular Services	438,986	435,171	465,997	465,997	484,281	484,281
5210 Special Populations Services	9,054,958	8,724,415	9,235,583	9,235,583	9,568,245	9,568,245
5211 EC Homebound Curricular Services	6,304		6,304	6,304	6,430	6,430
5220 CTE Children w/Disabillities Curricular	14,041	60,372	14,035	14,035	14,328	14,328
5230 Pre-K Children w/Disabilities Curricular	199,713	553,094	486,877	486,877	500,912	500,912
5240 Speech and Language	962,267	815,637	561,447	561,447	585,742	585,742
5260 Academically Gifted	756,003	1,018,244	1,138,441	1,138,441	1,190,032	1,190,032
5270 ESL Services	972,259	1,592,498	1,441,962	1,441,962	1,507,090	1,507,090
5310 Alternative Instructional Services	195,335	158,052	92,786	92,786	96,149	96,149
5320 Attendance/Social Work Services	725,827	1,089,848	1,101,069	1,101,069	1,148,018	1,148,018
5330 Remedial and Supplemental	384,267	471,710	475,448	475,448	491,530	491,530
5340 Pre-K Services	521,988	711,600	644,160	644,160	666,727	666,727
5353 Summer School	109,329	102,887	109,329	109,329	114,005	114,005
5401 Principal's Office	1,164,290	1,136,510	1,225,024	1,225,024	1,266,269	1,266,269
5402 Assistant Principal	814,278	1,117,008	1,004,292	1,004,292	1,042,387	1,042,387
5404 School Building Support	2,062,747	2,122,901	1,982,788	1,982,788	2,029,405	2,029,405
5501 Athletics	1,453,576	1,615,258	1,132,467	1,132,467	1,158,768	1,158,768
5502 Cultural Arts	205,802	169,492	163,350	163,350	167,046	167,046
5503 School Clubs/Student Organizations	285,829	308,073	307,829	307,829	314,208	314,208
5504 Before/After School Care	148,666	132,048	148,667	148,667	390,897	390,897
5810 Education Media	1,131,767	1,516,470	935,337	935,337	977,558	1,388,133
5820 Student Accounting	106,367	682,113	546,835	546,835	559,490	559,490
5830 Guidance Services	2,194,955	2,011,010	2,119,867	2,119,867	2,205,614	2,205,614
5840 Health Services	1,553,152	1,696,720	2,347,152	2,347,152	2,435,237	2,435,237
5841 ABC/Health Services	40,000	36,123	40,000	40,000	40,489	40,489
5850 Safety and Security	1,364,165	1,339,735	1,364,912	1,364,912	1,393,066	1,393,066
5860 Instructional Technology		348,898	393,756	393,756	411,558	411,558
5870 Staff Development	604,194	433,501	591,892	591,892	601,052	601,052
5880 Parent Involvement						
5890 Volunteer Services	300,593	289,368	303,516	303,516	313,533	313,533
5000 TOTAL INSTRUCT.SERVICES	50,880,432	50,331,469	53,365,792	53,275,792	56,094,933	57,065,508
SUPPORT SERVICES						
6110 Regular Curricular Support	1,469,932	1,278,304	1,163,458	1,163,458	1,257,548	1,257,548
6113 Physical Education Support	91,787	99,345	102,193	102,193	106,281	106,281
6115 Technology Curricular Support	98,286	110,534	115,260	115,260	119,870	119,870
6120 CTE Curricular Support	134,912	116,765	114,446	114,446	119,024	119,024
6100 Sub-total Regular Instruction Support	1,794,917	1,604,948	1,495,357	1,495,357	1,602,723	1,602,723

Local Fund Budget Summary
Summary by Purpose Code

SUPPORT SERVICES (continued)	2015-16 BUDGET	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATE	2017-18 SUPT RECOM	2017-18 BOARD REQ
6201 Children w/Disabilities Support	132,740	207,272	203,948	203,948	210,386	210,386
6207 ESL Support	89,256	142,005	144,080	144,080	147,746	147,746
6200 Sub-total Special Populations Support	221,996	349,277	348,028	348,028	358,132	358,132
6304 Pre-K Readiness/Remedial Services	44,247	50,847	55,846	55,846	57,985	57,985
6300 Sub-Total Admin. Staff/Alternative Prog.	44,247	50,847	55,846	55,846	57,985	57,985
6400 Technology Support	2,046,097	2,150,619	2,197,086	2,197,086	2,249,052	2,249,052
6510 Telephones	119,083	(7,098)	509,951	509,951	517,600	517,600
6520 Printing and Copying Services	512,349	446,984	511,749	511,749	519,402	519,402
6530 Public Utility and Energy Serv (new)	3,788,586	3,126,159	3,308,586	3,008,586	3,358,215	3,358,215
6540 Custodial Services	1,553,247	1,311,331	1,551,289	1,551,289	1,588,267	1,588,267
6550 Transportation	848,032	942,605	890,554	890,554	1,126,244	1,126,244
6580 Maintenance of Plant	2,938,591	3,030,853	2,948,044	2,948,044	3,013,852	3,013,852
6500 Sub-total Operational Support	9,759,888	8,850,834	9,720,173	9,420,173	10,123,579	10,123,578
6611 Financial Services	932,239	928,845	945,171	945,171	975,339	975,339
6613 Risk Management	311,000	318,281	311,000	311,000	315,665	315,665
6621 Human Resource Services	899,375	840,751	961,559	961,559	984,026	984,026
6600 Sub-total Financial/Human Resources	2,142,614	2,087,877	2,217,730	2,217,730	2,275,030	2,275,030
6720 Research and Evaluation	409,181	432,864	444,141	444,141	455,287	455,287
6700 Sub-total Student Accountability	409,181	432,864	444,141	444,141	455,287	455,287
6910 Board or Education	65,594	71,413	65,594	65,594	141,247	141,247
6920 Legal Services	100,000	142,262	100,000	100,000	176,500	176,500
6930 Audit Services	60,000	55,056	60,000	60,000	60,900	60,900
6941 Office of the Superintendent	250,509	251,941	320,209	320,209	288,340	288,340
6942 Assistant Supt of Instruction	1,707,765	1,118,567	1,377,733	1,377,733	1,412,935	1,412,935
6943 Assistant Supt of Supp Serv	820,507	685,395	937,195	937,195	1,665,834	1,665,834
6950 Public Relations	257,025	199,341	266,620	266,620	274,120	274,120
6900 Sub-total Other Support	3,261,400	2,523,975	3,127,351	3,127,351	4,019,876	4,019,876
7200 Nutrition Services						
6000 TOTAL SYSTEMWIDE SUPPORT	19,680,340	18,051,239	19,605,712	19,305,712	21,141,664	21,141,663
TRANSFERS						
8100 Charter School Funds	733,230	691,229	733,230	733,230	733,230	733,230
8100 Child Nutrition Transfers	225,000	225,000	225,000	225,000	225,000	225,000
8100 Other Transfers	200,000		200,000	200,000	200,000	200,000
8400 Intrafund Transfers		904,000	643,000	943,000		
TOTAL LOCAL FUND BUDGET	71,719,003	70,202,937	74,772,735	74,682,735	78,394,827	79,365,402

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CHAPEL HILL - CARRBORO CITY SCHOOLS
2017-2018 CONTINUATION/EXPANSION BUDGET REQUEST

2017-18 District's Student Enrollment Projection	12,239
2016-17 DPI Student Enrollment Projection	12,017
Projected Student Enrollment Growth	222

LOCAL FUND EXPENSES:		
State/Federal Mandates		**Amount**
Potential State pay raises:		
5% Teacher Pay raise - including benefits, supplements	$	886,767
3% Pay Raise for all other employees - including benefits, supplement		1,102,110
Increase in employer state retirement match from 16.54% to 17.37%		322,102
Increase in employer health insurance match from $5,754 to $5,927		155,446
Subtotal	**$**	**2,466,425**
Continuation of Current Services		
Inflationary increase to non-personnel Local budgets	$	298,667
Middle School After School Program Funding (one-year Federal grant expires)		240,000
Subtotal	**$**	**538,667**
TOTAL CONTINUATION REQUESTS		**3,005,092**
Expansion Budget Recommendations		
Restore 4/5 Teacher Assistants (1 TA: 2 classrooms)	$	650,000
Middle School Intervention Specialists (4 FTEs)		280,000
Transportation/Safety Recommendations		215,000
Program Review Funding		50,000
Living Wage for Contracted Services		700,000
Underfunded budget lines (legal fees, Board operations, refuse removal, town fees, HVAC, and security contracts)		150,000
Elementary Media Assistants (11 FTEs)		410,575
Middle School PE Teachers (4 FTEs)		280,000
Subtotal Expansion Recommendations	**$**	**2,735,575**
GRAND TOTAL OF CONTINUATION AND EXPANSION REQUESTS	**$**	**5,740,667**
Less: Decrease in Local budget for one-time uses		(1,148,000)
Net Budget Change for 2017-18	**$**	**4,592,667**
LESS PROJECTED LOCAL FUND REVENUE CHANGES:		
1.5% Inflationary increase in Special District Tax Revenue	$	336,386
Net Change in all other Local Revenues		(1,213,525)
Net Change in all other Local Revenues	$	(877,139)
Total Funding Request to the County	**$**	**5,469,806**

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	3,868	170.50	0.2084		1,870
2017-18				*	

For 2017-2018:
A $.01 Special District Tax increase is estimated to generate $1,092,233 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

2017-18 State Fund Revenue Projection

	2015-16 BUDGET	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATE	2017-18 SUPT RECOM	2017-18 BOARD REQ
Revenue	$ 60,416,953	$ 61,789,773	$ 62,285,457	$ 65,812,123	$ 65,238,614	$ 65,238,614
State Textbook Revenue	459,103	12,914	496,166	383,541	550,000	550,000
Total Revenue	$ 60,876,056	$ 61,802,687	$ 62,781,623	$ 66,195,664	$ 65,788,614	$ 65,788,614

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State Fund Budget Summary
Summary by Purpose Code

INSTRUCTIONAL	2015-16 BUDGET	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATE	2017-18 SUPT RECOM	2017-18 BOARD REQ
5110 Regular Instructional Services	36,082,882	36,264,517	37,177,301	38,423,381	39,036,166	39,036,166
5112 Cultural Arts Services	638,516	285,660	649,399	649,399	681,869	681,869
5113 Physical Education Curr. Serv.	131,539	118,705	255,888	255,888	268,682	268,682
5114 Foreign Language Curr. Serv.	324,737	188,981	326,402	326,402	342,722	342,722
5116 Homebound/Hospitalized Curr.	817,822	608,630	823,630	823,630	864,812	864,812
5120 CTE Curricular Services	3,689,655	3,374,893	3,880,768	3,773,649	4,074,806	4,074,806
5210 Children w/Disab. Curr. Serv.	3,977,608	4,542,167	4,672,474	4,674,550	4,906,098	4,906,098
5220 CTE Children w/Disab. Curr.					-	-
5240 Speech & Language Path. Ser.	653,526	627,530	650,678	650,678	683,212	683,212
5260 Acad/Intell. Gifted Curricular	624,949	637,668	630,506	783,486	662,031	662,031
5270 LEP Curricular Services	1,367,416	1,271,894	1,243,928	1,371,583	1,306,124	1,306,124
5310 Alternative Instructional Prog.	571,254	607,683	760,256	766,367	798,269	798,269
5320 Attendance and Social Work	899,481	599,517	638,447	539,372	670,369	670,369
5330 Remedial & Suppl. K-12 Serv.	126,004	550,927	183,829	657,582	193,020	193,020
5353 Summer School Instruction	574,000	662,290	512,389	531,513	538,008	538,008
5401 Principal's Office	1,642,207	1,580,076	1,616,731	1,619,713	1,697,568	1,697,568
5402 Assistant Principal	790,624	1,189,301	939,192	1,130,029	986,152	986,152
5404 School Building Support		55,408	-	47,937	-	-
5810 Educational Media Services	660,432	352,962	666,273	426,426	699,587	699,587
5820 Attendance - Social Work	187,232	169,865	194,232	196,394	203,944	203,944
5830 Guidance Services	1,306,606	1,523,888	1,619,685	1,539,380	1,700,669	1,700,669
5840 Health Services	832,102	804,003	795,730	786,552	835,517	835,517
5860 Instructional Technology	168,808	919,455	170,870	814,857	179,414	179,414
5870 Staff Development		2,409		10,000		
5000 INSTRUCTIONAL SERVICES	56,067,400	56,938,429	58,408,608	60,798,768	61,329,038	61,329,038

SUPPORT SERVICES	2015-16 BUDGET	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATE	2017-18 SUPT RECOM	2017-18 BOARD REQ
6110 Regular Curricular Support	229,532	234,575	252,593	256,364	257,645	257,645
6120 CTE Support	44,715	49,701	46,708	146,070	47,642	47,642
6201 Children w/Disability Support	120,631	71,854	120,631	121,181	123,044	123,044
6207 LEP Support		31,218	-	-	-	-
6400 Technology Support		43,308	-	175,853	-	-
6540 Custodial Services	2,228,526	2,218,653	2,227,658	2,409,023	2,272,211	2,272,211
					-	-
6550 Transportation	1,731,357	1,734,332	1,271,532	1,721,416	1,296,963	1,296,963
6580 Maintenance		39,999	-	-	-	-
6941 Office of the Superintendent	173,194	158,879	173,194	203,464	176,658	176,658
6942 Asst. Supt. for Instruction	123,866	121,701	123,866	206,024	126,343	126,343

State Fund Budget Summary
Summary by Purpose Code

SUPPORT SERVICES	2015-16 BUDGET	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATE	2017-18 SUPT RECOM	2017-18 BOARD REQ
6943 Asst. Supt. for Support Serv.	110,302	119,860	111,833	112,342	114,070	114,070
6000 SUPPORT SERVICES	4,762,123	4,824,080	4,328,015	5,351,737	4,414,575	4,414,575
7200 Child Nutrition Services	45,000	50,061	45,000	45,159	45,000	45,000
8100 Transfers		(9,885)				
TOTAL	$ 60,874,523	$ 61,802,685	$ 62,781,623	$ 66,195,664	$ 65,788,614	$ 65,788,614

Orange County Budget Office form

Summary of Changes
State Fund
2017-2018

* The State retirement rate is projected to increase from 16.54% to 17.37%.
* The employer health insurance match rate is projected to increase from $5,754 to $5,927.
* State planning allotments for some, but not all, program areas have been provided.
* Pay raises are expected, but have not been decided upon at this date.

2017-2018 Federal Fund Revenue Projection

	2015-16 BUDGET	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATE	2017-18 SUPT RECOM	2017-18 BOE REQ
Federal Revenue	$ 4,749,000	$ 4,426,844	$ 4,584,314	$ 4,584,314	$ 4,695,000	$ 4,695,000

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

Projected 2017-18 Federal Grant Allotments		2017-18	Estimated Carryover Amount	Projected Total
PRC017	Career Technical Education - Program Improvement	$ 90,000	$ -	$ 90,000
PRC049	IDEA-VI-B - Preschool Handicapped	40,000	-	40,000
PRC050	Title I	1,200,000	100,000	1,300,000
PRC060	IDEA VI-B, Handicapped	2,100,000	111,000	2,211,000
PRC070	IDEA - Early Intervening Services	150,000	200,000	350,000
PRC103	Improving Teacher Quality	241,000		241,000
PRC104	Language Acquisition - State Grant	323,000		323,000
PRC111	Language Acquisition	100,000	40,000	140,000
Total		$ 4,244,000	$ 451,000	$ 4,695,000

Orange County Budget Office form

Federal Fund Budget Summary
Summary by Purpose Code

INSTRUCTIONAL	2015-16 BUDGET	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATE	2017-18 SUPT RECOM	2017-18 BOE REQ
5110 Regular Instructional Services	$ 350,000	$ 278,870	$ 332,227	$ 332,227	$ 330,000	$ 330,000
5120 CTE Curricular Services	80,000	80,183	80,000	80,000	80,000	80,000
5210 Children w/Disabilities Curriculum	1,400,000	1,381,062	1,490,785	1,490,785	1,400,000	1,400,000
5230 Pre-K Children w/Disab. Curr.	260,000	132,299	115,000	115,000	120,000	120,000
5240 Speech and Language Pathology	150,000	170,761	155,000	155,000	160,000	160,000
5270 ESL Services	525,000	180,433	447,522	447,522	450,000	450,000
5320 Attendance and Social Work	100,000	81,456	100,000	100,000	100,000	100,000
5330 Remedial and Suppl. K-12 Serv.	1,244,000	1,232,887	1,148,780	1,148,780	1,200,000	1,200,000
5350 Extended Day/Year Instruc.	50,000	59,088	50,000	50,000	50,000	50,000
5840 Health Services	50,000	62,327	50,000	50,000	50,000	50,000
5880 Parent Involvement Services	35,000	58,901	55,000	55,000	55,000	55,000
5000 INSTRUCTIONAL SERVICES	4,244,000	3,718,267	4,024,314	4,024,314	3,995,000	3,995,000

SUPPORT SERVICES	2015-16 BUDGET	2015-16 ESTIMATE	2016-17 BOE APPVD	2016-17 BOE APPVD	2017-18 SUPT RECOM	2017-18 BOE REQ
6120 CTE Support						
6200 Instructional Staff	170,000	272,190	170,000	170,000	275,000	275,000
6201 Children w/Disabilities Support	135,000	184,600	174,000	174,000	190,000	190,000
6300 Alt Progs & Services Supp		75,541	70,000	70,000	75,000	75,000
6550 Transportation	40,000	70,000	40,000	40,000	70,000	70,000
6940 Leadership Services	60,000	5,669	6,000	6,000	7,000	7,000
6000 SUPPORT SERVICES	405,000	608,000	460,000	460,000	600,000	600,000
7200 Child Nutrition Services						
8100 Transfers	100,000	100,577	100,000	100,000	100,000	100,000
8200 Other - Unbudgeted						
TOTAL	$ 4,749,000	$ 4,426,844	$ 4,584,314	$ 4,584,314	$ 4,695,000	$ 4,695,000

Orange County Budget Office form

Summary of Changes
Federal Fund
2017-2018

* Projected Federal Planning Allotments:

PRC017 - Career and Technical	$	90,000
PRC049 - IDEA Preschool		40,000
PRC050 - Title I - Basic Programs		1,200,000
PRC060 - IDEA VI-B Handicapped		2,100,000
PRC070 - IDEA - Early Intervention		150,000
PRC103 - Improving Teacher Quality		241,000
PRC104 - Language Acquisition State Grant		323,000
PRC111 - Language Acquisition		100,000
Total	$	4,244,000

* Carryover balances have been projected for the above grants.

* Pay raises and benefit changes for employees on Federal funds will apply at the same rates as State-funded employees.

Community Schools Fund Budget Summary

		2015-16 ACTUAL	2016-17 BUDGET	2017-18 PROPOSED	Percent Change
REVENUE					
After-school program	$	1,409,017	$ 1,405,734	$ 1,431,875	1.9%
Summer Camp		157,114	156,713	165,400	5.5%
Summer Youth Enrichment		33,000	25,000	30,000	20.0%
'District Tuition Assistance		50,000	50,000	50,000	0.0%
Interest Income		-	-	-	
Fund Balance Appropriated		26,000	-	-	0.0%
Total Revenue	$	1,675,131	$ 1,637,447	$ 1,677,275	2.4%
OPERATING EXPENSES					
Salaries, wages and benefits	$	1,443,291	$ 1,399,771	$ 1,426,863	1.9%
Supplies		55,328	63,566	62,735	-1.3%
Food		116,162	114,860	125,110	8.9%
Purchased services/activities		60,350	59,250	62,567	5.6%
Total Expenses	$	1,675,131	$ 1,637,447	$ 1,677,275	2.4%
After-school program enrollment		645	634	668	5.4%

Summary of Changes
Community Schools Fund
For 2017-18

Changes in Revenue

* Changes in revenue are due to an expected enrollement increase in all after-school programs

Changes in Expenses

* Changes in operating expenses are due to the expected 2016-17 Living Wage pay increase for Group Leaders, expected increases in the retirement rate to 17.37% and health insurance to $5,927 per FTE and anticipated annual leave payouts.

Child Nutrition Fund Budget Summary

	2015-16 ACTUAL	2016-17 BUDGET	2017-18 PROPOSED	Percent Change
REVENUE				
Sales of meals and supplemental sales	$ 1,805,710	$ 1,727,394	$ 1,617,479	-6.4%
Federal reimbursements	2,136,021	2,220,678	2,406,140	8.4%
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	$ 4,557,319	1.7%
OPERATING EXPENSES				
Food	$ -	$ -	$ -	
Salaries, wages and benefits	1,167,749	1,124,554	1,109,530	-1.3%
Supplies	150,000	133,973	108,095	-19.3%
Administrative expenses	2,848,983	2,914,544	3,030,994	4.0%
Chartwells contract reimbursements	-	-	-	
Indirect cost	308,700	308,700	308,700	
TOTAL OPERATING EXPENSES	$ 4,475,432	$ 4,481,771	$ 4,557,319	1.7%

Child Nutrition Fund
For 2017-18

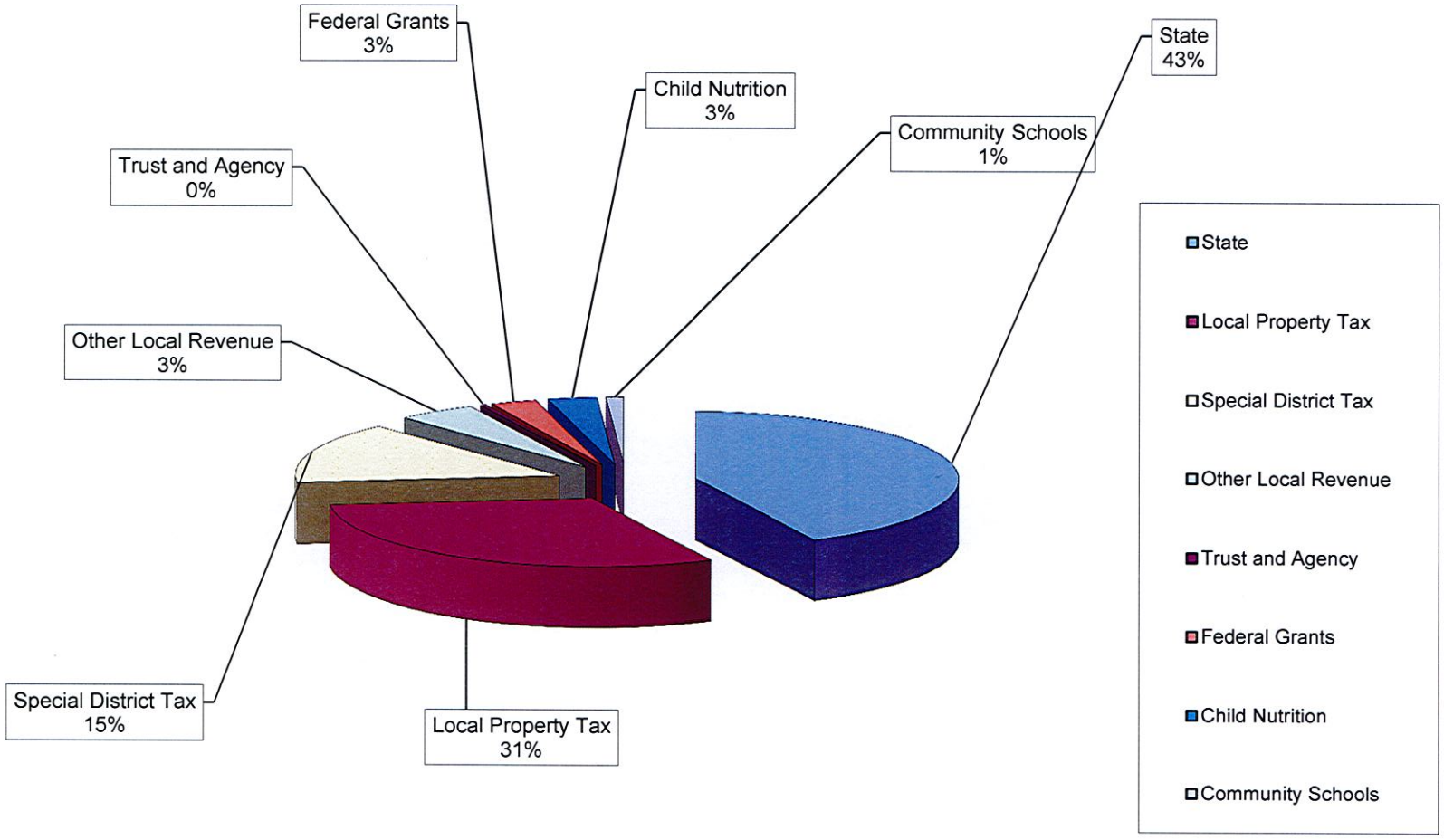
Changes in Revenue

* USDA commodity credit increase
* Increase in Headstart revenue based on what we are trending

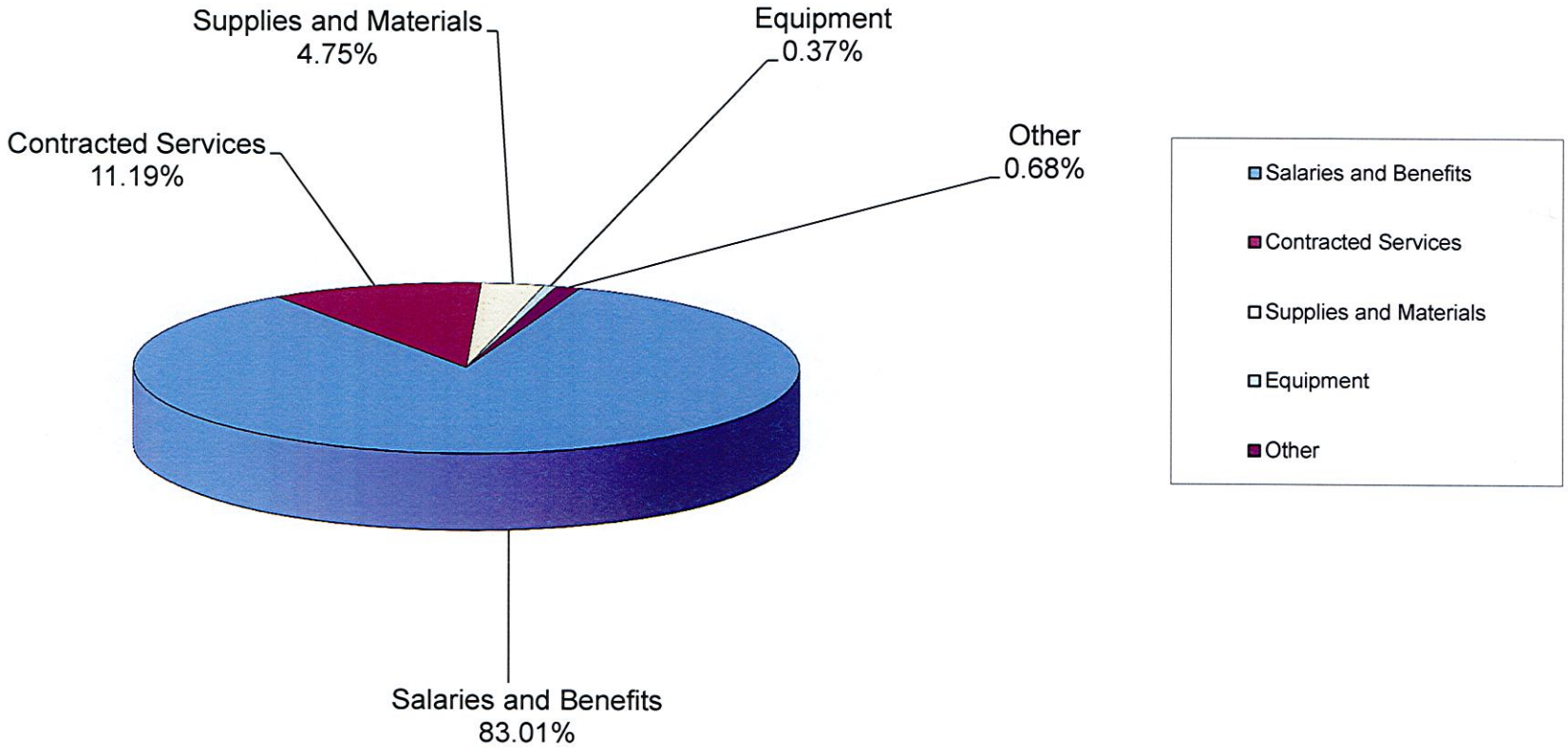
Changes in Expenses

* Changes in operating expenses are due to the expected increases in the retirement rate to 17.37% and health insurance to $5,927.

2016-2017 Projected Revenue Sources



2016-17 Operating Budget By Expense Categories



Summary of Recurring Capital Budget

Chapel Hill - Carrboro City Schools

Fiscal Year 2017-2018

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

Chapel Hill - Carrboro City Schools

Fiscal Year 2017-2018

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**

*Assumes 2017-18 Recurring Capital funding will remain the same.

2017-27
CAPITAL INVESTMENTS PLAN

EXPENDITURES

PROJECT TITLE	PENDING 2016-17 Budgeted Lottery Funded Projects	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21	Year 5 2021-22	Five Year Total		Years 6 to 10 2021-26
ADA Requirements	35,000	35,000	35,000	35,000	50,000	50,000	205,000		250,000
							-		
Abatement Projects							-		
District Abatement Projects		50,000	50,000	50,000	50,000	50,000	250,000		250,000
Phillips: Remove Asbestos Floor Tile	160,000						-		
							-		
Athletic Facilities							-		500,000
CHHS: Athletic Field Improvements		150,000					150,000		
CHHS: tennis courts resurfaced				175,000			175,000		
Carrboro HS: Field Improvements			150,000				150,000		
ECHHS: Field Improvements				194,059			194,059		
							-		
Classroom/Building Improvements				57,676			57,676		500,000
Seawell: PODs Casework/Bathrooms			105,000				105,000		
Phillips: 4 Science Classrooms Casework		200,000					200,000		
Phillips: Media Center Refurbishment/Cafeteria Bathrooms			150,000	100,000			250,000		
Smith: Art Classroom Casework			75,000				75,000		
McDougleElm: playgrounds		250,000					250,000		
							-		
Doors/Hardware/Canopies							-		
District Hardware and Door Replacements		50,000	75,000	100,000	100,000	100,000	425,000		150,000
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		100,000	125,000	150,000	150,000	150,000	675,000		650,000
							-		
Energy Efficiency/Lighting Improvemnets					250,000	250,000	500,000		500,000
Ephesus/Seawell: Replace pneumatic controls				250,000					
McDElm: complete conversion from pneumatic			282,094				282,094		
ECHHS: Conversion to Digital Controls		125,000					125,000		
							-		
Fire/Safety/Security Systems							-		
Security Systems: Camera Upgrades/Expansions/		150,000	150,000	150,000	200,000	200,000	850,000		500,000
							-		
Indoor Air Quality Improvements							-		
District IAQ Projects		20,000	50,000	50,000	75,000		195,000		200,000
							-		
Rental Space		134,000	137,000	140,000	143,000	145,000	699,000		730,000
Paving:Parking Lots/Driveways/Walkways					51,640	54,506	106,146		
McD Mdl: bus driveway and parking lot paving		75,000					75,000		
ECHHS: bus drivway and parking lot paving			150,000				150,000		
							-		
Roofing/Building Waterproofing Projects							-		
Scroggs: Flat Roof Sections Replacement	338,330						-		
Smith: Roof project (at 20 years)/envelope seal						600,000	600,000		750,000
Scroggs: brick pointing-calking/roof project					200,000		200,000		750,000
ECHHS: Roof project (at 25 years)									1,750,000
Storm Water Management		50,000	50,000	75,000	75,000	75,000	325,000		375,000

PROJECT TITLE	PENDING 2016-17 Budgeted Lottery Funded Projects	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21	Year 5 2021-22	Five Year Total		Years 6 to 10 2021-26
Mechanical Systems					200,000		200,000		462,101
McDougle: HVAC Systems - chiller replacements	295,000						-		
Scroggs: Cooling Tower		70,000							
ECHHS: cooling tower replacements		107,715							
Technology: Total of Listed Categories		1,565,595	1,582,975	1,600,615	1,618,520	1,600,000	7,967,705		8,500,000
Network Infrastructure		*555,786*	*561,956*	*568,218*	*574,575*	*568,000*	2,828,535		
Enterprise Software		*153,428*	*155,132*	*156,860*	*158,615*	*156,800*	780,835		
Instructional Computers & Technology		*782,798*	*791,488*	*800,308*	*809,260*	*800,000*	3,983,853		
Administrative Computers		*46,968*	*47,489*	*48,018*	*48,556*	*48,000*	239,031		
Network Printers		17,222	17,413	17,607	17,804	17,600	87,645		
Community Access Technology		9,417	9,522	9,628	9,718	9,625	47,910		
Article 46 Sales Tax - Funded Projects									
-Technology: Student Access Computing Devices		469,908	488,704	508,253	528,583	549,726	2,545,174		3,096,595
-Improvements at Older Schools:		-				549,727	549,727		3,096,595
-Culbreth: Replace HVAC Roof top Units		180,000					180,000		
-MdDougleMiddle: replace pneumatic controls				433,253					
-CarrboroElm: cooling tower/electric boiler replacements			100,000				100,000		
-Scrogge: chiller replacement			175,000				175,000		
-EstesHills/Glenwood/FPG: boiler replacements			213,705				213,705		
-ECHHS: Conversion to diugital controls		289,909							
-TransprotationCenter: HVAC replace gas pack units				75,000			75,000		
-Carboro/Ephesus/EstesHills/FPG: lighting upgrades					528,583				
Contingency		600,900	600,900	600,900	600,900		2,403,600		
							-		
TOTAL CIP EXPENDITURES	**828,330**	**4,673,027**	**4,745,378**	**4,819,756**	**4,896,226**	**4,373,959**	**23,508,346**		**23,130,291**

CAPITAL FUNDING SOURCES

	2016-17 Budget	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21	Year 5 2021-22	Five Year Total		Years 6 to 10 2021-26
Long Range Pay-As-You-Go Funds	**2,283,027**	**2,317,272**	**2,352,031**	**2,387,312**	**2,423,122**	**2,459,468**	**11,939,206**		**12,861,911**
Lottery Funds - Budgeted	**828,330**	**815,038**	**815,038**	**815,038**	**815,038**	**815,038**	**4,075,190**		**4,075,190**
							-		
Facility Improvements - 5 Year Funding	**600,900**	**600,900**	**600,900**	**600,900**	**600,900**	**-**	**2,403,600**		**-**
Article 46 Sales Tax - 1/4 Cent	**903,670**	**939,817**	**977,409**	**1,016,506**	**1,057,166**	**1,099,453**	**5,090,351**		**6,193,190**
							-		
							-		
TOTAL CIP FUNDING	**4,615,927**	**4,673,027**	**4,745,378**	**4,819,756**	**4,896,226**	**4,373,959**	**23,508,347**		**23,130,291**

2016 SCHOOLS BOND	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	Five Year Total
Lincoln Center Campus	600,000	7,200,000	16,000,000	1,200,000	-		25,000,000
Chapel Hill High School	1,460,000	3,900,000	21,000,000	17,000,000	3,640,000		47,000,000

CHAPEL HILL - CARRBORO CITY SCHOOLS

CAPITAL INVESTMENTS PLAN 2017 - 2027

UNFUNDED - Major Expansions, Renovations and Projects

UNFUNDED MAJOR EXPANSIONS, RENOVATIONS and PROJECTS

	10 YEAR UNFUNDED NEW SCHOOLS										
	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21	Year 5 2021-22	Year 6 2022-23	Year 7 2023-24	Year 8 2024-25	Year 9 2025-26	Year 10 2026-27	TEN YEAR TOTAL
PROJECTS:											
REMAINING FACILITY ASSESSMENT PROJESTS:											
Ephesus - inc. capacity +137 (complete Pre-K before start)	BID 2020		1,037,000	5,177,000	12,439,000	2,073,000					20,726,000
Seawell - inc. capacity +119 (complete Ephesus before start)	BID 2021			1,086,000	5,430,000	13,033,000	2,172,000				21,721,000
Estes Hills - inc. capacity +58 (complete Seawell before start)	BID 2022				1,193,000	5,964,000	14,313,000	2,386,000			23,856,000
Phillips MS	BID 2021			664,000	3,316,000	9,282,000					13,262,000
Carrboro Elm. - inc. capacity +52 (complete Estes before start)	BID 2023					1,001,000	5,005,000	12,011,000	2,002,000		20,019,000
FP Graham	BID 2024						775,000	1,595,000	5,799,000	789,000	8,958,000
Culbreth MS	BID 2025							559,000	2,014,000	7,046,000	9,619,000
OTHER MAJOR PROJECTS:											
CarrboroHS: Stadium Visitor Bleachers					600,000						600,000
CarboroHS: Stadium Synthetic Field								1,250,000			1,250,000
CHHS: Stadium Visitor Bleachers					300,000						300,000
CHHS: Stadium Synthetic Field								1,250,000			1,250,000
CHHS: Baseball Field Bathroom/Concession Bld							1,200,000				1,200,000
ECHHS: Stadium Synthetic Field								1,250,000			1,250,000
ECHHS: Stadium Visitor Bleachers					300,000						300,000
Carrboro Elementary: Multi purpose field							150,000				150,000
Scroggs: Athletic Field				200,000							200,000
McDougle Mdl: Tennis Courts			500,000								500,000
McDougleMS: Casework									400,000	400,000	800,000
ECHHS: Theater Lighting and Sound upgrade				750,000							750,000
Midcdle School Tracks: 3 rubberized surfaces						175,000	175,000	175,000			525,000
Rashkis: Chillers and Cooling Towers										450,000	450,000
Smith: 2 Chillers replaced								500,000			500,000
Rashkis: Roof Repairs and seals (at 20 years)								1,750,000			1,750,000
Scroggs: Roof repairs and seals (at 25 years)										850,000	850,000
Technology											
1:1 Student Laptop Initiative	2,061,717	1,972,529	2,437,719	1,948,087	1,303,503	1,909,377	2,373,819	1,882,239	1,528,651	1,218,359	18,636,000
Equity & Modernizing Classroom Instructional Technology	492,000	492,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,784,000
Building Additions											
McDougle Middle School: Auditorium		500,000	4,500,000	600,000							5,600,000
TOTAL UNFUNDED PROJECTS	**2,553,717**	**2,964,529**	**8,574,719**	**10,525,087**	**24,981,503**	**33,537,377**	**26,263,819**	**24,708,239**	**11,843,651**	**10,853,359**	**156,806,000**

Notes:

1) Facility Assessment projections have been updated to reflect inflection adjustment from the 2013 estimates.

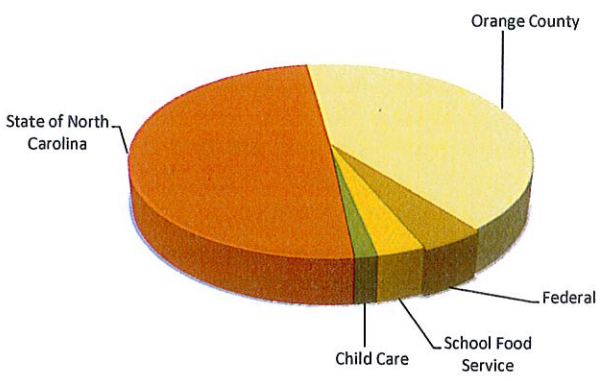
2) Nov. 15, 2015 SAPFO projections indicate capacity increases for elementary, middle and high schools are not needed within the 10 year projectioon.

STATISTICAL PROFILE

Financial Perspective

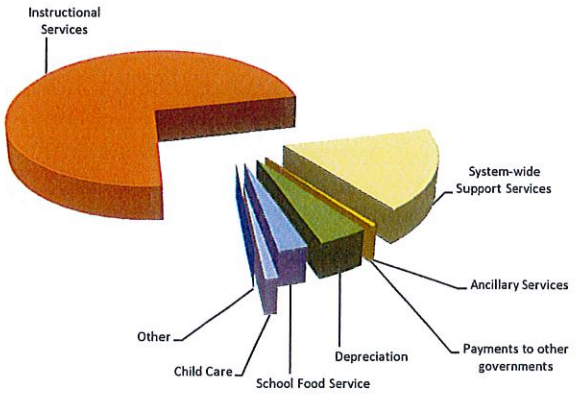
Governmental and Business-type Activities for Fiscal Year 2015-2016

Revenue Sources



State of North Carolina	$ 62,738,821
Orange County	52,627,490
Federal	5,531,791
School Food Service	4,005,584
Child Care	1,997,142
Other	28,158,918
Total	$ 155,059,746

Expenses



Instructional Services	$ 110,941,537
System-wide Support Services	27,081,107
Ancillary Services	61,697
Payments to other governments	691,229
Depreciation	7,101,720
School Food Service	4,203,705
Child Care	1,693,970
Other	16,704
Total	$ 151,791,669

Source: Chapel Hill-Carrboro City Board of Education, North Carolina, Annual Financial Report for the year ended June 30, 2016.

CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION

Net Position by Component
Last Ten Fiscal Years

Year Ended June 30	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Governmental activities:										
Net investment in capital assets	$ 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	$ 175,930,029
Restricted	828,491	880,818	899,663	1,496,810	3,023,739	3,403,894	2,943,181	3,733,701	3,060,507	4,313,375
Unrestricted (deficit)	387,063	162,415	41,399	1,790,409	4,081,358	3,355,228	(1,507,943)	(4,026,196)	(25,876,479)	(19,810,737)
	$ 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	$ 160,432,667
Business-type activities:										
Investment in capital assets	$ 47,546	$ 12,508	$ 17,486	$ 42,980	$ 351,474	$ 340,873	$ 329,853	$ 595,469	$ 662,343	$ 599,209
Unrestricted (deficit)	108,657	41,283	96,627	282,203	203,985	336,611	363,478	252,864	(192,193)	10,783
	$ 156,203	$ 53,791	$ 114,113	$ 325,183	$ 555,459	$ 677,484	$ 693,331	$ 848,333	$ 470,150	$ 609,992
Government-wide:										
Net investment in capital assets	$ 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	$ 176,529,238
Restricted	828,491	880,818	899,663	1,496,810	3,023,739	3,403,894	2,943,181	3,733,701	3,060,507	4,313,375
Unrestricted (deficit)	495,720	203,698	138,026	2,072,612	4,285,343	3,691,839	(1,144,465)	(3,773,332)	(26,068,672)	(19,799,954)
	$ 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	$ 161,042,659

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	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Expenses:										
Governmental Activities:										
Instructional services	$ 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	$ 110,941,537
System-wide support services	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	27,081,107
Ancillary services	622,045	50,456	3,826	34,044	237,408	136,883	106,706	90,470	61,433	61,697
Payments to other governments	418,143	463,074	416,950	492,838	575,187	527,076	508,313	649,613	819,752	691,229
Interest on long-term debt	4,349	51,977	39,912	31,171	16,154	675	20,142	32,455	24,695	16,704
Unallocated depreciation expense	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	7,101,720
Total governmental activities	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	145,893,994
Business-type activities:										
School food service	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	4,203,705
Child Care	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	1,693,970
Total business-type activities	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	5,897,675
Total government-wide	$ 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	$ 151,791,669
Program Revenues:										
Governmental activities:										
Charges for services:										
Co-curricular	$ 2,414,520	$ -	$ 2,739,392	$ 2,665,684	$ 2,655,827	$ 2,712,319	$ 2,900,197	$ 2,626,915	$ 2,434,363	$ 2,578,856
Operational support	387,696	286,919	484,614	491,528	470,487	515,397	494,505	725,262	755,480	852,073
Operating grants and contributions	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	68,043,688
Capital grants and contributions	370,572	425,185	290,592	129,328	157,678	39,470	162,818	61,675	102,730	226,924
Total governmental activities	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	71,701,541
Business-type activities:										
Charges for services:										
School food service	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	1,671,160
Child care	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	1,997,142
Operating grants and contributions	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	2,334,424
Capital grants and contributions	-	-	-	31,955	-	-	-	-	-	-
Total business-type activities	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	6,002,726
Total government-wide	$ 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	$ 77,704,267
Net (Expense)/Revenue										
Governmental activities	$ (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)	$ (74,192,453)
Business-type activities	(355,548)	(514,144)	(351,641)	(366,747)	(273,454)	(19,629)	(51,628)	(157,748)	(27,304)	105,051
Total government-wide	$ (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)	$ (74,087,402)

CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION

Changes in Net Position (Continued)
Last Ten Fiscal Years

Year Ended June 30	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
General Revenues and Other Changes in Net Position										
Governmental activities:										
Unrestricted county and city appropriations - operating	$ 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	$ 68,428,740
Unrestricted county appropriations - capital	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	6,880,353
Investment earnings, unrestricted	425,481	450,995	248,970	113,561	102,977	86,429	42,140	38,313	23,785	32,149
Miscellaneous, unrestricted	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	2,014,237
Transfers	(122,000)	(386,177)	(406,883)	(577,192)	(500,017)	(141,654)	(67,475)	(312,750)	(193,286)	(34,791)
Total governmental activities	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	77,320,688
Business-type activities:										
Investment earnings, unrestricted	-	25,555	5,079	625	3,713	-	-	-	-	-
Miscellaneous, unrestricted	33,415	-	-	-	-	-	-	-	-	-
Transfers	122,000	386,177	406,883	577,192	500,017	141,654	67,475	312,750	193,286	34,791
Total business-type activities	155,415	411,732	411,962	577,817	503,730	141,654	67,475	312,750	193,286	34,791
Total government-wide	$ 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	$ 77,355,479
Change in Net Position										
Governmental activities	$ 17,945,672	$ 20,310,907	$ 3,397,959	$ (688,055)	$ 3,830,589	$ 937,922	$ 9,992,742	$ 479,017	$ 5,083,046	$ 3,128,235
Business-type activities	(200,133)	(102,412)	60,321	211,070	230,276	122,025	15,847	155,002	165,982	139,842
Total government-wide	$ 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	$ 3,268,077

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

Note: Expenses for 2007 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	2007	2008	2009	2010	2011
General Fund					
Reserved	$ 1,173,547	$ 1,210,499	$ 1,569,752	$ 1,034,519	$ -
Unreserved	5,640,941	4,333,818	5,160,768	7,135,658	-
Nonspendable	-	-	-	-	1,080,333
Restricted	-	-	-	-	443,625
Assigned	-	-	-	-	3,652,913
Unassigned	-	-	-	-	6,675,445
Total General Fund	$ 6,814,488	$ 5,544,317	$ 6,730,520	$ 8,170,177	$ 11,852,316
All Other Governmental Funds					
Reserved	$ 5,622,675	$ 3,647,263	$ 605,816	$ 1,226,320	$ -
Unreserved (deficit), reported in					
Special Revenue Funds	828,491	880,818	899,663	875,082	-
Capital Projects Fund	(5,573,306)	(3,167,944)	(480,904)	(402,339)	-
Nonspendable	-	-	-	-	-
Restricted	-	-	-	-	2,580,114
Assigned, reported in					
Special Revenue Funds	-	-	-	-	28,970
Unassigned, reported in					
Special Revenue Funds	-	-	-	-	-
Total all other governmental funds	$ 877,860	$ 1,360,137	$ 1,024,575	$ 1,699,063	$ 2,609,084

Year Ended June 30	2012	2013	2014	2015	2016
General Fund					
Reserved	$ -	$ -	$ -	$ -	$ -
Unreserved	-	-	-	-	-
Nonspendable	972,818	941,271	1,120,202	1,051,690	1,134,291
Restricted	528,824	758,515	1,131,274	792,982	824,953
Assigned	3,222,913	3,222,913	1,000,000	1,868,000	2,148,000
Unassigned	6,123,908	2,841,362	3,458,330	5,947,241	6,554,954
Total General Fund	$ 10,848,463	$ 7,764,061	$ 6,709,806	$ 9,659,913	$ 10,662,198
All Other Governmental Funds:					
Reserved	$ -	$ -	$ -	$ -	$ -
Unreserved (deficit), reported in					
Special Revenue Funds	-	-	-	-	-
Capital Projects Fund	-	-	-	-	-
Nonspendable	425	-	-	-	-
Restricted	2,875,070	2,184,666	2,602,427	2,267,525	3,488,422
Assigned, reported in					
Special Revenue Funds	11,169	-	-	-	-
Unassigned, reported in					
Special Revenue Funds	-	(63,868)	(187,210)	(28,864)	(28,863)
Total all other governmental funds	$ 2,886,664	$ 2,120,798	$ 2,415,217	$ 2,238,661	$ 3,459,559

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	2007	2008	2009	2010	2011
Revenues					
State of North Carolina	$ 55,717,793	$ 59,630,771	$ 60,922,569	$ 55,475,547	$ 55,543,828
Orange County	57,136,424	60,497,786	47,036,977	42,643,077	45,703,931
U.S. Government	4,800,173	5,293,013	5,726,314	9,864,399	11,791,692
Other	19,541,912	21,863,500	23,959,296	23,474,646	24,551,625
Total revenues	137,196,302	147,285,070	137,645,156	131,457,669	137,591,076
Expenditures					
Instructional services	86,185,395	101,462,067	106,935,971	102,689,608	103,771,701
System-wide support services	23,611,655	18,627,203	19,848,927	19,658,874	20,087,800
Ancillary services	665,695	50,456	46,025	34,044	237,408
Non-programmed charges	526,474	591,395	579,216	753,318	762,551
Debt service - principal	410,122	463,568	629,600	480,592	700,922
Debt service - interest	-	52,378	44,450	31,171	16,154
Capital outlay	25,699,612	26,649,049	9,150,703	5,118,725	8,071,720
Total expenditures	137,098,953	147,896,116	137,234,892	128,766,332	133,648,256
Revenues over (under) expenditures	97,349	(611,046)	410,264	2,691,337	3,942,820
Other financing sources (uses)					
Transfers from other funds	-	-	-	-	182,811
Transfers to other funds	(122,000)	(386,177)	(398,639)	(577,192)	-
Installment purchase obligations	1,791,417	209,328	387,981	-	-
	1,669,417	(176,849)	(10,658)	(577,192)	182,811
Net change in fund balances	$ 1,766,766	$ (787,895)	$ 399,606	$ 2,114,145	$ 4,125,631
Ratio of debt service to non-capital expenditures	0.37%	0.43%	0.53%	0.42%	0.57%

Year Ended June 30	2012	2013	2014	2015	2016
Revenues					
State of North Carolina	$ 58,808,280	$ 58,911,178	$ 58,878,531	$ 61,999,596	$ 62,738,821
Orange County	46,915,324	63,241,889	51,422,939	53,064,569	52,627,490
U.S. Government	5,570,774	5,501,707	5,178,736	6,282,796	5,531,791
Other	24,885,251	25,157,529	27,375,623	27,977,875	28,264,396
Total revenues	136,179,629	152,812,303	142,855,829	149,324,836	149,162,498
Expenditures					
Instructional services	105,498,842	108,523,623	108,971,020	113,420,291	115,549,913
System-wide support services	20,327,573	22,260,008	22,987,200	23,595,307	24,343,796
Ancillary services	136,883	106,706	90,470	63,164	63,669
Non-programmed charges	638,776	636,315	793,774	1,006,307	840,540
Debt service - principal	98,292	435,540	322,084	370,899	503,084
Debt service - interest	675	20,142	32,455	24,695	16,704
Capital outlay	10,097,491	26,258,936	10,409,996	8,116,798	6,117,029
Total expenditures	136,798,532	158,241,270	143,606,999	146,597,461	147,434,735
Revenues over (under) expenditures	(618,903)	(5,428,967)	(751,170)	2,727,375	1,727,763
Other financing sources (uses)					
Transfers from other funds	896,939	850,425	293,373	341,610	1,154,000
Transfers to other funds	(1,004,309)	(880,273)	(302,039)	(377,544)	(1,157,478)
Installment purchase obligations issued	-	1,608,547	-	82,110	498,898
Total other financing sources (uses)	(107,370)	1,578,699	(8,666)	46,176	495,420
Net change in fund balances	$ (726,273)	$ (3,850,268)	$ (759,836)	$ 2,773,551	$ 2,223,183
Ratio of debt service to non-capital expenditures	0.08%	0.35%	0.26%	0.28%	0.36%

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

Note: Expenses for 2007 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	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Food Sales	$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	$1,671,160
Federal Reimbursements	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	2,077,777
Federal Commodities	146,978	170,504	193,434	299,074	159,160	161,631	187,786	234,534	220,602	251,491
Other	294,858	351,442	166,249	255,466	216,307	142,613	174,474	174,031	141,479	151,268
State/Local Reimbursements	122,000	386,177	505,161	668,556	248,848	270,470	236,610	257,124	258,563	5,156
Totals	$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	$4,156,852

Expressed in Constant Dollars

Year ended June 30	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Food Sales	$ 955,585	$ 921,944	$ 932,939	$ 877,918	$ 847,624	$ 811,222	$ 764,511	$ 721,951	$ 692,565	$ 693,318
Federal Reimbursements	526,748	555,668	650,229	636,273	659,719	739,708	798,161	804,787	807,876	862,012
Federal Commodities	70,543	77,922	89,680	137,212	70,512	70,434	80,421	98,402	92,442	104,337
Other	141,519	160,611	77,077	117,205	95,829	62,147	74,720	73,017	59,286	62,757
State/Local Reimbursements	58,555	176,486	234,204	306,726	110,245	117,863	101,330	107,880	108,349	2,139
Totals	$1,752,950	$1,892,631	$1,984,129	$2,075,334	$1,783,929	$1,801,374	$1,819,143	$1,806,037	$1,760,518	$1,724,563

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

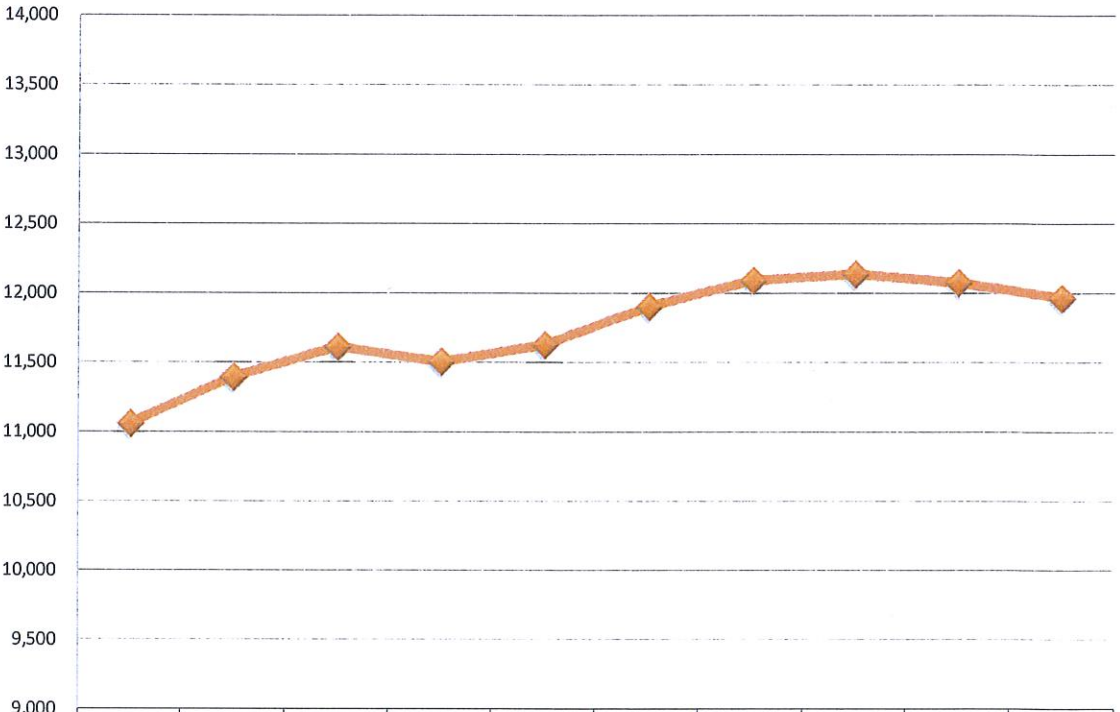
Year ended June 30	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Purchased Food	$ 1,302,493	$ 1,466,999	$ 1,599,210	$ 1,658,249	$ 26,124	$ -	$ -	$ -	$ -	$ -
Salaries and Benefits	1,382,146	1,528,029	1,519,284	1,441,004	1,482,891	1,284,983	1,211,722	1,191,652	1,043,464	1,052,796
Other	1,185,897	1,230,741	1,124,426	1,375,225	2,665,169	2,867,543	3,099,171	3,227,685	3,268,693	3,302,177
Totals	$ 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	$ 4,354,973

Expressed in Constant Dollars

Year ended June 30	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Purchased Food	$ 625,141	$ 670,429	$ 741,429	$ 760,787	$ 11,574	$ -	$ -	$ -	$ -	$ -
Salaries and Benefits	663,371	698,320	704,373	661,117	656,955	559,959	518,930	499,974	437,258	436,776
Other	569,180	562,457	521,309	630,938	1,180,731	1,249,594	1,327,245	1,354,219	1,369,729	1,369,982
Totals	$ 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	$ 1,806,758

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



	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Avg Daily Membership	11,060	11,395	11,614	11,504	11,629	11,905	12,094	12,138	12,076	11,965

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]
2016	917	11,965	1/13	95.98%	25.00%
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%

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 2016 obtained from Chapel Hill-Carrboro City Board of Education Student Data.

(3) North Carolina Public Schools Statistical Profile (2007-2016 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	2007	2008	2009	2010	2011
Average Daily Membership	11,060	11,395	11,614	11,504	11,629
Instructional	$ 7,843	$ 8,859	$ 9,228	$ 8,924	$ 8,927
Support	2,477	1,845	1,900	1,999	1,951
Ancillary	56	4	-	3	20
Total Expenditures	**$ 10,376**	**$ 10,708**	**$ 11,128**	**$ 10,926**	**$ 10,898**

EXPRESSED IN NOMINAL DOLLARS

Year Ended June 30	2012	2013	2014	2015	2016
Average Daily Membership	11,905	12,094	12,138	12,076	11,965
Instructional	$ 8,816	$ 9,055	$ 9,028	$ 9,024	$ 9,272
Support	1,976	2,159	2,151	2,239	2,263
Ancillary	11	9	7	5	5
Total Expenditures	**$ 10,803**	**$ 11,223**	**$ 11,186**	**$ 11,268**	**$ 11,540**

EXPRESSED IN CONSTANT DOLLARS

Year Ended June 30	2007	2008	2009	2010	2011
Instructional	$ 3,764	$ 4,049	$ 4,278	$ 4,094	$ 3,955
Support	1,189	843	881	917	864
Ancillary	27	2	-	1	9
Total Expenditures	**$ 4,980**	**$ 4,894**	**$ 5,159**	**$ 5,012**	**$ 4,828**

EXPRESSED IN CONSTANT DOLLARS

Year Ended June 30	2012	2013	2014	2015	2016
Instructional	$ 3,842	$ 3,878	$ 3,788	$ 3,781	$ 3,847
Support	861	925	902	938	939
Ancillary	5	4	3	2	2
Total Expenditures	**$ 4,708**	**$ 4,807**	**$ 4,693**	**$ 4,721**	**$ 4,788**

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 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	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Officials, Admins, Mgrs	17	16	20	21	21	38	24	28	27	30
Principals	17	17	18	19	19	19	22	22	20	20
Asst. Principals, Non-Teaching	20	19	23	22	23	23	22	18	22	23
Total Administrators	54	52	61	62	63	80	68	68	69	73
Elementary Teachers	426	439	434	431	431	459	415	408	388	387
Secondary Teachers	205	209	206	204	206	261	144	142	153	154
Other Teachers	251	249	236	257	266	273	376	344	376	376
Total Teachers	882	897	876	892	903	993	935	894	917	917
Guidance	40	39	37	39	39	39	44	39	42	43
Psychological	8	9	11	9	9	9	8	7	8	9
Librarian, Audiovisual	30	14	18	32	32	32	33	32	35	34
Consultant, Supervisor	16	20	28	15	15	15	17	15	14	15
Other Professionals	108	85	94	126	126	127	149	157	157	161
Total Professionals	1,138	1,116	1,125	1,175	1,187	1,295	1,254	1,212	1,242	1,252
Teacher Assistants	361	347	350	356	356	359	359	397	375	358
Technicians	12	45	23	28	28	26	13	14	14	14
Clerical, Secretarial	100	112	110	114	114	155	104	109	111	114
Service Workers	152	177	132	115	115	119	104	117	114	112
Skilled Crafts	23	-	27	26	26	26	27	31	30	30
Totals	1,786	1,797	1,767	1,814	1,826	1,980	1,861	1,880	1,886	1,880

Source: North Carolina Public Schools Statistical Profile (2007-2016 Editions)

CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION

School Building Data

June 30, 2016

Site	Year Built	Square Footage	Capacity	Current Membership	Over/(Under) Capacity	Condition
ELEMENTARY SCHOOLS						
Carrboro Elementary	1957	61,562	533	499	(34)	Poor
Ephesus Elementary	1972	73,096	448	438	(10)	Poor
Estes Hills Elementary	1958	57,989	527	483	(44)	Poor
FP Graham Elementary	1960	68,513	538	529	(9)	Poor
Glenwood Elementary	1952	55,732	423	455	32	Poor
McDougle Elementary	1996	99,920	564	502	(62)	Good
Morris Grove Elementary	2008	90,221	585	551	(34)	Excellent
Northside Elementary	2013	97,423	585	479	(106)	Excellent
Rashkis Elementary	2003	95,729	585	515	(70)	Excellent
Mary Scroggs Elementary	1999	92,900	575	507	(68)	Good
Seawell Elementary	1969	67,715	466	535	69	Poor
MIDDLE SCHOOLS						
Culbreth Middle	1969	122,467	774	715	(59)	Good
McDougle Middle	1994	138,141	732	693	(39)	Good
Phillips Middle	1962	109,498	706	642	(64)	Poor
Smith Middle	2001	136,054	732	795	63	Good
HIGH SCHOOLS						
Carrboro High School	2007	165,976	860	815	(45)	Excellent
Chapel Hill High	1966	254,551	1,520	1,441	(79)	Poor
East Chapel Hill High	1996	267,549	1,515	1,333	(182)	Good
UNC Hospital School (School is a part of the UNC Hospitals Facilities)				1		
Phoenix Academy (Alternative School is a part of Lincoln)				37		
ADMINSTRATIVE OFFICES						
Transportation Center		5,089				
Lincoln Center		72,932				

APPENDIX

Chapel Hill- Carrboro Schools
Allotment Formula – 2017-18

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)	
Vocational/ CTE		Dictated by the program	Dictated by the program MOE	
Electives		1: 140 ADM (5 sections at 1:28)	1: 140 ADM (teaching 5 sections at 1:28)	
Dept. chair			No additional planning period; $1,200 stipend for 10 teachers per high school 08/09	
Academy Leader			No additional planning period; $5,000 per Thematic Academy &$5,000 for Finance Academy 09/10	
Small classes			2 FTE per school	
AVID IFL		.60 FTE per school	AVID teacher must have free coordination period .2 FTE	
IFL/Math Coach	2 FTE per school for ELA	1 FTE per school for math 1 FTE per school ELA	1 FTE per school for ELA	
Pre-K	Program allocation			
Pre-school Handicapped	Program allocation			
ESL	(systemwide) 1:40	(systemwide) 1:40	(systemwide) 1:40	
Cultural Arts: Music, PE, Art	Music @1 FTE per 30 classes PE @1 FTE per 20 classes ART @ 1 FTE per 30 classes	elective allocation	elective allocation	

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POSITION	ELEMENTARY	MIDDLE	HIGH SCHOOL	Proposed Changes TBD
Elem Foreign Language	Serving grades 1-5 in 09-10 Allocation requires 3 periods @30 minutes per each 1-5 class or 1 FTE per 40 periods 1 FTE per 40 periods			
Media Specialist --	1 FTE per school	1 FTE per school	1: up to 1000 ADM 1.5: 1001-1500 ADM 2: 1501+ ADM	
Math/Science Teacher	.5 FTE per school			
Intervention Specialist	.5 FTE			
Guidance	1 FTE per school	1 FTE per grade 1 @ 11 MOE others @ 10.5 MOE	CHS ADM=3FTE CHHS ADM=5FTE ECHHS ADM =5FTE 1@ 12 MOE others @11 MOE	
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	
In School Suspension		1 FTE (Teacher Assistant)	1 FTE (Teacher Assistant) per school	
Student Assistance			1 FTE @CHHS .5 FTE @ ECHHS & CHS 09-10	
Nurses	1 per school	1 per school	1 per school	
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 Facilitator	1 FTE per school (11 MOE)	1 FTE per school (11 MOE)	1 FTE per school (12 MOE)	
504		Extra duty supplement	1 per school .5 FTE @ CHS 09-10	
Transition Facilitator			1 per school	
Program Facilitator	.50 FTE per school	.50 FTE per school	1 FTE per school	
Ex Ed - resource	1 FTE per 15 - 20 caseload	1 FTE per 20-25 caseload	1 FTE per 20-25 caseload	
Speech-language Path	1 FTE per 30 - 35 caseload	1 FTE per 30 - 35 caseload	1 FTE per 30 - 35 caseload	
Self-contained AIG (District - wide)	district program			
Gifted Specialist	1.5 FTE per school	1 FTE per school		
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	**Funding pending to replace 11 Elementary Media Assistant positions**
Technology Assistant			2 @ each H.S.	
Principal Secretary	1per school @ 12 MOE	1per school @ 12 MOE	1per school @ 12 MOE	**Reduction of 1 Clerical position per high school for 2016-17**
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

2017-18 NON-PERSONNEL BUDGET ALLOCATIONS TO SCHOOLS

ACCOUNT	per	ELEM	MIDDLE	HIGH	HOSPITAL	Changes for 2017-18 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	Allocation TBD
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	Allotment TBD
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 2017-18

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)

Federal Fund Allotment Formulas

Drug Free Schools and Communities

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

IASA Title 1 - Reading

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

IDEA Title VI-B Handicapped

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

IDEA Title VI-B Preschool Handicapped

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

Vocational Education - Program Improvement

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

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

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

APPENDIX C
REVENUE SOURCES GLOSSARY

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

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.

Orange County Schools
Board of Education
FY 2018
Approved Budget



Cedar Ridge High School
Jazz Ensemble
February 2017

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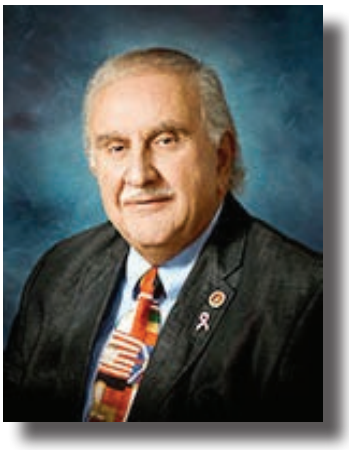
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BOARD OF EDUCATION

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.



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BOARD'S STRATEGIC PLAN



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:

Dr. Stephen H. Halkiotis
Chair
Mr. Tony McKnight
Vice Chair

Mr. Tom Carr
Ms. Donna Coffey
Mr. Michael Hood
Mr. Matthew Roberts
Ms. Brenda Stephens

Superintendent:

Dr. Todd Wirt

200 East King Street
Hillsborough, NC 27278
Telephone: 919-732-8126
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April 2, 2017

The Orange County Schools Board of Education has worked collaboratively with staff in order to prepare a budget that we believe exemplifies our strategic plan and our desire to be the first choice for families and for our employees. Our budget process included input from various stakeholders that included the Board of Education, teachers and administrators. Through the support of the Board of County Commissioners during last year's budget cycle we were able to significantly increase local salary supplements for all employees, provide universal breakfast to all elementary students, as well as other important changes that have accelerated student performance and the care for our facilities.

The landscape of public education in North Carolina has suffered from challenging legislation and numerous unfunded mandates. Our workforce continues to suffer from a national and state level narrative that criticizes public schools and advocates for federal and state funds to be used to educate our children outside of public schools. As a school system, we have continued to strive to provide an environment for our employees where we communicate value in various ways. We were the first school system in Orange County to provide a living wage to our employees and we are one of very few school systems in the state that provide vision insurance to all of our employees. The commitment we have shown our employees continues to result in improved outcomes for our students.

Before we consider what it will take to move our vision forward, we should also celebrate our accomplishments:

- The district achievement on state assessments improved in the overall state rankings from 36th to 27th, out of all the 115 public school districts;
- The graduation rate of 90% reached its highest level ever;
- 38% of our workforce has advanced degrees and 18% of our teachers are Nationally Board Certified
- Overall ACT proficiency grew by 7%, with African American students realizing a 18% gain and Hispanic/Latino students realizing a 10% gain in ACT performance
- Eleven of twelve schools (91%) met or exceeded growth, compared to 73% state-wide. This is a marked increase over the past 3 years. In 2013-14 only 6 schools met this standard, and in 2014-15 only 10 schools met or exceeded growth.
- Efland-Cheeks Global Elementary School raised its school performance score by 12 points, moving from a D in 2014-15 to a C in 2015-16. ECGES is no longer labeled as low performing by the state. Large gains were experienced at Efland-Cheeks Global in all areas: reading proficiency increased by 7%, math by 17%, and science by 24%.

Last year we came with one singular budget focus and that was to invest in our workforce to provide increased local compensation in order to position our school system to recruit and retain the most highly qualified workforce possible. As previously stated, through the

Orange County Board of Education

Board Members:

Dr. Stephen H. Halkiotis
Chair
Mr. Tony McKnight
Vice Chair

Mr. Tom Carr
Ms. Donna Coffey
Mr. Michael Hood
Mr. Matthew Roberts
Ms. Brenda Stephens

Superintendent:

Dr. Todd Wirt

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

leadership of the Orange County Schools Board of Education and the support from the Orange County Board of County Commissioners we were able to provide a graduated local supplement increase to all of our employees. Our needs remain significant in Orange County Schools and we continue to be saddled with unfunded mandates from the state. Our immediate request is for a local appropriation increase of $3,386,522 for the 2017-2018 school year. We recognize that the county has consistently shown strong support for public schools and that the county has competing needs to consider.

Our budget proposal primarily addresses fully funding the local supplement increase as well as other state increases and mandates. The proposal includes:

- Spending $1,006,126 to fully fund the local supplement that was implemented during the 2016-2017 budget
- Spending $765,488 for projected state salary and benefit increases
- Additional $780,000 for additional teachers needed for the state mandated reduction in class sizes for kindergarten through third grade
- Additional $730,148 for projected charter school student growth
- Additional $104,760 for a $20 contribution to employee dental premium

While we have additional needs that are listed in the proposal, we are listing those as unfunded for the 2017-2018 school year. The only true expansion item that we have proposed is the contribution to employee dental premiums. We believe that our efforts should stay consistent and fully fund employee supplements through reoccurring local funding as well as providing an increased benefit package to our employees through offsetting their costs for dental insurance.

Sincerely,

Dr. Stephen Halkiotis, Chair
Orange County Board of Education

Dr. Todd Wirt, Superintendent
Orange County Schools

Orange County Schools
Budget Calendar
Fiscal Year 2017-2018

OCS – Board Presentation	**February 13, 2017**	**OCS Board of Education presentation of Fiscal Year 2017-27 Capital Investment Plan**
OCS – Board Approval	**February 27, 2017**	**OCS Board of Education approval of Fiscal Year 2017-27 Capital Investment Plan**
OCS – Approved Capital Investment Plan to County	**Late January – Early February, 2017**	**Approved Capital Investment Plan due to County Commissioners**
OCS – Budget Recommendation	**March 6, 2017**	**Formal presentation made to Board of Education by the Superintendent on "Budget Recommendations"**
OCS – Budget Consideration (Public Hearing)	**March 20, 2017**	**Public Hearing – Capital Investment Plan And Local Current Expense Budget**
BOCC – Capital Investment Plan	April 4, 2017	County Manager presents 2017-2022 Recommended Capital Investment Plan to Board of County Commissioners – Regular Work Session (Richard Whitted Meeting Facility)
BOCC – CIP Follow-up	April 6, 2017	Capital Investment Plan follow-up with BOCC - Budget Work Session (Southern Human Services Center)
OCS – Board Approval	**April 10, 2017**	**Board of Education Adopts Local Current Expense Budget**
OCS – Budget Distribution	**April 11, 2017**	**Budget due to County Commissioners From Orange County Schools**
BOCC – Work Session	April 25, 2017	Boards of Education Fiscal Year 2017-18 Budget Presentations to BOCC – Joint Work Session (Southern Human Services Center)
BOCC – County Manager Presents	May 2, 2017	County Manager presents Fiscal Year 2017-18 Annual Operating Budget to Board of County Commissioners (Richard Whitted Meeting Facility)
BOCC – Budget Consideration	May 11, 2017	Public Hearing – Orange County Budget and Capital Investment Plan Public Hearings (Richard Whitted Meeting Facility)
BOCC – Budget Consideration	May 18, 2017	Public Hearing – Orange County Budget and Capital Investment Plan Public Hearings (Southern Human Services Center)
BOCC – Work Sessions: Discussion of School Budgets @ one session	May 25, 2017 June 8, 2017 June 13, 2017 June 15, 2017	Board of County Commissioners Participates in Board of Education Budget Work Session (@ one of these meetings (TBD)
BOCC – County Commissioners Adoption of Budget	June 20, 2017	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 26, 2017**	**Board of Education adopts Continuation Budget**

ORANGE COUNTY SCHOOLS
CENTRAL SERVICES 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

Rhonda Rath	Chief Finance Officer

Human Resources

Teresa Cunningham-Brown	Chief Human Resources Officer

Information Technology

Todd Jones	Chief Technology Officer

Communications

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

ORANGE COUNTY SCHOOLS

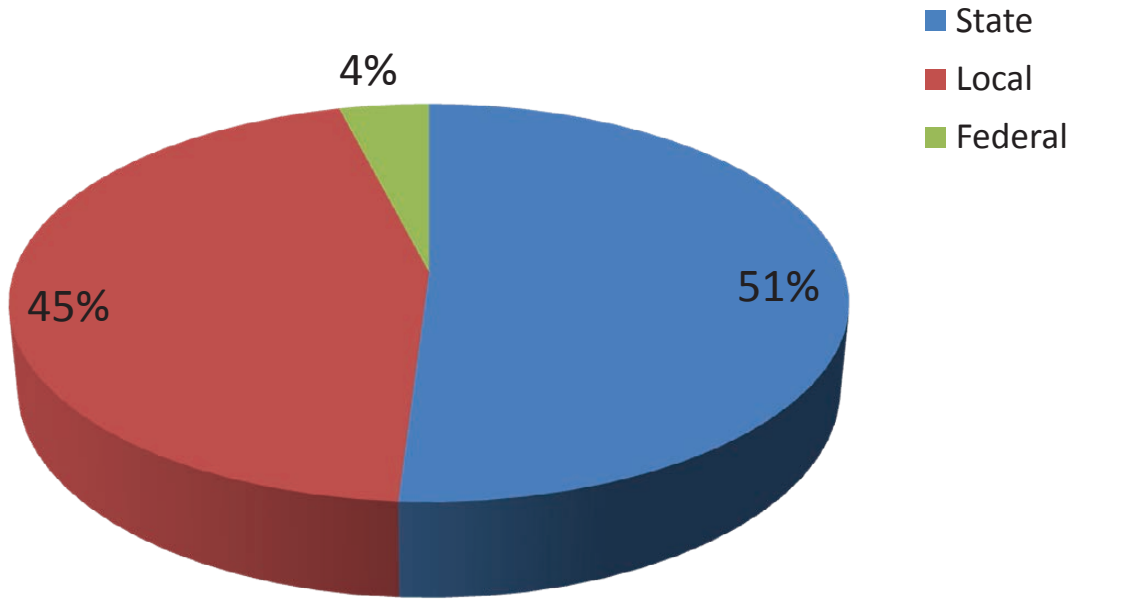
FIRST CHOICE FOR FAMILIES

FY 2018

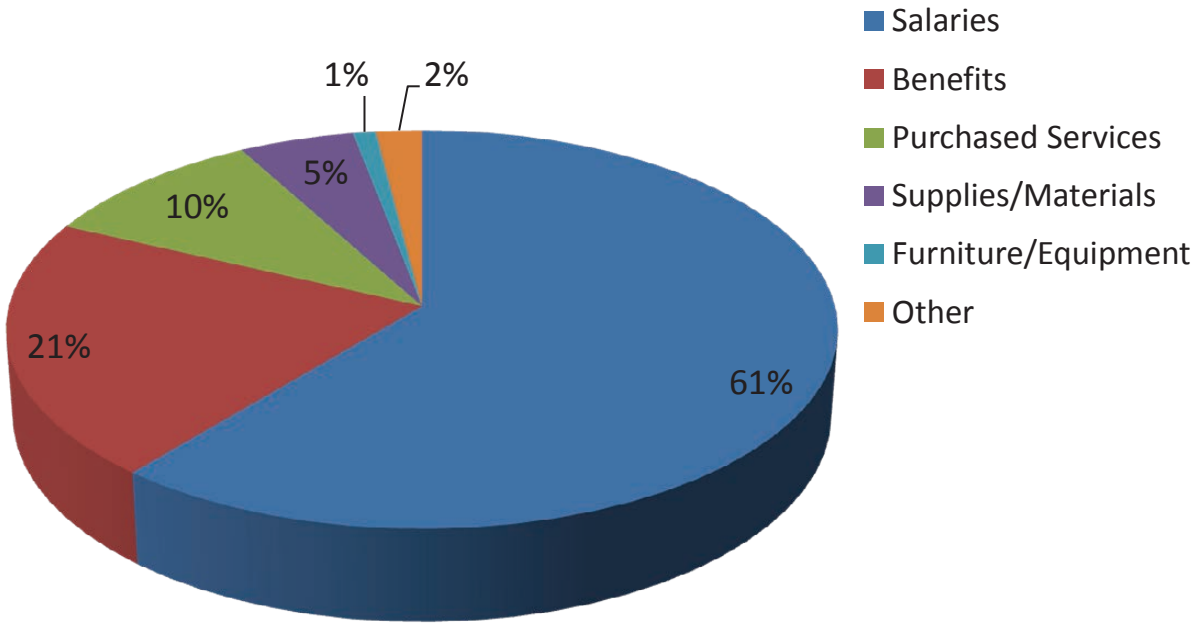
APPROVED BUDGET

REVENUES AND EXPENDITURES

FY 2018 FUNDING SOURCES



FY 2018 FUNDING USES



ORANGE COUNTY SCHOOLS
FIRST CHOICE FOR FAMILIES

ORANGE COUNTY SCHOOLS
2017 - 2018 CONTINUATION/EXPANSION BUDGET REQUEST

2017 - 2018 DPI Student Enrollment Projection		7,544
2016 - 2017 DPI Student Enrollment Projection		7,551
Projected Student Enrollment Growth		(7)
LOCAL FUND EXPENSES:		
State/Federal Mandates		
5% State Mandated Teacher Pay Raise (includes FICA and Supplements)	$	400,731
3% State Mandated Pay raise for all other locally paid employees (includes FICA & Supplements)		107,383
HB 13 Class Size Reductions		780,000
Increase in employer state retirement match (16.33% to 17.37%)		129,774
Increase in employer health insurance match ($5,659 to $5,927)		41,100
Subtotal	**$**	**1,458,988**
Continuation of Current Services		
Charter School Enrollment Growth - Revenue Sharing	$	730,148
Salary & benefit increases for federally funded positions		86,500
Local Supplements		
Non-Fund Balance Appropriation		1,006,126
FY17 Fund Balance appropriation including state mandates		795,493
Subtotal	**$**	**2,618,267**
TOTAL CONTINUATION REQUESTS **$4,273 per pupil funding needed**		**4,077,255**
Priority Expansion Requests		
Contribution to employee dental premiums		$104,760
TOTAL EXPANSION REQUESTS		**104,760**
GRAND TOTAL CONTINUATION AND EXPANSION REQUESTS FROM COUNTY	**$**	**4,182,015**

*REVISED 4.17.2017 - Does not change requested increase of $417.00 per pupil over FY 2017

Orange County Schools
FY2018 Continuation/Expansion Budget Request

Description	Cost		Amount Requested	FY18 Fund Balance Appropriation
Continuation Requirements				
Continuation Hold Harmless	$ 1,710,054		$ 1,710,054	
Supplements Funded thru Fund Balance appropriation	$ 705,208		$ 705,208	
Supplements Continuation Hold Harmless	$ 795,493		$ 795,493	
Federal Funding Impact	$ 86,500		$ 86,500	
House Bill 13 Class Size Reduction Mandate	$ 780,000		$ 780,000	
Continuation Requirements Total	**$ 4,077,255**		**$ 4,077,255**	
Expansion Request				
Employee Dental Premium	$ 104,760		$ 104,760	
Recommended Expansion Total	**$ 104,760**		**$ 104,760**	
Total Additional Funding Requested From County			**$ 4,182,015**	
FY2018 Fund Balance Appropriation				
Universal Breakfast K-5--All Elementary Schools				$ 120,000
Elementary Schools Environmental Enhancements				$ 175,000
Read to Achieve Full Day - grades K-3				$ 165,000
Academic Camp Full Day - grades 4-5				$ 107,000
Total Proposed FY2018 Fund Balance Appropriation				**$ 567,000**

*REVISED 4.17.2017 - Does not change requested increase of $417.00 per pupil over FY 2017

Summary of Changes
State Allotment

- The 2017/2018 State Planning Allotment has not been received to date.
- The estimated State Retirement rate is 17.37%.
- The employer health insurance match rate is projected to increase from an annual average of $5,659 to an annual cost of $5,927.
- The State's enrollment projection for the district for 2017-18 is 7,544; a 7 student decrease from the 2016-17 projection.
- Salaries are projected to be 5% for Certified Staff and 3% for Classified Staff.

ORANGE COUNTY SCHOOLS

2017-2018 Federal Fund Revenue Projection

	2015-2016 Budget	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Supt. Recom.	2017-2018 Board Appvd.
Federal Revenue	$ 3,503,734	$ 3,431,902	$ 3,777,661	$ 3,596,661	$ 3,769,713	$ 3,769,713

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

Projected 2016-2017 Federal Grant Allotments		Estimated 2017-18 Allotment	Carryover Amount	Projected Total
PRC 017	CTE-Program Improvement	$ 75,000	$ 5,000	80,000
PRC 049	IDEA-VI-B - Preschool Handicapped	51,185	-	51,185
PRC 050	Title I - LEA Basic Program	1,375,260	75,000	1,450,260
PRC 060	IDEA VI-B Handicapped	1,730,730	100,000	1,830,730
PRC 103	Title II - Improving Teacher Quality	219,800		219,800
PRC 104	Title III - Language Acquisition - State Grant	92,495		92,495
PRC 111	Title III - Language Acquisition - Significant Increase	10,464		10,464
PRC 114	Children W/Disabilities - Risk Pool	32,241	-	32,241
PRC 118	IDEA VI-B Targeted Assistance for Special Needs	7,250	-	-
PRC 119	IDEA - Targeted Assistance for Preschool	2,538		2,538
Total		$ 3,596,963	$ 180,000	$ 3,769,713

ORANGE COUNTY SCHOOLS

2017-2018 Local Current Expense Fund Revenue Projections

$417 per pupil increase

Projected Student Enrollment	2015-2016 Budget	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Supt. Recom.	2017-2018 Board Appvd.
State Projection of Students	7,526	7,526	7,551	7,551	7,544	7,544
Less: Out-of-County Tuition Paid	89	89	89	89	89	89
Existing Charter School Students	354	519	519	519	711	711
Total County Resident Students	7,791	7,956	7,981	7,981	8,166	8,166
County Appropriation	3,697.5	3,697.5	3,868	3,868	4,285	4,285

Local Revenues	2015-2016 Budget	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Supt. Recom.	2017-2018 Board Appvd.
County Appropriation	28,844,029	28,844,029	30,812,435	30,812,435	34,994,450	34,994,450
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	32,000	32,000	41,574	32,000	32,000	32,000
Appropriated Fund Balance	1,505,316		1,657,115	1,657,115	567,000	567,000
Appropriated Fund Balance-Carryover	653,860		946,951	368,400	578,551	578,551
Cartwheels Grant	-	-	-	-	-	-
Installment Purchase Obligations	-	2,194,084	-	-	-	-
Duke Energy Foundation Grant	-	-	3,909	3,909	-	-
Fair Funding	494,000	494,000	-	-	-	-
Fines and Forfeitures	210,000	256,804	220,000	220,000	220,000	220,000
Indirect Cost	110,000	128,257	128,000	128,000	128,000	128,000
Interest Income on Investments	20,000	17,673	10,000	10,000	7,000	7,000
Leader's & Learners	-	-	-	-	-	-
Math/Science Partnership Grant	-	-	478	478	-	-
Medicaid Reimbursement	280,000	423,273	783,274	783,274	313,000	313,000
Miscellaneous Revenue	227,800	217,059	251,754	251,754	251,754	251,754
National Pawn Band Grant	2,000	2,000	5,104	5,104	500	500
N.C. PreK	320,000	240,603	575,107	575,107	477,627	477,627
Nurses - County	239,700	233,027	972,000	972,000	972,000	972,000
Sales Tax Revenue	60,000	84,525	60,000	102,371	96,000	96,000
Tuition - PreK	-	-	28,666	28,666	39,876	39,876
Tuition - Regular School	71,420	71,429	85,043	85,043	87,571	87,571
Total Local Revenues	33,070,125	33,238,764	36,581,410	36,035,656	38,765,329	38,765,329

Local Fund Revenue History

Year	County Appropriation	
	Per Pupil	$ Increase
FY 1991	$1,175	$118
FY 1992	$1,310	$135
FY 1993	$1,310	$0
FY 1994 *	$1,363	$53
FY 1995	$1,451	$88
FY 1996	$1,571	$120
FY 1997	$1,782	$211
FY 1998 *	$1,889	$107
FY 1999	$2,040	$151
FY 2000	$2,256	$216
FY 2001	$2,395	$139
FY 2002 *	$2,437	$42
FY 2003	$2,516	$79
FY 2004	$2,566	$50
FY 2005	$2,623	$57
FY 2006 *	$2,796	$173
FY 2007	$2,957	$161
FY 2008	$3,069	$112
FY 2009	$3,200	$131
FY 2010 *	$3,096	-$104
FY 2011	$3,096	$0
FY 2012	$3,102	$6
FY 2013	$3,167	$65
FY 2014	$3,269	$102
FY 2015	$3,571	$302
FY 2016	$3,697.50	$126.50
FY 2017	$3,868	$170.50

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

*Re-evaluation year of property tax values

ORANGE COUNTY SCHOOLS
FIRST CHOICE FOR FAMILIES

ORANGE COUNTY SCHOOLS

Local Fund Expense/Budget Summary

Summary by Purpose Code

INSTRUCTIONAL SERVICES	2015-2016 Budget	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Supt Recom	2017-2018 Board Appvd.
5110 Regular Instructional	$ 7,376,678	$ 7,700,531	$ 8,518,887	$ 8,275,921	$ 9,670,316	$ 9,670,316
5111 Supplement - Tenured Teacher	845,540	695,537	1,093,095	1,170,373	1,170,373	1,170,373
5112 Cultural Arts	1,615,674	1,711,787	901,635	1,058,437	1,058,437	1,058,437
5113 Physical Education	112,691	68,617	845,463	792,743	845,463	845,463
5114 Foreign Language	229,532	206,557	100,274	127,429	127,429	127,429
5115 Technology	-	1,514	-	653	-	-
5120 CTE	4,896	386	6,963	4,734	6,963	6,963
5210 Children With Disabilities	1,297,597	1,341,853	2,595,234	2,159,077	2,159,077	2,159,077
5220 Special Populations CTE	433,452	385,159	359,742	280,130	359,742	359,742
5230 Pre-K Children With Disabilities	88,225	95,937	57,396	75,947	75,947	75,947
5240 Speech and Language	39,092	279	38,000	33,559	38,000	38,000
5260 Academically/Intellectually Gifted	351,522	101,350	250,585	201,903	250,585	250,585
5270 Limited English Proficiency	348,108	197,400	209,213	254,827	254,827	254,827
5310 Alternative Instructional	3,411	29,881	32,503	38,429	38,429	38,429
5320 Attendance/Social Work	487,424	397,638	241,679	367,520	367,520	367,520
5330 Remedial and Supplemental	256,736	259,110	296,042	314,919	314,919	314,919
5340 Pre-K Services	724,800	354,309	592,073	527,853	527,853	527,853
5350 Extended Day/Year	-	6,566	-	35,226	35,226	35,226
5400 School Leadership	757,755	59,857	37,865	37,071	37,865	37,865
5401 School Principal	351,426	305,553	357,726	323,721	357,726	357,726
5402 School Assistant Principal	892,538	882,180	846,348	845,523	846,348	846,348
5403 School Treasurer	7,500	327,714	322,111	359,041	322,111	322,111
5404 School Clerical Support	-	380,163	369,748	378,941	369,748	369,748
5500 Co-Curricular	49,717	39,354	72,837	72,837	72,837	72,837
5501 Athletics	632,328	652,891	605,965	695,533	605,965	605,965
5502 Cultural Arts	129,056	108,395	132,547	88,342	132,547	132,547
5503 School Clubs/Student Organizations	6,989	4,892	7,034	7,034	7,034	7,034
5504 Before/After School Care	186,515	113,947	158,280	125,218	158,280	158,280
5810 Education Media	353,223	336,257	117,272	117,754	117,272	117,272
5820 Student Accounting	533,249	492,413	485,695	506,859	485,695	485,695
5830 Guidance	674,291	694,298	617,839	618,817	617,839	617,839
5840 Health Support	364,066	283,537	979,066	897,673	979,066	979,066
5850 Safety and Security	196,148	182,035	200,617	200,617	200,617	200,617
5860 Instructional Technology	-	-	-	-	-	-
5880 Parent Involvement	23,536	(130)	10,666	5,300	10,666	10,666
5000 Total Instructional Services	$ 19,373,714	$ 18,417,766	$ 21,460,400	$ 20,999,960	$ 22,622,720	$ 22,622,720
SUPPORT SERVICES						
6110 Regular Curricular Support	$ 1,743,196	$ 1,342,199	$ 1,323,661	$ 1,334,846	$ 1,334,846	$ 1,334,846
6113 Physical Education Support	5,404	6,519	3,729	1,556	3,729	3,729
6120 CTE Curricular Support	-	106,199	-	110,064	-	-
6200 Special Population Support	160,455	170,675	168,954	181,981	181,981	181,981
6300 Alternative Programs	10,034	41,911	62	30,998	30,998	30,998
6303 Remedial & Supplemental Svcs K-12	42,375	32,801	41,574	41,574	41,574	41,574
6400 Technology Support Service	247,064	3,014,214	492,953	515,991	515,991	515,991
6401 Technology Service	584,628	548,379	621,593	586,835	621,593	621,593

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

SUPPORT SERVICES (CONT.)	2015-2016 Budget	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Supt Recom	2017-2018 Supt Recom
6510 Communication	$ 75,198	$ 98,068	$ 178,254	$ 178,254	$ 178,254	$ 178,254
6520 Printing and Copying	272,873	278,354	264,396	239,806	264,396	264,396
6530 Public Utility and Energy	2,385,711	2,244,720	2,486,241	2,309,142	2,585,691	2,585,691
6540 Custodial/Housekeeping	1,007,253	980,154	1,003,964	1,003,162	1,003,162	1,003,162
6550 Transportation	805,271	729,639	839,148	865,000	865,000	865,000
6551 Non - Yellow Bus	10,230	10,566	8,250	8,250	8,250	8,250
6560 Warehouse and Delivery	21,341	22,452	-	-	-	-
6580 Maintenance	1,831,505	1,554,398	2,183,952	2,102,166	2,183,952	2,183,952
6610 Financial	211,861	185,621	216,749	216,749	216,749	216,749
6613 Risk Management	370,149	389,689	380,945	349,559	380,945	380,945
6620 Human Resource	540,120	493,668	743,282	743,282	743,282	743,282
6621 Human Resource Management	11,500	11,300	11,400	11,400	11,400	11,400
6622 Recruitment	19,300	8,563	25,668	25,668	25,668	25,668
6623 Staff Development	3,000	4,535	5,000	5,000	5,000	5,000
6624 Salary & Benefits	2,000	346	500	500	500	500
6625 2015-16 Salary Study	65,000	81,340	-	-	-	-
6626 Job Fair - Tables and Chairs	1,000	51	-	-	-	-
6627 Additional Responsibility	-	-	32,509	32,447	32,509	32,509
6710 Student Testing	224,040	185,068	203,953	202,500	203,953	203,953
6840 Health Support	888	860	28	-	28	28
6850 Safety and Security	12,000	9,315	11,200	11,200	11,200	11,200
6910 Board of Education	674,191	109,501	674,363	144,544	674,363	674,363
6920 Legal	225,000	211,819	225,000	225,000	225,000	225,000
6930 Audit	51,000	46,716	51,000	51,000	51,000	51,000
6940 Leadership	327,252	222,418	327,227	327,227	327,227	327,227
6941 Office of the Superintendent	79,350	138,876	110,025	126,982	110,025	110,025
6942 Deputy, Associate, and Assistants	283,752	312,904	278,734	268,462	278,734	278,734
6950 Public Relations and Marketing	116,133	111,734	126,510	126,510	126,510	126,510
6000 Total Support Services	$ 12,420,075	$ 13,705,573	$ 13,040,824	$ 12,377,655	$ 13,243,510	$ 13,243,510
OTHER SERVICES						
7100 Community Service	$ 5,547	$ 5,656	$ 6,449	$ 6,449	$ 6,449	$ 6,449
7200 Nutrition Service	22,203	23,840	325,801	131,538	$ 142,500	$ 142,500
8100 Pay to Other Gov. Units/Charter Sch.	1,871,016	1,902,189	2,020,000	2,364,516	$ 2,750,149	$ 2,750,149
8300 Debt Service	-					
7000/8000 Total Other Services	$ 1,898,766	$ 1,931,685	$ 2,352,250	$ 2,502,503	$ 2,899,098	$ 2,899,098
TOTAL LOCAL OPERATING EXPENSES	$ 33,692,555	$ 34,055,024	$ 36,853,474	$ 35,880,117	$ 38,765,329	$ 38,765,329
Per Pupil Expenditures	3,697.50		3,868		4,285	4,285



ORANGE COUNTY SCHOOLS

FIRST CHOICE FOR FAMILIES

FY 2018

APPROVED BUDGET

FUND BALANCE

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

Year Ended June 30	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
General Fund:										
Reserved	$ 205,964	$ 338,976	$ 283,772	$ 42,261	$ -	$ -	$ -	$ -	$ -	$ -
Unreserved	3,066,286	1,388,852	2,473,105	3,376,690	-	-	-	-	-	-
Restricted	-	-	-	-	36,491	28,173	52,026	47,174	119,558	127,643
Assigned	-	-	-	-	170,582	2,850,000	3,263,999	2,666,206	-	2,604,067
Unassigned	-	-	-	-	4,875,245	4,207,417	2,543,699	2,498,886	5,321,833	1,930,624
Total General Fund	$ 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	$ 4,662,334
All other governmental funds:										
Reserved	$ 114,361	$ 58,486	$ 328,176	$ 205,123	$ -	$ -	$ -	$ -	$ -	$ -
Unreserved, reported in:										
Special Revenue Funds	463,002	381,979	376,204	589,139	-	-	-	-	-	-
Capital Projects Fund	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	1,877,299
Assigned, reported in:										
Other Special Revenue Fund	-	-	-	-	-	45,660	208,537	269,281	784,989	1,043,483
Total all other governmental funds	$ 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	$ 2,920,782

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 2018

APPROVED BUDGET

CHILD NUTRITION SERVICES

Orange County Schools
Child Nutrition Services

REVENUES	2015/2016 Budget	2015/2016 Actual	2016/2017 Budget	2016/2017 Estimate	2017/2018 Budget
USDA- REGULAR	$ 1,630,660	$ 1,746,300	$ 1,650,000	$ 1,650,000	$ 1,740,000
SALES AND USE TAX REVENUE	1,000	698	1,000	1,000	1,000
USDA- SUMMER FEED	9,000	12,395	10,000	10,000	36,000
USDA- COMMODITIES	170,890	176,634	175,000	175,000	185,000
SALES- BREAKFAST FULL	32,000	39,521	33,000	33,000	70,000
SALES- BREAKFAST REDUCED	-	196	-	-	-
SALES- LUNCH FULL	372,000	386,770	372,000	372,000	356,000
SALES- LUNCH REDUCED	17,000	16,406	17,000	17,000	10,000
SALES- SUPPLEMENTAL	394,000	257,743	393,000	393,000	260,000
SALES-OTHER VENDING MACHINES	30,000	18,168	25,000	25,000	12,000
CATERED BREAKFAST	3,000	6,708	3,000	3,000	4,000
CATERED- LUNCHES	2,500	10,218	2,500	2,500	1,500
SUPPERS AND BANQUETS	1,000	2,787	1,000	1,000	1,000
CATERED- SUPPLEMENTS	53,000	27,891	53,000	53,000	27,000
AFTERSCHOOL SNACKS-REDUCED	-	-	-	-	50
STATE REIM - REDUCED PRICE BREAKFAST	4,300	4,509	4,300	4,300	4,300
INTEREST EARNED ON INVESTMENT	1,000	-	1,000	1,000	500
CONTRIBUTIONS & DONATIONS	-	1,068	-	-	-
OTHER LOCAL OPERATING REVENUE	300	217	300	300	300
INDIRECT COST ALLOCATED	-	204,838	-	-	-
TRANSFER FROM LOCAL CURRENT	45,000	9,738	45,000	45,000	45,000
TRANSFER FROM STATE PUBLIC	-	47,396	-	-	-
TOTAL REVENUES	$ 2,766,650	$ 2,970,201	$ 2,786,100	$ 2,786,100	$ 2,753,650

Orange County Schools
Child Nutrition Services

EXPENDITURES	2015/2016 Budget	2015/2016 Actual	2016/2017 Budget	2016/2017 Estimate	2017/2018 Budget
SALARY- DIRECTOR	$ 55,000	$ 66,093	$ 55,000	$ 55,000	$ 56,560
SALARY- OFFICE PERSONNEL	55,000	46,088	56,650	56,650	60,000
SALARY- CN SUBSTITUTES	42,000	69,643	43,000	43,000	45,000
SALARY- FOOD SERVICE EMPLOYEE	582,000	490,615	589,000	589,000	545,000
SALARY- MANAGER	339,000	314,293	349,100	349,100	340,000
SUPPLEMENT	-	7,931	-	-	-
BONUS PAY	-	31,134			5,000
LONGEVITY	13,000	12,604	13,000	13,000	13,000
BONUS LEAVE PAYOFF	1,000	244	1,500	1,500	1,000
ANNUAL LEAVE	5,000	4,951	6,000	6,000	6,000
PAYMENT OF SHORT TERM DISABILITY-1sT	11,000	6,067	11,000	11,000	6,000
OVERTIME PAY	5,000	4,383	5,000	5,000	5,000
EMPLOYER'S SOCIAL SECURITY	75,000	76,980	75,000	75,000	77,000
EMPLOYER'S RETIREMENT	139,000	135,999	155,680	155,680	150,000
EMPLOYER'S HOSPITAL	229,000	195,607	234,360	234,360	225,000
WORKERS COMPENSATION	60,000	38,348	60,000	60,000	60,000
UNEMPLOYMENT	1,000	1,159	1,000	1,000	1,000
OTHER INSURANCE COST	300	-	300	300	300
CONTRACTED SERVICES	11,500	7,356	11,500	11,500	10,000
WORKSHOP EXPENSE	1,500	828	1,500	1,500	2,500
ADVERTISING FEES	100	-	100	100	100
PRINTING & BINDING	2,000	2,636	2,000	2,000	2,000
CONTRACTED REPAIRS & MAINT.	1,000	365	1,000	1,000	1,000
TRAVEL	8,800	8,591	8,800	8,800	8,800
POSTAGE	550	624	550	550	750
TELEPHONE - Mobile	700	636	700	700	700
MEMBERSHIP FEES AND DUES	300	-	300	300	300
BANK SERVICE CHARGES	-	-	-	-	500
SUPPLIES & MATERIALS	7,000	5,751	7,000	7,000	7,000
COMPUTER SOFTWARE AND SUPPLIES	10,000	10,541	10,000	10,000	11,000
REPAIR PARTS	500	975	500	500	700
FOOD PURCHASE	990,000	1,101,347	976,320	976,320	1,000,000
FOOD PROCESSING SUPPLIES	81,000	83,264	81,000	81,000	77,000
OTHER FOOD PURCHASES	12,000	6,828	7,000	7,000	7,000
PURCHASED NON-CAPITAL EQUIP	10,000	-	10,000	10,000	10,000
COMPUTER EQUIPMENT-INVENTORIED	2,400	-	2,400	2,400	2,400
DEPRECIATION	15,000	16,051	9,840	9,840	16,040
INDIRECT COST	-	204,838	-	-	-
TOTAL EXPENSES	$ 2,766,650	$ 2,952,770	$ 2,786,100	$ 2,786,100	$ 2,753,650

ORANGE COUNTY SCHOOLS

FIRST CHOICE FOR FAMILIES

FY 2018

APPROVED BUDGET

SCHOOL COMMUNITY RELATIONS

Orange County Schools
School Community Relations

	2015-2016	2015-2016	2016-2017	2016-2017	2017-2018
SCHOOL COMMUNITY RELATIONS	Budget	Actual	Budget	Estimate	Budget
COORDINATOR SALARY	$ 54,564	$ 54,564	$ 56,201	$ 56,201	$ 59,011
AFTER SCHOOL/CLERICAL SALARY	122,840	97,356	125,544	125,544	129,309
CONTRACTED SERVICES	2,000	746	2,000	2,000	2,000
WORKSHOP EXPENSES / ALLOWABLE TRAVEL	4,352	1,563	4,352	4,352	4,352
ADVERTISING COST	2,000	-	2,000	2,000	2,000
PRINTING & BINDING FEES	1,500	-	1,500	1,500	1,500
REPRODUCTION COST (copier)	2,000	1,930	2,000	2,000	2,000
OTHER PROFESSIONAL & TECH SERVICES	600	13	600	600	600
CONTRACTED REPAIRS & MAINT. - EQUIPMENT	609	-	609	609	609
ELECTRICAL UTILITIES	3,200	3,217	3,200	3,200	3,200
TRAVEL	4,000	3,590	4,000	4,000	4,000
MEMBERSHIP & DUES	500	99	500	500	500
SUPPLIES/MATERIALS	2,000	722	2,000	2,000	2,000
COMPUTER/SOFTWARE & SUPPLIES	500	134	500	500	500
FURNITURE & EQUIPMENT - INVENTORIED	1,124	-	1,124	1,124	1,124
COMPUTER EQUIPMENT - INVENTORIED	1,000	-	1,000	1,000	1,000
PURCHASE OF EQUIPMENT CAPITALIZED	350	-	350	350	350
PURCHASE OF COMPUTER HARDWARE CAPITALIZED	1,000	-	1,000	1,000	1,000
Unemployment Charges	3,865	-	3,865	3,865	3,865
LONGEVITY	5,277	4,737	5,435	5,436	7,221
EMPLOYER'S SOCIAL SECURITY	11,068	10,530	13,904	13,904	18,139
EMPLOYER'S RETIREMENT	22,166	22,930	30,038	30,038	39,799
EMPLOYER'S HOSPITAL INSURANCE	16,414	15,068	22,636	22,636	23,708
School Community Relations	**$ 262,927**	**$ 217,197**	**$ 284,357**	**$ 284,357**	**$ 356,590**

Orange County Schools
School Community Relations

	2015-2016	2015-2016	2016-2017	2016-2017	2017-2018
AFTER SCHOOL PROGRAM	Budget	Actual	Budget	Estimate	Budget
ACTIVITY BUS DRIVERS SALARIES	$ 300	$ -	$ 300	$ 300	$ 300
Bonus Pay		625			800
Employer's Social Security	100	54	100	100	100
CONTRACTED SERVICES		140	1,000	1,000	1,000
Staff Development		-			550
Field Trips	1,100	-	1,100	1,100	3,000
Telephone (long distance)	308	269	308	308	308
MOBILE COMMUNICATION COSTS	4,000	3,400	3,000	3,000	3,000
Employee Education Reimbursement (BSAC training)	200	-	200	200	200
Bank Fees		427			600
SUPPLIES/MATERIALS	1,500	1,258	1,500	1,500	1,500
FOOD PURCHASES	2,000	839	2,000	2,000	2,000
Non Capital Equipment		-			2,600
COMPUTER EQUIPMENT - INVENTORIED	4,600	-	4,600	4,600	4,600
SUB-TOTAL:	**$ 14,108**	**$ 7,012**	**$ 14,108**	**$ 14,108**	**$ 20,558**
CAMERON PARK AFTER SCHOOL PROGRAM					
AFTER SCHOOL SUB	$ 3,861	$ -	$ 4,000	$ 4,000	$ 5,000
AFTER SCHOOL STAFF SALARIES	40,000	32,362	41,200	41,200	43,000
STAFF OVERTIME	8,000	6,201	9,000	9,000	10,000
EMPLOYEES SOCIAL SECURITY	3,967	2,878	4,146	4,146	4,146
EMPLOYEES RETIREMENT	7,962	4,774	8,989	8,989	8,989
EMPLOYERS HOSPITAL INSURANCE	6,500	4,686	7,300	7,300	8,000
WORKSHOP EXPENSES / ALLOWABLE TRAVEL	500	100	1,500	1,500	1,500
LOCAL TRAVEL	200	-	200	200	200
TUITION/SCHOLARSHIPS	750	334	750	750	750
SUPPLIES/MATERIALS	2,000	1,989	2,000	2,000	2,000
FOOD PURCHASES (SNACKS)	7,000	4,831	7,000	7,000	7,000
FURNITURE & EQUIPMENT INVENTORIED	1,000	-	1,000	1,000	1,000
SUB-TOTAL:	**$ 81,740**	**$ 58,155**	**$ 87,085**	**$ 87,085**	**$ 91,585**
CENTRAL ELEM AFTER SCHOOL PROGRAM					
AFTER SCHOOL SUB	$ 1,158	$ 6,064	$ 4,000	$ 4,000	$ 5,000
AFTER SCHOOL STAFF SALARIES	28,000	19,631	28,840	28,840	30,000
STAFF OVERTIME	1,500	1,195	2,000	2,000	2,000
EMPLOYEES SOCIAL SECURITY	2,345	1,968	2,665	2,665	2,665
EMPLOYEES RETIREMENT	4,697	1,056	5,763	5,763	5,763
EMPLOYERS HOSPITAL INSURANCE	2,500	1,019	3,200	3,200	3,200
WORKSHOP EXPENSES / ALLOWABLE TRAVEL	500	493	1,500	1,500	1,500
LOCAL TRAVEL	200	-	200	200	200
TUITION/SCHOLARSHIPS	750	-	750	750	750
SUPPLIES/MATERIALS	2,000	3,063	2,000	2,000	2,000
FOOD PURCHASES (SNACKS)	1,000	57	1,000	1,000	1,000
FURNITURE & EQUIPMENT INVENTORIED	1,000	-	1,000	1,000	1,000
SUB-TOTAL:	**$ 45,650**	**$ 34,546**	**$ 52,918**	**$ 52,918**	**$ 55,078**

Orange County Schools
School Community Relations

	2015-2016	2015-2016	2016-2017	2016-2017	2017-2018
EFLAND CHEEKS AFTER SCHOOL PROGRAM	Budget	Actual	Budget	Estimate	Budget
AFTER SCHOOL SUB	$ 1,000	$ 836	$ 3,000	$ 3,000	$ 4,000
AFTER SCHOOL STAFF SALARIES	31,883	33,379	37,000	37,000	42,000
STAFF OVERTIME	1,500	1,762	2,500	2,500	2,500
EMPLOYEES SOCIAL SECURITY	2,630	2,733	3,500	3,500	3,500
EMPLOYEES RETIREMENT	5,268	1,328	7,030	7,030	7,030
EMPLOYERS HOSPITAL INSURANCE	2,050	1,075	3,000	3,000	3,000
WORKSHOP EXPENSES / ALLOWABLE TRAVEL	500	125	1,500	1,500	1,500
LOCAL TRAVEL	200	-	200	200	200
TUITION/SCHOLARSHIPS	750	-	750	750	750
SUPPLIES/MATERIALS	2,000	1,260	2,000	2,000	2,000
FOOD PURCHASES (SNACKS)	350	208	1,000	1,000	1,000
FURNITURE & EQUIPMENT INVENTORIED	1,000	-	1,000	1,000	1,000
SUB-TOTAL:	**$ 49,131**	**$ 42,706**	**$ 62,480**	**$ 62,480**	**$ 68,480**
GRADY BROWN AFTER SCHOOL PROGRAM					
AFTER SCHOOL SUB	$ 2,311	$ 1,250	$ 4,000	$ 4,000	$ 5,000
AFTER SCHOOL STAFF SALARIES	35,000	30,796	36,050	36,050	43,000
STAFF OVERTIME	4,000	3,265	5,000	5,000	5,000
EMPLOYEES SOCIAL SECURITY	3,160	2,669	3,446	3,446	3,446
EMPLOYEES RETIREMENT	6,328	2,342	7,451	7,451	7,451
EMPLOYERS HOSPITAL INSURANCE	2,900	2,239	4,000	4,000	7,300
WORKSHOP EXPENSES / ALLOWABLE TRAVEL	500	150	1,500	1,500	1,500
LOCAL TRAVEL	200	-	200	200	200
TUITION/SCHOLARSHIPS	750	587	750	750	750
SUPPLIES/MATERIALS	2,000	1,331	2,000	2,000	2,000
FOOD PURCHASES (SNACKS)	350	103	7,000	7,000	7,000
FURNITURE & EQUIPMENT INVENTORIED	1,000	-	1,000	1,000	1,000
SUB-TOTAL:	**$ 58,500**	**$ 44,733**	**$ 72,398**	**$ 72,398**	**$ 83,647**
HILLSBOROUGH AFTER SCHOOL PROGRAM					
AFTER SCHOOL SUB	$ 3,938	$ 7,828	$ 8,000	$ 8,000	$ 8,000
AFTER SCHOOL STAFF SALARIES	68,000	65,926	74,000	74,000	76,000
STAFF OVERTIME	8,000	8,458	10,000	10,000	12,000
EMPLOYEES SOCIAL SECURITY	6,115	6,139	7,038	7,038	8,000
EMPLOYEES RETIREMENT	12,247	6,779	15,217	15,217	15,217
EMPLOYERS HOSPITAL INSURANCE	11,000	5,807	13,000	13,000	13,000
WORKSHOP EXPENSES / ALLOWABLE TRAVEL	500	235	1,500	1,500	1,500
LOCAL TRAVEL	200	-	200	200	200
TUITION/SCHOLARSHIPS	750	-	750	750	750
SUPPLIES/MATERIALS	3,000	1,976	3,000	3,000	3,000
FOOD PURCHASES (SNACKS)	10,000	9,535	11,000	11,000	11,000
FURNITURE & EQUIPMENT INVENTORIED	1,000	-	1,000	1,000	1,000
SUB-TOTAL:	**$ 124,750**	**$ 112,683**	**$ 144,705**	**$ 144,705**	**$ 149,667**

Orange County Schools
School Community Relations

	2015-2016	2015-2016	2016-2017	2016-2017	2017-2018
NEW HOPE ELEM AFTER SCHOOL PROGRAM	Budget	Actual	Budget	Estimate	Budget
AFTER SCHOOL SUB	$ 1,000	$ -	$ 3,000	$ 3,000	$ 3,000
AFTER SCHOOL STAFF SALARIES	33,269	34,213	40,000	40,000	42,000
STAFF OVERTIME	3,958	4,184	5,000	5,000	6,000
EMPLOYEES SOCIAL SECURITY	2,925	2,835	3,672	3,672	3,672
EMPLOYEES RETIREMENT	5,856	3,642	7,939	7,939	7,939
EMPLOYERS HOSPITAL INSURANCE	5,300	3,465	6,200	6,200	7,000
WORKSHOP EXPENSES / ALLOWABLE TRAVEL	500	50	1,500	1,500	1,500
LOCAL TRAVEL	200	-	200	200	200
TUITION/SCHOLARSHIPS	750	-	750	750	750
SUPPLIES/MATERIALS	2,000	1,059	2,000	2,000	2,000
FOOD PURCHASES (SNACKS)	350	171	1,000	1,000	1,000
FURNITURE & EQUIPMENT INVENTORIED	1,000	411	1,000	1,000	1,000
SUB-TOTAL:	**$ 57,108**	**$ 50,030**	**$ 72,261**	**$ 72,261**	**$ 76,061**
PATHWAYS AFTER SCHOOL PROGRAM					
AFTER SCHOOL SUB	$ 1,000	$ 6,259	$ 4,000	$ 4,000	$ 4,000
AFTER SCHOOL STAFF SALARIES	31,060	20,332	31,991	31,991	36,000
Longevity Pay	250	123	500	500	700
STAFF OVERTIME	3,311	5,189	7,000	7,000	8,000
EMPLOYEES SOCIAL SECURITY	2,725	2,327	3,327	3,327	4,000
EMPLOYEES RETIREMENT	5,457	4,404	7,193	7,193	7,500
EMPLOYERS HOSPITAL INSURANCE	6,000	4,709	7,000	7,000	8,000
WORKSHOP EXPENSES / ALLOWABLE TRAVEL	500	75	1,500	1,500	1,500
LOCAL TRAVEL	200	-	200	200	200
TUITION/SCHOLARSHIPS	750	-	750	750	750
SUPPLIES/MATERIALS	2,000	1,024	2,000	2,000	2,000
FOOD PURCHASES (SNACKS)	5,000	4,137	7,000	7,000	7,000
FURNITURE & EQUIPMENT INVENTORIED	1,000	-	1,000	1,000	1,000
SUB-TOTAL:	**$ 59,253**	**$ 48,579**	**$ 73,461**	**$ 73,461**	**$ 80,650**
AFTERSCHOOL PROGRAM TOTAL	**$ 490,240**	**$ 398,444**	**$ 579,416**	**$ 579,416**	**$ 625,726**
SUMMERCAMP/INTERSESSIONS PROGRAMS					
SUMMER CAMP BUS DRIVERS SALARIES	$ 1,500	$ 445	$ 1,500	$ 1,500	$ 1,500
SUMMER CAMP STAFF SALARIES	2,000	1,376	2,500	2,500	2,500
SUMMER CAMP OVERTIME	500	9	500	500	500
EMPLOYER'S SOCIAL SECURITY	306	140	344	344	344
EMPLOYER'S RETIREMENT	612	245	744	744	800
EMPLOYER'S HOSPITALIZATION	-	-	-	-	-
ADVERTISING	500	1,059	500	500	2,000
LOCAL TRAVEL	500	170	700	700	700
TRANSPORTATION COST- FIELD TRIPS/BUS COST	5,500	2,146	7,500	7,500	8,500
OTHER INSURANCE AND JUDGMENTS	3,000	2,348	4,500	4,500	5,000
SUPPLIES/MATERIALS	1,500	3,649	1,500	1,500	2,000
FOOD PURCHASES	1,267	775	1,267	1,267	1,500
SUB-TOTAL:	**$ 17,186**	**$ 12,363**	**$ 21,556**	**$ 21,556**	**$ 25,344**

Orange County Schools
School Community Relations

	2015-2016	2015-2016	2016-2017	2016-2017	2017-2018
CAMERON PARK'S SUMMER CAMP	Budget	Actual	Budget	Estimate	Budget
SUMMER STAFF SALARIES	$ -	$ -	$ -	$ -	$ 30,000
OVERTIME	-	-	-	-	150
EMPLOYER'S SOCIAL SECURITY	-	-	-	-	2,300
EMPLOYER'S RETIREMENT	-	-	-	-	4,300
EMPLOYER'S HOSPITALIZATION	-	-	-	-	600
CONTRACTED SERVICES	-	-	-	-	1,500
TRANSPORTATION COST- FIELD TRIPS ADMISSION	-	-	-	-	3,000
SUPPLIES/MATERIALS	-	-	-	-	1,500
FOOD PURCHASES	-	-	-	-	1,500
SUB-TOTAL:	**$ -**	**$ -**	**$ -**	**$ -**	**$ 44,850**
CENTRAL'S SUMMER CAMP					
SUMMER STAFF SALARIES	$ 19,000	$ 23,978	$ 25,000	$ 25,000	$ 30,000
OVERTIME	150	92	150	150	150
EMPLOYER'S SOCIAL SECURITY	1,465	1,841	1,924	1,924	2,300
EMPLOYER'S RETIREMENT	2,117	1,836	4,160	4,160	4,300
EMPLOYER'S HOSPITALIZATION	600	-	600	600	600
CONTRACTED SERVICES	-	-	1,500	1,500	1,500
TRANSPORTATION COST- FIELD TRIPS ADMISSION	2,000	1,915	2,500	2,500	3,000
SUPPLIES/MATERIALS	1,500	2,394	1,500	1,500	1,500
FOOD PURCHASES	750	775	1,500	1,500	1,500
SUB-TOTAL:	**$ 27,582**	**$ 32,831**	**$ 38,834**	**$ 38,834**	**$ 44,850**
EFLAND CHEEKS SUMMER CAMP					
SUMMER STAFF SALARIES	$ -	$ 2,497	$ 25,000	$ 25,000	$ 30,000
OVERTIME	-	62	150	150	150
EMPLOYER'S SOCIAL SECURITY	-	194	1,924	1,924	2,300
EMPLOYER'S RETIREMENT	-	309	4,160	4,160	4,300
EMPLOYER'S HOSPITALIZATION	-	-	600	600	600
CONTRACTED SERVICES	-	-	1,500	1,500	1,500
TRANSPORTATION COST- FIELD TRIPS ADMISSION	-	694	2,500	2,500	3,000
SUPPLIES/MATERIALS	-	709	1,500	1,500	1,500
FOOD PURCHASES	-	1,428	1,500	1,500	1,500
SUB-TOTAL:	**$ -**	**$ 5,893**	**$ 38,834**	**$ 38,834**	**$ 44,850**
GRADY BROWN SUMMER CAMP					
SUMMER STAFF SALARIES	$ 19,000	$ 18,162	$ 25,000	$ 25,000	$ 30,000
OVERTIME	150	235	150	150	150
EMPLOYER'S SOCIAL SECURITY	1,465	1,407	1,924	1,924	2,300
EMPLOYER'S RETIREMENT	2,117	2,336	4,160	4,160	4,300
EMPLOYER'S HOSPITALIZATION	600	-	600	600	600
CONTRACTED SERVICES	-	-	1,500	1,500	1,500
TRANSPORTATION COST- FIELD TRIPS ADMISSION	2,000	2,241	2,500	2,500	3,000
SUPPLIES/MATERIALS	1,500	-	1,500	1,500	1,500
FOOD PURCHASES	750	464	1,500	1,500	1,500
SUB-TOTAL:	**$ 27,582**	**$ 24,845**	**$ 38,834**	**$ 38,834**	**$ 44,850**

Orange County Schools
School Community Relations

	2015-2016	2015-2016	2016-2017	2016-2017	2017-2018
HILLSBOROUGH'S INTERSESSIONS	Budget	Actual	Budget	Estimate	Budget
INTERSESSION STAFF SALARIES	$ 19,000	$ 15,761	$ 25,000	$ 25,000	$ 30,000
OVERTIME	150	5	150	150	150
EMPLOYER'S SOCIAL SECURITY	1,465	1,169	1,924	1,924	2,300
EMPLOYER'S RETIREMENT	2,117	1,604	4,160	4,160	4,300
EMPLOYER'S HOSPITALIZATION	1,200	1,411	1,200	1,200	1,500
CONTRACTED SERVICES	-	-	1,500	1,500	1,500
TRANSPORTATION COST- FIELD TRIPS ADMISSION	2,000	5,780	2,500	2,500	3,000
SUPPLIES/MATERIALS	1,500	97	1,500	1,500	1,500
FOOD PURCHASES	1,200	1,288	1,500	1,500	1,500
SUB-TOTAL:	**$ 28,632**	**$ 27,115**	**$ 39,434**	**$ 39,434**	**$ 45,750**
	2015-2016	2015-2016	2016-2017	2016-2017	2017-2018
NEW HOPE SUMMER CAMP	Budget	Actual	Budget	Estimate	Budget
SUMMER STAFF SALARIES	$ 19,000	$ 18,087	$ 25,000	$ 25,000	$ 30,000
OVERTIME	150	6	150	150	150
EMPLOYER'S SOCIAL SECURITY	1,465	1,378	1,924	1,924	2,300
EMPLOYER'S RETIREMENT	2,117	1,720	4,160	4,160	4,300
EMPLOYER'S HOSPITALIZATION	600	-	600	600	600
CONTRACTED SERVICES	-	-	1,500	1,500	1,500
TRANSPORTATION COST- FIELD TRIPS ADMISSION	2,000	1,854	2,500	2,500	3,000
SUPPLIES/MATERIALS	1,500	102	1,500	1,500	1,500
FOOD PURCHASES	750	527	1,500	1,500	1,500
SUB-TOTAL:	**$ 27,582**	**$ 23,674**	**$ 38,834**	**$ 38,834**	**$ 44,850**
PATHWAY'S SUMMER CAMP					
SUMMER STAFF SALARIES	$ -	$ -	$ -	$ -	$ 30,000
OVERTIME	-	-	-	-	150
EMPLOYER'S SOCIAL SECURITY	-	-	-	-	2,300
EMPLOYER'S RETIREMENT	-	-	-	-	4,300
EMPLOYER'S HOSPITALIZATION	-	-	-	-	600
CONTRACTED SERVICES	-	-	-	-	1,500
TRANSPORTATION COST- FIELD TRIPS ADMISSION	-	-	-	-	3,000
SUPPLIES/MATERIALS	-	-	-	-	1,500
FOOD PURCHASES	-	-	-	-	1,500
SUB-TOTAL:	**$ -**	**$ -**	**$ -**	**$ -**	**$ 44,850**
TOTAL SUMMER CAMP	$ 128,564	$ 126,721	$ 216,326	$ 216,326	$ 340,194
TOTAL PROGRAM AREAS	**$ 881,731**	**$ 742,362**	**$ 1,080,099**	**$ 1,080,099**	**$ 1,322,510**
DEPRECIATION	$ 9,423	$ 3,761	$ 9,422	$ 9,422	$ 9,422
INDIRECT COST	-	-	-	-	-
TOTAL EXPENSES	$ 9,423	$ 3,761	$ 9,422	$ 9,422	$ 9,422
TOTAL PROGRAM EXPENSE	**$ 891,154**	**$ 746,123**	**$ 1,089,521**	**$ 1,089,521**	**$ 1,331,932**

Orange County Schools
School Community Relations

REVENUES	2015-2016 Budget	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Budget
TUITION AFTER SCHOOL CARE	$ 707,060	$ 641,052	$ 836,414	$ 836,414	$ 917,729
SUMMER CAMP/INTERSESSIONS	128,000	136,215	197,011	197,011	295,759
FUND EQUITY ACCOUNT	56,094	-	56,094	56,094	56,094
TOTAL REVENUE	**$ 891,154**	**$ 777,267**	**$ 1,089,519**	**$ 1,089,519**	**$ 1,269,582**
EXPENSES					
COMMUNITY SCHOOLS PROGRAM	$ 262,929	$ 217,197	$ 284,357	$ 284,357	$ 356,590
AFTER SCHOOL PROGRAM	490,239	398,444	579,416	579,416	625,726
SUMMER CAMP PROGRAM	128,563	126,721	216,326	216,324	340,194
DEPRECIATION	9,423	3,761	9,422	9,422	9,422
INDIRECT COST	-	-	-	-	-
TOTAL EXPENSES	**$ 891,154**	**$ 746,123**	**$ 1,089,519**	**$ 1,089,519**	**$ 1,331,932**



ORANGE COUNTY SCHOOLS

FIRST CHOICE FOR FAMILIES

FY 2018

APPROVED BUDGET

CAPITAL INVESTMENT PLAN

ORANGE COUNTY SCHOOLS
FY2018 UNFUNDED MAJOR PROJECTS

SCOPE OF WORK	LOCATION	PROJECTED COST
CENTRAL OFFICE ADDITION (PRICE INCLUDES TOTAL PROJECT COSTS)	BOE	$4,688,000
MEDIA CENTER EXPANSION (PRICE INCLUDES TOTAL PROJECT COSTS)	CE	$625,000
OFFICE EXPANSION (PRICE INCLUDES TOTAL PROJECT COSTS)	CE	$414,000
RENOVATE EXISTING K-1 WING (PRICE INCLUDES TOTAL PROJECT COSTS)	CP	$2,030,400
RENOVATE EXISTING OFFICE SUITE (PRICE INCLUDES TOTAL PROJECT COSTS)	CP	$265,000
RENOVATE/EXPAND EXISTING 2-4 WING (PRICE INCLUDES TOTAL PROJECT COSTS)	CP	$3,784,000
DECONSTRUCT/RECONSTRUCT 4-5 WING (PRICE INCLUDES TOTAL PROJECT COSTS)	CP	$5,500,000
NEW CONNECTOR (PRICE INCLUDES TOTAL PROJECT COSTS)	CP	$484,375
FIELD HOUSE (PRICE INCLUDES TOTAL PROJECT COSTS)	CRHS	$2,400,000
RENOVATE MAIN ENTRANCE (PRICE INCLUDES TOTAL PROJECT COSTS)	CWS	$700,000
PRE-K ADDITION (PRICE INCLUDES TOTAL PROJECT COSTS)	ECGE	$690,000
CLASSROOM EXPANSION (PRICE INCLUDES TOTAL PROJECT COSTS)	ECGE	$1,968,750
MAIN ENTRANCE ADDITION (PRICE INCLUDES TOTAL PROJECT COSTS)	GAB	$897,000
MEDIA CENTER/TEACHER SUPPORT RENOVATION (PRICE INCLUDES TOTAL PROJECT COSTS	BA	$1,950,000
REPLACE BUILDING 100 ONLY (PRICE INCLUDES TOTAL PROJECT COSTS)	HES	$14,422,000
BUILDING CONNECTORS (PRICE INCLUDES TOTAL PROJECT COSTS)	HES	$1,468,750
REPLACE MAINTENANCE COMPLEX (TOTAL PROJECT COSTS)	MAINTENANCE	$4,688,000
ADD MAINTENANCE STORAGE (TOTAL PROJECT COSTS)	MAINTENANCE	$2,265,700
REPLACE WORKFORCE DEVELOPMENT BUILDING (PRICE INCLUDES TOTAL PROJECT COSTS	OHS	$3,625,000
NON-PROTOTYPICAL ELEMENTARY SCHOOL #8	DISTRICT	$28,500,000
TOTAL NEW BUILDING CONSTRUCTION		**$81,365,975**

LOCATION LEGEND:	
AL STANBACK MIDDLE SCHOOL	ALS
BOARD OF EDUCATION BUILDING	BOE
CENTRAL ELEMENTARY	CENTRAL
CAMERON PARK ELEMENTARY SCHOOL	CP
CEDAR RIDGE HIGH SCHOOL	CRHS
C W STANFORD MIDDLE SCHOOL	CWS
EFLAND-CHEEKS GLOBAL ELEMENTARY SCHOOL	ECGE
GRADY A BROWN ELEMENTARY SCHOOL	GAB
GRAVELLY HILL MIDDLE SCHOOL	GHMS
HILLSBOROUGH ELEMENTARY SCHOOL	HES
MAINTENANCE OFFICES	MAINT
NEW HOPE ELEMENTARY SCHOOL	NH
ORANGE HIGH SCHOOL	OHS
PATHWAYS ELEMENTARY SCHOOL	PE
TRANSPORTATION OFFICES	TRANSP

ORANGE COUNTY SCHOOLS
FY 2018 UNFUNDED FACILITIES CARE PROJECTS

Scope of Work	Location	Total
ADA		
ADA PROJECTS PER FACILITIES ASSESSMENT	MULTIPLE	$1,192,900
ABATEMENT		
ABATEMENT PROJECTS PER FACILITIES ASSESSMENT	MULTIPLE	$1,360,440
ATHLETIC FACILITIES		
FIELD/GROUNDS IMPROVEMENTS	MULTIPLE	$524,900
NEW ATHLETIC FACILITIES IDENTIFIED IN ASSESSMENT	MULTIPLE	$2,893,000
CLASSROOM/BUILDING IMPROVEMENTS		
IMPROVEMENTS PER FACILITIES ASSESSMENT	ALS	$258,100
IMPROVEMENTS PER FACILITIES ASSESSMENT	CE	$135,500
IMPROVEMENTS PER FACILITIES ASSESSMENT	CP	$208,500
IMPROVEMENTS PER FACILITIES ASSESSMENT	CRHS	$273,100
IMPROVEMENTS PER FACILITIES ASSESSMENT	CWS	$227,400
IMPROVEMENTS PER FACILITIES ASSESSMENT	ECGE	$18,000
IMPROVEMENTS PER FACILITIES ASSESSMENT	GHMS	$5,300
IMPROVEMENTS PER FACILITIES ASSESSMENT	GAB	$207,950
IMPROVEMENTS PER FACILITIES ASSESSMENT	MAINT	$243,950
IMPROVEMENTS PER FACILITIES ASSESSMENT	NH	$80,000
IMPROVEMENTS PER FACILITIES ASSESSMENT	OHS	$690,000
IMPROVEMENTS PER FACILITIES ASSESSMENT	PE	$146,600
STORAGE BUILDING ON CONCRETE PAD 20 X 40	CWS	$50,000
STORAGE BUILDING ON CONCRETE PAD 20 X 20	GAB	$30,000
DOORS/HARDWARE/CANOPIES		
ADD ADDITIONAL SIDEWALK AND CANOPY TO BUS PICKUP AREA	ALS	$18,000
REPAIR EXISTING WALKWAY CANOPIES	HES	$21,000
IMPROVEMENTS PER FACILITIES ASSESSMENT	NH	$47,000
ELECTRICAL SYSTEMS		
UPGRADE ELECTRICAL DISTRIBUTION	MAINT	$18,000
NEW SWITCH PANEL	OHS	$47,000
ENERGY EFFICIENCY/LIGHTING IMPROVEMENTS		
UPGRADE LIGHTING AT ALL SCHOOLS	ALL	$5,003,300

ORANGE COUNTY SCHOOLS
FY 2018 UNFUNDED FACILITIES CARE PROJECTS

Scope of Work	Location	Total
MECHANICAL SYSTEMS (most mechanical needs included on bond schedule)		
MECHANICAL SYSTEM PER FACILITIES ASSESSMENT	ADMIN ANNEX	$25,000
MECHANICAL SYSTEM PER FACILITIES ASSESSMENT	COM/SCHOOL RELATIONS	$16,000
MECHANICAL SYSTEM PER FACILITIES ASSESSMENT	MAINT	$139,200
MECHANICAL SYSTEM PER FACILITIES ASSESSMENT	PARTNERSHIP	$30,000
MECHANICAL SYSTEM PER FACILITIES ASSESSMENT	PE	$1,694,500
PAVING: PARKING LOTS/DRIVEWAYS/WALKWAYS		
PAVING/PARKING LOTS/DRIVEWAYS/WALKWAYS PER FACILITIES ASSESSMENT	VARIOUS	$1,745,000
ROOFING		
ROOF REPLACEMENT PER FACILITIES ASSESSMENT	MAINT	$135,000
WINDOW REPLACEMENTS	MAINT	$18,000

TOTAL		$17,502,640

LOCATION LEGEND:	
AL STANBACK MIDDLE SCHOOL	ALS
BOARD OF EDUCATION BUILDING	BOE
CENTRAL ELEMENTARY	CENTRAL
CAMERON PARK ELEMENTARY SCHOOL	CP
CEDAR RIDGE HIGH SCHOOL	CRHS
C W STANFORD MIDDLE SCHOOL	CWS
EFLAND-CHEEKS GLOBAL ELEMENTARY SCHOOL	ECGE
GRADY A BROWN ELEMENTARY SCHOOL	GAB
GRAVELLY HILL MIDDLE SCHOOL	GHMS
HILLSBOROUGH ELEMENTARY SCHOOL	HES
MAINTENANCE OFFICES	MAINT
NEW HOPE ELEMENTARY SCHOOL	NH
ORANGE HIGH SCHOOL	OHS
PATHWAYS ELEMENTARY SCHOOL	PE
TRANSPORTATION OFFICES	TRANSP

ORANGE COUNTY SCHOOLS

FY 2018 CIP--ADDITIONAL PAY-AS-YOU-GO (TIED TO LOTTERY PROCEEDS)

SCOPE OF WORK	LOCATION	YEAR 1 2017-2018 (FY18)	YEAR 2 2018-2019 (FY 19)	YEAR 3 2019-2020 (FY 20)	YEAR 4 2020-2021 (FY 21)	YEAR 5 2021-2022 (FY22)	FIVE YEAR TOTAL
CLASSROOM/BUILDING IMPROVEMENTS							
RESERVE: DEFERRED MAINTENANCE	DISTRICT					$378,032	**$378,032**
FOOD SERVICE							
SERVING LINE EQUIPMENT MODIFICATIONS	ALS	$5,600					**$5,600**
ADD DRYING RACKS	PE	$1,500					**$1,500**
HAZAROUS MATERIALS ABATEMENT							
ABATEMENT PROJECT: CARPET/MASTIC CAMPUS WIDE: A L STANBACK	ALS			$225,000			**$225,000**
ABATEMENT PROJECT: CARPET/MASTIC CAMPUS WIDE: NEW HOPE	NH		$225,000				**$225,000**
SCHOOL SAFETY/SECURITY							
RESTRUCTURE MAIN ENTRANCE	ECGE	$350,000					**$350,000**
SCHOOL SAFETY INITIATIVES	DISTRICT	$5,932	$153,032	$153,032	$378,032		**$690,028**
TECHNOLOGY							
DISTRICT: TECHNOLOGY UPGRADES	DISTRICT	$163,292	$163,292	$163,292	$163,292	$163,292	**$816,460**
TRANSPORTATION TECHNOLOGY IMPLEMENTATION (EDULOG)	TRANSP	$15,000					**$15,000**
TOTAL COUNTY ALLOCATION		**$541,324**	**$541,324**	**$541,324**	**$541,324**	**$541,324**	**$2,706,620**
PROJECT TOTAL		$541,324	$541,324	$541,324	$541,324	$541,324	$2,706,620

ORANGE COUNTY SCHOOLS

FY 2018 CIP--ADDITIONAL PAY-AS-YOU-GO (TIED TO LOTTERY PROCEEDS)

SCOPE OF WORK	LOCATION	YEAR 1 2017-2018 (FY18)	YEAR 2 2018-2019 (FY 19)	YEAR 3 2019-2020 (FY 20)	YEAR 4 2020-2021 (FY 21)	YEAR 5 2021-2022 (FY22)	FIVE YEAR TOTAL

LOCATION LEGEND:	
AL STANBACK MIDDLE SCHOOL	ALS
BOARD OF EDUCATION BUILDING	BOE
CENTRAL ELEMENTARY	CENTRAL
CAMERON PARK ELEMENTARY SCHOOL	CP
CEDAR RIDGE HIGH SCHOOL	CRHS
C W STANFORD MIDDLE SCHOOL	CWS
EFLAND-CHEEKS GLOBAL ELEMENTARY SCHOOL	ECGE
GRADY A BROWN ELEMENTARY SCHOOL	GAB
GRAVELLY HILL MIDDLE SCHOOL	GHMS
HILLSBOROUGH ELEMENTARY SCHOOL	HES
MAINTENANCE OFFICES	MAINT
NEW HOPE ELEMENTARY SCHOOL	NH
ORANGE HIGH SCHOOL	OHS
PATHWAYS ELEMENTARY SCHOOL	PE
TRANSPORTATION OFFICES	TRANSP

ORANGE COUNTY SCHOOLS

FY 2018 CIP--ADDITIONAL PAY-AS-YOU-GO (TIED TO LOTTERY PROCEEDS)

SCOPE OF WORK	LOCATION	YEAR 6 2022-2023 (FY 23)	YEAR 7 2023-2024 (FY 24)	YEAR 8 2024-2025 (FY25)	YEAR 9 2025-2026 (FY26)	YEAR 10 2026-2027 (FY27)	YEAR 6-10 SUMMARY	TEN-YEAR TOTAL
CLASSROOM/BUILDING IMPROVEMENTS								
RESERVE: DEFERRED MAINTENANCE	DISTRICT	$378,032	$378,032	$378,032	$378,032	$378,032	$1,890,160	$2,268,192
FOOD SERVICE								
SERVING LINE EQUIPMENT MODIFICATIONS	ALS						$0	$5,600
ADD DRYING RACKS	PE						$0	$1,500
HAZAROUS MATERIALS ABATEMENT								
ABATEMENT PROJECT: CARPET/MASTIC CAMPUS WIDE: A L STANBACK	ALS						$0	$225,000
ABATEMENT PROJECT: CARPET/MASTIC CAMPUS WIDE: NEW HOPE	NH						$0	$225,000
SCHOOL SAFETY/SECURITY								
RESTRUCTURE MAIN ENTRANCE	ECGE						$0	$350,000
SCHOOL SAFETY INITIATIVES	DISTRICT						$0	$690,028
TECHNOLOGY								
DISTRICT: TECHNOLOGY UPGRADES	DISTRICT	$163,292	$163,292	$163,292	$163,292	$163,292	$816,460	$1,632,920
TRANSPORTATION TECHNOLOGY IMPLEMENTATION (EDULOG)	TRANSP							
TOTAL COUNTY ALLOCATION		**$541,324**	**$541,324**	**$541,324**	**$541,324**	**$541,324**	**$2,706,620**	**$5,413,240**
PROJECT TOTAL		$541,324	$541,324	$541,324	$541,324	$541,324		

ORANGE COUNTY SCHOOLS

FY 2018 CIP--ADDITIONAL PAY-AS-YOU-GO (TIED TO LOTTERY PROCEEDS)

SCOPE OF WORK	LOCATION	YEAR 6 2022-2023 (FY 23)	YEAR 7 2023-2024 (FY 24)	YEAR 8 2024-2025 (FY25)	YEAR 9 2025-2026 (FY26)	YEAR 10 2026-2027 (FY27)	YEAR 6-10 SUMMARY	TEN-YEAR TOTAL

LOCATION LEGEND:	
AL STANBACK MIDDLE SCHOOL	ALS
BOARD OF EDUCATION BUILDING	BOE
CENTRAL ELEMENTARY	CENTRAL
CAMERON PARK ELEMENTARY SCHOOL	CP
CEDAR RIDGE HIGH SCHOOL	CRHS
C W STANFORD MIDDLE SCHOOL	CWS
EFLAND-CHEEKS GLOBAL ELEMENTARY SCHOOL	ECGE
GRADY A BROWN ELEMENTARY SCHOOL	GAB
GRAVELLY HILL MIDDLE SCHOOL	GHMS
HILLSBOROUGH ELEMENTARY SCHOOL	HES
MAINTENANCE OFFICES	MAINT
NEW HOPE ELEMENTARY SCHOOL	NH
ORANGE HIGH SCHOOL	OHS
PATHWAYS ELEMENTARY SCHOOL	PE
TRANSPORTATION OFFICES	TRANSP

ORANGE COUNTY SCHOOLS
FY 2018 CIP --FACILITY IMPROVEMENTS FOR OLDER SCHOOLS
(SUPPLEMENTAL BOND FUNDING FUNDED FOR FIVE YEARS ONLY BEGINNING IN FY2017)

DESCRIPTION	LOCATION	YEAR 2 OF 5 2017-2018 (FY18)	YEAR 3 OF 5 2018-2019 (FY19)	YEAR 4 OF 5 2019-2020 (FY20)	YEAR 5 OF 5 2020-2021 (FY21)	5 YEAR TOTAL
ANNUAL ALLOCATION		$399,100	$399,100	$399,100	$399,100	$1,596,400
AVAILABLE FOR ALLOCATION		$0	$0	$0	$0	$0
ALLOCATED		$399,100	$399,100	$399,100	$399,100	$1,596,400
CLASSROOM/BUILDING IMPROVEMENTS						
UPGRADE SCIENCE CLASSROOMS	CWS	$80,000				$80,000
RESERVE: IMPLEMENTATION-FACILITIES USAGE ASSESSMENT	DISTRICT	$174,100	$141,600	$179,100	$399,100	$893,900
UPGRADE SCIENCE CLASSROOMS	OHS		$160,000			$160,000
FOOD SERVICES						
REPLACE STEAMER	CWS			$35,000		$35,000
REPLACE COLD STORAGE UNIT	CWS			$50,000		$50,000
ADD 1-COMPARTMENT COMBI-OVEN	GAB		$22,500			$22,500
REPLACE COLD STORAGE UNIT	GAB		$75,000			$75,000
REPLACE COLD STORAGE UNIT	HES			$55,000		$55,000
REPLACE COOKING EQUIPMENT	HES			$60,000		$60,000
REPLACE MERCHANDISING REFRIGERATOR	NEW HOPE	$20,000				$20,000
REPLACE COLD STORAGE UNIT	NEW HOPE	$50,000				$50,000
REPLACE OUTDATED COOKING EQUIPMENT	OHS	$75,000				$75,000
FIRE/SAFETY/SECURITY SYSTEMS						
REPLACE HOOD AND FIRE SUPPRESSION SYSTEM	CWS			$20,000		$20,000

ORANGE COUNTY SCHOOLS

FY 2018 CIP --FACILITY IMPROVEMENTS FOR OLDER SCHOOLS

(SUPPLEMENTAL BOND FUNDING FUNDED FOR FIVE YEARS ONLY BEGINNING IN FY2017)

LOCATION LEGEND:						
AL STANBACK MIDDLE SCHOOL	ALS					
BOARD OF EDUCATION BUILDING	BOE					
CENTRAL ELEMENTARY	CENTRAL					
CAMERON PARK ELEMENTARY SCHOOL	CP					
CEDAR RIDGE HIGH SCHOOL	CRHS					
C W STANFORD MIDDLE SCHOOL	CWS					
EFLAND-CHEEKS GLOBAL ELEMENTARY SCHOOL	ECGE					
GRADY A BROWN ELEMENTARY SCHOOL	GAB					
GRAVELLY HILL MIDDLE SCHOOL	GHMS					
HILLSBOROUGH ELEMENTARY SCHOOL	HES					
MAINTENANCE OFFICES	MAINT					
NEW HOPE ELEMENTARY SCHOOL	NH					
ORANGE HIGH SCHOOL	OHS					
PATHWAYS ELEMENTARY SCHOOL	PE					
TRANSPORTATION OFFICES	TRANSP					

ORANGE COUNTY SCHOOLS
FY 2017 CIP-- BOND PRIORITIES

SCOPE OF WORK		YEAR 1 2017-2018 (FY18)	YEAR 2 2018-2019 (FY 19)	YEAR 3 2019-2020 (FY 20)	YEAR 4 2020-2021 (FY 21)	YEAR 5 2021-2022 (FY22)	FIVE YEAR TOTAL
	$47,892,000	**<<-----TOTAL BOND PROJECTS**					
MECHANICAL SYSTEMS							
MECHANICAL SYSTEM	ALS					$4,000,000	$4,000,000
MECHANICAL SYSTEM	CENTRAL					$1,638,200	$1,638,200
MECHANICAL SYSTEM	CP				$1,047,007	$239,993	$1,287,000
MECHANICAL SYSTEM	EFLAND					$2,034,000	$2,034,000
MECHANICAL SYSTEM	GAB			$704,000			$704,000
MECHANICAL SYSTEM	HES					$458,233	$458,233
MECHANICAL SYSTEM	NEW HOPE					$2,002,738	$2,002,738
MECHANICAL SYSTEM REPLACEMENT--GEOTHERMAL	OHS	$4,258,236	$4,641,764				$8,900,000
NEW BUILDING CONSTRUCTION							
CLASSROOM WING ADDITION (Total project: $14.5 Million; $3.1 funded from School Construction Impact Fees)	CRHS			$6,800,000	$4,600,000		$11,400,000
CORPORATE DRIVE PROPERTY ACQUISITION	DISTRICT	$3,100,000					$3,100,000
REPLACE TRANSPORTATION FACILITY (JOINT PROJECT WITH CHCCS--ASSUMES $3MILLION CONTRIBUTION, NOT INCLUDED IN THIS AMOUNT)	TRANSP					$5,000,000	$5,000,000
ROOFING PROJECTS							
ROOF REPLACEMENTS	ALS	$608,940	$382,575	$296,420		$240,015	$1,527,950
ROOF REPLACEMENTS	CENTRAL		$608,940				$608,940
ROOF REPLACEMENTS	CP	$68,869	$233,714	$274,764			$577,347
ROOF REPLACEMENTS	EFLAND					$350,821	$350,821
ROOF REPLACEMENTS	GAB	$141,314	$199,648	$27,416	$539,393		$907,771
HAZ MATERIAL MITIGATION: SOFFITS (in conjunction with roofing projects)	GAB	$500,000					$500,000
ROOF REPLACEMENTS	HES			$175,000			$175,000
SCHOOL SAFETY/SECURITY							
IMPLEMENTATION OF SCHOOL SAFETY INITATIVES			$1,000,000	$1,500,000			$2,500,000

ORANGE COUNTY SCHOOLS
FY 2017 CIP-- BOND PRIORITIES

SCOPE OF WORK		YEAR 1 2017-2018 (FY18)	YEAR 2 2018-2019 (FY 19)	YEAR 3 2019-2020 (FY 20)	YEAR 4 2020-2021 (FY 21)	YEAR 5 2021-2022 (FY22)	FIVE YEAR TOTAL
	$47,892,000	**<<-----TOTAL BOND PROJECTS**					
DOORS/HARDWARE/CANOPIES							
REPLACE WINDOWS /DOORS	GAB		$220,000				$220,000
		$8,677,359	$7,286,641	$9,777,600	$6,186,400	$15,964,000	$47,892,000
Projects programmed to reflect bond sales by County in Years 1,3 and 5 ---------->>>>>>>>>>>>		$15,964,000		$15,964,000		$15,964,000	
BOND FUNDS: $47,892,000							
DOES NOT INCLUDE $3,000,000 FROM CHCCS FOR TRANSPORTATION FACILITY							
FUNDING ISSUANCE BY COUNTY--ASSUME 3 SALES IN YRS 1, 3, 5							

LOCATION LEGEND:	
AL STANBACK MIDDLE SCHOOL	ALS
BOARD OF EDUCATION BUILDING	BOE
CENTRAL ELEMENTARY	CENTRAL
CAMERON PARK ELEMENTARY SCHOOL	CP
CEDAR RIDGE HIGH SCHOOL	CRHS
C W STANFORD MIDDLE SCHOOL	CWS
EFLAND-CHEEKS GLOBAL ELEMENTARY SCHOOL	ECGE
GRADY A BROWN ELEMENTARY SCHOOL	GAB
GRAVELLY HILL MIDDLE SCHOOL	GHMS
HILLSBOROUGH ELEMENTARY SCHOOL	HES
MAINTENANCE OFFICES	MAINT
NEW HOPE ELEMENTARY SCHOOL	NH
ORANGE HIGH SCHOOL	OHS
PATHWAYS ELEMENTARY SCHOOL	PE
TRANSPORTATION OFFICES	TRANSP

ORANGE COUNTY SCHOOLS

FY 2018 PROPOSED ARTICLE 46 SALES TAX CIP PROJECTS

SCOPE OF WORK	YEAR 1 2017-2018 (FY18)	YEAR 2 2018-2019 (FY 19)	YEAR 3 2019-2020 (FY 20)	YEAR 4 2020-2021 (FY 21)	YEAR 5 2021-2022 (FY22)	FIVE YEAR TOTAL
ANNUAL ALLOCATION FROM COUNTY	$624,201	$649,169	$675,136	$702,141	$730,227	$3,380,874
TECHNOLOGY						
TECHNOLOGY DEBT SERVICE	$570,079	$570,079	$570,079	$570,079	$600,000	$2,880,316
TECHNOLOGY UPGRADES	$54,122	$79,090	$105,056	$132,062	$130,227	$500,557

ORANGE COUNTY SCHOOLS

FY 2018 PROPOSED ARTICLE 46 SALES TAX CIP PROJECTS

SCOPE OF WORK	YEAR 6 2022-2023 (FY23)	YEAR 7 2023-2024 (FY24)	YEAR 8 2024-2025 (FY25)	YEAR 9 2025-2026 (FY26)	YEAR 10 2026-2027 (FY27)	YEAR 6-10 SUMMARY	Ten Year Total
ANNUAL ALLOCATION FROM COUNTY	$759,436	$789,813	$821,406	$854,262	$888,430	$4,113,348	$7,494,222
TECHNOLOGY							
TECHNOLOGY DEBT SERVICE	$600,000	$600,000	$600,000	$600,000	$600,000	$3,000,000	$5,880,316
TECHNOLOGY UPGRADES	$159,436	$189,813	$221,406	$254,262	$288,430	$1,113,347	$1,613,904

ORANGE COUNTY SCHOOLS PAY-AS-YOU-GO FUNDING PLAN
FY 2018--FY2028

Scope of Work	LOCATION	YEAR 1 2017-2018 (FY18)	YEAR 2 2018-2019 (FY 19)	YEAR 3 2019-2020 (FY 20)	YEAR 4 2020-2021 (FY 21)	Year 5 2021-2022 (FY22)	FIVE YEAR TOTAL
ADA							
ADD ACCESSIBLE RAMP AT KITCHEN	CP	$16,000					$16,000
ATHLETIC FACILITIES/PLAYZONE IMPROVEMENTS							
INDUSTRIAL WASHER AND DRYERS FOR HIGH SCHOOLS	DISTRICT	$25,000					$25,000
ATHLETIC FACILITIES RESERVE	DISTRICT			$200,000			$200,000
REPAVE WALKING TRACK	NH	$12,500					$12,500
TENNIS COURTS RECONSTRUCTED; ENGINEERING/DESIGN	OHS	$30,000					$30,000
TRACK RESURFACING	OHS		$100,000				$100,000
TENNIS COURT RECONSTRUCTION	OHS		$150,000				$150,000
CLASSROOM/BUILDING IMPROVEMENTS							
ENGINEERING STUDY: BRICK EXTERIOR	CENTRAL	$35,000					$35,000
RESERVE: CENTRAL ELEMENTARY BUILDING ENVELOPE IMPROVEMENTS BASED ON ENGINEERING ANALYSIS	CENTRAL		$172,564				$172,564
UPGRADE SCIENCE CLASSROOMS	CRHS	$149,500					$149,500
RESERVE: CLASSROOM/BUILDING IMPROVEMENTS (NON-SAFETY RELATED)	DISTRICT		$0	$100,000	$40,949		$140,949
UPGRADE SCIENCE CLASSROOMS	GHMS	$30,000					$30,000
BMP RECONSTRUCTION	GHMS	$60,000					$60,000
RESTROOM UPGRADES/RENOVATION (2nd year multiyear funding)	OHS	$0					$0
ENGINEERING STUDY: DRAINAGE ISSUES	PE	$15,000					$15,000
DRAINAGE ISSUES ADDRESSED	PE		$50,000				$50,000
DOORS/HARDWARD/CANOPIES							
CANOPY IMPROVEMENTS	CWS	$30,000		$150,000			$180,000

ORANGE COUNTY SCHOOLS PAY-AS-YOU-GO FUNDING PLAN
FY 2018--FY2028

Scope of Work	LOCATION	YEAR 1 2017-2018 (FY18)	YEAR 2 2018-2019 (FY 19)	YEAR 3 2019-2020 (FY 20)	YEAR 4 2020-2021 (FY 21)	Year 5 2021-2022 (FY22)	FIVE YEAR TOTAL
ELECTRICAL SYSTEMS							
EMERGENCY GENERATORS FOR CRITICAL LIGHTING AND KITCHEN EQUIPMENT	DISTRICT				$50,000	$50,000	$100,000
FOOD SERVICES							
NEW SERVING LINE COUNTERS	CRHS				$35,000		$35,000
FOOD SERVICE FACILITY IMPROVEMENTS	CWS			$99,150			$99,150
FOOD SERVICE FACILITY IMPROVEMENTS	GAB	$67,450					$67,450
REPLACE HOOD AND FIRE SUPPRESSION SYSTEM	HES	$16,000					$16,000
FOOD SERVICE FACILITY IMPROVEMENTS	HES			$63,950			$63,950
REPLACE COLD STORAGE UNIT	OHS	$50,000					$50,000
FOOD SERVICE FACILITY IMPROVEMENTS	OHS	$65,000					$65,000
FIRE/SAFETY/SECURITY							
NEW FIRE ALARM SYSTEM --25 STATION	MAINT	$35,000					$35,000
HAZARDOUS MATERIALS ABATEMENT							
HAZARDOUS MATERIALS ABATEMENT VARIOUS FACILITIES (MULTI-YEAR FUNDING)	DISTRICT	$50,000					$50,000
ENERGY EFFICIENCY/LIGHTING IMPROVEMENTS							
CONVERT GYMNASIUM LIGHTING TO LED--ALL SCHOOLS	DISTRICT	$20,000					$20,000
MECHANICAL SYSTEMS							
RESERVE: HVAC REPLACEMENTS	DISTRICT						
PAVING/PARKING LOTS/DRIVEWAYS							
PAVING PARKING LOTS/DRIVEWAYS/WALKWAYS	DISTRICT	$150,000	$75,000	$300,000	$165,000		$690,000
ROOFING PROJECTS							
ROOF REPLACEMENT PER 2016 ASSESSMENT	CENTRAL	$133,910	$264,520	$84,320	$48,535		$531,285

ORANGE COUNTY SCHOOLS PAY-AS-YOU-GO FUNDING PLAN
FY 2018--FY2028

Scope of Work	LOCATION	YEAR 1 2017-2018 (FY18)	YEAR 2 2018-2019 (FY 19)	YEAR 3 2019-2020 (FY 20)	YEAR 4 2020-2021 (FY 21)	Year 5 2021-2022 (FY22)	FIVE YEAR TOTAL
ROOF REPLACEMENT PER 2016 ASSESSMENT	CP				$429,250	$90,032	$519,282
C W STANFORD ROOF PER 2016 ASSESSMENT	CWS		$76,075				$76,075
ROOF REPLACEMENT-- ADMIN ANNEX PER 2016 ASSESSMENT	DISTRICT	$41,701					
ROOF REPLACEMENTS PER 2016 ASSESSMENT	EFLAND	$12,940			$2,958		$15,898
ROOF REPLACEMENTS PER 2016 ASSESSMENT	GAB					$102,800	$102,800
ROOF REPLACEMENT PER 2016 ASSESSMENT	GHMS						$0
ROOF REPLACEMENT PER 2016 ASSESSMENT	HES				$328,865		$328,865
NEW HOPE ROOF PER 2016 ASSESSMENT	NH	$65,604			$200,000		$265,604
ROOF REPLACEMENT PER 2016 ASSESSMENT	OHS	$0	$600,905	$295,222	$135,025	$740,430	$1,771,582
ROOF REPLACEMENT PER 2016 ASSESSMENT	PE					$286,104	$286,104
SCHOOL SAFETY/SECURITY							
RESERVE: DESIGN SERVICES--SAF/SECURITY IMPROVEMENTS	DISTRICT	$50,000					$50,000
RESERVE: SCHOOL SAFETY INITIATIVES--FACILITY IMPROVEMENTS (E.G. SECURITY VESTIBULES)	DISTRICT	$333,459	$23,086	$267,940	$173,784	$364,140	$1,162,409
REPLACE WRESTLING MATS/SAFETY PADDING (MULTI-YEAR FUNDING)	DISTRICT			$25,000			$25,000
AED REPLACEMENT (8 YEAR CYCLE PER UNIT)	DISTRICT						$0
VEHICLE REPLACMENTS							
VEHICLE REPLACEMENT--DUMP TRUCK	MAINT		$50,000				$50,000
SKID STEER LOADER (USED EQUIP AN OPTION)	TRANSP	$45,000					$45,000
**NOT IN TOTALS BELOW: ELEMENTARY #8--NON PROTOTYPICAL DESIGN	DISTRICT			$2,500,000	$25,500,000		$28,000,000

ORANGE COUNTY SCHOOLS PAY-AS-YOU-GO FUNDING PLAN
FY 2018--FY2028

Scope of Work	LOCATION	YEAR 1 2017-2018 (FY18)	YEAR 2 2018-2019 (FY 19)	YEAR 3 2019-2020 (FY 20)	YEAR 4 2020-2021 (FY 21)	Year 5 2021-2022 (FY22)	FIVE YEAR TOTAL
PAY AS YOU GO ALLOCATIONS		**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**5-YR TOTAL**
AVAILABLE FUNDING		$1,539,064	$1,562,150	$1,585,582	$1,609,366	$1,633,506	**$7,929,669**
AMOUNT ALLOCATED		$1,539,064	$1,562,150	$1,585,582	$1,609,366	$1,633,506	**$7,929,668**
AVAILABLE FOR ALLOCATION		$0	$0	$0	$0	$0	$0
TOTAL AVAILABLE FUNDING FROM COUNTY:							
PAY-AS-YOU-GO		$1,539,064	$1,562,150	$1,585,582	$1,609,366	$1,633,506	**$7,929,669**
ADDITIONAL PAY AS YOU GO (SEPARATE PROJECT SCHEDULE ATTACHED)		$528,032	$528,032	$528,032	$528,032	$528,032	**$2,640,160**
ARTICLE 46 SALES TAX (SEPARATE PROJECT SCHEDULE ATTACHED)		$618,199	$636,745	$655,847	$675,523	$695,788	**$3,282,102**
FACILITY IMPROVEMENTS TO OLDER SCHOOLS (5-YEAR ALLOCATION)		$399,100	$389,300	$389,300	$389,300	$0	**$1,567,000**
SCHOOL CONSTRUCTION IMPACT FEES	CRHS		$3,100,000				
GRAND TOTAL ANNUAL ALLOCATION		$3,084,395	$6,216,227	$3,158,762	$3,202,221	$2,857,327	
LOCATION LEGEND:							
AL STANBACK MIDDLE SCHOOL							
BOARD OF EDUCATION BUILDING							
CENTRAL ELEMENTARY							
CAMERON PARK ELEMENTARY SCHOOL							
CEDAR RIDGE HIGH SCHOOL							
C W STANFORD MIDDLE SCHOOL							
EFLAND-CHEEKS GLOBAL ELEMENTARY SCHOOL							
GRADY A BROWN ELEMENTARY SCHOOL							
GRAVELLY HILL MIDDLE SCHOOL							
HILLSBOROUGH ELEMENTARY SCHOOL							
MAINTENANCE OFFICES							
NEW HOPE ELEMENTARY SCHOOL							
ORANGE HIGH SCHOOL							
PATHWAYS ELEMENTARY SCHOOL							
TRANSPORTATION OFFICES							

ORANGE COUNTY SCHOOLS PAY-AS-YOU-GO FUNDING PLAN
FY 2018--FY2028

Scope of Work	LOCATION	Year 6 2022-2023 (FY 23)	Year 7 2023-2024 (FY 24)	YEAR 8 2024-2025 (FY25)	YEAR 9 2025-2026 (FY26)	YEAR 10 2026-2027 (FY27)	YEAR 6-10 SUMMARY	Ten Year Total
ADA								
ADD ACCESSIBLE RAMP AT KITCHEN	CP						$0	$16,000
ATHLETIC FACILITIES/PLAYZONE IMPROVEMENTS								
INDUSTRIAL WASHER AND DRYERS FOR HIGH SCHOOLS	DISTRICT					$25,000	$25,000	$50,000
ATHLETIC FACILITIES RESERVE	DISTRICT						$0	$200,000
REPAVE WALKING TRACK	NH		$0				$0	$12,500
TENNIS COURTS RECONSTRUCTED; ENGINEERING/DESIGN	OHS						$0	$30,000
TRACK RESURFACING	OHS						$0	$100,000
TENNIS COURT RECONSTRUCTION	OHS						$0	$150,000
CLASSROOM/BUILDING IMPROVEMENTS								
ENGINEERING STUDY: BRICK EXTERIOR	CENTRAL						$0	$35,000
RESERVE: CENTRAL ELEMENTARY BUILDING ENVELOPE IMPROVEMENTS BASED ON ENGINEERING ANALYSIS	CENTRAL						$0	$172,564
UPGRADE SCIENCE CLASSROOMS	CRHS						$0	$149,500
RESERVE: CLASSROOM/BUILDING IMPROVEMENTS (NON-SAFETY RELATED)	DISTRICT						$0	$140,949
UPGRADE SCIENCE CLASSROOMS	GHMS						$0	$30,000
BMP RECONSTRUCTION	GHMS							$60,000
RESTROOM UPGRADES/RENOVATION (2nd year multiyear funding)	OHS						$0	$0
ENGINEERING STUDY: DRAINAGE ISSUES	PE						$0	$15,000
DRAINAGE ISSUES ADDRESSED	PE						$0	$50,000
DOORS/HARDWARD/CANOPIES								
CANOPY IMPROVEMENTS	CWS						$0	$180,000

ORANGE COUNTY SCHOOLS PAY-AS-YOU-GO FUNDING PLAN
FY 2018--FY2028

Scope of Work	LOCATION	Year 6 2022-2023 (FY 23)	Year 7 2023-2024 (FY 24)	YEAR 8 2024-2025 (FY25)	YEAR 9 2025-2026 (FY26)	YEAR 10 2026-2027 (FY27)	YEAR 6-10 SUMMARY	Ten Year Total
ELECTRICAL SYSTEMS								
EMERGENCY GENERATORS FOR CRITICAL LIGHTING AND KITCHEN EQUIPMENT	DISTRICT						$0	$100,000
FOOD SERVICES								
NEW SERVING LINE COUNTERS	CRHS						$0	$35,000
FOOD SERVICE FACILITY IMPROVEMENTS	CWS						$0	$99,150
FOOD SERVICE FACILITY IMPROVEMENTS	GAB						$0	$67,450
REPLACE HOOD AND FIRE SUPPRESSION SYSTEM	HES						$0	$16,000
FOOD SERVICE FACILITY IMPROVEMENTS	HES						$0	$63,950
REPLACE COLD STORAGE UNIT	OHS						$0	$50,000
FOOD SERVICE FACILITY IMPROVEMENTS	OHS						$0	$65,000
FIRE/SAFETY/SECURITY								
NEW FIRE ALARM SYSTEM --25 STATION	MAINT						$0	$35,000
HAZARDOUS MATERIALS ABATEMENT								
HAZARDOUS MATERIALS ABATEMENT VARIOUS FACILITIES (MULTI-YEAR FUNDING)	DISTRICT						$0	$50,000
ENERGY EFFICIENCY/LIGHTING IMPROVEMENTS								
CONVERT GYMNASIUM LIGHTING TO LED--ALL SCHOOLS	DISTRICT						$0	$20,000
MECHANICAL SYSTEMS								
RESERVE: HVAC REPLACEMENTS	DISTRICT				$364,805	$1,545,499		
PAVING/PARKING LOTS/DRIVEWAYS								
PAVING PARKING LOTS/DRIVEWAYS/WALKWAYS	DISTRICT						$0	$690,000
ROOFING PROJECTS								
ROOF REPLACEMENT PER 2016 ASSESSMENT	CENTRAL							$531,285

ORANGE COUNTY SCHOOLS PAY-AS-YOU-GO FUNDING PLAN
FY 2018--FY2028

Scope of Work	LOCATION	Year 6 2022-2023 (FY 23)	Year 7 2023-2024 (FY 24)	YEAR 8 2024-2025 (FY25)	YEAR 9 2025-2026 (FY26)	YEAR 10 2026-2027 (FY27)	YEAR 6-10 SUMMARY	Ten Year Total
ROOF REPLACEMENT PER 2016 ASSESSMENT	CP	$101,371	$8,720				$110,091	$629,373
C W STANFORD ROOF PER 2016 ASSESSMENT	CWS	$22,610	$10,395	$422,475	$1,012,389	$163,245	$1,631,114	$1,707,189
ROOF REPLACEMENT-- ADMIN ANNEX PER 2016 ASSESSMENT	DISTRICT						$0	$0
ROOF REPLACEMENTS PER 2016 ASSESSMENT	EFLAND	$45,152	$564,434				$609,586	$625,484
ROOF REPLACEMENTS PER 2016 ASSESSMENT	GAB						$0	$102,800
ROOF REPLACEMENT PER 2016 ASSESSMENT	GHMS				$305,928		$305,928	$305,928
ROOF REPLACEMENT PER 2016 ASSESSMENT	HES						$0	$328,865
NEW HOPE ROOF PER 2016 ASSESSMENT	NH	$384,607	$424,600	$424,600			$1,233,807	$1,499,411
ROOF REPLACEMENT PER 2016 ASSESSMENT	OHS	$632,922	$179,068				$811,990	$2,583,572
ROOF REPLACEMENT PER 2016 ASSESSMENT	PE	$446,844	$33,000	$435,804			$915,648	$1,201,752
SCHOOL SAFETY/SECURITY								
RESERVE: DESIGN SERVICES--SAF/SECURITY IMPROVEMENTS	DISTRICT						$0	$50,000
RESERVE: SCHOOL SAFETY INITIATIVES--FACILITY IMPROVEMENTS (E.G. SECURITY VESTIBULES)	DISTRICT	$24,503	$437,662	$400,243	$25,622	$26,006	$914,036	$2,076,445
REPLACE WRESTLING MATS/SAFETY PADDING (MULTI-YEAR FUNDING)	DISTRICT						$0	$25,000
AED REPLACEMENT (8 YEAR CYCLE PER UNIT)	DISTRICT		$25,000	$25,000	$25,000			$0
VEHICLE REPLACMENTS								
VEHICLE REPLACEMENT--DUMP TRUCK	MAINT						$0	$50,000
SKID STEER LOADER (USED EQUIP AN OPTION)	TRANSP						$0	$45,000
**NOT IN TOTALS BELOW: ELEMENTARY #8--NON PROTOTYPICAL DESIGN	DISTRICT						$0	$28,000,000

ORANGE COUNTY SCHOOLS PAY-AS-YOU-GO FUNDING PLAN
FY 2018--FY2028

Scope of Work	LOCATION	Year 6 2022-2023 (FY 23)	Year 7 2023-2024 (FY 24)	YEAR 8 2024-2025 (FY25)	YEAR 9 2025-2026 (FY26)	YEAR 10 2026-2027 (FY27)	YEAR 6-10 SUMMARY	Ten Year Total
PAY AS YOU GO ALLOCATIONS		**2022-23**	**2023-24**	**2024-25**	**2025-26**	**2026-27**		
AVAILABLE FUNDING		$1,658,009	$1,682,879	$1,708,122	$1,733,744	$1,759,750		
AMOUNT ALLOCATED		$1,658,009	$1,682,879	$1,708,122	$1,733,744	$1,759,750		
AVAILABLE FOR ALLOCATION		$0	$0	$0	$0	$0		
TOTAL AVAILABLE FUNDING FROM COUNTY:								
PAY-AS-YOU-GO		$1,658,009	$1,682,879	$1,708,122	$1,733,744	$1,759,750	**$8,542,505**	**$16,472,174**
ADDITIONAL PAY AS YOU GO (SEPARATE PROJECT SCHEDULE ATTACHED)		$528,032	$528,032	$528,032	$528,032	$528,032	**$2,640,160**	**$5,280,320**
ARTICLE 46 SALES TAX (SEPARATE PROJECT SCHEDULE ATTACHED)		$716,662	$738,162	$760,307	$783,116	$806,609	**$3,804,856**	**$7,086,959**
FACILITY IMPROVEMENTS TO OLDER SCHOOLS (5-YEAR ALLOCATION)		$0	$0	$0	$0	$0	**$0**	**$1,567,000**
SCHOOL CONSTRUCTION IMPACT FEES	CRHS							
GRAND TOTAL ANNUAL ALLOCATION		$2,902,703	$2,949,073	$2,996,461	$3,044,892	$3,094,392		
LOCATION LEGEND:								
AL STANBACK MIDDLE SCHOOL								
BOARD OF EDUCATION BUILDING								
CENTRAL ELEMENTARY								
CAMERON PARK ELEMENTARY SCHOOL								
CEDAR RIDGE HIGH SCHOOL								
C W STANFORD MIDDLE SCHOOL								
EFLAND-CHEEKS GLOBAL ELEMENTARY SCHOOL								
GRADY A BROWN ELEMENTARY SCHOOL								
GRAVELLY HILL MIDDLE SCHOOL								
HILLSBOROUGH ELEMENTARY SCHOOL								
MAINTENANCE OFFICES								
NEW HOPE ELEMENTARY SCHOOL								
ORANGE HIGH SCHOOL								
PATHWAYS ELEMENTARY SCHOOL								
TRANSPORTATION OFFICES								

ORANGE COUNTY SCHOOLS

FY2018 COMBINED FUNDING SOURCES PROJECT SCHEDULE

PAYGO	ADDTL PG	ART 46	OLD FAC	BOND	IMPACT FEES	Scope of Work	LOCATION	Year 1 2017-2018 (FY18)	Year 2 2018-2019 (FY 19)	Year 3 2019-2020 (FY 20)	Year 4 2020-2021 (FY 21)	Year 5 2021-2022 (FY22)	FIVE YEAR TOTAL
	X					SERVING LINE EQUIPMENT MODIFICATIONS	ALS	$5,600					$5,600
				X		ROOF REPLACEMENTS PER 2016 ASSESSMENT	ALS	$608,940	$382,575	$296,420		$240,015	$1,527,950
	X					ABATEMENT PROJECT: CARPET/MASTIC CAMPUS WIDE: A L STANBACK	ALS			$225,000			$225,000
				X		MECHANICAL SYSTEM	ALS					$4,000,000	$4,000,000
X						ENGINEERING STUDY: BRICK EXTERIOR	CENTRAL	$35,000					$35,000
X						ROOF REPLACEMENTS PER 2016 ASSESSMENT	CENTRAL	$133,910	$264,520	$84,320	$48,535		$531,285
X						RESERVE: CENTRAL ELEMENTARY BUILDING ENVELOPE IMPROVEMENTS BASED ON ENGINEERING ANALYSIS	CENTRAL		$172,564				$172,564
				X		ROOF REPLACEMENTS PER 2016 ASSESSMENT	CENTRAL		$608,940				$608,940
				X		MECHANICAL SYSTEM	CENTRAL					$1,638,200	$1,638,200
X						ADD ACCESSIBLE RAMP AT KITCHEN	CP	$16,000					$16,000
				X		ROOF REPLACEMENTS PER 2016 ASSESSMENT	CP	$68,869	$233,714	$274,764			$577,347
X						ROOF REPLACEMENTS PER 2016 ASSESSMENT	CP				$429,250	$90,032	$519,282
				X		MECHANICAL SYSTEM	CP				$1,047,007	$239,993	$1,287,000
X						UPGRADE SCIENCE CLASSROOMS	CRHS	$149,500					$149,500
					X	CLASSROOM WING ADDITION	CRHS		$3,100,000				$3,100,000
				X		CLASSROOM WING ADDITION	CRHS			$6,800,000	$4,600,000		$11,400,000
X						NEW SERVING LINE COUNTERS	CRHS				$35,000		$35,000
X						ROOF REPLACEMENTS PER 2016 ASSESSMENT	CWS	0	$76,075		$0	$0	$76,075
X						CANOPY IMPROVEMENTS	CWS	$30,000		$150,000			$180,000
			X			UPGRADE SCIENCE CLASSROOMS	CWS	$80,000					$80,000
X						FOOD SERVICE FACILITY IMPROVEMENTS	CWS			$99,150			$99,150
			X			REPLACE HOOD AND FIRE SUPPRESSION SYSTEM	CWS			$20,000			$20,000
			X			REPLACE STEAMER	CWS			$35,000			$35,000

ORANGE COUNTY SCHOOLS

FY2018 COMBINED FUNDING SOURCES PROJECT SCHEDULE

PAYGO	ADDTL PG	ART 46	OLD FAC	BOND	IMPACT FEES	Scope of Work	LOCATION	Year 1 2017-2018 (FY18)	Year 2 2018-2019 (FY 19)	Year 3 2019-2020 (FY 20)	Year 4 2020-2021 (FY 21)	Year 5 2021-2022 (FY22)	FIVE YEAR TOTAL
			X			REPLACE COLD STORAGE UNIT	CWS			$50,000			$50,000
X						CONVERT GYMNASIUM LIGHTING TO LED--ALL SCHOOLS	DISTRICT	$20,000					$20,000
X						INDUSTRIAL WASHER AND DRYERS FOR HIGH SCHOOLS	DISTRICT	$25,000					$25,000
X						ROOF REPLACEMENT-- ADMIN ANNEX PER 2016 ASSESSMENT	DISTRICT	$41,701					$41,701
		X				TECHNOLOGY UPGRADES	DISTRICT	$54,122	$79,090	$105,056	$132,062	$130,227	$500,557
X						HAZARDOUS MATERIALS ABATEMENT VARIOUS FACILITIES (MULTI-YEAR FUNDING)	DISTRICT	$50,000					$50,000
X						RESERVE: DESIGN SERVICES--SAF/SECURITY IMPROVEMENTS	DISTRICT	$50,000					$50,000
X						RESERVE: SCHOOL SAFETY INITIATIVES--FACILITY IMPROVEMENTS (E.G. SECURITY VESTIBULES)	DISTRICT	$333,459	$23,086	$267,940	$173,784	$364,140	$1,162,409
			X			RESERVE: IMPLEMENTATION-FACILITIES USAGE ASSESSMENT	DISTRICT	$174,100	$141,600	$179,100	$399,100		$893,900
X						PAVING PARKING LOTS/DRIVEWAYS/WALKWAYS	DISTRICT	$150,000	$75,000	$300,000	$165,000		$690,000
	X					DISTRICT: TECHNOLOGY UPGRADES	DISTRICT	$163,292	$163,292	$163,292	$163,292	$163,292	$816,460
		X				TECHNOLOGY DEBT SERVICE	DISTRICT	$570,079	$570,079	$570,079	$570,079	$600,000	$2,880,316
				X		CORPORATE DRIVE PROPERTY ACQUISITION	DISTRICT	$3,100,000					$3,100,000
X						RESERVE: CLASSROOM/BUILDING IMPROVEMENTS (NON-SAFETY RELATED)	DISTRICT		$0	$100,000	$40,949		$140,949
X						REPLACE WRESTLING MATS/SAFETY PADDING (MULTI-YEAR FUNDING)	DISTRICT			$25,000			$25,000
X						ATHLETIC FACILITIES RESERVE	DISTRICT			$200,000			$200,000
X						EMERGENCY GENERATORS FOR CRITICAL LIGHTING AND KITCHEN EQUIPMENT	DISTRICT				$50,000	$50,000	$100,000
X						RESERVE: DEFERRED MAINTENANCE	DISTRICT					$378,032	$378,032

ORANGE COUNTY SCHOOLS

FY2018 COMBINED FUNDING SOURCES PROJECT SCHEDULE

PAYGO	ADDTL PG	ART 46	OLD FAC	BOND	IMPACT FEES	Scope of Work	LOCATION	Year 1 2017-2018 (FY18)	Year 2 2018-2019 (FY 19)	Year 3 2019-2020 (FY 20)	Year 4 2020-2021 (FY 21)	Year 5 2021-2022 (FY22)	FIVE YEAR TOTAL
X						AED REPLACEMENT (8 YEAR CYCLE PER UNIT)	DISTRICT						$0
X						RESERVE: HVAC REPLACEMENTS	DISTRICT						$0
X						ROOF REPLACEMENTS PER 2016 ASSESSMENT	ECGE	$12,940			$2,958		$15,898
	X					RESTRUCTURE MAIN ENTRANCE	ECGE	$350,000					$350,000
				X		ROOF REPLACEMENTS PER 2016 ASSESSMENT	ECGE					$350,821	$350,821
				X		MECHANICAL SYSTEM	ECGE					$2,034,000	$2,034,000
X						FOOD SERVICE FACILITY IMPROVEMENTS	GAB	$67,450					$67,450
				X		ROOF REPLACEMENTS PER 2016 ASSESSMENT	GAB	$141,314	$199,648	$27,416	$539,393		$907,771
				X		HAZ MATERIAL MITIGATION: SOFFITS (in conjunction with roofing projects)	GAB	$500,000					$500,000
			X			ADD 1-COMPARTMENT COMBI-OVEN	GAB		$22,500				$22,500
			X			REPLACE COLD STORAGE UNIT	GAB		$75,000				$75,000
				X		REPLACE WINDOWS /DOORS	GAB		$220,000				$220,000
				X		MECHANICAL SYSTEM REPLACEMENT	GAB			$704,000			$704,000
X						ROOF REPLACEMENTS PER 2016 ASSESSMENT	GAB					$102,800	$102,800
X						UPGRADE SCIENCE CLASSROOMS	GHMS	$30,000					$30,000
X						BMP RECONSTRUCTION	GHMS	$60,000					$60,000
X						ROOF REPLACEMENTS PER 2016 ASSESSMENT	GHMS						$0
X						REPLACE HOOD & FIRE SUPPRESSION SYSTEM	HES	$16,000					$16,000
X						FOOD SERVICE FACILITY IMPROVEMENTS	HES			$63,950			$63,950
			X			REPLACE COLD STORAGE UNIT	HES			$55,000			$55,000
			X			REPLACE COOKING EQUIPMENT	HES			$60,000			$60,000
				X		ROOF REPLACEMENT PER 2016 ASSESSMENT	HES			$175,000			$175,000
X						ROOF REPLACEMENT PER 2016 ASSESSMENT	HES				$328,865		$328,865

ORANGE COUNTY SCHOOLS

FY2018 COMBINED FUNDING SOURCES PROJECT SCHEDULE

PAYGO	ADDTL PG	ART 46	OLD FAC	BOND	IMPACT FEES	Scope of Work	LOCATION	Year 1 2017-2018 (FY18)	Year 2 2018-2019 (FY 19)	Year 3 2019-2020 (FY 20)	Year 4 2020-2021 (FY 21)	Year 5 2021-2022 (FY22)	FIVE YEAR TOTAL
				X		MECHANICAL SYSTEM REPLACEMENT	HES					$458,233	$458,233
X						NEW FIRE ALARM SYSTEM --25 STATION	MAINT	$35,000					$35,000
X						VEHICLE REPLACEMENT--DUMP TRUCK	MAINT		$50,000				$50,000
			X			REPLACE MERCHANDISING REFRIGERATOR	NH	$20,000					$20,000
			X			REPLACE COLD STORAGE UNIT	NH	$50,000					$50,000
				X		MECHANICAL SYSTEM REPLACEMENT	NH					$2,002,738	$2,002,738
X						REPAVE WALKING TRACK	NH	$12,500					$12,500
X						NEW HOPE ROOF PER 2016 ROOF ASSESSMENT	NH	$65,604			$200,000		$265,604
	X					ABATEMENT PROJECT: CARPET/MASTIC CAMPUS WIDE: NEW HOPE	NH		$225,000				$225,000
X						ROOF REPLACEMENT PER 2016 ROOF ASSESSMENT	OHS	$0	$600,905	$295,222	$135,025	$740,430	$1,771,582
X						RESTROOM UPGRADES/RENOVATION (2nd year multiyear funding)	OHS	$0					$0
X						FOOD SERVICE FACILITY IMPROVEMENTS	OHS	$65,000					$65,000
x						REPLACE COLD STORAGE UNIT	OHS	$50,000					$50,000
X						TENNIS COURTS RECONSTRUCTED; ENGINEERING/DESIGN	OHS	$30,000					$30,000
			X			REPLACE OUTDATED COOKING EQUIPMENT	OHS	$75,000					$75,000
				X		MECHANICAL SYSTEM REPLACEMENT--GEOTHERMAL	OHS	$4,258,236	$4,641,764				$8,900,000
X						TRACK RESURFACING	OHS		$100,000				$100,000
X						TENNIS COURT RECONSTRUCTION	OHS		$150,000				$150,000
			X			UPGRADE SCIENCE CLASSROOMS	OHS		$160,000				$160,000
	X					ADD DRYING RACKS	PE	$1,500					$1,500
X						ENGINEERING STUDY: DRAINAGE ISSUES	PE	$15,000					$15,000
X						DRAINAGE ISSUES ADDRESSED	PE		$50,000				$50,000
X						PATHWAYS ELEMENTARY ROOF PER 2016 ROOF ASSESSMENT	PE					$286,104	$286,104
280	X					TRANSPORTATION TECHNOLOGY IMPLEMENTATION (EDULOG)	TRANSP	$15,000					$15,000

ORANGE COUNTY SCHOOLS

FY2018 COMBINED FUNDING SOURCES PROJECT SCHEDULE

PAYGO	ADDTL PG	ART 46	OLD FAC	BOND	IMPACT FEES	Scope of Work	LOCATION	Year 1 2017-2018 (FY18)	Year 2 2018-2019 (FY 19)	Year 3 2019-2020 (FY 20)	Year 4 2020-2021 (FY 21)	Year 5 2021-2022 (FY22)	FIVE YEAR TOTAL
X						SKID STEER LOADER (USED EQUIP AN OPTION)	TRANSP	$45,000					$45,000
				X		REPLACE TRANSPORTATION FACILITY (JOINT PROJECT WITH CHCCS--ASSUMES $3MILLION CONTRIBUTION)	TRANSP					$5,000,000	$5,000,000
	X					SCHOOL SAFETY INITIATIVES	DISTRICT	$5,932	$153,032	$153,032	$378,032		$690,028
				X		IMPLEMENTATION OF SCHOOL SAFETY INITATIVES (ITEMIZED VIA ANNUAL WORKPLAN)	DISTRICT		$1,000,000	$1,500,000			$2,500,000
						TOTAL ALLOCATED FOR DESIGNATED YEAR		**$11,781,048**	**$13,538,384**	**$12,978,741**	**$9,438,331**	**$18,869,057**	**$66,605,561**

ORANGE COUNTY SCHOOLS

FY2018 COMBINED FUNDING SOURCES PROJECT SCHEDULE

PAYGO	ADDTL PG	ART 46	OLD FAC	BOND	IMPACT FEES	Scope of Work	LOCATION	Year 1 2017-2018 (FY18)	Year 2 2018-2019 (FY 19)	Year 3 2019-2020 (FY 20)	Year 4 2020-2021 (FY 21)	Year 5 2021-2022 (FY22)	FIVE YEAR TOTAL

TOTAL AVAILABLE FUNDING FROM COUNTY:	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	5-YR TOTAL
PAY-AS-YOU-GO	$1,539,064	$1,562,150	$1,585,582	$1,609,366	$1,633,506	**$7,929,669**
ADDITIONAL PAY-AS-YOU GO (LOTTERY)	$541,324	$541,324	$541,324	$541,324	$541,324	**$2,706,620**
ARTICLE 46 SALES TAX	$624,201	$649,169	$675,136	$702,141	$730,227	**$3,380,874**
FACILITY IMPROVEMENTS TO OLDER SCHOOLS (5 YEAR ALLOCATION)	$399,100	$399,100	$399,100	$399,100	$0	**$1,596,400**
TOTAL ANNUAL ALLOCATION	$3,103,689	$3,151,743	$3,201,142	$3,251,931	$2,905,057	
BOND FUNDING	$8,677,359	$7,286,641	$9,777,600	$6,186,400	$15,964,000	**$47,892,000**
SCHOOL CONSTRUCTION IMPACT FEES		$3,100,000				**$3,100,000**
GRAND TOTAL ALL FUNDING	$11,781,048	$13,538,384	$12,978,742	$9,438,331	$18,869,057	**$66,605,563**

**NOT IN TOTALS: ELEMENTARY #8-- NON PROTOTYPICAL DESIGN	DISTRICT			$2,500,000	$25,500,000		$28,000,000

LOCATION LEGEND:	
AL STANBACK MIDDLE SCHOOL	ALS
BOARD OF EDUCATION BUILDING	BOE
CENTRAL ELEMENTARY	CENTRAL
CAMERON PARK ELEMENTARY SCHOOL	CP
CEDAR RIDGE HIGH SCHOOL	CRHS
C W STANFORD MIDDLE SCHOOL	CWS
EFLAND-CHEEKS GLOBAL ELEMENTARY SCHOOL	ECGE
GRADY A BROWN ELEMENTARY SCHOOL	GAB
GRAVELLY HILL MIDDLE SCHOOL	GHMS
HILLSBOROUGH ELEMENTARY SCHOOL	HES
MAINTENANCE OFFICES	MAINT
NEW HOPE ELEMENTARY SCHOOL	NH
ORANGE HIGH SCHOOL	OHS
PATHWAYS ELEMENTARY SCHOOL	PE
TRANSPORTATION OFFICES	TRANSP

ORANGE COUNTY SCHOOLS

FY2018 COMBINED FUNDING SOURCES PROJECT SCHEDULE

PAYGO	ADDTL PG	ART 46	OLD FAC	BOND	IMPACT FEES	Scope of Work	LOCATION	Year 6 2022-2023 (FY 23)	Year 7 2023-2024 (FY 24)	YEAR 8 2024-2025 (FY25)	YEAR 9 2025-2026 (FY26)	YEAR 10 2026-2027 (FY27)	YEAR 6-10 SUMMARY	Ten Year Total
	X					SERVING LINE EQUIPMENT MODIFICATIONS	ALS						$0	$5,600
				X		ROOF REPLACEMENTS PER 2016 ASSESSMENT	ALS						$0	$1,527,950
	X					ABATEMENT PROJECT: CARPET/MASTIC CAMPUS WIDE: A L STANBACK	ALS						$0	$225,000
				X		MECHANICAL SYSTEM	ALS						$0	$4,000,000
X						ENGINEERING STUDY: BRICK EXTERIOR	CENTRAL						$0	$35,000
X						ROOF REPLACEMENTS PER 2016 ASSESSMENT	CENTRAL						$0	$531,285
X						RESERVE: CENTRAL ELEMENTARY BUILDING ENVELOPE IMPROVEMENTS BASED ON ENGINEERING ANALYSIS	CENTRAL						$0	$172,564
				X		ROOF REPLACEMENTS PER 2016 ASSESSMENT	CENTRAL						$0	$608,940
				X		MECHANICAL SYSTEM	CENTRAL						$0	$1,638,200
X						ADD ACCESSIBLE RAMP AT KITCHEN	CP						$0	$16,000
				X		ROOF REPLACEMENTS PER 2016 ASSESSMENT	CP						$0	$577,347
X						ROOF REPLACEMENTS PER 2016 ASSESSMENT	CP	$101,371	$8,720				$110,091	$629,373
				X		MECHANICAL SYSTEM	CP						$0	$1,287,000
X						UPGRADE SCIENCE CLASSROOMS	CRHS						$0	$149,500
					X	CLASSROOM WING ADDITION	CRHS						$0	$3,100,000
				X		CLASSROOM WING ADDITION	CRHS						$0	$11,400,000
X						NEW SERVING LINE COUNTERS	CRHS						$0	$35,000
X						ROOF REPLACEMENTS PER 2016 ASSESSMENT	CWS	$22,610	$10,395	$422,475	$1,012,389	$163,245	$1,631,114	$1,707,189
X						CANOPY IMPROVEMENTS	CWS						$0	$180,000
			X			UPGRADE SCIENCE CLASSROOMS	CWS						$0	$80,000
X						FOOD SERVICE FACILITY IMPROVEMENTS	CWS						$0	$99,150
			X			REPLACE HOOD AND FIRE SUPPRESSION SYSTEM	CWS						$0	$20,000
			X			REPLACE STEAMER	CWS						$0	$35,000

ORANGE COUNTY SCHOOLS

FY2018 COMBINED FUNDING SOURCES PROJECT SCHEDULE

PAYGO	ADDTL PG	ART 46	OLD FAC	BOND	IMPACT FEES	Scope of Work	LOCATION	Year 6 2022-2023 (FY 23)	Year 7 2023-2024 (FY 24)	YEAR 8 2024-2025 (FY25)	YEAR 9 2025-2026 (FY26)	YEAR 10 2026-2027 (FY27)	YEAR 6-10 SUMMARY	Ten Year Total
			X			REPLACE COLD STORAGE UNIT	CWS						$0	$50,000
X						CONVERT GYMNASIUM LIGHTING TO LED--ALL SCHOOLS	DISTRICT						$0	$20,000
X						INDUSTRIAL WASHER AND DRYERS FOR HIGH SCHOOLS	DISTRICT					$25,000	$25,000	$50,000
X						ROOF REPLACEMENT-- ADMIN ANNEX PER 2016 ASSESSMENT	DISTRICT						$0	$41,701
		X				TECHNOLOGY UPGRADES	DISTRICT	$159,436	$189,813	$221,406	$254,262	$288,430	$1,113,347	$1,613,904
X						HAZARDOUS MATERIALS ABATEMENT VARIOUS FACILITIES (MULTI-YEAR FUNDING)	DISTRICT						$0	$50,000
X						RESERVE: DESIGN SERVICES--SAF/SECURITY IMPROVEMENTS	DISTRICT						$0	$50,000
X						RESERVE: SCHOOL SAFETY INITIATIVES--FACILITY IMPROVEMENTS (E.G. SECURITY VESTIBULES)	DISTRICT	$24,503	$437,662	$400,243	$25,622	$26,006	$914,036	$2,076,445
			X			RESERVE: IMPLEMENTATION-FACILITIES USAGE ASSESSMENT	DISTRICT						$0	$893,900
X						PAVING PARKING LOTS/DRIVEWAYS/WALKWAYS	DISTRICT						$0	$690,000
	X					DISTRICT: TECHNOLOGY UPGRADES	DISTRICT	$163,292	$163,292	$163,292	$163,292	$163,292	$816,460	$1,632,920
		X				TECHNOLOGY DEBT SERVICE	DISTRICT	$600,000	$600,000	$600,000	$600,000	$600,000	$3,000,000	$5,880,316
				X		CORPORATE DRIVE PROPERTY ACQUISITION	DISTRICT						$0	$3,100,000
X						RESERVE: CLASSROOM/BUILDING IMPROVEMENTS (NON-SAFETY RELATED)	DISTRICT						$0	$140,949
X						REPLACE WRESTLING MATS/SAFETY PADDING (MULTI-YEAR FUNDING)	DISTRICT						$0	$25,000
X						ATHLETIC FACILITIES RESERVE	DISTRICT						$0	$200,000
X						EMERGENCY GENERATORS FOR CRITICAL LIGHTING AND KITCHEN EQUIPMENT	DISTRICT						$0	$100,000
	X					RESERVE: DEFERRED MAINTENANCE	DISTRICT	$378,032	$378,032	$378,032	$378,032	$378,032	$1,890,160	$2,268,192

ORANGE COUNTY SCHOOLS

FY2018 COMBINED FUNDING SOURCES PROJECT SCHEDULE

PAYGO	ADDTL PG	ART 46	OLD FAC	BOND	IMPACT FEES	Scope of Work	LOCATION	Year 6 2022-2023 (FY 23)	Year 7 2023-2024 (FY 24)	YEAR 8 2024-2025 (FY25)	YEAR 9 2025-2026 (FY26)	YEAR 10 2026-2027 (FY27)	YEAR 6-10 SUMMARY	Ten Year Total
X						AED REPLACEMENT (8 YEAR CYCLE PER UNIT)	DISTRICT		$25,000	$25,000	$25,000		$75,000	$75,000
X						RESERVE: HVAC REPLACEMENTS	DISTRICT				$364,805	$1,545,499	$1,910,304	$1,910,304
X						ROOF REPLACEMENTS PER 2016 ASSESSMENT	ECGE	$45,152	$564,434				$609,586	$625,484
	X					RESTRUCTURE MAIN ENTRANCE	ECGE						$0	$350,000
				X		ROOF REPLACEMENTS PER 2016 ASSESSMENT	ECGE						$0	$350,821
				X		MECHANICAL SYSTEM	ECGE						$0	$2,034,000
X						FOOD SERVICE FACILITY IMPROVEMENTS	GAB						$0	$67,450
				X		ROOF REPLACEMENTS PER 2016 ASSESSMENT	GAB						$0	$907,771
				X		HAZ MATERIAL MITIGATION: SOFFITS (in conjunction with roofing projects)	GAB						$0	$500,000
			X			ADD 1-COMPARTMENT COMBI-OVEN	GAB						$0	$22,500
			X			REPLACE COLD STORAGE UNIT	GAB						$0	$75,000
				X		REPLACE WINDOWS /DOORS	GAB						$0	$220,000
				X		MECHANICAL SYSTEM REPLACEMENT	GAB						$0	$704,000
X						ROOF REPLACEMENTS PER 2016 ASSESSMENT	GAB						$0	$102,800
X						UPGRADE SCIENCE CLASSROOMS	GHMS						$0	$30,000
X						BMP RECONSTRUCTION	GHMS						$0	$60,000
X						ROOF REPLACEMENTS PER 2016 ASSESSMENT	GHMS				$305,928		$305,928	$305,928
X						REPLACE HOOD & FIRE SUPPRESSION SYSTEM	HES						$0	$16,000
X						FOOD SERVICE FACILITY IMPROVEMENTS	HES						$0	$63,950
			X			REPLACE COLD STORAGE UNIT	HES						$0	$55,000
			X			REPLACE COOKING EQUIPMENT	HES						$0	$60,000
				X		ROOF REPLACEMENT PER 2016 ASSESSMENT	HES						$0	$175,000
X						ROOF REPLACEMENT PER 2016 ASSESSMENT	HES						$0	$328,865

ORANGE COUNTY SCHOOLS

FY2018 COMBINED FUNDING SOURCES PROJECT SCHEDULE

PAYGO	ADDTL PG	ART 46	OLD FAC	BOND	IMPACT FEES	Scope of Work	LOCATION	Year 6 2022-2023 (FY 23)	Year 7 2023-2024 (FY 24)	YEAR 8 2024-2025 (FY25)	YEAR 9 2025-2026 (FY26)	YEAR 10 2026-2027 (FY27)	YEAR 6-10 SUMMARY	Ten Year Total
				X		MECHANICAL SYSTEM REPLACEMENT	HES						$0	$458,233
X						NEW FIRE ALARM SYSTEM --25 STATION	MAINT						$0	$35,000
X						VEHICLE REPLACEMENT--DUMP TRUCK	MAINT						$0	$50,000
			X			REPLACE MERCHANDISING REFRIGERATOR	NH						$0	$20,000
			X			REPLACE COLD STORAGE UNIT	NH						$0	$50,000
				X		MECHANICAL SYSTEM REPLACEMENT	NH						$0	$2,002,738
X						REPAVE WALKING TRACK	NH						$0	$12,500
X						NEW HOPE ROOF PER 2016 ROOF ASSESSMENT	NH	$384,607	$424,600	$424,600			$1,233,807	$1,499,411
	X					ABATEMENT PROJECT: CARPET/MASTIC CAMPUS WIDE: NEW HOPE	NH						$0	$225,000
X						ROOF REPLACEMENT PER 2016 ROOF ASSESSMENT	OHS	$632,922	$179,068				$811,990	$2,583,572
X						RESTROOM UPGRADES/RENOVATION (2nd year multiyear funding)	OHS						$0	$0
X						FOOD SERVICE FACILITY IMPROVEMENTS	OHS						$0	$65,000
x						REPLACE COLD STORAGE UNIT	OHS						$0	$50,000
X						TENNIS COURTS RECONSTRUCTED; ENGINEERING/DESIGN	OHS						$0	$30,000
			X			REPLACE OUTDATED COOKING EQUIPMENT	OHS						$0	$75,000
				X		MECHANICAL SYSTEM REPLACEMENT--GEOTHERMAL	OHS						$0	$8,900,000
X						TRACK RESURFACING	OHS						$0	$100,000
X						TENNIS COURT RECONSTRUCTION	OHS						$0	$150,000
			X			UPGRADE SCIENCE CLASSROOMS	OHS						$0	$160,000
	X					ADD DRYING RACKS	PE						$0	$1,500
X						ENGINEERING STUDY: DRAINAGE ISSUES	PE						$0	$15,000
X						DRAINAGE ISSUES ADDRESSED	PE						$0	$50,000
X						PATHWAYS ELEMENTARY ROOF PER 2016 ROOF ASSESSMENT	PE	$446,844	$33,000	$435,804			$915,648	$1,201,752
286	X					TRANSPORTATION TECHNOLOGY IMPLEMENTATION (EDULOG)	TRANSP						$0	$15,000

ORANGE COUNTY SCHOOLS

FY2018 COMBINED FUNDING SOURCES PROJECT SCHEDULE

PAYGO	ADDTL PG	ART 46	OLD FAC	BOND	IMPACT FEES	Scope of Work	LOCATION	Year 6 2022-2023 (FY 23)	Year 7 2023-2024 (FY 24)	YEAR 8 2024-2025 (FY25)	YEAR 9 2025-2026 (FY26)	YEAR 10 2026-2027 (FY27)	YEAR 6-10 SUMMARY	Ten Year Total
X						SKID STEER LOADER (USED EQUIP AN OPTION)	TRANSP						$0	$45,000
				X		REPLACE TRANSPORTATION FACILITY (JOINT PROJECT WITH CHCCS--ASSUMES $3MILLION CONTRIBUTION)	TRANSP						$0	$5,000,000
	X					SCHOOL SAFETY INITIATIVES	DISTRICT						$0	$690,028
				X		IMPLEMENTATION OF SCHOOL SAFETY INITATIVES (ITEMIZED VIA ANNUAL WORKPLAN)	DISTRICT						$0	$2,500,000
						TOTAL ALLOCATED FOR DESIGNATED YEAR		**$2,958,769**	**$3,014,016**	**$3,070,852**	**$3,129,330**	**$3,189,504**	**$15,362,471**	**$81,968,032**

ORANGE COUNTY SCHOOLS

FY2018 COMBINED FUNDING SOURCES PROJECT SCHEDULE

PAYGO	ADDTL PG	ART 46	OLD FAC	BOND	IMPACT FEES	Scope of Work	LOCATION	Year 6 2022-2023 (FY 23)	Year 7 2023-2024 (FY 24)	YEAR 8 2024-2025 (FY25)	YEAR 9 2025-2026 (FY26)	YEAR 10 2026-2027 (FY27)	YEAR 6-10 SUMMARY	Ten Year Total

TOTAL AVAILABLE FUNDING FROM COUNTY:	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	6-10 TOTAL	10-YR TOTAL
PAY-AS-YOU-GO	$1,658,009	$1,682,879	$1,708,122	$1,733,744	$1,759,750	$8,542,505	$16,472,174
ADDITIONAL PAY-AS-YOU GO (LOTTERY)	$541,324	$541,324	$541,324	$541,324	$541,324	$2,706,620	$5,413,240
ARTICLE 46 SALES TAX	$759,436	$789,813	$821,406	$854,262	$888,430	$4,113,348	$7,494,222
FACILITY IMPROVEMENTS TO OLDER SCHOOLS (5 YEAR ALLOCATION)	$0	$0	$0	$0	$0	$0	$1,596,400
TOTAL ANNUAL ALLOCATION	$2,958,769	$3,014,017	$3,070,852	$3,129,330	$3,189,504	$15,362,473	$15,362,473
BOND FUNDING	$0	$0	$0	$0	$0	$0	$47,892,000
SCHOOL CONSTRUCTION IMPACT FEES	$0	$0	$0	$0	$0	$0	$3,100,000
GRAND TOTAL ALL FUNDING	$2,958,769	$3,014,017	$3,070,852	$3,129,330	$3,189,504	**$15,362,473**	**$81,968,035**

**NOT IN TOTALS: ELEMENTARY #8-- NON PROTOTYPICAL DESIGN	DISTRICT

LOCATION LEGEND:	
AL STANBACK MIDDLE SCHOOL	ALS
BOARD OF EDUCATION BUILDING	BOE
CENTRAL ELEMENTARY	CENTRAL
CAMERON PARK ELEMENTARY SCHOOL	CP
CEDAR RIDGE HIGH SCHOOL	CRHS
C W STANFORD MIDDLE SCHOOL	CWS
EFLAND-CHEEKS GLOBAL ELEMENTARY SCHOOL	ECGE
GRADY A BROWN ELEMENTARY SCHOOL	GAB
GRAVELLY HILL MIDDLE SCHOOL	GHMS
HILLSBOROUGH ELEMENTARY SCHOOL	HES
MAINTENANCE OFFICES	MAINT
NEW HOPE ELEMENTARY SCHOOL	NH
ORANGE HIGH SCHOOL	OHS
PATHWAYS ELEMENTARY SCHOOL	PE
TRANSPORTATION OFFICES	TRANSP



ORANGE COUNTY SCHOOLS

FIRST CHOICE FOR FAMILIES

FY 2018

APPROVED BUDGET

BUSINESS CASES

ORANGE COUNTY SCHOOLS
FIRST CHOICE FOR FAMILIES

Initiative: Supplement Employee Dental premiums

Implementation Timeline and Budget Needed

2017-2018	Amount	Notes
Contribute $20/employee to current Dental premium of $43.32	**$104,760**	**In moving to a self funded dental plan the goal is to have the flexibility to further enhance the benefit in future years.**

Expected Results

To enhance the Orange County School's benefit plan to compete for qualified staff in difficult recruiting environments. Additionally, the District's ability to retain qualified staff will be significantly enhanced.

Evidence or Reasoning for this Recommendation

North Carolina continues to be a less favorable teaching destination for newly certified teachers. Surrounding school districts continue to experience difficulty in recruiting good teachers. Since base salary for all teaching staff is established at the State level, the competitive advantage must be realized through other means such as benefit enhancements and local supplements. Last year, OCS increased its local supplement with the intention of becoming competitive with surrounding school districts. In comparison, OCS supplements continue to lag behind the biggest competitors.

As a result, the District has begun looking for additional ways to entice new recruits. After further research, it was discovered that moving to a self funded dental plan would allow OCS greater flexibility at minimal cost. The OCS Board continues to embrace and strive to create a career destination for employees. As a result, the Board decided that it's only expansion initiative for the 2018 budget year would be contributing $20 per participating employee to the current dental premium. This initiative paired with moving to a self funded plan will propel OCS ahead in the market place.

ORANGE COUNTY SCHOOLS
FIRST CHOICE FOR FAMILIES

Initiative: Local Alternative Teacher Preparation –

The vision for the CCRESA Local Alternative Teacher Preparation (LATP) program is to grow a high-quality teacher pipeline while raising the bar for teacher preparation, specifically for teachers preparing to serve in high-need areas and in high-need schools. This program is a partnership between the Central Carolina Regional Education Service Alliance and 14 school districts to pursue three long-term goals: • Place the responsibility for growing the teacher pipeline in the hands of districts, which are best positioned to identify and meet their own needs. • Improve quality of lateral entry teachers by training them in the schools where they work. • Improve teacher retention by incentivizing new pipelines that emphasize coursework, mentoring, and fieldwork conducted within the context of schools. The LATP program of study will be modified to meet the needs of Orange County Schools and includes five core components: • Foundations for Teaching and Learning – 10-day lateral entry orientation; • Frameworks for Teaching and Learning – weekly modules throughout the school year; • Mid-year Leadership Retreat; • Building Blocks Summer Retreat; and • Explorations for Teaching and Learning independent study modules.

Implementation Timeline and Budget Needed

2017-2018	Amount	Notes
Program implementation	**30,000**	

Expected Results

Raising the bar for teacher preparation, specifically for teachers preparing to serve in Orange County Schools.

- **Place the onus of growing the teacher pipeline in the hands of OCS, since the district is best positioned to identify and meet our own needs.**
- **Improve teacher quality by training teachers in the schools where they will be working.**
- **Improve teacher retention by incentivizing new pipelines that emphasize coursework, mentoring, and fieldwork conducted within the context of our schools.**
  - **Implement a "grow-your-own" model that prepares teacher assistants to become teachers.**

Evidence or Reasoning for this Recommendation

Research shows that teacher quality is the number one in-school factor that influences student learning (Hanushek, et al., 1998). North Carolina's teacher pipeline crisis has made it difficult to ensure each child within the Central Carolina region has access to a high-quality teacher. The

UNC system awarded only 4,378 Bachelor's and Master's degrees in education 2014-2015, which represents 1,315 fewer education graduates than in 2009-2010 (UNC Infocenter, 2016). During that same year, WCPSS alone lost 1,355 teachers, and the cumulative number of teachers lost among the 18 districts in the CC RESA was 3,719 during the 2014-15 school year. On average, the teacher turnover rate was 17 percent for the CC RESA, almost twice as high as the state average (NCDPI, 2016). The attrition numbers also place a substantial fiscal burden on districts within the region. By applying the Teacher Turnover Cost Calculator from the National Commission on Teaching and America's Future (2016) alongside the number of teachers who left, we can estimate that 1 WCPSS spent $11,856,250 in costs to recruit, hire, process, and train teachers who were lost in the 2014-15 school year. The total amount estimated to the 18 districts within the CC RESA was $30,776,250. The mean cost to the districts in the CC RESA is approximately 1.7% of the total district expenditures, with some districts committing up to 2.5% of their total expenditures to recruit and retain teachers. Dwindling enrollment in the North Carolina's colleges of education combined with increasing numbers of teachers leaving the profession require districts to seek alternative strategies to recruit and retain talented teachers. Creating multiple pathways into the profession is a critical strategy to address the pipeline shortage. Districts are increasingly turning to lateral entry teachers to fulfill their teaching needs. The increased number of lateral entry teacher's raises concern about teacher preparation quality and retention rates of these teachers. In North Carolina, lateral entry teachers do not perform as well as traditionally prepared teachers when examining student performance data (Patterson and Bastian, 2014). When new teachers do arrive in classrooms, many have not experienced the demands of working in schools and are not familiar with local needs. Lateral entry teachers exit the profession at a rate 70 percent higher than the overall state attrition rate (NCDPI, 2016). Creating a robust teacher candidate pool is the most critical issue for the districts within the CC RESA. By designing and implementing a locally sustainable program for lateral entry teacher support, the Central Carolina LATP program will provide WCPSS and collegial districts within 2 the CC RESA opportunities to enhance their own teacher pipelines, increase fiscal efficiency and bolster lateral entry beginning teacher supports which correlates to increased retention rates.

ORANGE COUNTY SCHOOLS
FIRST CHOICE FOR FAMILIES

Initiative: Environmental Enhancements Extended Site Projects

Implementation Timeline and Budget Needed

2017-2018	Amount	Notes
July 1, 2017 – June 30, 2018	**$104,500+**	**Estimated annual cost for additional environmental services.**

Expected Results

Orange County Schools would continue to monitor site conditions and ensure that environmental concerns are remediated and corrected in accordance with local standards, policy, applicable laws or regulations. Indoor environmental enhancements will ensure a safe and healthy learning environment for students and staff.

Evidence or Reasoning for this Recommendation

Project #A Transportation Department Environmental Enhancements $60,000

(1) **Underground Storage Tank Issues** – The school system has worked with local and state officials on remediation efforts related to a release from an underground storage tank on the site in 1993. The matter has recently been reclassified by the NC Department of Environmental Quality (DEQ) as low-risk. In order to close out the site DEQ required OCS to agree to a deed restriction that prevents groundwater on the site from being used as a water supply. Notice also had to be provided to all adjoining property owners. OCS has provided DEQ with evidence of these notices and the deed restriction a No Further Action (NFA).

(2) Chemical Solvents Issue – During a site visit from DEQ related to the 1993 underground tank spill issue, DEQ officials raised an issue with the presence of chlorinated solvents in groundwater from an unrelated source. OCS staff and our environmental consultant are presently working with DEQ to resolve this issue. The district continues to monitor groundwater wells for the adjacent property owners. Initial results indicated solvent contaminants remain in the monitoring well onsite and are very slow to degrade utilizing the current remediation process. In order to expedite the removal of the solvents in the monitoring wells, the district recommends bio-engineered solutions and actions in order to speed up the remediation of the underground solvents.

Project #B: Other Environmental Enhancements

(1) <u>Hazardous Materials Pickup $4,500</u> – The school system recommends additional operating expenses to schedule semi-annual hazardous material pickup from each school and site within the district. Currently, the district completes annual pickup of hazardous chemicals. Additional costs are also requested to replace the bio-hazard containers, chemical containers and to purchase new containers for broken glass disposal.

<u>(2) High-bay Interior Cleaning $40,000</u> – The school district would like to contract on an annual basis for environmental services to complete cleaning of high areas within buildings that require lifts or other specialized equipment. Areas to be cleaned include gymnasiums, auditoriums, cafeterias and other indoor areas above 10 feet in height. These areas hold dust and other allergens that can impact the overall Indoor Air Quality (IAQ) along with impacting the performance of HVAC mechanical systems. Due to the height involved, these areas are not able to be cleaned by the assigned custodial staff. A maintenance schedule would be developed so all areas in each school are completed within a 3-5 year cycle.

ORANGE COUNTY SCHOOLS
FIRST CHOICE FOR FAMILIES

Initiative: Establish dedicated virtual desktop environment to allow students to access Windows environment from their Chromebooks

Implementation Timeline and Budget Needed

2017-2018	Amount	Notes
August 2017	**$46,000**	Split existing virtual server environment to keep HR and Finance services in secure network space, while moving student Virtual Desktop access for external access.

Expected Results

This investment would provide students with means of accessing a Windows environment from their Chromebooks, for the remaining instruction that requires Windows equipment. This environment would support external access for students, so they could access this environment from home, or anywhere a reliable Internet connect is available. This would eliminate the current solution of a computer lab of aging Windows desktops or the alternative of students carrying two laptops with them.

Evidence or Reasoning for this Recommendation

In order to provide students with a Windows environment, Information Technologies must provide either a physical device (Windows laptop or desktop) or a virtual environment, to each student needing access to a Windows environment. Providing a physical device requires the district to either use equipment far beyond its reasonable service life (9+ years old), or to make significant investments in new Windows equipment. The Digital Learning Coaches are working to evaluate all requests for Windows environments, to determine if the underlying needs can be met using the district standard Chromebook devices. In cases where a Windows environment is deemed the appropriate solution, the virtual desktop environment would be used.

This environment can be expanded to accommodate increases in virtual desktops through purchasing additional licenses and upgrading physical hardware, if needed.

ORANGE COUNTY SCHOOLS
FIRST CHOICE FOR FAMILIES

Initiative: Convert 10-month IT employees to 12-months and convert two existing positions

Implementation Timeline and Budget Needed

2017-2018	Amount	Notes
July 2017	**$64,510 not counting $42,000 savings from not hiring contract workers**	Convert 8 10 month employees to 12 month status; Promote current Tech II to Tech III with day to day oversight responsibilities for support response. Promote current Tech II position to Programmer position

Expected Results

Greater stability in handling summer activities in which IT prepares classrooms, preps devices, trues up inventory and performs other critical functions. More day to day oversight of help ticket responsiveness. Ensuring programming function is entrenched in organization to meet customized software needs

Evidence or Reasoning for this Recommendation

The 8 Tech I technicians are on 10-month schedules. For the past 8 years IT has hired these technicians on a contract basis for the summer months to perform critical maintenance and preparation for the coming school year. Because the decision to put these employees on contract often came late in the school year, some made other plans for summer employment, putting IT in an understaffed position. The most recent year IT spent $42,000 on this contract work, so the delta between this and full conversion to 12 month employees would only be $6,448.07.

With the expansion of the support function, the CTO is spending much of his time managing the help ticket response throughout the district. The reorg proposal includes promoting a Tech II to a Tech III position, whose increased responsibility would include oversight of the day to day support function. This would focus the support activities toward greater responsiveness and tighter alignment with district needs, while freeing up the CTO from that role. This promotion would cost the district $8,423.04.

As the district increasingly faces needs for customized technologies, we find ourselves relying on a Tech II to

perform this function. This Tech II is performing well in this position, but his current job description does not align with the programming activities that increasingly take up his time. In order to ensure the Information Technologies department has programming capabilities, we need to upgrade the Tech II to a Programmer position. This promotion would cost the district $7,639.80.

ORANGE COUNTY SCHOOLS
FIRST CHOICE FOR FAMILIES

Initiative: Replace aging USB-enabled probes to new models that are compatible with current student Chromebook equipment

Implementation Timeline and Budget Needed

2017-2018	Amount	Notes
August 2017	**$63,000**	Upgrading vernier probes for compatibility with Chromebooks in support of 8 classrooms w 32 students. An incremental approach could also be considered

Expected Results

Students in Physics and Chemistry classes would have measurement probes that would be compatible with the district standard Chromebooks. They would then be able to capture scientific data on their assigned 1:1 devices, and then perform analysis after the school day. This would also allow IT to retire 9 year old desktops currently in use to support the older probes that aren't compatible with District Chromebooks.

Evidence or Reasoning for this Recommendation

8 classes, mostly at the two high schools, use USB probes to measure temperature, acceleration, pressure and other vectors of measurement for use in Physics, Chemistry and other sciences. The current set of probes is approximately 10 years old and is incompatible with the District standard Chromebooks. The current solution uses 9 year old and older desktops that perform poorly, are more failure prone than modern hardware, and prevent student from accessing their data on their own devices. Upgrading the desktops to District standard would cost over $200K across the 8 classrooms.

By purchasing new Chromebook compatible probes, students can use their District issued devices, retain measurement data on these devices and the District can retire the older desktops which are far beyond their reasonable service life.

ORANGE COUNTY SCHOOLS
FIRST CHOICE FOR FAMILIES

Initiative: Replace 8-10 year old desktops in the District with new equipment

Implementation Timeline and Budget Needed

2017-2018	Amount	Notes
August 2017	**$39,000**	Replace aging desktops with new Dell workstations

Expected Results

This investment would replace 53 aging desktops with new equipment, to ensure reliability, compatibility with modern software and better performance. This replacement could be done on an incremental basis, as funds allow.

Evidence or Reasoning for this Recommendation

In order to provide staff with reliable computing devices that are compatible with modern software, we need to replace aging desktops assigned to staff throughout the district. This would mean replacing approximately staff issued desktops 8 years old and older with new Dell Windows desktops. These desktops are much faster, compatible with current softwares and will be far more reliable than the old equipment that is far beyond its reasonable service life.

While some of these desktops could conceivably be replaced by $150 Chromeboxes, the continued staff reliance on Microsoft Office compels Information Technologies to use instead the $734 Dell desktop unit.

ORANGE COUNTY SCHOOLS
FIRST CHOICE FOR FAMILIES

Initiative: Replace aging Lego Robotics kits to new models that are compatible with current student Chromebook equipment

Implementation Timeline and Budget Needed

2017-2018	Amount	Notes
August 2017	**$10,000**	Upgrading Lego Robotics kits for compatibility with Chromebooks in support of. An incremental approach could also be considered

Expected Results

Students in Elementary and Middle school technology classes would have robotics kits that would be compatible with the district standard Chromebooks. They would then be able to retain their programming code on their assigned 1:1 devices, and then work on that code after the school day. This would also allow IT to retire aging desktops currently in use to support the older Robotics kits that aren't compatible with District Chromebooks.

Evidence or Reasoning for this Recommendation

A number of classes, use Lego Robotics kits to teach students fundamentals of computer programming. The current collection of Lego Robotics kits ranges in age from 4 to 10 years old. Three schools still have kits that are incompatible with the District standard Chromebooks. For these older robotics kits, the current solution uses 9 year old and older desktops that perform poorly, are more failure prone than modern hardware, and prevent students from accessing their programming data on their own devices. Upgrading the desktops to District standard would cost over $25,000 across the 3 various schools still using robotics kits.
By purchasing new Chromebook compatible LEGO Mindstorms Education EV3 Core sets, students can use their District issued devices, retain programming code on these devices and the District can retire the older desktops which are far beyond their reasonable service life.

ORANGE COUNTY SCHOOLS
FIRST CHOICE FOR FAMILIES

Initiative: Outfit every classroom with equipment to support a variety of devices to connect to projection systems

Implementation Timeline and Budget Needed

2017-2018	Amount	Notes
July 2017	**$12,000**	Provide VGA-HDMI and VGA-MiniDisplayPort "dongles" for every classroom

Expected Results

This investment would ensure that every classroom would have connections for a variety of computers to project using the projection systems in classes. This would support outside presenters using a wide variety of computers, thus reducing disruptions from outside presenters not bringing the right connecting equipment.

Evidence or Reasoning for this Recommendation

The District's current classroom projection systems use VGA (Video Graphics Array) connectors, a standard developed in 1987, still in wide spread use, but becoming replaced by more modern digital connections. Many outside presenters have computers that use different standards for external display, such as HDMI and Mini-DisplayPort. Unless outside presenters bring their own cross-compatibility adapters (also known as "dongles"), they cannot connect to our classroom projection systems.

By providing these dongles in every classroom, the District can better support different equipment from outside presenters. While HDMI and MiniDisplayPort are the not the only modern connection types, they, and VGA constitute the vast majority of systems available.

Alternatively, we could provide loaner dongles via the Media Center, but at their small size, there is concern that they would get misplaced easily. We're proposing to zip tie these dongles onto every VGA connector, so they would be available.

ORANGE COUNTY SCHOOLS
FIRST CHOICE FOR FAMILIES

SCR Fund Balance Appropriation

Initiative: Parent Academy

Implementation Timeline and Budget Needed

2017-2018	Amount	Notes
Community Programming Coordinator	$60,000	(benefits et al)
Printing and Publishing	$5800	
Audio/Visual equipment	$1200	One-time
Laptop	$600	One-time
Hospitality Services	$4000	
Cell Phone	$1000	
Office space upfit	$1000	One-time
Marketing materials	$1500	
Contracted Services	$1500	
TOTAL	$76,100	

Expected Results

The goal for the Orange County Schools Parent Academy is to increase parent involvement in the schools and empower parents through knowledge and advocacy to support children to be successful in school and in life. Parent Academy will conduct outreach efforts realized in the form of workshops. The workshops are held in schools, government buildings, houses of worship, businesses and other community locations. Additionally, parents will receive essential information to help guide and navigate them through the school system. Outreach efforts will extend beyond workshops in order to support other district initiatives and programs.

Evidence or Reasoning for this Recommendation

Research has shown that parents can increase a child's academic success through their involvement with schools and communities. Parental involvement improves student morale, attitudes, and academic achievement. There is research that shows the most successful students are those whose parents are involved. Parent Academy will help families learn what they can do to support their children's academic success and well-being.

Within the Orange County Schools system, there are underserved populations for which no formalized engagement plan or center exists. Parent Academy would serve as a prime hub for these same populations.

Contact Person: G. Seth Stephens, Chief Communications Officer

ORANGE COUNTY SCHOOLS
FIRST CHOICE FOR FAMILIES

Initiative: Audio-Visual Equipment Acquisition, Communications

Implementation Timeline and Budget Needed

2017-2018	Amount	Notes
Full frame digital Camera, condenser microphone, lavalier microphone, portable video studio, iPad	**$4100**	**Non-recurring budget request**

Expected Results

The goal is to acquire necessary equipment to establish and support digital, visual, and audio communications.

Evidence or Reasoning for this Recommendation

Currently, the district has one DSLR camera to capture and memorialize district events. The district does not have full video and audio capabilities. The requested items would establish a basic but effective cache of equipment to produce and publish district events and initiatives.

Contact

G. Seth Stephens, Chief Communications Officer

ORANGE COUNTY SCHOOLS

FIRST CHOICE FOR FAMILIES

FY 2018

APPROVED BUDGET

UNFUNDED REQUESTS

Orange County Schools
Unfunded Requests

Description	Activity	Request Amount
Technology Operating Budget	Technology	260,000
True up C&I resources to better align job responsibilities to funding sources	C&I	421,500
Equipment needs for Communications Department	Communications	4,100
Environmental services-extended site projects	Operations	64,500
Local Alternative Teacher Preparation Program	HR	30,000

ORANGE COUNTY SCHOOLS

FIRST CHOICE FOR FAMILIES

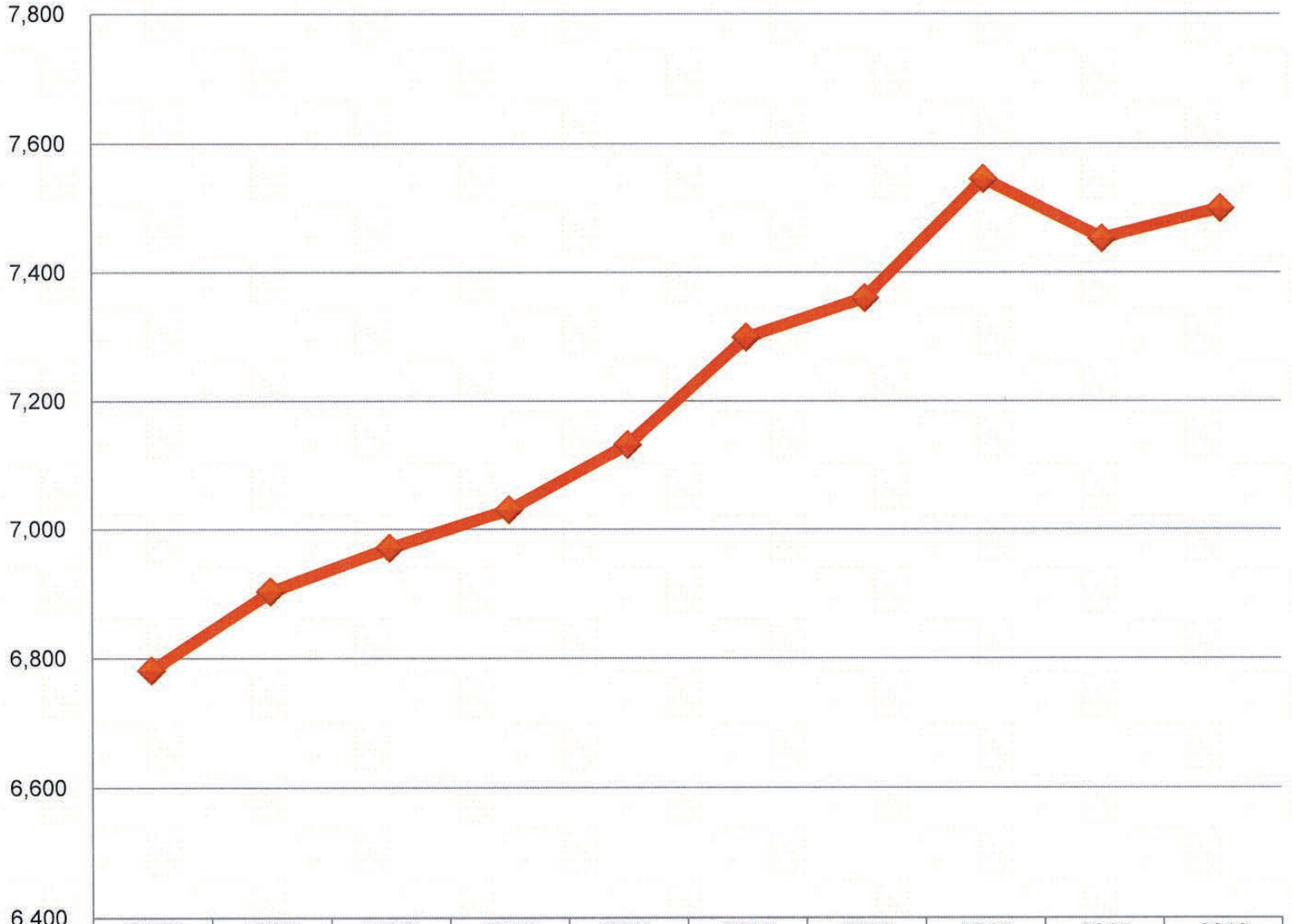
FY 2018

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



	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Avg Daily Membership	6,782	6,903	6,971	7,030	7,132	7,299	7,361	7,546	7,454	7,501

ORANGE COUNTY BOARD OF EDUCATION

School Building Data
June 30, 2016

Site	Year Built	Square Feet	Capacity	Current Membership	Over/(Under) Capacity
Cameron Park Elementary	1956	70,812	616	615	-0.2%
Central Elementary	1952	52,492	464	320	-31.0%
Efland Cheeks Elementary	1952	64,316	536	431	-19.6%
Grady Brown Elementary	1974	74,016	526	492	-6.5%
Hillsborough Elementary	1952	51,106	536	464	-13.4%
New Hope Elementary	1991	100,164	650	623	-4.2%
Pathways Elementary	2000	85,282	536	389	-27.4%
A L Stanback Middle	1995	136,000	723	635	-12.2%
Charles W Stanford Middle	1968	107,620	686	653	-4.8%
Gravelly Hill Middle	2006	123,600	602	450	-25.2%
Cedar Ridge High	2002	206,900	1,058	1,120	5.9%
Orange High	1962	213,509	1,403	1,278	-8.9%
Partnership Academy	2006	6,600	48	31	-35.4%

Source: Orange County Schools N. C. Public Schools Facility Needs Report; 2016.

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.



Orange County Schools
200 East King Street
Hillsborough, NC 27278
www.orangecountyfirst.com

DURHAM TECH

Office of the President

April 19, 2017

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

Dear Ms. Hammersley:

Thank you for meeting with Penny Gluck, Executive Dean for Orange County Operations and me recently to discuss Durham Technical Community College's 2017-18 FY budget request from Orange County. We appreciate the time you and your staff spent with us to discuss our current operating expense needs for the Durham Tech's Orange County Campus, along with our preliminary conversation about possible campus expansion.

Durham Tech's 2017-18 Budget Request is attached for your review. Our request reflects an increase of $162,823 in operating funds. We have not requested an increase in capital funds. An explanation of the changes in Current Operating Funds appears below:

- An increase of $12,823 (3%) for salaries, benefits, and contractual services to match the expected increases for state paid employees and to pay all employees a livable wage;
- An increase of $150,000 for the Orange County Connect Scholarship due to the number of students receiving aid in FY 16-17 and the projections for FY 17-18. During the fall and spring term of FY 16-17, $73,000 was expended. Sixty-seven students received funds during the fall term and 79 students received funds during the spring term. Fifty-eight students received funds both terms and a total of 88 different students received some type of aid. We are projecting that we might spend another $8,000 during the summer term based upon the number of students that are eligible to receive aid this summer.

We are also requesting that the construction of a 40,000-50,000 square foot building be included on the county's five year capital improvement project funding list. The additional building space will enable the college to offer additional program and courses, primarily in the health care area to meet existing and anticipated community needs. Below is a partial list of changes in healthcare that are likely to impact our future programming for Orange County residents:

- **Community and population based medicine:** Medical care will be shifted into the community setting from the hospital setting in the form of ambulatory health care (clinic, long term care, health department, etc. settings) and home care. Given the shortage of doctors and dentists (particularly in rural areas) care will be shifted to other providers;
- **Focus on technology**: The need for healthcare technology will continue to increase. Need for expertise in electronic health records and other healthcare software will be paramount. Changes in insurance coverage will necessitate need for data based decisions;

- **Focus on prevention**: We anticipate greater emphasis to be placed on promoting healthy lifestyles and preventative medicine over treatment of illnesses.

As a result of these anticipated trends, we have developed a list of potential areas for new and expanded allied health offerings for Orange County. Please bear in mind this is a partial and preliminary list, but it reflects the types of programs we believe will be in demand in the future:

- **Expand Nursing Assistant** offerings and to include specialized related credentials (such as home health aide, hospice, or community health workers);
- **Expand Emergency Medical Science** offerings to include specialty areas;
- **Extend Clinical Trials Research, Medical Spanish Facilitator, and Medical Coding** offerings (currently offered at Main campus;
- **Develop Diagnostic Imaging** (such as radiography technician, polysomnography, cardiovascular technology, sonography) along with specialized certificates (such as mammography) and Oncology specialty programs;
- **Offer Human Services, Fitness, and Public Health** programs

We at Durham Technical Community College value our partnership with Orange County. We are delighted to be Orange County's community college and we look forward to our upcoming meeting with the Board of County Commissioners on April 25. Meanwhile, please feel free to contact me if you have any questions about this letter or the attached budget proposal.

Sincerely,

per pro: Stacie Jo Hay

William G. Ingram
President

C: Penny Gluck
Matt Williams

DURHAM TECHNICAL COMMUNITY COLLEGE
Orange County Budget Request
Fiscal Year 2017-18

	Current FY 2016-17 Requested	Current FY 2016-17 As Budgeted	FY 2017-18 Total Request	Explanation for Increase
A. Operations - Current Expense				
1 Salaries & Benefits:				
Professional Salaries	114,845	114,845	118,290	3% increase
Service,Maintenance, Skilled	105,060	105,060	108,212	3% increase
FICA	16,823	16,823	17,328	3% increase
Retirement	34,085	34,085	35,108	3% increase
Medical Insurance	21,270	21,270	21,908	3% increase
Longevity	1,545	1,545	1,591	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	302,328	302,328	311,137	
2 Contractual Services:				
Institutional Development				
Waste Removal	2,800	2,800	2,884	3% increase
Equipment Maintenance	5,000	5,000	5,150	3% increase
Janitorial Service/Maintenance Service	70,000	70,000	72,100	3% increase
Building Maintenance	26,000	26,000	26,780	3% increase
Landscaping	30,000	30,000	30,900	3% increase
Sub-Total Contractual Services	133,800	133,800	137,814	
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 2017-18

	Current FY 2016-17 Requested	Current FY 2016-17 As Budgeted	FY 2017-18 Total Request	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 2017-18

	Current FY 2016-17 Requested	Current FY 2016-17 As Budgeted	FY 2017-18 Total Request	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			-	
Misc. Items	12,500	12,500	12,500	
Sub-Total Other Expense	12,500	12,500	12,500	
12 Financial Aid				
Student Tuition for Orange County Residents	100,000	50,000	200,000	Funds needed for second year of the program
Sub-Total Other Expense	100,000	50,000	200,000	
TOTAL CURRENT EXPENSE	**728,928**	**678,928**	**841,751**	
			24.0%	
B. Capital Outlay				
Recurring Budget				
Capital Improvements	60,000	60,000	60,000	
Contingency Fund	15,000	15,000	15,000	
			-	
TOTAL CAPITAL OUTLAY	**75,000**	**75,000**	**75,000**	
TOTAL CURRENT EXPENSE & CAPITAL OUTLAY	**803,928**	**753,928**	**916,751**	
			21.6%	

Emergency Services

Phone Number: (919) 245 - 6100 Website: http://orangecountync.gov/emergency/

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Category (General Fund)						**Account: 750**
Personnel Services	8,145,259	9,079,844	9,079,844	8,316,091	9,813,889	9,382,910
Operations	1,230,346	1,375,381	1,431,712	1,274,510	1,494,144	1,368,202
Capital Outlay	56,712	44,676	48,280	47,973	346,656	75,581
Total Expenditures	**$ 9,432,316**	**$ 10,499,901**	**$ 10,559,836**	**$ 9,638,574**	**$ 11,654,689**	**$ 10,826,693**
Offsetting Revenues	*(2,476,362)*	*(2,642,215)*	*(2,642,215)*	*(2,464,790)*	*(2,462,351)*	*(2,462,351)*
County Costs (net)	**$ 6,955,954**	**$ 7,857,686**	**$ 7,917,621**	**$ 7,173,784**	**$ 9,192,338**	**$ 8,364,342**
Emergency Telephone Fund						**Account: 7551**
Overhead	19,556	8,672	8,672	8,672	16,005	16,005
Personnel Services	0	0	0	0	0	0
Operations	669,806	695,805	777,913	660,567	716,705	716,705
Capital Outlay	0	5,000	5,000	5,000	20,750	20,750
Total Expenditures	**$ 689,362**	**$ 709,477**	**$ 791,585**	**$ 674,239**	**$ 753,460**	**$ 753,460**
Offsetting Revenues	*(510,427)*	*(709,477)*	*(791,585)*	*(534,612)*	*(753,460)*	*(753,460)*
County Costs (net)	**$ 178,936**	**$ 0**	**$ 0**	**$ 139,627**	**$ 0**	**$ 0**
Total Emergency Services and Related Expenditures	**$ 10,121,678**	**$ 11,209,378**	**$ 11,351,421**	**$ 10,312,813**	**$ 12,408,149**	**$ 11,580,153**

Division Summary

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Program (General Fund)						
Administration	1,054,564	1,169,938	1,172,300	1,297,054	1,545,430	1,330,842
Fire Marshal	300,363	304,010	306,704	305,363	391,388	327,354
Telecommunications	2,286,077	2,989,999	3,007,324	2,651,957	3,195,709	2,990,474
Emergency Medical Services	5,791,313	6,035,954	6,073,508	5,384,200	6,522,162	6,178,023
Total Expenditures	**$ 9,432,316**	**$ 10,499,901**	**$ 10,559,836**	**$ 9,638,574**	**$ 11,654,689**	**$ 10,826,693**
Offsetting Revenue	*(2,476,362)*	*(2,642,215)*	*(2,642,215)*	*(2,464,790)*	*(2,462,351)*	*(2,462,351)*
County Costs (net)	**$ 6,955,954**	**$ 7,857,686**	**$ 7,917,621**	**$ 7,173,784**	**$ 9,192,338**	**$ 8,364,342**
Total Expenditures	**$ 9,432,316**	**$ 10,499,901**	**$ 10,559,836**	**$ 9,638,574**	**$ 11,654,689**	**$ 10,826,693**
Emergency Telephone Fund						
Emergency Telephone System	689,362	709,477	791,585	674,239	753,460	753,460
Total Expenditures	**$ 689,362**	**$ 709,477**	**$ 791,585**	**$ 674,239**	**$ 753,460**	**$ 753,460**
Offsetting Revenue	*(510,427)*	*(709,477)*	*(791,585)*	*(534,612)*	*(753,460)*	*(753,460)*
County Costs (net)	**$ 178,936**	**$ 0**	**$ 0**	**$ 139,627**	**$ 0**	**$ 0**
Total Expenditures	**$ 10,121,678**	**$ 11,209,378**	**$ 11,351,421**	**$ 10,312,813**	**$ 12,408,149**	**$ 11,580,153**

Vision Statement

“A Prepared, Coordinated, and Integrated Emergency Services System”

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 2016-17 Outcomes

- Completed implementation of electronic inventory management system
- Completed Emergency Support Function (ESF) rewrites in the Orange County Emergency Operations Plan
- Obtained consultant for countywide radio system improvements and completed needs study
- Coordinated the response to multiple special events and two major incidents; Hurricane Matthew and the OWASA water incident
- Participated in and conducted a host of discussion based and full-scale exercises
- Continued to increase public outreach, plan reviews, and support to communities/municipalities to further community resiliency
- Began leading the Continuity of Operations Planning process for county departments
- Administrative Services continued working with Tax Administration to assure pre-billing support functions meet the requirements for successful EMS Billing.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: Emergency Management (Prevention, Mitigation, Preparedness, Response, and Recovery)					
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
Local Emergency Planning Committee (LEPC) Meetings	2	2	4	2	4
Number of times the Emergency Operations Center was activated before the hazard/event occurred (NEW)	N/A	N/A	4	5	4

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Community Outreach/Special Events	100	118	135	136	140
Incident Management Training (NEW)	N/A	N/A	N/A	4	12
Community Emergency Response Team Activities (CERT)	13 trained	22 trained	60 trained 15 events	45 trained 17 events	60 trained 15 events

FY 2017-18 Objectives

- In collaboration with Emergency Services Partners, OCES will establish a peer intervention support team for critical events.
- Administrative Services will increase staff training through vendors for continued administration growth.
- Emergency Management will finalize the development of a Continuity of Operations/Continuity of Government Plan for Orange County essential functions.
- Emergency Management will standardize the damage assessment process across the community and leverage technology to increase situational awareness of physical and financial damages during significant incidents.
- Working with regional partners, Emergency Management will continue the planning, training, and preparedness processes to improve operational coordination and other capabilities needed to effectively manage significant events.

Budget Highlights

The FY2017-18 Manager's Recommended Budget includes:

- An increase of $11,950 to the Telephone account to upgrade all of the department's cellular phones to ensure the most efficient use of technology and to ensure continuity of coverage.

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
- Assist 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 2016-17 Outcomes

- Developed applications which produced a streamlined process for fire protection permits through centralized permitting process
- Completed all required compliance related fire inspections
- Adopted Appendices of the NC Fire Code

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: Hours spent directly inspecting facilities. Including admin functions and site visits)					
Fire Inspections	326	339	320	320	340
Fire Inspection Hours	1,956	1,990	1,765	1,765	1,870
Service: Emergency Response to support stakeholders					
Emergency Response	N/A	N/A	N/A	135	140

FY 2017-18 Objectives

- Provide detailed accounts of time spent to better show concrete performance measures
- Implement central permitting which will be able to track additional performance measures
- Develop a strategic plan for rescue services with stakeholders

Budget Highlights

The FY2017-18 Manager's Recommended Budget includes:

- An increase in permit fees for sprinkler and fire alarm submittals based on square footage to account for hours spent on the project. This change aligns with similar work through fire marshals offices across the state.
- An increase of $15,996 in the Rescue Services account to provide a 25% increase (an increase of $7,227 annually) in stipend for South Orange Rescue Squad to help support technical rescue services and $8,769 in equipment requested by Fire Departments in order to assure a strategic deployment of resources during rescue responses.

Communications Division

Major Services

- 24 hours Public Safety Answering Point (PSAP) for residents and visitors 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 IAED Dispatch System Protocols 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.
- Maintain all 9-1-1 records and produce duplicated recordings/logs/database information as requested by the agencies, residents, businesses and attorneys as outlined by NC GS 132-1.4 and GS 132-1.5.
- Implement Backup 9-1-1 Center in preparation for any failure at the primary PSAP.

FY 2016-17 Outcomes

- Back-up 9-1-1 center plan Approved by NC 911 Board. Continue process of implementing the back-up center at West Campus building.
- Continuing to use EcATS as the standard measuring tool for accuracy of 9-1-1 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 92.11%.The national average is at 81%. We lost 1 experienced staff and 2 trainees:
- Console Treadmill added to working position to allow telecommunicators to exercise while on duty.
- Successfully completed 3 academies with one academy currently active. We have retained 10 new telecommunicators, with 4 currently in training.
- Completed implementation of IAED Fire and Police Protocols, providing standardized questioning and instructions for callers in emergent and non-emergent situations.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: In compliance with NC 9-1-1 Board's operating standards for all 9-1-1 PSAPS, ninety (90) percent of emergency 911 calls received on emergency lines shall be answered within ten (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.					
Outcome Measure	92%	97.47%	98%	98%	98.43%
Performance Measures (EcATS (9-1-1 State Funded Statistics Software)	Yes	Yes	Yes	Yes	Yes
Service: Decrease the average duration of a 9-1-1 call to 90 seconds or less in comparison with the national standard.					
Target =105 seconds	110 seconds	110 seconds	105 seconds	110 seconds	105 seconds
ECATS	Yes	Yes	Yes	Yes	Yes

FY 2017-18 Objectives

- Continue collaborations with surrounding PSAPs developing CAD to CAD interface to provide faster notification of resources for large scale events and transfer of calls for resident and visitors on borderline calls.
- Focus on health and wellness for telecommunicators with a balance of home and work life as we continue to increase staffing.

- Continue to actively participate on the committees through the 9-1-1 Board to assure that Orange County stays on current 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.
- Continue to evaluate incentives to retain and develop staff with career development process.

Budget Highlights

The FY2017-18 Manager's Recommended Budget includes:

- No significant budget changes in the General Fund
- The Emergency Telephone Fund includes:
    - An increase of $85,618 in Subscriber Fees. These funds can be used for lease purchase or maintenance of Emergency telephone equipment, including hardware, software, and database provisioning, telecommunicator furniture, dispatch equipment in the PSAP, and training of 911 Personnel, as well as all service supplier fees.
    - An increase of $60,677 in the Telephone account due to additional monthly cost of lines for the back-up 911 Center.
    - An allocation of $20,750 for chairs and sit/stand desks for both the primary and back-up 911 Centers.

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.
- Provide public outreach via community CPR classes, community medicine, school outreach, health literacy, and job fairs.
- Provide screening, assessment, and intervention for geriatric fall risk patients.

FY 2016-17 Outcomes

- EMS is projected respond to 14,835 calls for service, provide evaluation and treatment to 12,718 patients, and transport 8,826 of those patients to area hospitals by June 30, 2017.

- The 2016/17 Paramedic Academy resulted in the successful recruitment and independent practice of seven full time paramedics. This recruitment assisted in the filling of current vacant positions in light of the continued national paramedic shortage. These paramedics are required by contract to providing at least two years of service to Orange County.
- The third Work First EMS Apprentice completed all of the requirements required to function independently as an Emergency Medical Technician (EMT). This individual successfully completed the EMS assessment center and is now working independently as a full time EMT in the Orange County system. She became a permanent employee in November 2016.
- EMS worked with the Health Department to provide naloxone to the Hillsborough Police Department and the Department of Public Safety at the University of North Carolina at Chapel Hill. The Orange County Sheriff's Office, Carrboro Police Department, and Chapel Hill Police Department have been carrying naloxone. To date there have been eight opioid overdose reversals by law enforcement all resulting in successful outcomes. In addition, EMS has been asked to provide assistance in the development of the Alamance, Chatham, and Wake Law Enforcement Naloxone Programs.
- Four Orange County EMS Providers responded as part of the Ambulance Strike Team initiative with Durham, Franklin, and Wake County during the Hurricane Matthew Response. This strike team provided EMS response for a seven day period in Roberson County.
- On January 1, 2016, EMS expanded services hired the Deputy EMS Operations Manager to provide direct supervision to the eight EMS Supervisors. Through the expanded oversight in EMS, there has been on average over 9,000 dollars saved per month in overtime expenditures to date.
- Paramedics serving in the Community role in addition to their normal duties are projected to complete 110 home visits for the Stay Up Stay Active program by June 30, 2017 and refer these at risk patients to the Department on Aging for additional services.
- The Field Training Evaluation Program held three EMS New Hire Academies and successfully trained over 15 candidates for EMS field practice.
- Two EMS Supervisors and one field training officer 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.
- With the expanded cardiac arrest training that included all Fire Departments across Orange County and South Orange Rescue Squad, the cardiac arrest **survival** rate rose to 18% in FY16-17. This is a four percent increase over the previous year. These survivors were able to leave the hospital after their events.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Emergency Medical Services utilizes the number of calls for service with direct impact to EMS response time and Move Up. As call for service increases, the number of ambulance move ups increase. Move up calls occur when one geographic area of the County is without EMS service due to call volume.					
Total Calls for Service	13,897	14,159	14,500	14,835	15,000
Number of Ambulance Move Up Calls	1,176	1,160	1,200	1,322	1,400
Emergency Medical Services utilizes response times to determine the adequacy of the level of staffed units. As the call volume increases with the same number of units, increases in response times will increase. The Wheels Rolling Time is an important controllable factor in the response time and EMS carefully monitors this statistic to ensure that ambulances are moving towards the call for service as quickly as possible.					
Response Time (Average)	9:16	9:40	8:45	9:57	09:47

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Response Time (90th percentile)	16:12	16:14	15:20	16:43	16:30
Average Wheels Rolling Time	00:45	00:48	00:45	00:53	00:48
Wheels Rolling Time (90^{th} percentile)	01:30	01:30	01:30	01:38	01:30

FY 2017-18 Objectives

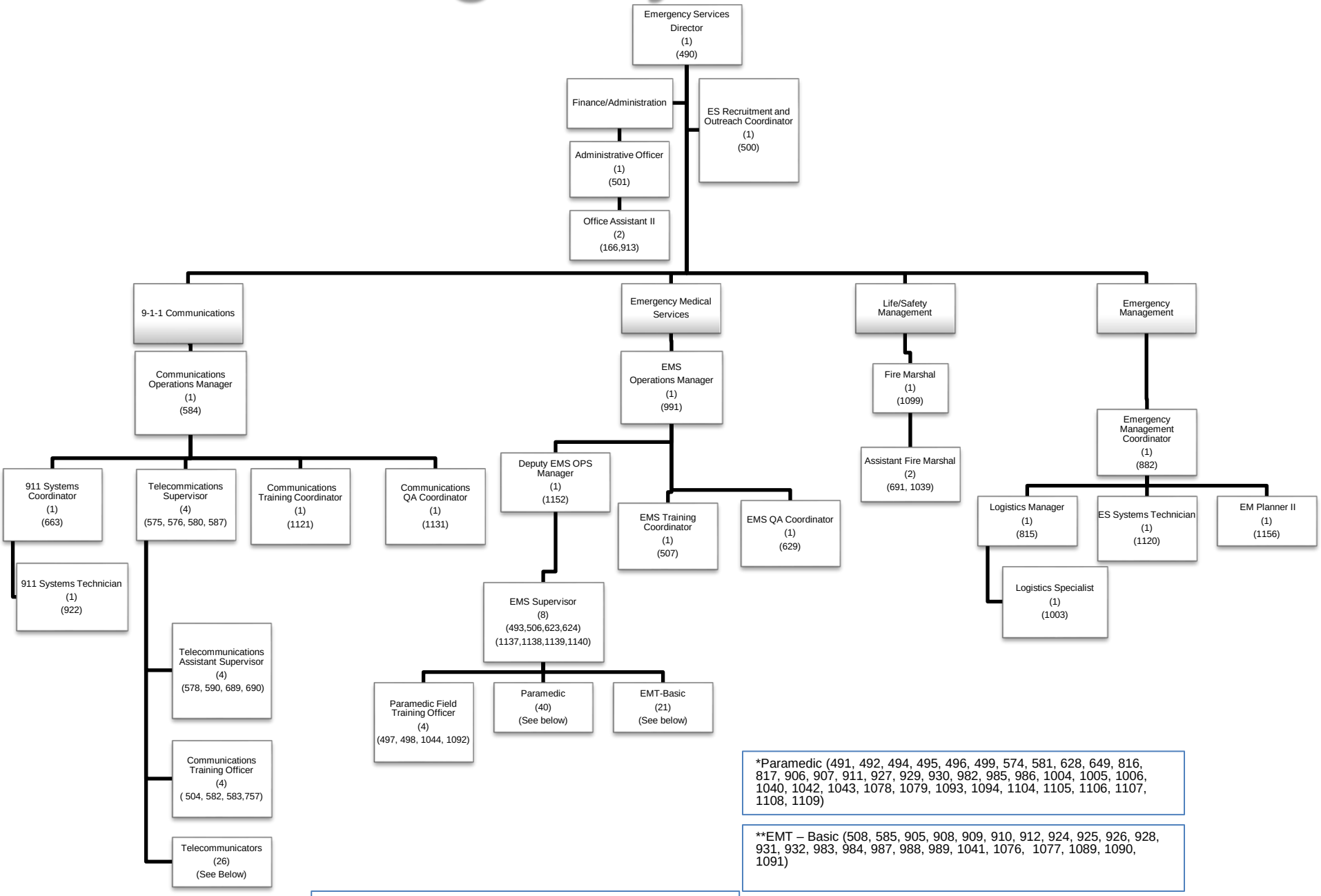
- The 17/18 Paramedic Academy will recruit five additional full time paramedics.
- Asset Management Services and Emergency Services will begin the remounting process of two Excellance Ambulances in 2017. Remounting recycles the exceptionally constructed patient care compartment by repurposing it onto a new ambulance chassis.
- EMS will co-locate with Chapel Hill Fire at the newly constructed Fire/EMS Station at Glenn Lennox.
- EMS will continue working with Orange Rural Fire, The Town of Hillsborough and Asset Management Department to construct a new Fire/EMS/Police station in the Waterstone Subdivision.
- EMS will send the remaining six EMS supervisors and three field training officers to Crisis Intervention Training.
- EMS will begin a transport diversion program by transporting carefully qualified patients to the Freedom House beginning in July of 2017. EMS expects to divert at least fifty patients from emergency department admission in FY 17/18 and will receive direct payment managed by Cardinal Mental Health Services for these transports.
- Three paramedics will be selected to provide medical support to three special teams from the Orange County Sheriff's Office, Carrboro PD, and Chapel Hill PD. These medics will participate in training with these teams and will provide services when the teams are called upon to perform high risk service. These tactical paramedics will be specially trained and outfitted to provide EMS services in high risk environments, rendering important lifesaving care rapidly at the site of the high risk activity.

Budget Highlights

The FY2017-18 Manager's Recommended Budget includes:

- A decrease of $200,000 in EMS Charges revenue based on prior year actuals and current year-end projections.
- An allocation of $75,581 for the replacement of various EMS equipment (including Performance Load systems, stretcher straps, StairChairs, LifePack monitor cases, and scoop stretchers).

Emergency Services



*Paramedic (491, 492, 494, 495, 496, 499, 574, 581, 628, 649, 816, 817, 906, 907, 911, 927, 929, 930, 982, 985, 986, 1004, 1005, 1006, 1040, 1042, 1043, 1078, 1079, 1093, 1094, 1104, 1105, 1106, 1107, 1108, 1109)

**EMT – Basic (508, 585, 905, 908, 909, 910, 912, 924, 925, 926, 928, 931, 932, 983, 984, 987, 988, 989, 1041, 1076, 1077, 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 & Administrative Services

Phone Number: (919) 245-2450

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

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Category (General Fund)						**Account: 230**
Personnel Services	1,066,397	1,100,387	1,100,387	1,180,429	1,189,455	1,189,455
Operations	161,876	205,833	221,939	224,212	220,288	216,430
Capital Outlay	663	0	4,456	4,456	3,650	0
Total Expenditures	**$ 1,228,936**	**$ 1,306,220**	**$ 1,326,782**	**$ 1,409,097**	**$ 1,413,393**	**$ 1,405,885**
County Costs (net)	**$ 1,228,936**	**$ 1,306,220**	**$ 1,326,782**	**$ 1,409,097**	**$ 1,413,393**	**$ 1,405,885**
Total Finance and Administrative Services and Related Expenditures	**$ 1,228,936**	**$ 1,306,220**	**$ 1,326,782**	**$ 1,409,097**	**$ 1,413,393**	**$ 1,405,885**

Mission Statement

The Department strives to be a strategic partner in providing fiscal leadership, excellent service delivery, and financial accountability for all residents and stakeholders.

Department Name: Finance and Purchasing Division

Major Services

- Complete the County's Comprehensive Annual Financial Report (CAFR).
- 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 liquidity to meet disbursement requirements
- Prompt and efficient payment of all County obligations.
- Accurate and timely payroll processing for all County employees
- Internal controls in place to safeguard the County's assets.
- Debt management to include prompt payment of debt service; plan, execute, administer debt issuance and monitor debt affordability parameters for compliance with policy.
- Responsible for grant financial compliance and internal audits.
- Responsible for encumbering and purchasing of County goods and services.

FY 2016-17 Outcomes

- Ensure fund balance meets budgeted goals of the County.

- 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 Association (GFOA) Certificate of Achievement for Excellence to Financial Reporting.
- Plan, execute and administer debt issuance to comply with the Fiscal Control Act; ensure fund availability for designated capital projects; and ensure timely payment of debt service.
- Continue facilitating additional professional development and training resources for staff.
- Execute new Treasury and Investment strategy to increase investment earnings.
- Ensure finance processes are aligned with the new departmental Standard Operating Procedures manual.
- Implement Electronic Content Management system to manage financial records on a digital platform.
- 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 includes timekeeping reporting, compensatory time enhancements, and labor distribution activities.
- Support the Capital Investment Plan and departmental capital requirements through issuance of installment financings.
- Enhance customer service delivery through collaboration with Human Resources and Information Technology on Employee Self-Service as part of the May 2016 Munis 11.1 upgrade.
- Completed a new Popular Annual Financial Report for Management and Residents.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Unassigned Fund Balance, as percent of General Fund Expenditures (Target: ≥ 17%)	18.5 %	16.2%	17.0%	17.0%	17.0%
Debt Service, as a percent of General Fund Expenditures (Target: ≤ 15%)	13.1%	12.6%	12.1%	12.1%	12.8%

FY 2017-18 Objectives

- Implement Munis Grants Master module to enhance Grants Management and Reporting.
- Implement Munis Cashiering module to automate Bank to General Ledger reconciliations.
- Implement Munis Accounts Receivable module to automate and standardize the posting of County funds to the General Ledger.
- Utilize Financial Content Management system in the County Accounts Payable process.

- Implement first tranche of General Obligation Bonds to support School and Affordable Housing requirements.

Budget Highlights

The FY 2017-18 Manager's Recommended Budget includes no significant budget changes.

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 2016-17 Outcomes

- Redesigned layout of the Capital Investment Plan to enhance communication to management, residents, and stakeholders.
- Published the FY 2016-17 Approved Operating and Capital Investment Plan Budgets and delivered to the Board of County Commissioners prior to their first meeting in September, 2016.
- Completed the submittal requirements and received the Distinguished Budget Presentation Award from the Government Finance and Officers Association for the twenty-fifth year.
- Upgrade to Munis version 11.2 scheduled for implementation in May 2017.
- 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.
- Launched a Resident Transparency portal to provide residents with current financial information of Orange County government operations.
- Developed a long-term Solid Waste Five Year Financial Plan.

FY 2017-18 Objectives

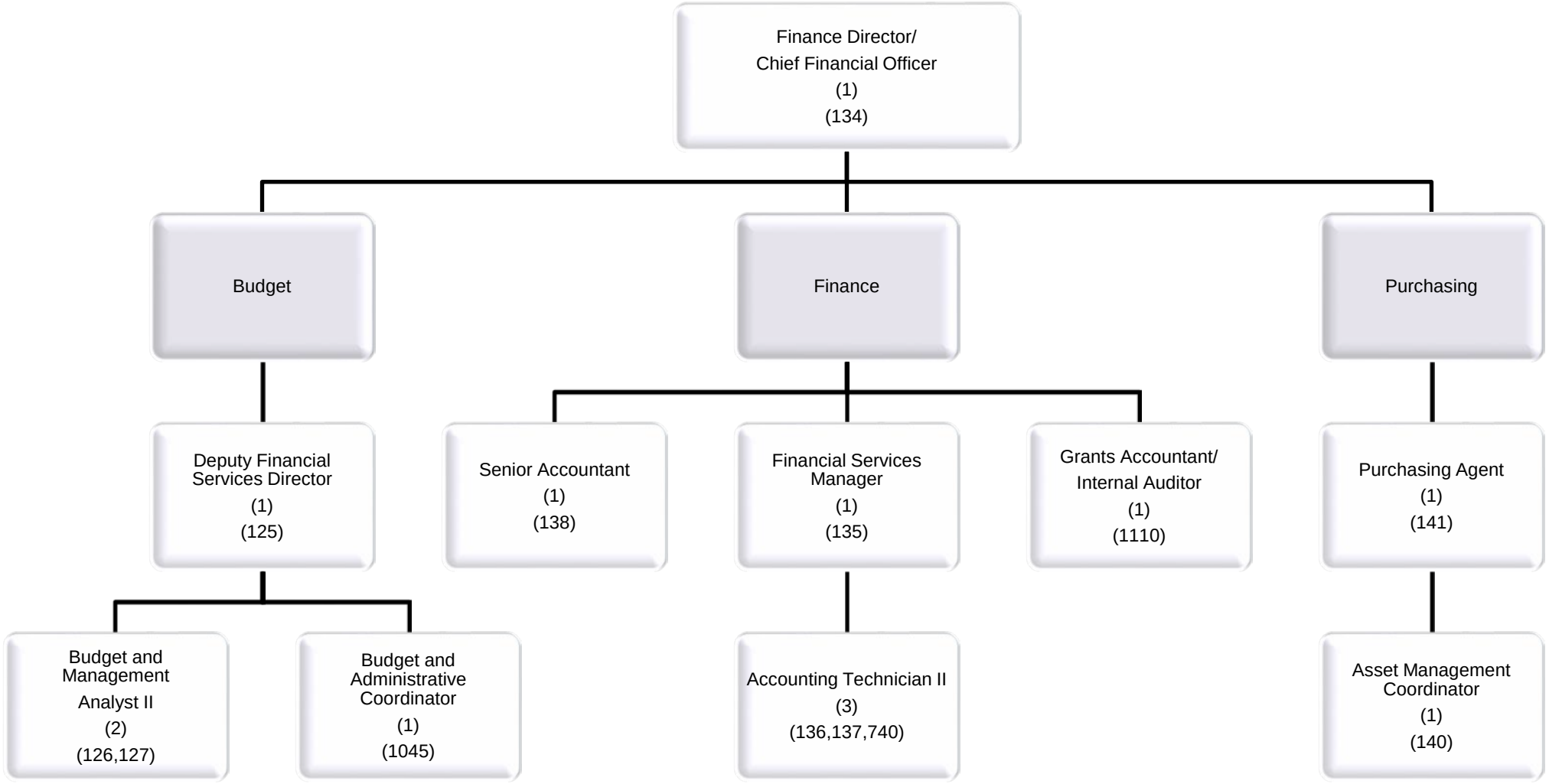
- Publish the FY 2017-18 Approved Operating and Capital Investment Plan Budgets to the Board of County Commissioners at their meeting in September, 2017.
- Develop a Five Year Forecast of Revenues and Expenditures to assist department in providing budget forecasting models.

- Continue Quarterly Reporting of Revenues and Expenditures to the Commissioners, as well as Economic Outlook reports and periodic updates on Treasury Management and Investment strategies.
- Continue support of the Solid Waste Five Year Financial Plan.
- Continue work with Asset Management Services on a Motor Fleet Optimization Plan.
- Complete a Revenue Manual detailing the County's major's sources of income.
- Review and make recommendations for increasing the County's Revenue base through Revenue Roundtable discussions with Departments.

Budget Highlights

The FY 2017-18 Manager's Recommended Budget includes no significant budget changes.

Finance and Administrative Services



Fire Districts

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
Fire Districts *(Fire District Fund)*						
Cedar Grove	211,310	214,379	214,379	214,379	247,659	247,659
Chapel Hill	276,473	278,550	278,550	278,550	272,664	272,664
Damascus	97,170	97,214	97,214	97,214	98,895	98,895
Efland	486,470	494,871	574,871	574,871	501,796	501,796
Eno	589,746	603,321	603,321	603,321	693,273	693,273
Little River	177,365	179,565	179,565	179,565	227,309	227,309
New Hope	581,176	619,421	651,421	651,421	627,958	627,958
Orange Grove	465,042	547,299	547,299	547,299	552,907	552,907
Orange Rural	1,177,113	1,110,723	1,155,723	1,155,723	1,268,521	1,268,521
South Orange	527,741	535,522	535,522	535,522	548,153	548,153
Southern Triangle	205,913	210,339	210,339	210,339	220,100	220,100
White Cross	416,729	437,201	437,201	437,201	466,833	466,833
Total Fire District Expenditures	**$ 5,212,248**	**$ 5,328,405**	**$ 5,485,405**	**$ 5,485,405**	**$ 5,726,068**	**$ 5,726,068**
Offsetting Revenue	*$ (5,374,095)*	*$ (5,328,405)*	*$ (5,485,405)*	*$ (5,647,038)*	*$ (5,726,068)*	*$ (5,726,068)*
Net County Cost	**$ (161,847)**	**$ 0**	**$ 0**	**$ (161,633)**	**$ 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 460 firefighters and first responders contributing more than 65,000 training and service hours in Orange County.

Cedar Grove Fire District **$247,659**

- The tax rate for this district is recommended to increase from a revenue neutral tax rate of 7.10 cents to 8.10 cents for FY 2017-18. The existing tax rate is 7.36 cents. This rate increase will be used to help cover the replacement costs of a fire engine at Station #2.
- In FY 2016-17, the department ordered the fire engine to replace the 17 year old engine at Station #2, continued working on lowering their ISO rating, purchased 4 new 800 mhz portable radios, continued to send members to certified training, and continue working on the Station #2 addition.
- In FY 2017-18, the department plans to have paid part-time personnel starting in July; plans to purchase two additional 88 mhz radios, purchase 5 new self-contained breathing apparatus to meet new NFPA standards, start purchasing equipment for the new engine, which should be on-line in April or May 2018, and buy a turnout gear washer to help protect firefighters from all contaminants that cause cancer.
- 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 **$272,664**

- 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 change from an existing tax rate of 15.00 cents to a revenue neutral tax rate of 14.91 cents for FY 2017-18.

Damascus Fire District **$98,895**
Southern Triangle Fire Service District **$220,100**

- The North Chatham Fire Department will continue to contract with Orange County to provide fire services to the citizens in both the Damascus Fire Protection District and the new Southern Triangle Fire Service District within Orange County. There will be a separate agreement for the Damascus Fire Protection District since a different NC General Statute provides the County authority to contract for Fire Protection.
- The Southern Triangle Fire Service District was one of three new Fire Service Districts that replaced Fire Protection Districts in FY 2013-14. There were no changes to the Damascus Fire Protection District.
- The tax rate for both the Damascus Fire Protection District and the Southern Triangle Fire Service District is recommended to increase from a revenue neutral tax rate of 10.21 cents to 10.30 cents for FY 2017-18. The existing tax rate is 10.30 cents. This tax rate is consistent with the Chatham County tax rate.

Efland Fire District **$501,796**

- The tax rate for this district is recommended to change from an existing tax rate of 7.00 cents to a revenue neutral tax rate of 6.78 cents for FY 2017-18.
- In FY 2016-17, the department added two more 800 radios to replace outdated ones, continued to send members to fire schools, replaced all breathing apparatus with newer units that have advanced safety features and provide longer use times due to higher pressure air bottles, ordered a new tanker to be delivered in the fall of 2017 to replace its 27 year old tanker, continues to ensure that all capital equipment is up to date and meets all applicable standards, continue to work to maintain their ISO 6 rating, which saves homeowners on the cost of homeowners insurance.
- In FY 2017-18, the department plans to purchase four additional radios to replace 10 year old units which are starting to fail, purchase new hoses and nozzles for the "first use" attack lines, and replace has detectors approaching the end of life expectancy. The department also plans to purchase a turn-out gear dryer to go with their washer, and are updating their decontamination protocol to reduce the risk of exposures for their firefighters.
- Their Five-Year plan includes preparing and trial design to have firefighters sleeping quarters at a station; they are about 3 to 8 years out from needing that capacity, and they have spoken with the Planning Department to understand what their options are; this design effort will coordinate with any training ground plans for their Station #2, so that they can share facility costs as much as possible. The department continues to have a goal to develop an equipment replacement schedule for their apparatus in order to keep the apparatus in good working order, and also coordinate this goal with needed station improvements.

Eno Fire District **$693,273**

- The tax rate for this district is recommended to increase from a revenue neutral tax rate of 7.68 cents to 8.68 cents for FY 2017-18. The existing tax rate is 7.99 cents. This rate increase will be used to help cover the replacement costs of a 23 year old tanker, and the completion of the renovations at Station #1, including a garage building, which houses additional fire units and equipment.
- In FY 2016-17, the department maintained their ISO 7 rating; certified three additional personnel for Water Rescue; certified two additional drivers; put in operation a new MES/Water Rescue unit; and began the process of new building construction behind Station #1.
- In FY 2017-18, the department will complete the renovations and construction of the new building behind Station #1, purchase ten (10) new sets of turnout gear to replace gear no longer NFPA compliant, purchase five (5) new water rescue turnout gear, update self-contained breathing apparatus (SCBA) fill station, and start the process of replacing a 23 year old tanker.
- Their Five-Year plan includes acquiring additional land; purchase of a new engine/tanker; purchase new extrication tools, and add a third person on weekends.

Little River Fire District **$227,309**

- The tax rate for this district is recommended to increase from a revenue neutral tax rate of 3.92 cents to 4.92 cents for FY 2017-18. The existing tax rate is 4.06 cents. This rate increase will be used to move forward in purchasing land and construction of a Station #2. The reason for Station #2 is due to having residents outside of six miles from Station #1, which results in those residents paying higher insurance premiums, per the North Carolina Department of Insurance.

Also, with this increase, the department will purchase a new fire engine to replace a 23 year old front line engine, which will be moved to Station #2 after completion.

- In FY 2016-17, the department maintained their current ISO rating, prepared for a ISO inspection to lower their rating, received rescue and grant to replace outdated equipment, certified additional water points throughout the district, participated in a multi-company training, completed annual financial audit, held a Senior Day for seniors throughout the district, performed fire prevention inspections at home in the district, added Ipads for mapping in some of their trucks, replaced the fire station roof, and updated five (5) AEDS received with grant funds.
- In FY 2017-18, the department plans to lower their ISO rating; continue recruitment of volunteers; apply for grants to continue replacement of outdated equipment; purchase land for Station #2; complete annual financial audit; replace outdated self-contained breathing apparatus units, pave parking lot, continue with fire prevention education and community outreach to residents within the district, and build Station #2.
- Their Five-Year plan includes replacing their 23 year old primary engine, replace or update outdated equipment to meet standards, apply for further grants, continue recruitment of volunteers, look into the feasibility of hiring part time staff, complete annual financial audit, purchase turnout gear to replace outdated gear, and construct Station #2.

New Hope Fire District **$627,958**

- The tax rate for this district is recommended to change from an existing tax rate of 10.45 cents to a revenue neutral tax rate of 9.94 cents for FY 2017-18.
- In FY 2016-17, the department took delivery of a new fire engine to enhance fire protection capabilities, put in operation a new cordless rescue tool to enhance services by reducing rescue times, continued to provide firefighter certification classes, members attended area fire schools for technical rescue and other specialized classes, attended quarterly mutual aid training to meet ISO requirements, took delivery of 24 new air packs, trained all members and placed air packs in service to replace old units that were no longer compliant, installed personal protective clothing washer to decontaminate clothing after every fire incident to reduce exposure to potential cancer causing by-products at fire scenes.
- In FY 2017-18, the department will continue to offer firefighter certification training programs, training members for driver operation certification and mandatory emergency vehicle driver certification, send members to area fire schools for specialized training and ensure that all members receive OSHA required training, host mutual aid training for ISO training requirements, identify ways to enhance volunteer membership to offset decreasing available volunteers during the daytime, identify needed equipment and training requirements needed to obtain light rescue certification, install an exhaust extraction system at Station #2 to reduce exhaust emissions, replace outdated emergency lights on reserve engine and squad truck to LED lighting to enhance visibility at emergency scenes, continue replacement of personal protective clothing for members to meet requirements, continue to seek and apply for grants to enhance service delivery and offset operational costs, and replace fire hoses and nozzles that are outdated or have failed required annual testing.
- Their Five-Year plan includes starting a major renovation project at Station #2 to include installation of new overhead doors, upgrade building insulation to reduce utility costs, and paint the building, replace existing 1000 gallon tanker at Station #2 with a new 2000 gallon elliptical tanker, continue firefighter certification programs and fire driver certification programs, apply for

grants for personal protective equipment and communications equipment, identify ways to recruit and maintain volunteers, re-chassis a fire engine truck (purchase a new chassis and refurbish existing fire pump and body and mount on new chassis) resulting in a savings of approximately $250,000, and obtain state medium rescue certification for the department.

Orange Grove Fire District **$552,907**

- The tax rate for this district is recommended to change from an existing tax rate of 7.00 cents to a revenue neutral tax rate of 6.81 cents for FY 2017-18.
- In FY 2016-17, the department reorganized truck-station assignment after delivery of a new tanker, purchased additional sets of turnout gear to replace aging sets, expanded recruitment efforts to replace retiring personnel, and replaced equipment on engines.
- In FY 2017-18, the department plans to order a replacement pumper/tanker, acquire rescue equipment and expand rescue training, add two to four members to the department, and purchase eight (8) sets of turnout gear and three 93) new AEDs.
- 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 recommendations, and update aging equipment.

Orange Rural Fire District **$1,268,521**

- The tax rate for this district is recommended to increase from a revenue neutral tax rate of 8.15 cents to 9.15 cents for FY 2017-18. The existing tax rate is 8.36 cents. This rate increase will be used to add personnel and cover increases in insurance costs, including worker's compensation, automobile, and health.
- In FY 2016-17, the department added three (3) additional firefighters, replaced a brush truck and aged supervisor's vehicle, sent nine (9) personnel to Incident Response to Terrorist Bombings training, sent two (2) personnel to breathing air school, sent two (2) personnel to personnel management training, participated in three deployments throughout the state to provide assistance with hurricane efforts, purchased six more air packs to replace aged equipment, four (4) personnel completed UNC Charlotte fire officer class on management, two (2) graduated course in rope rescue on advanced techniques, eighteen attended natural gas live burn with PSNC, and restructured and created new staffing plan to improve safety.
- In FY 2017-18, the department plans to complete interior renovations to Station #3, secure zero interest loan for the fourth fire station, add three (3) personnel the last six months of the year, complete swift water training, send six (6) personnel to trench rescue training, and six (6) to structural collapse training, and replace aged fire chief's vehicle.
- Their Five-Year plan includes coordinating with Town of Hillsborough to build a fourth fire station in Waterstone, seek a re-grade of ISO classification, and hire a full-time fire chief.

South Orange Fire Service District **$548,153**

- 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 change from an existing tax rate of 10.00 cents to a revenue neutral tax rate of 9.68 cents for FY 2017-18.

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 **$466,833**

- The tax rate for this district is recommended to increase from a revenue neutral tax rate of 10.37 cents to 11.37 cents for FY 2017-18. The existing tax rate is 11.00 cents. This rate increase will be used to help offset the cost of replacement of a 30 year old pumper/tanker, equipment replacement, increased member training, and continue their capital outlay program.
- In FY 2016-17, the department became certified as a medium duty rescue provider through the North Carolina Association of Rescue and EMS, certified eleven (11) members to North Carolina Technical Rescue Standard for surface water rescue, sent four (4) members for advanced swift water training at the Nantahala River through Rescue 3 International, continue to improve EMT level first responder services to its residents in the district, began process of replace a 1986 front line tanker, and installed sprinkler system at the main station.
- In FY 2017-18, the department plans to continue process to maintain their ISO 5 rating, anticipate the delivery of a new pumper/tanker in the fall, to actively engage in recruiting new members and hope to add five (5) by year end, and continue extensive training on the technical rescue discipline to further improve skills and capabilities.
- Their Five-Year plan includes the replacement of 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, 2017

Health Department

Phone Number: (919) 245 - 2400 Website: http://www.orangecountync.gov/departments/health/index.php

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Category (General Fund)						**Account: 410**
Personnel Services	7,020,643	7,354,178	7,463,597	7,291,483	7,821,807	7,580,325
Operations	1,481,809	1,850,872	2,077,043	1,804,919	2,206,477	2,274,197
Capital Outlay	20,022	1,926	17,578	9,129	16,152	0
Total Expenditures	**$ 8,522,474**	**$ 9,206,976**	**$ 9,558,218**	**$ 9,105,531**	**$ 10,044,436**	**$ 9,854,522**
Offsetting Revenues	*(2,586,360)*	*(2,952,970)*	*(3,090,102)*	*(2,912,410)*	*(3,119,315)*	*(3,089,315)*
County Costs (net)	**$ 5,936,113**	**$ 6,254,006**	**$ 6,468,116**	**$ 6,193,121**	**$ 6,925,121**	**$ 6,765,207**
Other Related Programs (Grant Fund)						**Account: 4102**
Personnel Services	106,128	56,916	56,916	56,916	0	0
Operations	64,390	61,620	61,620	61,620	0	0
Capital Outlay	0	0	0	0	0	0
Total Expenditures	**$ 170,518**	**$ 118,536**	**$ 118,536**	**$ 118,536**	**$ 0**	**$ 0**
Offsetting Revenues	*(123,422)*	*(118,536)*	*(118,536)*	*(118,536)*	*0*	*0*
County Costs (net)	**$ 47,096**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Total Health Department and Related Expenditures	**$ 8,692,992**	**$ 9,325,512**	**$ 9,676,754**	**$ 9,224,067**	**$ 10,044,436**	**$ 9,854,522**

Division Summary

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Program (General Fund)						
Central Administrative Services	1,098,681	1,083,630	1,082,955	1,234,726	1,209,770	1,112,974
Dental	1,238,874	1,172,884	1,174,884	1,183,998	1,217,530	1,217,530
Promotion and Education	655,560	1,074,178	1,216,317	999,878	1,369,277	1,233,643
Environmental Health	1,470,864	1,476,754	1,476,754	1,545,023	1,547,124	1,496,535
Personal Health	4,058,494	4,399,530	4,607,307	4,141,906	4,700,735	4,793,840
Total Expenditures	**$ 8,522,473**	**$ 9,206,976**	**$ 9,558,218**	**$ 9,105,531**	**$ 10,044,436**	**$ 9,854,522**
Offsetting Revenue	*(2,586,360)*	*(2,952,970)*	*(3,090,102)*	*(2,912,410)*	*(3,119,315)*	*(3,089,315)*
County Costs (net)	**$ 5,936,113**	**$ 6,254,006**	**$ 6,468,116**	**$ 6,193,121**	**$ 6,925,121**	**$ 6,765,207**
Total Expenditures	**$ 8,522,473**	**$ 9,206,976**	**$ 9,558,218**	**$ 9,105,531**	**$ 10,044,436**	**$ 9,854,522**
Other Related Programs (Grant Fund)						
Dental	0	0	0	0	0	0
Personal Health	73,175	56,916	56,916	56,916	0	0
Promotion and Education	97,343	61,620	61,620	61,620	0	0
Total Expenditures	**$ 170,518**	**$ 118,536**	**$ 118,536**	**$ 118,536**	**$ 0**	**$ 0**
Offsetting Revenue	*(123,422)*	*(118,536)*	*(118,536)*	*(118,536)*	*0*	*0*
County Costs (net)	**$ 47,096**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Total Expenditures	**$ 8,692,992**	**$ 9,325,512**	**$ 9,676,754**	**$ 9,224,067**	**$ 10,044,436**	**$ 9,854,522**

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, operations, 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 $10 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 2016-17 Outcomes

- Prepared for and underwent NC Local Health Department re-accreditation (occurs every 4 years) and was successfully recommended for re-accreditation for 2017 – 2021.
- Implemented HIPAA-compliant patient texting, which will vastly improve communication with clients and decrease no-show rates for the dental and medical clinics.
- Conducted a county-wide mental health gap analysis in conjunction with a UNC-Chapel Hill MPA student
- Instituted an ongoing Quality Improvement project for the Patagonia Health Electronic Medical Record system in an effort to improve data entry and subsequent reporting

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 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.					
Outcome Measure: Improve efficiency, effectiveness, and accuracy of Vital Records processing.					
Percentage of errors on death certificates sent to the state	2%	0.9%	0%	0%	0%
Performance Measures: Birth Certificates Processed	3,917	3,918	4,430	3,426	3,600
Performance Measures: Death Certificates Processed	1,363	1,547	1,517	1,348	1,400
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.					
Outcome Measure: Improve evaluation and understanding of all departmental programs.					
Performance Measures: Percentage of programs involved in at least one Informatics project per fiscal year	30%	74%	80%	84%	80%

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
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.					
Outcome Measure: Improve timely, performance feedback loop between supervisors and staff.					
Performance Measures (Any type): Percentage of WPPR's submitted to HR by the specified due date	96%	98%	100%	97%	100%

FY 2017-18 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.
- 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 FY2017-18 Manager's Recommended Budget includes:

- An increase of $13,844 for a HIPAA-compliant patient texting system.

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 and on prenatal patients through early oral health evaluation, prophylaxis and treatment.
- 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 2016-17 Outcomes

- Oral health screenings (650 third-graders) in Orange County schools identified as having a higher percentage of children on free or reduced lunch programs.
- Childhood sealant project (3 events, 54 third-graders) for children identified during oral health screenings at Orange County schools.

- Recipient of Delta Dental Foundation grant to aid in provision of quality pediatric dental services.
- Continued implementation of the baby and prenatal oral health programs (bOHP and pOHP)
- Presentations at county's New Employee Orientation to promote Dental Clinic services for Orange County employees
- Collaboration with Access Care of NC to provide dental home for underserved children.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: Provide oral health screening and sealants to children of Orange County					
Number of children received oral health screenings in schools	110	295	300	450	300
Number of children from screenings that participated in sealant day at clinic	n/a	19	n/a	15	15
Number of teeth sealed during sealant day at clinic	n/a	93	n/a	75	75
Total Number of sealants	1,010	718	1100	900	1000
Service: Provide dental care to economically disadvantaged Orange County Residents					
Number of total dental patient visits	6,1231	6,940	7,500	7,500	7,500
Percent of Medicaid/Health Choice visits	33%	32%	40%	38%	40%
Percent self-pay visits	58%	58%	50%	58%	50%
Total procedures (new measure)	1945	1948	n/a	2000	2000
Service: Increase total percentage of pediatric patients served					
Percent of pediatric patient visits age 0 to 17	39%	37%	50%	45%	45%
Percent of pediatric visits age 0 to 3	12%	11%	15%	15%	15%
Percent of pediatric visits age 4 to 17	27%	26%	35%	30%	30%
Pediatric procedures (new measure)	n/a	780	n/a	850	850
Service: Increase services to prenatal patients					
Total number of prenatal patients seen	n/a	104	600*	120	120

*****FY 16-17 budget of 600 was for total services but changed to total # prenatal patients seen

FY 2017-18 Objectives

- Continue providing dental health education and screening 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 number of services provided to pediatric patients.
- Increase number of prenatal initial and follow up visits.

Budget Highlights

The FY2017-18 Manager's Recommended Budget includes:

- A decrease of $49,449 in Medicaid and Self-Pay revenue due to a projected decrease in Medicaid and Commercial Insurance patients based on current year trends.

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 2016-17 Outcomes

- Freshstart Smoking Cessation classes: 5 Sessions 18 participants.
- Introduction to Smoking Cessation resources included in County's New Employee Orientation Classes.
- 61 families partnered with a navigator to support child and family success through an expansion of the zone navigator program.
- A United Way Changing Generations grant award allowed FSA to work collaboratively with ten Orange County service providers along the cradle to college and career pipeline.
- Finalized Data Use Agreements with our United Way collaborative and with both school districts that will enable robust evaluation of current initiatives
- The results from the 4 community listening sessions were prioritized on the basis of importance and changeability. The priorities that were determined to be of greatest concern are: Mental Health & Substance Abuse, Social Determinants of Health with priority around Access and Poverty, and Physical Activity and Nutrition
- Produced action plans for each of the HCOC subcommittee's to address the 3 priority health issues that came out of the CHA
- Zika Prevention efforts: Spray before you Play media campaign, commercial, and placement of mosquito repellant stations in 5 county parks.
- Healthy Homes Program served 23 families providing an asthma trigger home assessment and medication management.
- Healthy Homes Program was awarded a GlaxoSmithKline Child Health Recognition Award

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: Community Health Assessment					
Community Health Assessment/State of the County Health Report	1	1	1	1	1

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: Policy Development					
New health-related policy or practice implemented	1	4	4	4	4

FY 2017-18 Objectives

- As recommended by the Orange County mental health assessment, coordinate behavioral health services for the county; piloting work within the FSA 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.
- Navigator team will enroll and maintain engagement with a total of 120 FSA families.
- Continue to seek grant funding to build programming and support continued evaluation 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.
- Use data from 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.
- Coordinate and lead Healthy Carolinians' subcommittees in the implementation of the Community Health Action Plans to include at least 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.
- 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.

Budget Highlights

The FY2017-18 Manager's Recommended Budget includes:

- An increase of $5,650 in the Contract Services account for language/interpreter services, this increase is based on demand/use of the service.
- An increase of $47,688 in the County's General Fund contribution to the Family Success Alliance for a total County General Fund contribution of $547,891. This additional appropriation will serve an additional cohort of 45 children in the currently served zones, for a total of 120 children served.

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, inspection and verification visits. Evaluation and inspection of lodging facilities, childcare centers, rest homes, schools and other establishments.
- Environmental investigation and assuring abatement of childhood lead hazards
- Assuring safe public swimming pools through permitting and regular inspections
- Assuring proper operating of septic systems and safe water supplies in mobile home parks via an annual inspection.

FY 2016-17 Outcomes

- Increased efforts in septic system inspections program (WTMP) to accomplish 100% of the required WTMP visits. Worked with County Attorney to submit delinquent accounts to debt setoff.
- 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 were sampled within 30 days of the issuance of the Certificate of Completion and results were reported to the owners.
- Began Healthy Homes inspections to identify and reduce environmental asthma triggers. The pilot program became a fulltime program to assist families with asthmatic children.
- Declared January as Radon Action month. Distributed free sample kits to citizens for radon detection.
- Began sampling wells for Hexavalent Chromium and Coal Ash panels after Duke University study determined that Hexavalent Chromium was naturally occurring and not a result of coal ash spoils.
- Administered the No Fault Well Repair Fund for properties that have wells within 3000' of the American Stone Quarry. Administered the Landfill Area Water Assistance Fund for citizens on wells within 3000 feet of the Orange County landfill.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: Inspection and permitting of on-site wastewater systems (septic systems)					
Collection rate for WTMP fees	98%	95%	97%	97%	97%
Failure rate of septic systems observed during WTMP inspections	5%	8.7%	5%	7.5%	TBD
Number of septic system repairs completed	100	88	100	62	100

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Number of septic systems permitted and approved for use	170	235	161	181	200
Percentage (number) of existing septic systems inspected in WTMP program	100%	100%	100%	100%	100%
Average time required for issuing permits (in days)	12	15	12	16	12
Service: Inspection, permitting and sampling water supply wells					
Number of wells constructed and approved for use	166	195	160	179	200
Number of water samples collected and results reported to well owners	1,176	1308	900	1300	1350
Service: Inspection and permitting of restaurants and other establishments					
Percentage of restaurant inspections completed	100%	100%	100%	100%	100%
New restaurant permits issued	39	47	30	33	40
Review time for new restaurant plans (in days)	30	21	30	21	21
Public Swimming Pools Inspected	136	138	140	140	140
Day Cares Inspected	142	153	160	160	160

FY 2017-18 Objectives

- Implementing new central permitting software in 2018.
- Move well and septic records to online searchable feature for citizens, realtors and researchers.
- Use of tablets in field to improve inspection efficiency and faster permitting after go live with new software.

Budget Highlights

The FY2017-18 Manager's Recommended Budget includes:

- The final year of a 3-year phase-in for a full cost recovery model for Environmental Helath fees.
- An allocation of $18,375 in the Temporary Personnel account for temporary WTMP inspectors. There is also a corresponding increase in WTMP revenues.
- An increase of $15,000 in the Lab Services account due to an increased demand for lab samples and analysis.

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 2016-17 Outcomes

- Increased Newborn/Post-partum home visits by 20%
- Improved external clinic referral process to decrease time of completion from 40 minutes to 7 minutes.
- Increased service delivery in Child Health Program by > 50%.
- Fully integrated behavioral health care into health department's primary/preventative health care services.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 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	508	560	560
Service: Service: Detection, Control and Prevention of Communicable Disease *					
% of 2-3 year old health department clients with up-to-date immunizations	97% (Oct. 14-Sept. 15)	100% (Oct. 15-Sept. 16)	97%	99%	99%
Service: Provide Preventive and Primary Health Care to underserved residents of Orange County					
# of primary care visits	1,431	1,008	1,400	1,000	1,100
% of clients choosing long-acting, reversible contraceptive	12.6%	13%	15%	15%	18%
Service: Provide Diabetes Self-Management Education (DSME) Classes					
% completing 9 of 10 hours of DSME program	81%	81%	83%	83%	83%
% with improved blood glucose control at the 3mos f/u appointment (completing all 10 hours of DSME)	797%	80%	80%	75%	75%

FY 2017-2018 Objectives

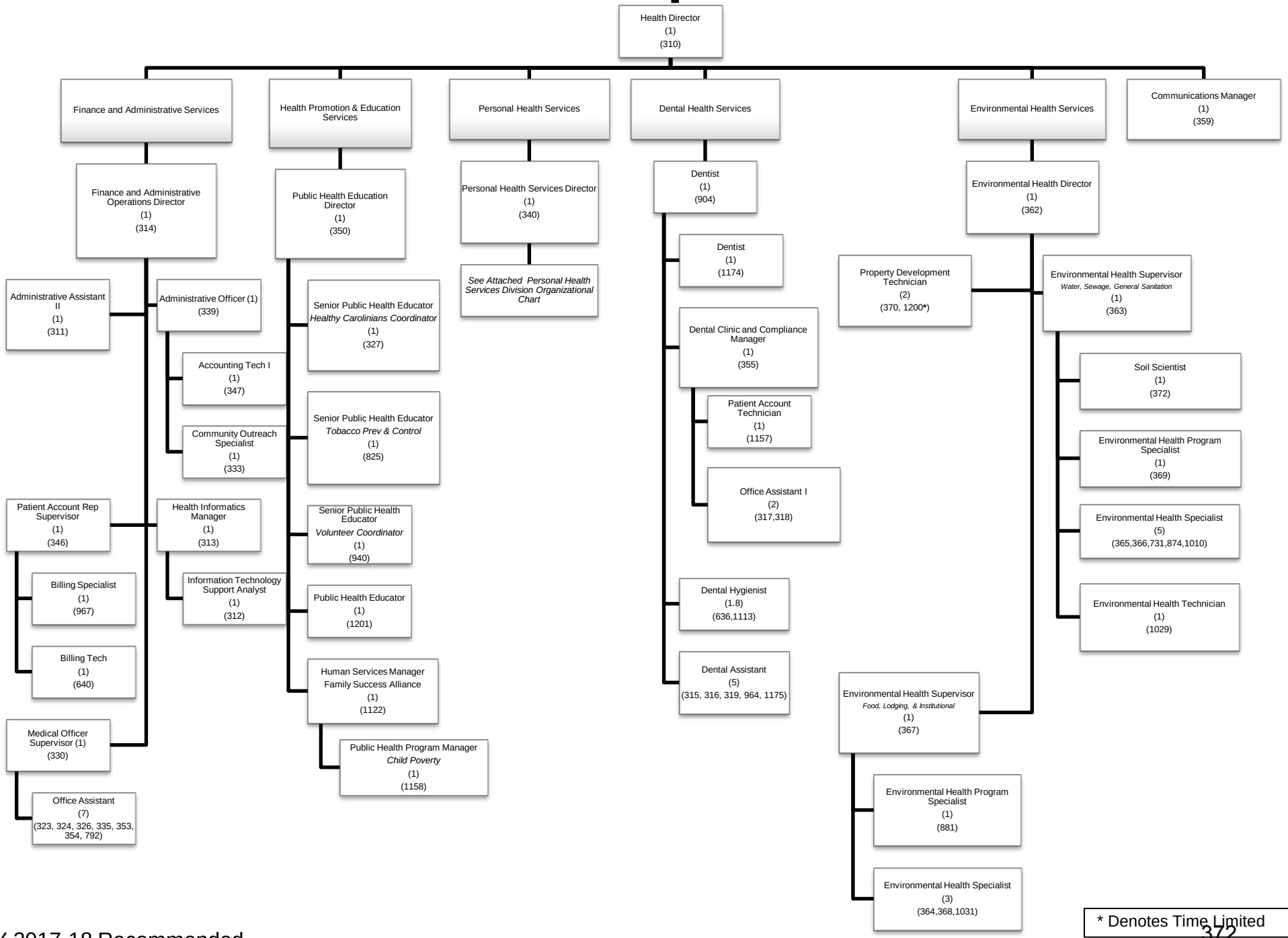
- Implement STD outreach education program
- Increase Medical Nutrition Therapy encounters by 10%
- Increase the number of outreach activities to promote clinical services by 10%

Budget Highlights

The FY2017-18 Manager's Recommended Budget includes:

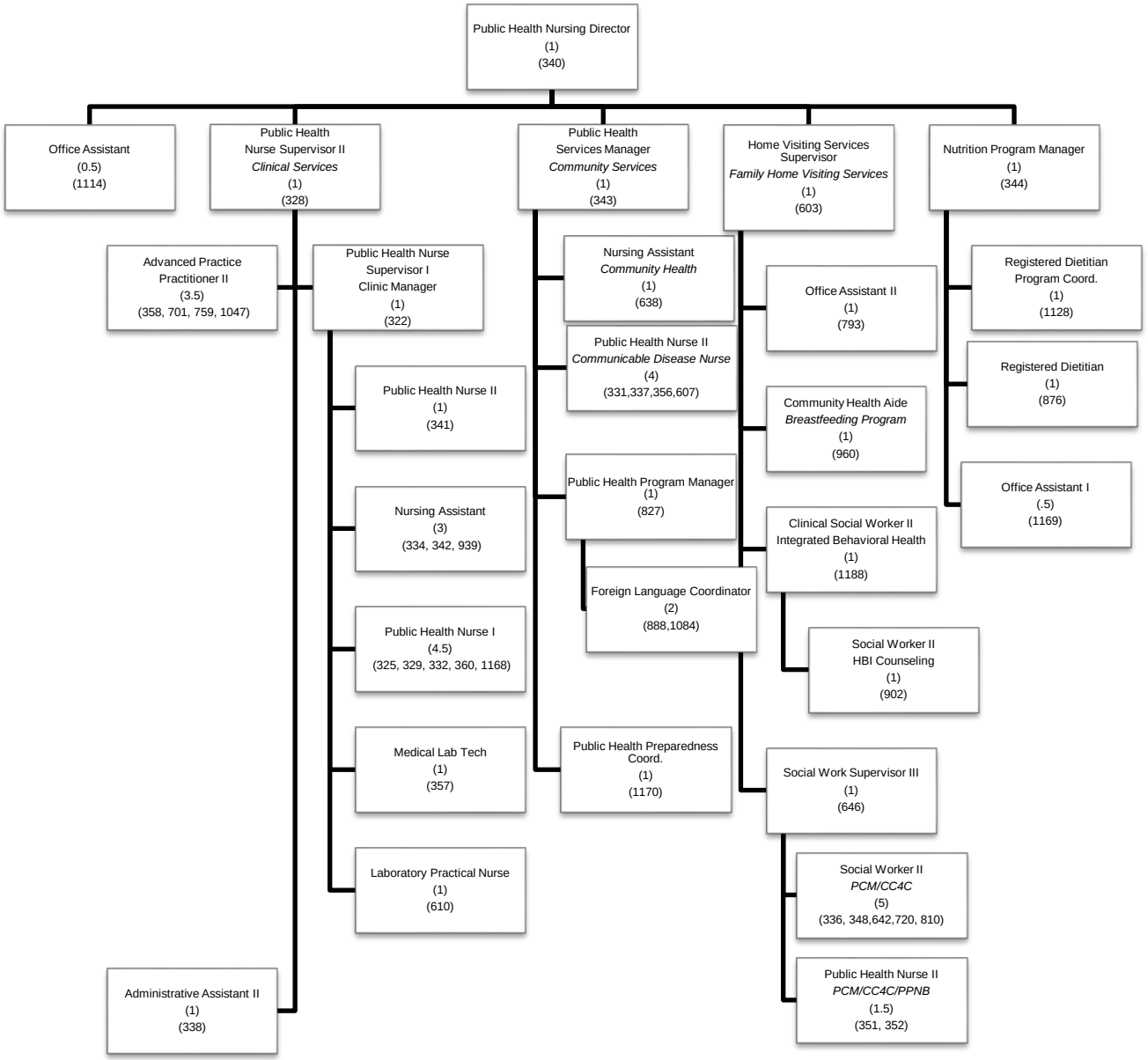
- An increase of $77,597 in Contract Services for a contract audiologist. This contract is fully funded by the State and off-setting revenue has also increased by $77,597.
- An increase of $39,983 in Medicaid revenue based on current year projections and a full year of the medical clinics being fully staffed, which will result in increased revenue.
- An increase of $146,332 in state funds, which includes increases in funding for the Family Planning program, Refugee Health, and Speech and Hearing.

Health Department



* Denotes Time Limited

Health Department – Personal Health Services Division



Housing, Human Rights and Community Development

Phone Number: (919) 245 -2490 Website: www.orangecountync.gov/departments/hhrcd/index.php

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Category (General Fund)						**Account: 460**
Personnel Services	201,577	418,591	421,175	472,092	346,652	327,275
Operations	15,414	100,750	98,924	115,500	114,273	59,023
Capital Outlay	0	0	0	0	0	0
Total Expenditures	**$ 216,990**	**$ 519,341**	**$ 520,099**	**$ 587,592**	**$ 460,925**	**$ 386,298**
Offsetting Revenues	(250)	0	0	(31,650)	(31,650)	(31,650)
County Costs (net)	**$ 216,740**	**$ 519,341**	**$ 520,099**	**$ 555,942**	**$ 429,275**	**$ 354,648**
By Category (Community Development Fund)						**Accounts: 4703 & 4730**
Personnel Services	128,697	125,204	125,204	128,697	263,901	238,098
Operations	406,609	676,255	676,255	406,609	986,181	955,381
Capital Outlay	0	0	0	0	2,775	2,775
Total Expenditures	**$ 535,306**	**$ 801,459**	**$ 801,459**	**$ 535,306**	**$ 1,252,857**	**$ 1,196,254**
Offsetting Revenues	*(361,957)*	*(388,954)*	*(388,954)*	*(361,957)*	*(660,847)*	*(757,494)*
County Costs (net)	**$ 173,349**	**$ 412,505**	**$ 412,505**	**$ 173,349**	**$ 592,010**	**$ 438,760**
By Category (Housing Fund)						**Account: 4800**
Personnel Services	549,215	349,316	351,469	367,047	478,875	450,903
Operations	68,636	68,850	66,697	95,656	95,910	84,749
Capital Outlay	0	0	0	0	22,185	22,185
Rental Assistance	3,739,398	3,920,704	3,920,704	4,053,132	3,915,393	3,915,393
Total Expenditures	**$ 4,357,249**	**$ 4,338,870**	**$ 4,338,870**	**$ 4,515,835**	**$ 4,512,363**	**$ 4,473,230**
Offsetting Revenues	*(4,140,570)*	*(4,336,030)*	*(4,336,030)*	*(4,358,493)*	*(4,211,164)*	*(4,211,164)*
County Costs (net)	**$ 216,679**	**$ 2,840**	**$ 2,840**	**$ 157,342**	**$ 301,199**	**$ 262,066**
Total HHRCD and Related Expenditures	**$ 5,109,545**	**$ 5,659,670**	**$ 5,660,428**	**$ 5,638,733**	**$ 6,226,145**	**$ 6,055,782**

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Program (General Fund)						
Human Rights and Relations	216,990	226,648	227,406	306,050	274,400	256,566
HHRCD Administration	0	292,693	292,693	281,542	186,525	129,732
Total Expenditures	**$ 216,990**	**$ 519,341**	**$ 520,099**	**$ 587,592**	**$ 460,925**	**$ 386,298**
Offsetting Revenue	*(250)*	*0*	*0*	*(31,650)*	*(31,650)*	*(31,650)*
County Costs (net)	**$ 216,740**	**$ 519,341**	**$ 520,099**	**$ 555,942**	**$ 429,275**	**$ 354,648**
Total Expenditures	**$ 216,990**	**$ 519,341**	**$ 520,099**	**$ 587,592**	**$ 460,925**	**$ 386,298**
By Program (Community Development Fund)						
Housing Rehab Services	145,877	273,328	273,328	145,877	639,588	598,785
HOME Program	389,429	528,131	528,131	389,429	613,269	597,469
Total Expenditures	**$ 535,306**	**$ 801,459**	**$ 801,459**	**$ 535,306**	**$ 1,252,857**	**$ 1,196,254**
Offsetting Revenue	*(361,957)*	*(388,954)*	*(388,954)*	*(361,957)*	*(660,847)*	*(757,494)*
County Costs (net)	**$ 173,349**	**$ 412,505**	**$ 412,505**	**$ 173,349**	**$ 592,010**	**$ 438,760**
Total Expenditures	**$ 535,306**	**$ 801,459**	**$ 801,459**	**$ 535,306**	**$ 1,252,857**	**$ 1,196,254**
By Program (Housing Fund)						
Section 8 Housing	4,357,249	4,338,870	4,338,870	4,515,835	4,512,363	4,473,230
Total Expenditures	**$ 4,357,249**	**$ 4,338,870**	**$ 4,338,870**	**$ 4,515,835**	**$ 4,512,363**	**$ 4,473,230**
Offsetting Revenue	*(4,140,570)*	*(4,336,030)*	*(4,336,030)*	*(4,358,493)*	*(4,211,164)*	*(4,211,164)*
County Costs (net)	**$ 216,679**	**$ 2,840**	**$ 2,840**	**$ 157,342**	**$ 301,199**	**$ 262,066**
Total Expenditures	**$ 4,357,249**	**$ 4,338,870**	**$ 4,338,870**	**$ 4,515,835**	**$ 4,512,363**	**$ 4,473,230**

Mission Statement

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

Housing, Human Rights and Community Development: Administration

Major Services

- Provides administrative, financial reporting and technical support services to the Orange County Housing, Human Rights and Community Development Department and the Orange County Housing Authority.
- Provides fiscal support for the Department budget and assure compliance with fiscal audit requirements.
- Assist Department Division with development and implementation of each division's policies and procedures, compliance with federal, state and local laws and regulations and staff development.

FY 2016-17 Outcomes

- Maximized local, state and federal funds to provide for the housing needs of individuals or families earning 80% or less of the area median income.
- Obtained Housing Finance Agency Essential Single Family Rehabilitation Urgent Repair grants in the amount of $225,000 and $100,000, respectively, to provide housing rehabilitation and urgent repairs to senior and elderly low income families in Orange County.
- Updated the Housing Choice Voucher Program Administrative Plan.
- Developed two RFP's for affordable housing 1) $2.5 million dollars in 2016 Affordable Housing Bond Funds and 2) ten Orange County and Orange County Housing Authority owned properties to be used to develop affordable housing.

FY 2017-18 Objectives

- Use local, state and federal funds to assist low/moderate income families and individuals in obtaining and maintaining safe, decent and sanitary housing at affordable housing.
- Move Rapid Re-Housing Program from Social Services to Housing Human Rights and Community Development.
- Demonstration Project: Augment Rapid Re-Housing Funds with $100,000 in County Displacement Funds to provide homeless individuals and families with access to transitional housing and services necessary for them to obtain and maintain permanent housing.
- Provide coordinated housing rehabilitation services.

Budget Highlights

The FY 2017-18 Manager's Recommended Budget includes no significant budget changes. It does include realignment of current staff, among divisions, based on funding streams.

Housing, Human Rights and Community Development: Housing Choice Voucher (formerly Section 8) Program Division

Major Services

- Assist low income families and individuals in obtaining decent, safe, sanitary and affordable housing in the County at a reasonable rent by providing rent subsidies to qualified low income families and individuals.
- Ensure that housing obtained meet minimum standards of health and safety as provided in the Orange County Housing Authority Administrative Plan.
- Housing Choice Voucher to Homeownership Program

FY 2016-17 Outcomes

- Provide rent subsidies to 600 low-income families to enable them to obtain standard, affordable rental housing in the County.
- Provide complete program information to interested landlords and clients, thereby, increasing the number of units available for rent by program participants.
- One Housing Choice Voucher holders purchased a home during the year.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: Provide rent subsidies to low-income families and individuals leasing standard housing in the County.					
Number of rental subsidies to low-income households	535	588	610	547	600
Service: Ensure housing procured by voucher holders meet minimum standards of health and safety					
Number of annual housing inspection conducted	535	588	610	547	600
Service: Housing Choice Voucher Holder to Homeownership Program					
Number of Housing Choice Voucher Holders to qualified for Homeownership	N/A	N/A	N/A	10	20
Number of Housing Choice Voucher Holders moved to Homeownership	2	0	2	1	3

FY 2017-18 Objectives

- HUD estimates that the Housing Choice Voucher Program Housing Assistance Payments and Administrative Funds will be funded at 94% and 77% respectively of CY 2016 funding levels.
- Increase the number of rent subsidies provided to low income families to 600.
- Include a homeless preference in the Administrative Plan to increase the number of rent subsidies to person who are homeless; decreasing the number of homeless persons.
- Increase the number of landlords in the Housing Choice Voucher Program by sponsoring a landlord seminar, attending apartment association meetings and offering a landlord web portal; thereby increasing the number of units available for rent by program participants.
- Increase the number of Housing Choice Voucher holders qualified for homeownership to twenty (20) with three of those tenants purchasing housing.

- Decrease the time between certification and recertification by hiring a Housing Rehabilitation Specialist

Budget Highlights

The FY 2017-18 Manager's Recommended Budget includes:

- 1.0 FTE Housing Rehabilitation Specialist, January 1, 2018 start, salary/benefits cost of $27,973 and one-time start-up/operating costs of $25,649, to support HUD required housing inspections.

- Realignment of current staff, among divisions, based on funding streams.

Housing Human Rights and Community Development: Community Development Division HOME Investment Partnership Program

Major Services

- Administer funds, in partnership with local non-profits groups, for community development of a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people.

FY 2016-17 Outcomes

- Provided first-time homebuyer opportunities for 12 homes low and moderate income families in the Fairview Community in Hillsborough, Tinnen Woods in Efland-Cheeks Township and the Northside Community in Chapel Hill.
- Provided funds for rehabilitation five (5) substandard housing units.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: First Time Homebuyers Programs					
Number of First-time homebuyer programs	15	11	12	12	10
Service: Housing Rehabilitation Programs					
Number of substandard housing units repaired	6	0	10	10	8
Service: Acquisition of Existing House					
Number of homes purchased for affordable housing		1	0	0	1
Service: New Construction Partnership Homeowner Partnership					
Number of units constructed for purchase by low-moderate income families	4	11	12	12	0
Services: Tenant Base Rental Assistance					
Number of rental assistance, rent deposits and utility payments	0	40	0	0	0

FY 2017-18 Objectives

- Provide homeownership assistance to ten (10) first-time homebuyers earning between 30% and 65% of area median income.

- Provide housing rehabilitation funds for critical repairs, accessibility modification and home performance upgrades to low-income homeowners earning less than 80% of area medium income.
- Provide acquisition funds for one affordable rental unit to provide housing for a low income family.

Budget Highlights

The FY 2017-18 Manager's Recommended Budget includes no significant budget changes.

Housing Human Rights and Community Development: Community Development Division
Housing Rehabilitation Services (formerly Urgent Repair)

Major Services

- Housing Rehabilitation Services limited to addressing the repair needs that pose a threat to the health, safety or life of low-income individuals or families, with a special emphasis on senior or disabled occupants.
    - Urgent Repair
    - Orange County Housing Rehabilitation
    - North Carolina Housing Finance Trust Fund – Essential Single Family Rehabilitation

FY 2016-17 Outcomes

- Reduce the total number of substandard dwellings in Orange County.
- Address health and safety repair needs for low income families in the County particularly those that are elderly and/or have disabilities that qualify under the Essential Single Family Rehabilitation Program guidelines.
- Provide inspections for Rapid Re-Housing Program.
- Provide small housing rehabilitation services to address the repair needs that pose a threat to the life, health and/or safety of low-income occupants, or that address accessibility modifications for disabled occupants.
- Provide needed repairs to low-income owner-occupied housing that poses a threat to the life, health, and/or safety to the occupants or is substandard to enable families to remain in the housing and maintain the affordable housing stock in Orange County.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 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 repairs with immediate health, safety or accessibility issues.	20	21	60	10	40

FY 2017-18 Objectives

- Review eligibility requirements of the County's housing rehabilitation program to identify barriers to providing repairs in a timely manner.
- Work with the County's partners who receive County housing rehabilitation funds and others to develop a single portal for low income homeowners for receive necessary housing repairs and to leverage funds and services for housing rehabilitation.
- Hire a housing rehabilitation specialist to do Housing Choice Voucher inspection allowing the two housing rehabilitation specialist to concentrate on urgent repairs and housing rehabilitations.
- Hire a Housing Resource Coordinator to coordinate county rehabilitation efforts and increase the number of landlords that rent to low income families and individuals.
- Increase the number of houses rehabilitated with County funds to sixty (60) units.

Budget Highlights

The FY 2017-18 Manager's Recommended Budget includes:

- 2 new grants (+$225,000) and (+$100,000) from the North Carolina Housing Finance Agency for housing rehabilitation
    - 1.0 FTE Time-limited, partially grant-funded, Housing Resource Coordinator, January 1, 2018 start, salary/benefits cost of $25,803 and one-time start-up/operating costs of $6,419, to support housing rehabilitation.
- Realignment of current staff, among divisions, based on funding streams.
- Increase (+$67,778) in General Funds for housing displacement

Housing, Human Rights and Community Development: Human Rights and Relations Division

Major Services

- Prevent discriminatory practices in housing and public accommodations through education, outreach and enforcement of the Orange County Civil Rights Ordinance and as a substantial equivalent agency, the Federal Fair Housing Act (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 2016-17 Outcomes

- Received ten fair housing complaint inquiries and seven (7) were accepted for investigation. Closed seven (7) housing discrimination.
- 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.
- Assisted the Human Relations Commission with 1) Human Relations Month activities (forum on Islamophobia); 2) the 26th Annual Pauli Murray Award Ceremony; 3) 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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: Prevent discriminatory practices in housing and public accommodations.					
Number of Complaints Received	10	10	10	10	10
Number of Cases Initiated	10	10	10	7	10
Number of Workshops and Presentations	20	20	20	5	20
Service: Provide technical assistance and training regarding equal opportunity, fair housing, equal access and civil rights.					
Organizations and Agencies receiving technical assistance	15	15	15	3	15
Service: Assess the needs and conduct outreach to Limited English Proficient (LEP) communities.					
Number of LEP Outreach Activities	10	10	10	10	10

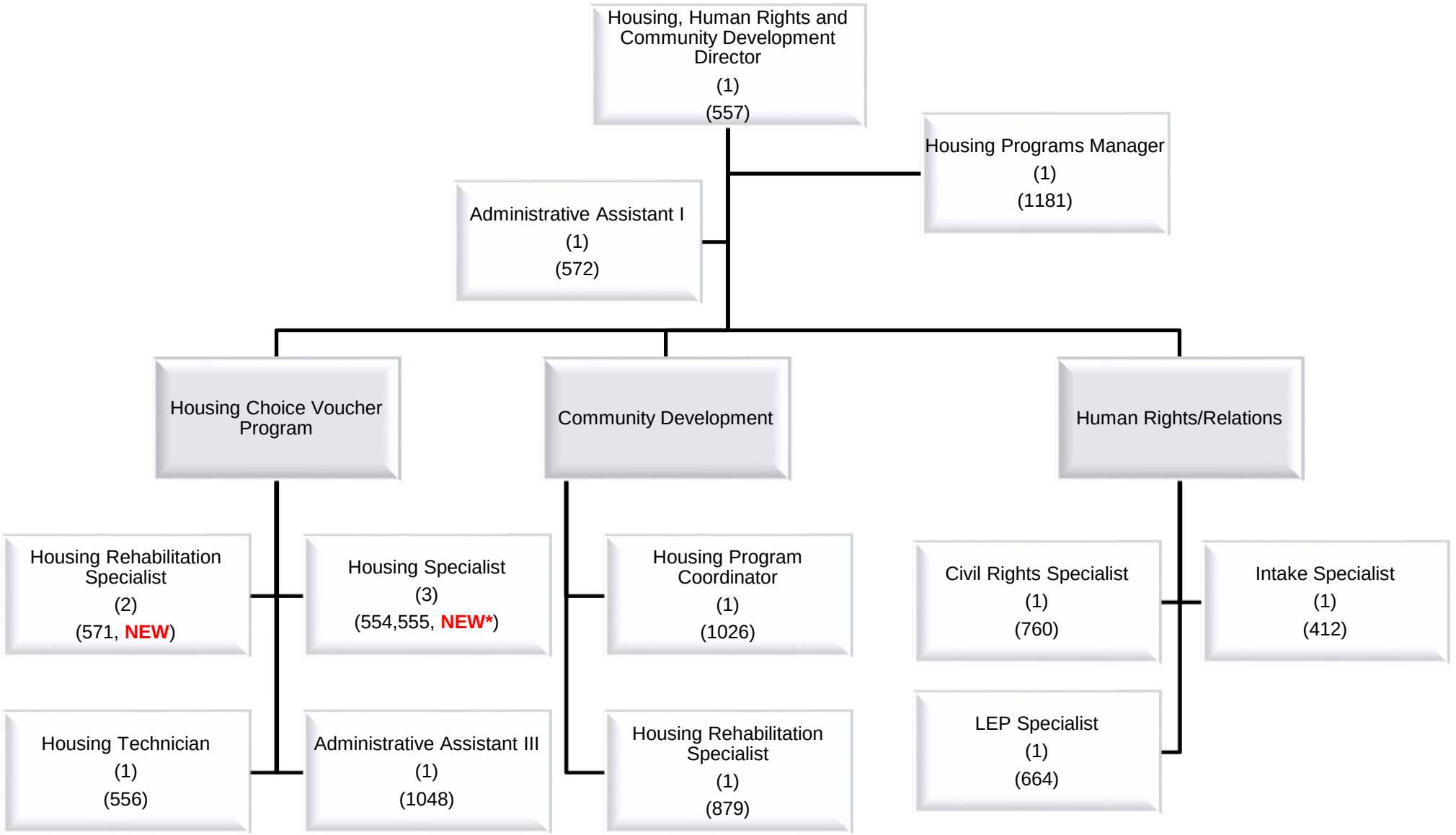
FY 2017-18 Objectives

- Receive fair housing complaints and resolve 75% of the complaints 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 Fair Housing and the Orange County Civil Rights Ordinance.

Budget Highlights

The FY 2017-18 Manager's Recommended Budget includes no significant budget changes.

Housing, Human Rights & Community Development



*Denotes Time-Limited and/or Grant Funded Position(s)

Human Resources

Phone Number: (919) 245-2550 Website: http://www.orangecounty.nc.gov

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Category (General Fund)						**Account: 250**
Personnel Services	731,310	816,775	816,775	832,203	819,264	819,264
Operations	92,969	120,876	126,508	119,909	113,229	113,229
Capital Outlay	4,615	0	0	0	2,950	0
Total Expenditures	**$ 828,894**	**$ 937,651**	**$ 943,283**	**$ 952,112**	**$ 935,443**	**$ 932,493**
County Costs (net)	**$ 828,894**	**$ 937,651**	**$ 943,283**	**$ 952,112**	**$ 935,443**	**$ 932,493**
Total Human Resources and Related Expenditures	**$ 828,894**	**$ 937,651**	**$ 943,283**	**$ 952,112**	**$ 935,443**	**$ 932,493**

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 oriented 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, while 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 2016-17 Outcomes

Human Resources Operation Services

- Updated the Human Resources Intranet Page to enhance a user friendly approach by sorting by subject matter.
- Implemented an Employee Self-Serve Program in March 2017 allowing employees to access personal information from any mobile device.

- Expanded and implemented a New Employee Orientation schedule that encompasses additional department Subject Matter Experts to better prepare new hires on Orange County polices.
- Implemented a Student Internship Program and had six college interns in various departments.
- Implemented and provided training on alternatives to commuting including a comprehensive Telework policy.
- Prepared Performance Management System upgrade for implementation this fiscal year.

Staff Development and Training

- Provided 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.
- Continued the Supervisor Training Program for all current supervisors and enhanced the growth of potential supervisors.
- Continued the delivery of Fish! Philosophy experiences to County employees; specific training was provided to Animal 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.
- Announced the new "We Have It" award to accompany the "I Have It" award to recognize employees that have exhibited FISH! Practices as a group.
- Introduced and implemented the STARFISH peer awards for departments to give out STARFISH! Pins (one per month for each department) also exhibiting the FISH philosophy of customer services.
- Continued to look at the needs of departments to determine the training needs that align with the County mission and department mission if applicable.
- Determined a training plan county wide or department wide based on outcome of assessment.
- Explored an e-learning, tracking ethics course to be implemented county wide.
- Provided 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.

Employment Programs

- Continued to maintain a workforce free of alcohol and drug abuse to protect the safety of County employees and the public by providing pre-employment, random, post-accident and reasonable suspicion drug and alcohol testing.
- Provided Drug and Alcohol Reasonable Suspicion Training to Supervisors.
- Revised the Drug and Alcohol Testing Administrative Rules and Regulations.
- Provided Job Study Assessments to ensure classifications with physical requirements were evaluated and updated appropriately through the Fit for Duty program. Four (4) Job Study Assessments were completed by Job Ready Services.
- Assisted several employees with Reasonable Accommodations Requests.
- Completed mandatory referrals for Employee Assistance Program (EAP) to address employee relations issues, retention and substance abuse.

Recruitment and Selection

- Continue to 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.
- Completed 120 postings and screened and referred qualified candidates to hiring managers within 1.3 days of a closed posting.
- Created 23 new NEOGOV accounts for hiring managers and trained accordingly.
- Provided Oral Board Training for 8 Department Directors.
- Expanded advertising to be more diverse and to reach a wider audience. Advertisers include: NC Works, Job Finders, Triangle Tribune, The Charlotte Post, Durham Technical Community College, Alamance Technical Community College, Guilford Technical Community College, Career Vitals, NCACC, and NC League of Municipalities.

Classification and Pay

- Conducted organizational reviews for several departments and salary grade reviews for grade 8 and grade 9 positions.
- Completed a comprehensive review of temporary positions for consideration of status change to permanent and assigned classification.
- Completed comprehensive analysis of positions in two departmental divisions, two departments and salary grades 9, 10, 11 and 12.
- Developed career progression plans for three departmental divisions.
- Conducted job analyses to create and/or update job descriptions and identify job competencies as essential criteria for hiring, retaining and promoting County employees.
- Ensured that positions are appropriately classified and graded and that employees are compensated accordingly.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Staff Development and Training					
Total number of training courses offered	108	89	135	130	135
Total number of training participants	1,325	989	1,300	1,300	1,500
Total number of employees completing Supervision Training	n/a	176	132	140	50
Number of employees receiving I Have IT Award	n/a	~25	70	50	70
WPPR processed	947	848	915	950	950
Classification and Pay					
Reclassification reviews completed	7	51	n/a	62	15
Equity Retention Adjustments completed	7	24	n/a	n/a	10
Number of Class and Pay Study positions reviewed	n/a	36	17	711	379
Number of Class and Pay Study recommendations implemented	n/a	51	n/a	773	379
Number of County Wide Internship participants	n/a	n/a	3	6	8

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Recruitment and Selection					
Number of Request to Fills (RTF) processed	n/a	210	210	233	250
Average number of days to process RTF	n/a	12.0	2.1	2.7	2.5
Number of Recruitments / Postings	167	204	225	206	230
Number of Job Posting Hits/Views	n/a	n/a	117,000	98,713	115,000
Number of applications received	6,703	10,056	10,000	8,397	9,800
Average number of days to screen and refer applications to Hiring Manager	n/a	n/a	1.4	1.3	1.3
Number of applications received (% women)	n/a	72%	70%	70%	70%
Number of applications received (% minority race)	n/a	56%	60%	55%	60%
Number of referrals	n/a	4,332	4,500	4,090	4,500
Percentage of applicants referred	n/a	n/a	43%	55%	50%
Employment Programs					
Number of Fit for Duty post offer participants (capable)	26	35	35	46	60
Number of Fit for Duty post offer participants (not-capable)	0	1	2	4	8
Number of Fit for Duty / Return to Work	1	5	5	14	20
Number of Job Analysis and Validations Completed	2	5	5	7	5
Drug and Alcohol Testing Program / # of tests conducted post-offers	180	180	200	200	220
Number of request for reasonable accommodation	n/a	n/a	6	11	11
Employment Statistics					
Total number of full time permanent employees	859	865	900	892	900
Turnover Rate	9%	12%	13%	10%	8%

FY 2017-18 Objectives

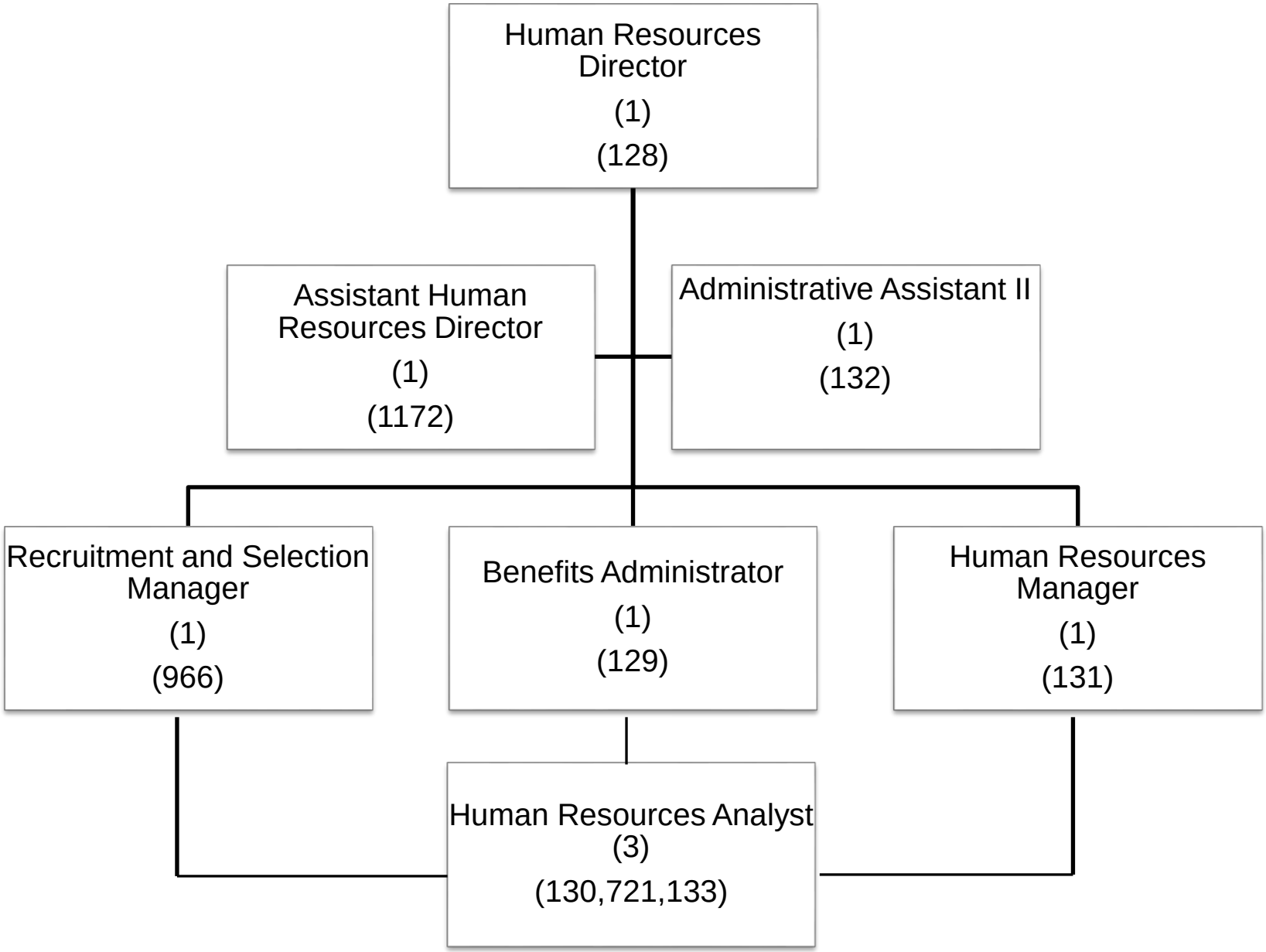
- Develop a comprehensive NEOGOV Training Program from all new Supervisors/Managers.
- Provide a standard operating procedure for the Interviewing Process which includes instruction on preparing structured oral boards, conducting interview, the hiring process, and properly documenting throughout the process and after hiring to meet compliance standards.
- 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.
- Develop efficiency using technology more efficiently in recruitment, hiring, orientation, succession planning, retention and organizational exit programs.
- Implement activities and programs that address performance management to ensure that the knowledge, skills, abilities and performance of the workforce meet current and future county and individual needs and provide a performance management system that is user friendly, electronic and has clearly defined measures.
- Develop career progression plans for various classifications.
- Review the County's Affirmative Action Policy, to ensure meeting the goal of promoting equal access to employment by protected groups and to continually evaluate our recruiting practices for potential adverse impact.
- 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.
- 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.
- Continue to support the Employee Advocacy Roundtable issues as defined within the 2016 SWOT Analysis.
- Continue to work with Functional Team Management to enhance the delivery of services to County departments.

Budget Highlights

The FY 2017-18 Manager's Recommended Budget includes no significant budget changes.

Human Resources



Information Technologies

Phone Number: (919) 245-2280 Website: http://intranet.orangecountync.gov/IT/

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Category (General Fund)						**Account: 315**
Personnel Services	1,526,230	1,563,615	1,563,615	1,427,846	1,631,323	1,589,364
Operations	1,195,487	1,645,727	1,726,517	1,609,928	1,817,231	1,738,771
Capital Outlay	26,854	0	0	0	0	0
Total Expenditures	**$ 2,748,572**	**$ 3,209,342**	**$ 3,290,132**	**$ 3,037,774**	**$ 3,448,554**	**$ 3,328,135**
Offsetting Revenues	*0*	*(19,645)*	*(19,645)*	*(19,645)*	*(19,645)*	*(19,645)*
County Costs (net)	**$ 2,748,572**	**$ 3,189,697**	**$ 3,270,487**	**$ 3,018,129**	**$ 3,428,909**	**$ 3,308,490**
Total Information Technologies and Related Expenditures	**$ 2,748,572**	**$ 3,209,342**	**$ 3,290,132**	**$ 3,037,774**	**$ 3,448,554**	**$ 3,328,135**

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
- 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
- Broadband Education and Statistics

FY 2016-17 Outcomes

- Animal Services and Solid Waste VoIP phone system upgrade.
- Continue Land Records Central Permitting Project (March 2018 completion)
- Increase centralized data storage via storage area network expansion (SAN expansion)
- PC replacements 200 units (100 laptops + 100 desktops)

Information Technologies – continued

- Expand Internet availability to Orange County residents
- Library Hotspot Loaner Program
    - increase to 150 units
    - exploring a long term loaner program
- Kronos service improvements
- Increase IT security posture
    - installed security hardware
    - improved email scanning system
- Orange Public Transportation scheduling and mobile data terminals
- Pretrial and Drug Treatment Court case management application
- Facilities Maintenance Software Project
- Breeze Farm Internet Project
- Fiber Study

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: Network and VoIP					
Network Uptime	99.40%	99.40%	99.90%	98.58%	99.90%
Service: Help Desk					
Incoming Trouble Tickets	11,787	15,000	13,500	11,242	13,000
Service Call Resolution within Targets	74%	61%	80%	62%	80%
Service: Disaster Recovery					
Data Backup Success Rates	98.00%	99.90%	99.90%	98.47%	99.90%
Applications & Operations Projects:					
All projects in queue	--	123	110	102	110
New projects added to queue	--				
Closed/completed Projects	--	80	70	75	75
On Hold/Waiting		43	40	27	35
Canceled	--	0	4	2	2

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
- 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.

FY 2017-18 Objectives

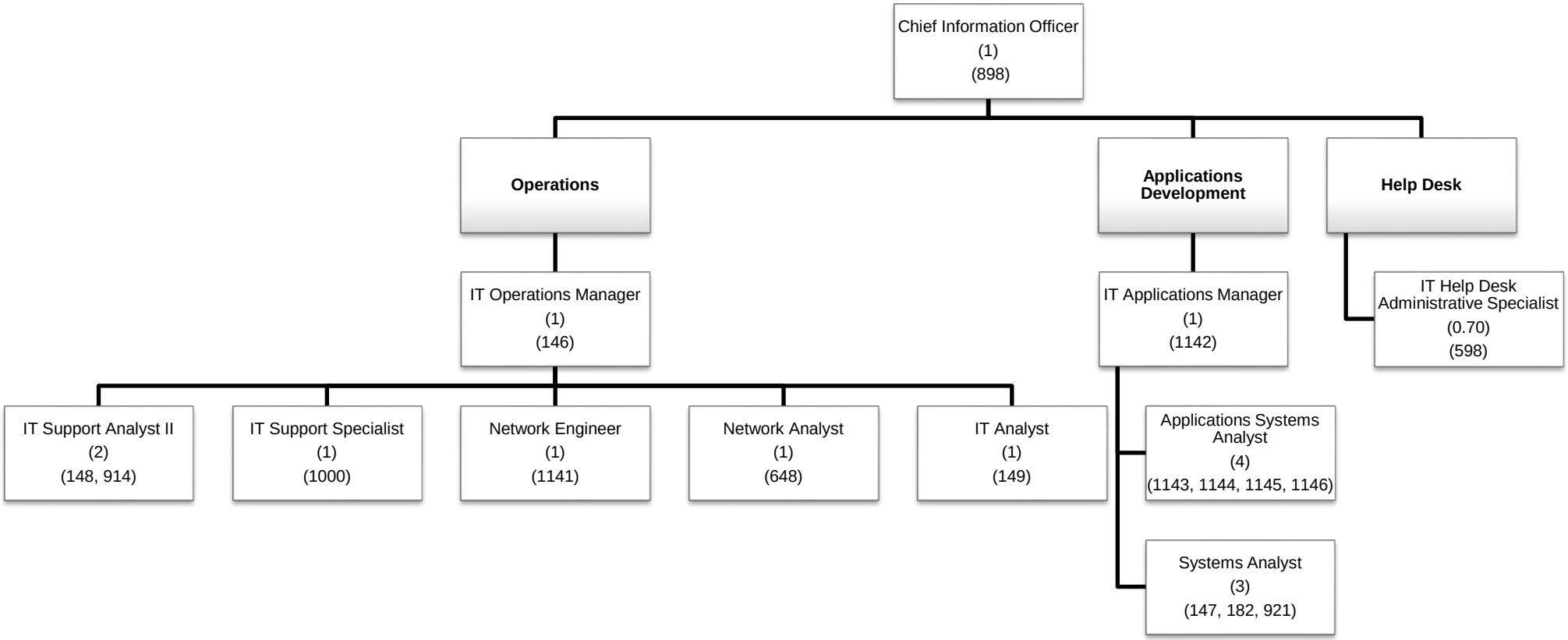
- PC Replacements 280 units
- Printer replacements 45 units
- Start test migrations of moving backup data to the cloud
- Finish remaining 20% of infrastructure build for SHSC to house nightly backup data.
- Move storage and servers into the hyper-converged model where storage and computing technology are merged rather than separate to allow for a better centralized management model
- Continue to enhance County data security.

Budget Highlights

The FY2017-18 Manager's Recommended Budget includes:

- An increase of $160,824 in the Software License and Maintenance operating account. This increase is due to several factors:
    - Additional modules or licenses to expand existing service applications
    - New maintenance items
    - Newly negotiated multi-year maintenance contracts, which will have a cost-savings for this operating account in future budgets

Information Technologies



Library Services

Phone Number: (919)245-2525 Website: *www.orangecountync.gov/library*

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Category (General Fund)						**Account: 500**
Personnel Services	1,690,349	1,726,784	1,731,644	1,812,755	1,809,460	1,799,990
Operations	394,028	419,430	472,417	471,557	456,227	443,727
Capital Outlay	18,617	0	18,637	994	0	0
Total Expenditures	**$ 2,102,993**	**$ 2,146,214**	**$ 2,222,698**	**$ 2,285,306**	**$ 2,265,687**	**$ 2,243,717**
Offsetting Revenues	*(170,990)*	*(146,550)*	*(223,034)*	*(192,023)*	*(138,297)*	(138,297)
County Costs (net)	**$ 2,102,993**	**$ 2,146,214**	**$ 2,222,698**	**$ 2,285,306**	**$ 2,265,687**	**$ 2,243,717**
By Category (Multi-year Grant Projects Fund)						**Account: 5000**
Personnel Services	0	65,167	65,167	65,148	65,148	65,148
Operations	0	18,461	18,461	16,180	16,050	16,050
Capital Outlay	0	0	0	2,300	0	0
Total Expenditures	**$ 0**	**$ 83,628**	**$ 83,628**	**$ 83,628**	**$ 81,198**	**$ 81,198**
Offsetting Revenues	*0*	*(73,628)*	*(73,628)*	*(73,628)*	*(71,198)*	*(71,198)*
County Costs (net)	**$ 0**	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ 10,000**
Total Library Services and Related Expenditures	**$ 2,102,994**	**$ 2,229,842**	**$ 2,306,326**	**$ 2,368,934**	**$ 2,346,885**	**$ 2,324,915**

Division Summary

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Program (General Fund)						
Carrboro Library	157,991	149,297	149,297	153,517	164,338	157,883
Cybrary	53,592	66,947	66,947	64,414	68,605	68,605
Main Library	1,891,410	1,929,970	2,006,454	2,067,375	2,032,744	2,017,229
Total Expenditures	**$ 2,102,993**	**$ 2,146,214**	**$ 2,222,698**	**$ 2,285,306**	**$ 2,265,687**	**$ 2,243,717**
Offsetting Revenue	*(170,990)*	*(146,550)*	*(223,034)*	*(192,023)*	*(138,297)*	*(138,297)*
County Costs (net)	**$ 1,932,003**	**$ 1,999,664**	**$ 1,999,664**	**$ 2,093,283**	**$ 2,127,390**	**$ 2,105,420**
Total Expenditures	**$ 2,102,993**	**$ 2,146,214**	**$ 2,222,698**	**$ 2,285,306**	**$ 2,265,687**	**$ 2,243,717**
Other Related Programs (Multi-year Grant Projects Fund)						
Outreach Grant	0	83,628	83,628	83,628	81,198	81,198
Total Expenditures	**$ 0**	**$ 83,628**	**$ 83,628**	**$ 83,628**	**$ 81,198**	**$ 81,198**
Offsetting Revenue	*0*	*(73,628)*	*(73,628)*	*(73,628)*	*71,198*	*71,198*
County Costs (net)	**$ 0**	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ 10,000**
Total Expenditures	**$ 0**	**$ 83,628**	**$ 83,628**	**$ 83,628**	**$ 81,198**	**$ 81,198**

Mission Statement

Our mission statement reflects the commitment we are making to the residents of Orange County.

The Orange County Public Library sets an example for other public libraries by providing safe and welcoming spaces for the people of our community and allow their ideas to flourish. We focus our efforts on listening and learning from a broader audience, expanding our reach throughout the county, ensuring our partnerships are in service to our strategic goals, making our spaces more inclusive, and strengthening our internal and external support systems and relationships.

Department Name: Library Main

Major Services

- Engage
    - Make time to meet people where they are, out in the community and in our buildings. Listen to learn how the library can better help residents pursue dreams of new skills, hobbies, jobs, and languages.
    - Use what we learn to improve our services, programs and collections.
- Partner
    - Work alongside local organizations, town and county departments in Orange County to increase learning opportunities for all ages. Seek opportunities to use our abilities as information gatherers to address community needs.
    - Promote our work with partners so that Orange County residents can benefit.
- Include
    - Improve our website so that it's easy and pleasant to use, and accessible for people with low vision and hearing. Tend to our buildings to make sure we remain welcoming.
    - Improve our service to rural residents through increased use of the Library Station in Cedar Grove and joint activities with county community centers.
- Connect
    - Build relationships with area libraries so customers have greater access to materials, program, and services. Continue to learn how to offer excellent customer service on the phone, in the library, and online.
    - Provide the Friends of the Orange County Public Library (Hillsborough and Carrboro) with the information they need to raise money, volunteer, and advocate for the library system.

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
9am–8pm	9am-8pm	9am – 8pm	9am– 8pm	9am–6pm	9am– 6pm	Noon-6pm

FY 2016-17 Outcomes

- Launched technology for youth through an LSTA grant that supports digital literacy for ages 3-12.
- Working with a consultant, completed our 2nd Strategic Plan, through an LSTA grant that will guide us through 2020.
- Launched SEA (Student Easy Access) accounts for Orange County School children grades K-12.
- Continued our collaborative partnership with The Expedition School, providing school visits and library services to the charter school students year round.
- Launched the "Time to Read" project by partnering with the Orange County Partnership for Young Children to address professional development needs around literacy in childcare centers and parent education..

- Expanded our community connections to include collaborations with outside agencies, county departments and key community non-profits, such as Department on Aging, Club Nova, and Orange County Literacy.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: Engage with Ideas: Use information from existing community outreach and partnership efforts and the strategic planning process to meet people where they are.					
Annual visits to Main Library	223,090	223,500	245,000	245,000	255,000
Annual Collaborations	20	25	25	25	27
Number of Volunteers	25	35	35	40	42
Service: Partner for Impact: Emphasize strategic partnership to increase literacy for children birth to five, school-aged children and adults					
Annual programming attendance	10,562	10,540	9,500	8,600	9,000
Programming attendance per capita (NC Average =.38)	.13	.15	.15	.15	.15
Service: Build Inclusive Spaces: We will extend the reach of the library system throughout the county with a new branch location in Carrboro and an improved website. We will continue to support county efforts to increase internet access to all residents.					
Newsletter recipients county wide	700	3300	3500	3800	4000
Website visits annually	221,894	250,861	250,000	255,000	255,000
Number of Wifi-to-Go	0	15	100	125	125
Service: Create Stronger Connections: To increase our effectiveness, we will continue to develop our support network, forge relationships with other library systems and foster a customer-focused work culture.					
Number of Interactions with customers within the library	38,661	19,496	15,000	15,500	16,500
Friends of the Library financial support annually	$10,350	$12,750	15,000	15,886	15,000

FY 2017-18 Objectives

- Launching the Strategic Plan to include major milestones within the 4 broad areas of Engagement, Partnerships, Inclusiveness, and Connections

Budget Highlights

The FY 2017-18 Manager's Recommended Budget includes no significant budget changes.

Department Name: Library 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.
- Contract with CCHSS includes pre-determined set hours of operation and stipends for janitorial services 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 2016-17 Outcomes

- Partnered with Orange County IT to pilot providing wifi hotspots to residents in Southern Orange.
- Provided support for ongoing work with the Manager's Office on the Southern Branch Library Project.
- Connected with members and staff at Club Nova, conducting library card drives, and collecting newspapers for the Club Nova thrift shop.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: Track and support usage of CBL					
Circulation of materials	25,248	20,230	25,000	24,000	25,000
Annual number of computer users	2140	1963	2000	2150	2200
Annual number of library visits	19,053	15,176	18,000	16,500	17,000

Budget Highlights

The FY 2017-18 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

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: Support library services including technology and research assistance.					
Annual number of computer users	22,000	26,660	20,000	20,000	22,000
Technology assistance at Cybrary	1300	1560	1700	1700	1800
Annual number of library visits	15,133	14,328	14,000	14,000	15,000

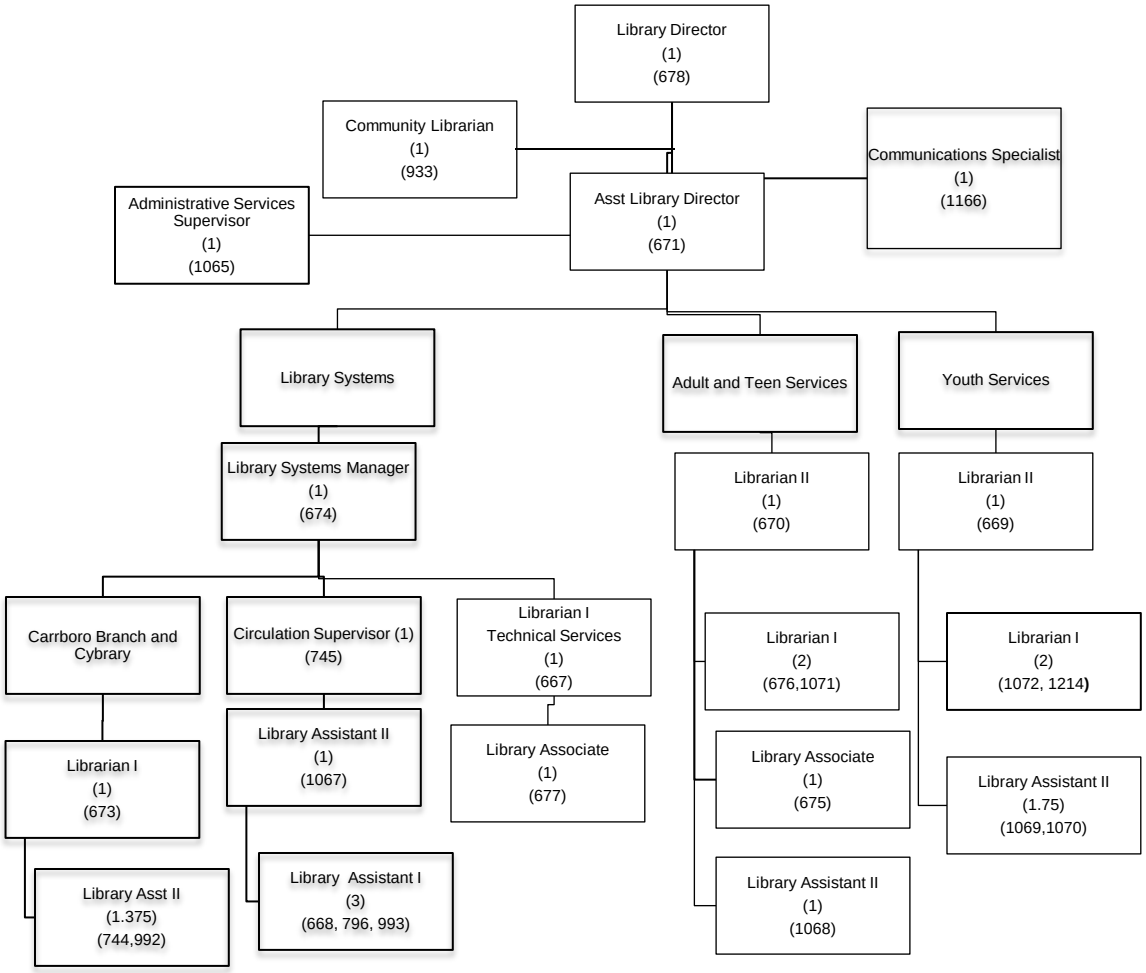
FY 2016-17 Outcomes

- Partnering with Orange County IT to provide pilot program - wifi hotspots to the community of Southern Orange.
- Provide support for ongoing work with the Manager's Office toward identifying a site for the Southern Branch Library.
- Connected with members and staff at Club Nova, conducting library card drives, and collecting newspapers for the Club Nova thrift shop.

Budget Highlights

The FY 2017-18 Manager's Recommended Budget includes no significant budget changes.

Library Services



FY 2017-18 Recommended

Non-Departmental Summary

Community Services

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

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
Community Services						
Big Brothers Big Sisters	2,000	4,000	4,000	4,000	10,000	5,800
Boys & Girls Club-Eastern Piedmc	0	5,000	5,000	5,000	10,000	6,500
Bridge II Sports	2,500	5,250	5,250	5,250	6,500	5,438
Compton's Pond	0	1,800	1,800	0	0	0
Contribution for Sanitation Svs.	1,718,018	2,004,719	2,004,719	2,004,719	2,000,000	1,896,247
Forest Service	63,706	57,177	57,177	57,177	55,863	55,863
Historic Hillsborough Commission	7,000	8,857	8,857	8,857	10,000	9,028
Historical Foundation	6,000	6,600	6,600	6,600	7,260	6,699
Comprehensive P&R Master Plan	7,000	0	0	0	0	0
DCHC Metropolitan Planning ORg	0	28,000	28,000	0	25,622	25,622
Econ Dev Partnership Of Nc	15,000	15,000	15,000	15,000	0	0
Fairview Community Watch	4,000	0	0	0	0	0
Farmer Foodshare	5,000	2,500	2,500	2,500	10,000	6,250
Hillsborough Arts Council	0	7,500	7,500	7,500	12,000	9,750
Hills/Orange Strategic Plan	6,375	10,000	10,000	0	0	0
Jordan Lake Partnership Dues	1,139	8,000	34,130	5,000	8,000	8,000
Jordan Lake Water Storage Dues	2,472	4,000	4,000	2,692	2,700	2,700
Kidzu Children's Museum	0	0	0	0	0	10,460
Lake Orange	22,158	26,000	28,860	7,500	38,800	38,800
Parks Payment In Lieu Update	0	60,000	60,000	4,229	70,000	0
Partnership-Dvpmt & Infrastructur	0	2,500	2,500	0	0	0
Pied. Conservation Council Dues	2,000	2,000	2,000	2,000	2,000	2,000
Piedmont Wildlife Center	2,000	3,500	3,500	3,500	10,000	4,475
Previously Unfunded Organiza	0	0	0	0	52,181	0
Public Gallery of Carrboro	0	1,000	1,000	1,000	1,000	1,000
Resrve For Planning Initiatves	4,160	0	20,645	19,769	104,640	0
Rogers Eubanks Rd Neighborhoo	20,000	20,000	20,000	20,000	30,000	0
Rural Planning Organization	0	7,500	7,500	7,500	7,500	7,500
Solid Waste Program Fee For County Property	7,771	5,000	5,000	7,597	8,000	8,000
Solid Waste Program Fee Payments in Lieu of Taxes	89,554	60,000	60,000	89,555	90,000	90,000
The ArtsCenter	7,000	10,000	10,000	10,000	15,000	12,500
TJCOG Water Quality	13,119	13,119	13,119	13,200	13,757	15,365
Triangle Bikeworks	0	1,000	1,000	1,000	5,000	2,200
Upper Neuse River Basin Dues	95,492	103,483	103,483	104,282	109,268	109,268
Community Services Total	**$ 2,103,465**	**$ 2,483,505**	**$ 2,533,140**	**$ 2,415,427**	**$ 2,715,091**	**$ 2,339,465**

Community Services
Non-Departmentals

Contribution for Recycling and Sanitation Services **$1,896,247**

The Sanitation Division was transferred from the General Fund to the Solid Waste Enterprise Fund, effective July 1, 2010. The General Fund makes an annual contribution to the Solid Waste Fund for related Recycling and Sanitation operations.

Big Brothers Big Sisters of the Triangle **$5,800**

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 **$5,438**

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 **$55,863**

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

Hillsborough Arts Council **$9,750**

The Hillsborough Arts Council's mission is to "Enrich our Community through the Arts". Funding will assist with the year-end goals of: (1) Sustain Current Programs, (2) Expand Revenue-generating art lessons and retail opportunities, and (3) use our 30th anniversary to rebrand HAC and build development efforts.

Historic Hillsborough Commission **$9,028**

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 **$6,699**

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.

Kidzu Children's Museum **$10,460**

With focus on S.T.E.M., the arts, child health and wellness and emerging literacy, "Kidzu's mission is to inspire children and the adults in their lives to learn through creative and purposeful play." Funding supports the Outreach STEM program and access to STEM programs.

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 $25,622
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 $0
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.

Farmer Foodshare $6,250
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 $0
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 $2,700
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 **$38,800**

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 **$0**

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 **$0**

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 **$4,475**

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 **$0**

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. The FY 2017-18 recommended budget includes funds for this association as part of DEAPR's budget for community centers.

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 **$8,000**

These funds cover the Solid Waste Programs fee assessed to County properties.

Solid Waste Program Fee-in-Lieu of Taxes **$90,000**

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 **$12,500**

The Arts Center links art, artists and audiences in Orange County through programs, events and classes designed in response to community needs and interests. Funds support youth programs and school shows.

Triangle J Council of Government (TJCOG) - Water Supply Monitoring Project **$15,365**

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.

Triangle Bikeworks **$2,200**

Triangle Bikeworks has been in operation for four years and incorporated in the state of North Carolina since October 2012.The youth participants of Triangle Bikeworks are enriched in mind, body and spirit through transformative community, cultural and cycling experiences. Funding supports the Spoke'n Revolutions Cycling program.

Upper Neuse River Basin Dues **$109,268**

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

Education

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

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
Education						
Fair Funding - Chccs	494,000	0	0	0	0	0
Fair Funding - Ocs	494,000	0	0	0	0	0
School Hlth & Safety Contracts	0	3,354,000	3,354,000	3,300,000	3,354,000	3,354,000
Education Total	**$ 988,000**	**$ 3,354,000**	**$ 3,354,000**	**$ 3,300,000**	**$ 3,354,000**	**$ 3,354,000**

Non-Departmental Summary

General Government

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

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
General Government						
DMV Collection Charges	244,002	0	0	0	0	0
Manager's Miscellaneous	7,636	20,000	22,870	14,000	20,000	20,000
OCS - Afterschool Program	35,200	0	0	0	0	0
Referendum Education	0	30,000	50,000	50,232	0	0
School Collaboration Consultant	1,520	2,000	2,000	1,750	2,000	2,000
Stormwater Fees For Co. Property	16,867	40,500	40,500	16,866	40,500	40,500
Tax Bill Inserts	0	4,000	4,000	0	4,000	4,000
Triangle J Dues	24,379	24,400	24,400	25,156	25,500	25,500
General Government Total	**$ 329,603**	**$ 120,900**	**$ 143,770**	**$ 108,004**	**$ 92,000**	**$ 92,000**

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 **$0**
Contribution to Orange County Schools Middle School afterschool program.

Referendum Education **$0**
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 **$25,500**
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.

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
Human Services						
A Helping Hand	2,000	5,000	5,000	5,000	8,000	6,500
Art Therapy Institute	1,000	3,000	3,000	0	5,000	300
Behavioral Insights, Inc.	0	4,000	4,000	4,000	40,000	9,400
*Centre For Homeownership	22,000	0	0	0	0	0
CH/Carrboro Human Rights Cente	1,000	2,000	2,000	2,000	15,500	8,750
CH/Carrboro Meals on Wheels	10,000	15,000	15,000	15,000	15,000	15,000
CH/Carrboro Public School Found	0	0	0	0	0	563
CH/Carrboro YMCA Boomerang	5,000	10,000	10,000	10,000	13,450	11,725
Charles House	15,000	20,000	20,000	20,000	25,000	22,500
Child Care Services Assocation	0	0	0	0	0	5,250
*Club Nova	75,000	0	0	0	120,000	12,500
Communities in Schools-OC	78,800	0	0	0	0	0
Community Empowerment Fund	7,500	7,500	7,500	7,500	20,000	13,750
Community Home Trust	231,000	200,026	200,026	200,026	205,353	205,353
Compass Center	64,500	64,500	64,500	64,500	65,900	65,200
Dispute Settlement Center	76,000	80,000	80,000	80,000	83,000	81,500
Duke Homecare & Hospice	1,000	1,000	1,000	1,000	1,200	1,100
El Centro Hispano	20,000	28,810	28,810	28,810	35,000	31,905
*El Futuro	27,500	0	0	0	35,000	0
EmPOWERment	20,000	25,000	25,000	25,000	30,000	27,500
Freedom House	29,000	30,000	35,000	35,000	37,000	36,000
Habitat for Humanity	20,000	25,000	25,000	25,000	50,000	37,500
Housing for New Hope	22,000	0	0	0	0	0
Impact Fee Reimbursement	84,345	175,000	175,000	0	0	0
Inter-Faith Council for Social Serv	44,000	50,000	50,000	50,000	50,000	50,000
KidSCope	75,000	75,000	75,000	75,000	124,000	75,000
Ligo Dojo Of Budo Karate	2,000	2,000	2,000	2,000	4,000	3,000
Marian Cheek Jackson Center	8,000	10,000	10,000	10,000	12,500	11,250
Medical Examiner	59,650	38,000	38,000	41,950	42,000	42,000
Mental Health of America	0	5,000	0	0	0	0
Movement of Youth	0	0	0	0	0	20,213
OC County Literacy Council	12,000	15,000	15,000	15,000	17,000	15,600
OC County Rape Crisis Center	30,000	35,000	35,000	35,000	70,000	52,500
OC Disability Awareness Council	4,000	7,000	7,000	7,000	9,500	8,250
OE Enterprises, Inc.	45,100	51,100	51,100	51,100	58,000	54,550
Orange Congregation in Mission	50,415	50,415	50,415	50,415	92,415	71,415
Orange County Food Council	0	0	0	0	0	20,376
Orange County Prtrshp for Young	2,000	3,500	3,500	3,500	7,500	5,500
Orange County Rural Alliance	0	0	0	0	0	12,500
Piedmont Health Services	0	0	0	0	22,000	16,500
Planned Parenthood	20,000	20,000	20,000	20,000	20,000	20,000
Previously Unfunded Organiza	0	0	0	0	229,294	0
*Rebuilding Together of the Trianç	0	0	0	0	0	0
Reserve For Human Services	0	0	0	0	0	0
School Health Nurse Contract	698,327	0	0	0	0	0
Senior Care of Orange County	25,000	30,000	30,000	30,000	40,000	35,000
Social Justice Reserve Fund	0	350,000	350,000	100,000	350,000	250,000
St. Joseph CME Church	0	0	0	0	0	3,750
TABLE	0	5,000	5,000	5,000	12,000	8,500
The Arc of the Triangle	3,750	6,000	6,000	6,000	7,500	6,450
*The Exchange Club-Child Abuse	2,000	0	0	0	13,100	9,638
Tides Center - Youth Forward	0	0	0	0	0	750

United Way of the Triangle	0	16,030	16,030	16,030	45,000	0
Voices Together	10,000	15,000	15,000	15,000	20,000	17,500
Volunteers For Youth	0	7,500	7,500	7,500	10,000	8,750
Youth Community Project	0	4,750	4,750	4,750	20,000	7,038
Human Services Total	**$ 1,903,887**	**$ 1,492,131**	**$ 1,492,131**	**$ 1,068,081**	**$ 2,080,212**	**$ 1,418,326**

* In FY 2017-18, Finance and Administrative Services administers all agency contracts with the following exceptions: Club Nova (Cardinal Innovations, MOE funds $95,000), Community Home Trust (Housing), El Futuro (Health), Piedmont Health Services (Health), The Exchange Club Child Abuse Prevention Center (Social Services), and the Art Therapy Institute (Cardinal Innovations, MOE funds $3,000). Funds for these agencies are budgeted in departmental budgets or Cardinal Innovations budget.

Human Services Non-Departmentals

A Helping Hand **$6,500**

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.

Behavioral Insights, Inc. **$9,400**

Behavioral Insights, Inc. provides classes to meet the needs of those required by a North Carolina mandate to participate in a state certified domestic violence Batterer Intervention Program. Additionally, Behavioral Insights intends to provide other services to identify client needs and link clients to needed services.

Boomerang Youth Inc. **$11,725**

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.

Chapel Hill-Carrboro Meals on Wheels **$15,000**

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 Public School Foundation **$563**

The Chapel Hill – Carrboro Public School Foundation become incorporated in 1983. Their mission is to create opportunities for students and teachers. Funding supports the Blue Ribbon Youth Leadership institute.

Charles House **$22,500**

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.

Child Care Services Association **$5,250**

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.

Club Nova **$107,500**

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 ($95,000) and county general funds ($12,500).

Community Empowerment Fund **$13,750**

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 **$205,353**

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 **$65,200**

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 **$81,500**

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 **$1,100**

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 **$31,905**

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 **$31,250**

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. MOE funds will be associated with agency's funding.

EmPOWERment **$27,500**

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 **$36,000**

Freedom House promotes enhances and supports recovery for men, women, and children affected by substance use disorder and mental illness by using a holistic, evidence-based and person-centered approach. Our expertise and broad array of treatment services stabilize nurture and enhance the personal growth and development of those we serve so that they can recover to live rich, full lives.

Habitat for Humanity of Orange County **$37,500**

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.

Impact Fee Reimbursement **$0**

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.

Human Rights Center of Chapel Hill and Carrboro **$8,750**

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. The Refugee Community Partnership operates under The Human Rights Center of Chapel Hill and Carrboro.

Inter-Faith Council for Social Service (IFC) **$50,000**

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 **$3,000**

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 **$11,250**

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 **$42,000**

Funds are budgeted to perform autopsies and medical examinations as required at the University Medical Center.

Movement of Youth, Inc. **$20,213**

Movement of Youth (MOY) prepares diverse youth to lead and succeed in the 21st Century through mentoring and targeted enrichment activities led by college students. MOY aspires to be the nation's leading movement for young people to disrupt the status quo and build a safer, smarter, more socially conscious world. Funding supports the My Brother's Keeper program.

OE Enterprises **$54,550**

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) **$71,415**

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 and provides nutritious meals to the frail and elderly in our community.

Orange County Disability Awareness Council **$8,250**

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 Food Council **$20,376**

The Orange County Food Council's mission is to build the community food security, encourage economic development through promotion of a healthy, local food system, and preserve farmland in Orange County.

Orange County Literacy Council **$15,600**

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 **$5,500**

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 **$52,500**

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.

$50,000 are also included in the Department of Housing Human Rights and Community Development for this agency.

Orange County Rural Alliance **$12,500**

Orange County Rural Alliance (OCRA) is part of a community-based alliance that is building awareness of the needs of rural seniors and supports them with what they need to age in place with independence and dignity. OCRA helps with access to county services, safe homes, nutritious food and friendly human contact. OCRA delivers hot meals to rural seniors in underserved areas. Funding supports OCRA's meals on wheels program.

Piedmont Health Services **$16,500**

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 2017-18.

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.

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 **$35,000**

Senior Care of Orange county, Inc. provides program services to frail or disabled older adults to help remain in their homes with family as long as possible. The program provides financial support to the Florence Gray Soltys Adult Day Health Program under the auspices of Senior Care of Orange County, Inc.

Social Justice Reserve Fund **$250,000**

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.

St. Joseph CME Church **$3,750**

At the heart of Saint Joseph Christian Methodist Episcopal Church's mission is to transform lives through the message of faith, hope and love. Services are the hallmark of these three areas of our mission of Saint Joseph and must be communicated with more than mere words. Funding supports the Heavenly Groceries, emergency food assistance program.

TABLE **$8,500**

TABLE's mission is to provide healthy, emergency food aid every week to hungry children living in Chapel Hill and Carrboro, NC.

The Arc of the Triangle **$6,450**

The Arc of the Triangle 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 Art Therapy Institute **$3,300**

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 ($3,000), and county general fund ($300).

The Exchange Club Child Abuse Prevention Center of NC/Alamance Family Ctr. **$9,638**

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 2017-18.

Tides Center – Youth Forward **$750**

Tides accelerate the pace of social change, working with innovative partners to solve society's toughest problems. Youth Forward, a project of Tides Center, is dedicated to advance a seamless array of services aligned to the needs of all youth in Chapel Hill – Carrboro by working with non-profits, schools, local governments, and others. Funding supports the ConnectMe! App.

Voices Together **$17,500**

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 **$8,750**

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 **$7,038**

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.

Non-Departmental Summary

Other Agencies - Library

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

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 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**

Non-Departmental Summary

Other Agencies - Recreation

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

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 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.

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
Public Safety						
Boomerang	28,200	25,200	25,200	25,200	27,312	27,312
Dispute Settlement Center	25,538	25,538	25,538	25,538	27,061	27,061
Fire Districts Audits	28,000	40,000	40,000	35,000	40,000	40,000
Governor's Crime Commission	6,995	16,995	16,995	16,995	16,995	16,995
Intensive Services Program	11,294	11,294	11,294	11,294	11,294	11,294
JCPC Administration	11,829	15,500	16,500	15,500	15,500	15,500
Mental Health America of the Triad	47,502	40,722	40,722	40,722	40,722	40,722
OCJCPC Matching Funds	80,973	83,321	83,321	83,321	83,321	83,321
Vol For Youth - Teen Court	38,750	38,750	38,750	38,750	39,155	39,155
Volunteers For Youth	86,325	86,325	86,325	86,325	88,224	88,224
Wrenn/Haven House	9,185	9,185	9,185	9,185	9,459	9,459
Young Warriors	18,222	18,222	18,222	18,222	19,004	19,004
Public Safety Total	**$ 392,813**	**$ 411,052**	**$ 412,052**	**$ 406,052**	**$ 418,047**	**$ 418,047**

Public Safety Non-Departmentals

NC Dept. of Public Safety/Adult Correction & Juvenile Justice Pass-Through Funds:

Boomerang (YMCA) **$27,312**

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) **$27,061**

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 **$39,155**

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 **$88,224**

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 **$9,459**

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 **$19,004**

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.

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
Support Services						
401 K Plan Enhancement	0	600,000	600,000	0	600,000	600,000
ASCAP	1,341	1,000	1,000	1,363	1,341	1,341
Drug Testing	11,082	16,500	20,101	16,500	20,000	20,000
Employee Development	65,313	74,500	77,658	37,500	65,500	60,500
Health Incentives Program	38,163	35,750	37,824	37,000	40,000	40,000
Health Insurance Increase	0	0	0	0	524,433	524,433
Living Wage Adjustment	0	32,421	32,421	32,421	101,425	131,425
OC Living Wage	0	16,750	16,750	16,750	20,000	17,725
Pay Plan Equity Retention	0	0	0	0	0	0
Recruitment/Selection	23,699	28,500	28,500	15,000	28,500	28,500
Retiree Health Insurance	2,213,368	2,189,174	2,189,174	2,157,633	2,404,411	2,404,411
Salary - Wage Increase	0	1,971,500	1,971,500	0	1,980,343	1,506,824
Salary Compression Adjustment	0	500,000	500,000	0	500,000	250,000
Salary Savings	0	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(2,000,000)
Sportsplex Mbrship - Co. Share	48,460	40,000	40,000	41,500	40,000	40,000
Tuition Refunds	28,059	40,000	40,000	35,000	40,000	40,000
Support Services Total	**$ 2,429,485**	**$ 4,046,095**	**$ 4,054,928**	**$ 890,667**	**$ 4,865,953**	**$ 3,665,159**

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) **$1,341**
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 **$20,000**
These funds provide for the actual costs of drug and alcohol tests as well as for the administration of the random testing program and Federal reporting. The increase is to provide testing of employees required to drive a County vehicle on a regular basis, other than CDL drivers to be part of the random drug and alcohol pool.

Employee Development **$60,500**
Funds for in-house employee training to ensure that employees are given the tools and proper training to operate in the most efficient and effective manner by providing 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. New training will include incorporating cultural diversity and cultural awareness training in our current Supervisor Training Program and developing comprehensive NEOGOV Training Program from all new Supervisors/Managers.

Health Incentives Program **$40,000**
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). The increase in funding for FY 2017-18 is due to expecting an increase in participation by employees by promoting wellbeing among employees and holding an annual Health Fair.

Health and Dental Insurance Increase **$524,433**
A 5.05% increase is projected in Health Insurance premiums for FY 2017-18. See Appendix A for more details.

Living Wage Adjustment **$131,425**
The FY 2017-18 Manager's Recommended Budget includes an increase in the living wage from $13.15/hour to $13.75/hour. See Appendix A for more details.

Orange County Living Wage **$17,725**
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 **$2,404,411**
Funds an increase of $215,237 for retiree healthcare benefits. This represents a 9.83 percent increase for health coverage for all retirees. The Manager is not recommending an increase for the health coverage premium equivalent for retirees enrolled in the County's group plans (pre-65 retirees). This represents an increase of 5.05 percent for pre-65 retiree budget appropriation and an increase of 4.6 percent for post-65 budget appropriation. See Appendix A for more details.

Salary – Wage Increase and Merit Pay Adjustments **$1,506,824**
Funds for a Wage increase of 2.00%, effective July 1, 2017, an employee performance award of $500, $750 or $1,000, effective with WPPR Review Dates from July 1, 2017 to June 30, 2018. See Appendix A for more details.

Salary Compression Adjustment **$250,000**
To continue with a multi-year approach to reduce Salary Compression among employees.

Salary Savings **($2,000,000)**
Implements a Salary attrition savings of $2,000,000 in FY 2017-18.

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 Public Transportation

Phone Number: (919) 245 - 2007

Website: http://www.orangecountync.gov/departments/planning_and_inspections/orange_public_transportation/index.php

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Category (General Fund)						**Account: 325**
Personnel Services	723,149	1,014,760	1,014,760	821,741	1,313,648	1,195,551
Operations	239,671	359,300	360,500	236,206	386,586	299,642
Capital Outlay	17,936	99,678	102,469	31,678	139,750	61,750
Total Expenditures	**$ 980,756**	**$ 1,473,738**	**$ 1,477,729**	**$ 1,089,625**	**$ 1,839,984**	**$ 1,556,943**
Offsetting Revenues	*(500,898)*	*(954,883)*	*(954,883)*	*(714,639)*	*(954,915)*	*(954,915)*
County Costs (net)	**$ 479,858**	**$ 518,855**	**$ 522,846**	**$ 374,986**	**$ 885,069**	**$ 602,028**
Total Orange Public Transportation and Related Expenditures	**$ 980,756**	**$ 1,473,738**	**$ 1,477,729**	**$ 1,089,625**	**$ 1,839,984**	**$ 1,556,943**

Mission Statement

The mission of the Orange County Public Transportation Department is to provide safe, efficient, and accessible transit services and as a viable means of mobility to residents and visitors in need of transportation.

Major Services

- Rural Transit Service
- Fixed Route Service
- Complementary ADA Service
- Non-Emergency Medical Transportation (DSS/ Medicaid)

FY 2016-17 Outcomes

- Implement 3 new Fixed Routes anticipated, by June 30, 2017.
- Retiring 2 buses which have reached useful life and add expansion bus for new service anticipated by June 30, 2017
- As a new department for Orange County Government, add staff, drivers and resources to become a viable department.

FY 2017-18 Objectives

- Adequately staff organization to facilitate current service demands and anticipated services expansion.
- Replace aging fleet to be in compliance with useful life standards of FTA.
- Implement new services (Fixed Route) that take advantage of grant funding sources, as service area continues to trend urban.

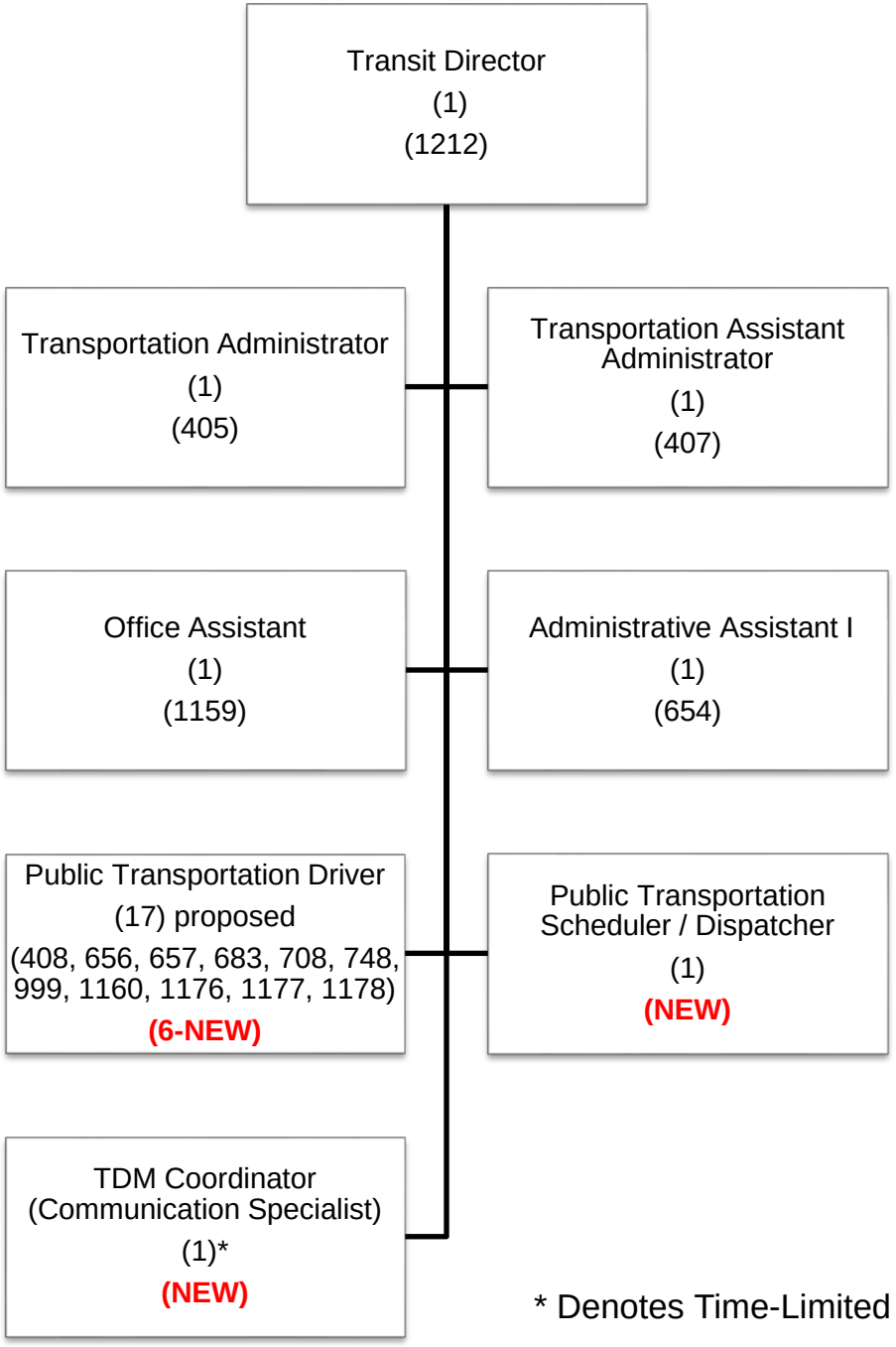
- Coordinate with Chapel Hill Transit (CHT), GoTriangle, and the MPO regarding implementation of the Orange County Transit Plan (formerly the Orange County Bus & Rail Investment Plan).
- Monitors implementation of the Orange County Transit Plan and participates in LRT, BRT, and small bus capital planning.

Budget Highlights

The FY2017-18 Manager's Recommended Budget includes:

- The addition of 8.0 FTE, primarily to focus on service and route expansion. These positions have been staggered throughout the year:
    - 2.0 FTE Public Transportation Drivers to start July 1, 2017, each with a total salary/benefits cost of $44,110 and one-time start-up/operating costs of $770
    - 2.0 FTE Public Transportation Drivers to start October 1, 2017, each with a total salary/benefits cost of $33,083 and one-time start-up/operating costs of $578
    - 2.0 FTE Public Transportation Drivers to start January 1, 2018, each with a total salary/benefits cost of $22,055 and one-time start-up/operating costs of $385
    - 1.0 FTE Public Transportation Scheduler/Dispatcher to start July 1, 2017, with a total salary/benefits cost of $51,930 and one-time start-up/operating costs of $770
    - 1.0 FTE TDM Coordinator (Communications Specialist) to start July 1, 2017, with total salary/benefits cost of $53,721 and one-time start-up/operating costs of $8,671
        - This position is being recommended as part of a grant match with the Triangle J Council of Governments. The position is a 50% grant match with the Council of Governments.
- A reduction of $140,000 in the Temporary personnel account. Due to the recommended increase in permanent staffing, the department intends to eliminate the use of temporary personnel.
- An increase of $14,780 in the Contract Services account to provide training for the additional staff and for the purchase/maintenance of CTS Fleet software.
- An allocation of $60,000 in the Vehicles account. These funds will be used to cover the County's portion of 2 new bus purchases. The County is responsible for 10% of the total purchase bus price, with reimbursable Federal funds being used for the other 90%.

Public Transportation



* Denotes Time-Limited / Grant Funded Position(s)

Outside Agencies

County Manager Recommendations

Synopsis

- In FY 2016-17, the BOCC appropriated $1,176,763 for 55 agencies, an increase of $48,448 above the FY 2015-16 appropriation. This included funding for twelve new or previously unfunded agencies, which totaled $83,530.

    - After the adoption of the FY 2016-17 budget document the following two (2) agencies were moved within a specific county department's budget – Fairview Community Watch ($6,000) and Rebuilding Together of the Triangle ($10,000). Additionally, funds associated with the Rogers Eubanks Neighborhood Association were moved in the Department of Environment, Agriculture, Parks and Recreation ($30,000) during the FY 2017-18 budget development. The attached FY 2017-18 Manager Recommended Budget, Outside Agency Recommendations spreadsheet, reflects a total of $1,140,763 in FY 2016-17 approved agencies with the above reductions.

- On December 13, 2016 the Board of County Commissioners approved a funding target of 1.2% of the County's General Fund expenditures, less the appropriation for education expenses, for the purpose of funding outside agency operations. The County has historically funded Outside Agencies at 1% of the County Budget (Less Education Appropriation). Based on FY 2016-17 Approved Budget (Less Education Appropriation), 1.2% equates to $1,345,761.

- For the FY 2017-18 Funding Process, the County received applications from 60 agencies. Requests totaled $1,887,153, an increase of $710,390 above the current year's appropriation. Nine, currently unfunded agencies requested $281,475; one of those agencies applied last year. The FY 2017-18 requested amount (above) includes three community centers funding requests ($82,181, reference note below), and a funding increase for Kidscope of $49,000. Kidscope withdrew their increase request. KidScope was funded in FY 2016-17, $75,000.

- The County Manager recommends funding for 60 agencies, in FY 2017-18. The recommendation totals $1,353,401, an increase of $212,638 from the FY 2016-17 Approved Budget. Six agencies will be contracted through specific county departments. Based on the County Manager's FY 2017-18 Recommended Budget (Less Education Appropriation), 1.2% equates to $1,368,322.

  The budget includes the following recommendations:

  - Increases (+$212,638): Additional funding for forty five (45) currently funded agencies and seven (7) new or previously unfunded agencies.
  - In FY 2017-18 three (3) Community Centers requested funding through the Outside Agency funding process and the Department of Environment, Agriculture, Parks and Recreation (DEAPR). Outside Agency requested totaled $82,181, Cedar Grove Neighborhood Association ($20,000), Rogers Road Eubanks Neighborhood Association ($30,000), and United Voices of Efland Cheeks ($32,181). Funding for each community center is reflected in the DEAPR departmental budget section of this document.

- 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 2017-18 Manager Recommended Budget
Outside Agency Recommendations

Agency	FY 2016-17 Approved Budget	FY 2017-18 Agency Request	FY 2017-18 Manager Recommended	Change from Approved Budget
1. FY 2016-17 Funded Agencies				
A Helping Hand	5,000	8,000	6,500	1,500
Behavioral Insights, Inc.	4,000	40,000	9,400	5,400
Big Brothers Big Sisters of the Triangle	4,000	10,000	5,800	1,800
Boomerang Youth Inc. [1]	10,000	13,450	11,725	1,725
Boys and Girls Club of Durham & Orange Co.	5,000	10,000	6,500	1,500
Bridge II Sports	5,250	6,500	5,438	188
Chapel Hill/Carrboro Meals on Wheels	15,000	15,000	15,000	-
Charles House	20,000	25,000	22,500	2,500
Club Nova [2]	95,000	120,000	107,500	12,500
Community Empowerment Fund	7,500	20,000	13,750	6,250
Community Home Trust [2,3]	200,026	205,353	205,353	5,327
Compass Center for Women and Families	64,500	65,900	65,200	700
Dispute Settlement Center [1]	80,000	83,000	81,500	1,500
Duke Homecare & Hospice	1,000	1,200	1,100	100
El Centro Hispano	28,810	35,000	31,905	3,095
El Futuro [2]	27,500	35,000	31,250	3,750
EmPOWERment	25,000	30,000	27,500	2,500
Farmer Foodshare	2,500	10,000	6,250	3,750
Freedom House	35,000	37,000	36,000	1,000
Habitat for Humanity	25,000	50,000	37,500	12,500
Hillsborough Arts Council	7,500	12,000	9,750	2,250
Historic Hillsborough Commission	8,857	10,000	9,028	171
Historical Foundation	6,600	7,260	6,699	99
Human Rights Center of Chapel Hill & Carrboro	2,000	15,500	8,750	6,750
Interfaith Council	50,000	50,000	50,000	-
KidSCope	75,000	75,000	75,000	-
Ligo Dojo of Budo Karate [1]	2,000	4,000	3,000	1,000
Marian Cheek Jackson Center	10,000	12,500	11,250	1,250
OE Enterprises, Inc.	51,100	58,000	54,550	3,450
Orange Congregations in Missions	50,415	92,415	71,415	21,000
Orange County Disability Awareness Council	7,000	9,500	8,250	1,250
Orange County Food Council	16,030	45,000	20,376	4,346
Orange County Literacy Council	15,000	17,000	15,600	600
Orange County Living Wage	16,750	20,000	17,725	975
Orange County Partnership for Young Children	3,500	7,500	5,500	2,000
Orange County Rape Crisis Center	35,000	70,000	52,500	17,500
Piedmont Health Services, Inc. [2]	11,000	22,000	16,500	5,500
Piedmont Wildlife Center	3,500	10,000	4,475	975

FY 2017-18 Manager Recommended Budget
Outside Agency Recommendations

Agency	FY 2016-17 Approved Budget	FY 2017-18 Agency Request	FY 2017-18 Manager Recommended	Change from Approved Budget
1. FY 2016-17 Funded Agencies (cont'd)				-
Planned Parenthood	20,000	20,000	20,000	-
Public Gallery of Carrboro - WCOM-LP Radio	1,000	1,000	1,000	-
Senior Care of Orange County	30,000	40,000	35,000	5,000
TABLE	5,000	12,000	8,500	3,500
The Arc of the Triangle	6,000	7,500	6,450	450
The Art Therapy Institute [2]	3,000	5,000	3,300	300
The Arts Center	10,000	15,000	12,500	2,500
The Exchange Club Child Abuse Prevention [2]	6,175	13,100	9,638	3,463
Triangle Bikeworks	1,000	5,000	2,200	1,200
Voices Together	15,000	20,000	17,500	2,500
Volunteers for Youth [1]	7,500	10,000	8,750	1,250
Youth Community Project	4,750	20,000	7,038	2,288
1. Total - FY 2016-17 Funded Agencies	**$ 1,140,763**	**$ 1,526,678**	**$ 1,299,915**	**$ 159,152**
2. New or Previously Unfunded Agencies				
Chapel Hill - Carrboro Public School Foundation	-	1,125	563	563
Child Care Services Association	-	35,000	5,250	5,250
Kidzu Children's Museum	-	20,919	10,460	10,460
Movement of Youth Inc.	-	134,750	20,213	20,213
Orange County Rural Alliance	-	25,000	12,500	12,500
St. Joseph CME Church	-	7,500	3,750	3,750
Tides Center - Youth Forward	-	5,000	750	750
2. Total - New or Previously Unfunded Agencies	**$ -**	**$ 229,294**	**$ 53,486**	**$ 53,486**
Grand Total	**$ 1,140,763**	**$ 1,755,972**	**$ 1,353,401**	**$ 212,638**

Notes:

1. The agency receives State Juvenile Crime 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, MOE funds $95,000), Community Home Trust (Housing), El Futuro (Public Health), Piedmont Health Services (Health), The Art Therapy Institute (a part of Cardinal Innovations, MOE funds $3,000), The Exchange Club Child Abuse Prevention Center (Social Services).

3. Community Home Trust requested an increase in funding for FY 2017-18. This increase is based on an interlocal agreement formula.

Outside Agency Summaries

1. FY 2016-17 Funded Agencies

A Helping Hand **$6,500**

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.

Behavioral Insights, Inc. **$9,400**

Behavioral Insights, Inc. provides classes to meet the needs of those required by a North Carolina mandate to participate in a state certified domestic violence Batterer Intervention Program. Additionally, Behavioral Insights intends to provide other services to identify client needs and link clients to needed services.

Big Brothers Big Sisters of the Triangle **$5,800**

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.

Boomerang Youth Inc. **$11,725**

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.

Boys and Girls Club of Durham & Orange County **$6,500**

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.

Bridge II Sports **$5,438**

Bridge II Sports creates opportunities for children and adults with physical challenges to participate in team, individual, and recreational activities. Funds will support recruitment efforts and adapted sports programs that serve Chapel Hill residents, with physical disabilities.

Chapel Hill-Carrboro Meals on Wheels **$15,000**

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.

Charles House **$22,500**

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 **$107,500**

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 ($95,000) and county general funds ($12,500).

Community Empowerment Fund **$13,750**

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 **$205,353**

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 **$65,200**

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 **$81,500**

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 **$1,100**

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 **$31,905**

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 **$31,250**

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. MOE funds will be associated with agency's funding.

EmPOWERment **$27,500**

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.

Farmer Foodshare **$6,250**

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 **$36,000**

Freedom House promotes enhances and supports recovery for men, women, and children affected by substance use disorder and mental illness by using a holistic, evidence-based and person-centered approach. Our expertise and broad array of treatment services stabilize nurture and enhance the personal growth and development of those we serve so that they can recover to live rich, full lives.

Habitat for Humanity of Orange County **$37,500**

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.

Hillsborough Arts Council **$9,750**

The Hillsborough Arts Council's mission is to "Enrich our Community through the Arts". Funding will assist with the year-end goals of: (1) Sustain Current Programs, (2) Expand Revenue-generating art lessons and retail opportunities, and (3) use our 30th anniversary to rebrand HAC and build development efforts.

Historic Hillsborough Commission **$9,028**

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 **$6,699**

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.

Human Rights Center of Chapel Hill and Carrboro **$8,750**

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. The Refugee Community Partnership operates under The Human Rights Center of Chapel Hill and Carrboro.

Inter-Faith Council for Social Service (IFC) **$50,000**

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 **$3,000**

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 **$11,250**

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.

OE Enterprises **$54,550**

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) **$71,415**

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 and provides nutritious meals to the frail and elderly in our community.

Orange County Disability Awareness Council **$8,250**

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 Food Council **$20,376**

The Orange County Food Council's mission is to build the community food security, encourage economic development through promotion of a healthy, local food system, and preserve farmland in Orange County.

Orange County Literacy Council **$15,600**

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 Living Wage **$17,725**

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.

Orange County Partnership for Young Children **$5,500**

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 **$52,500**

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.

Piedmont Health Services **$16,500**

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 2017-18.

Piedmont Wildlife Center **$4,475**

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.

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.

Public Gallery of Carrboro (WCOM-LP Radio) **$1,000**

Public Gallery of Carrboro's missions is to educate, inspire, and entertain the diverse populations of Carrboro, Chapel Hill, and nearby areas. WCOM-LP Radio cultivates local music and facilitates the exchange of cultural and intellectual ideas, with particular regard for those who are overlooked or under represented by other media outlets.

Senior Care of Orange County **$35,000**

Senior Care of Orange county, Inc. provides program services to frail or disabled older adults to help remain in their homes with family as long as possible. The program provides financial support to the Florence Gray Soltys Adult Day Health Program under the auspices of Senior Care of Orange County, Inc.

TABLE **$8,500**

TABLE's mission is to provide healthy, emergency food aid every week to hungry children living in Chapel Hill and Carrboro, NC.

The Arc of the Triangle **$6,450**

The Arc of the Triangle 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 Art Therapy Institute **$3,300**

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 ($3,000), and county general fund ($300).

The Arts Center **$12,500**

The ArtsCenter exists in order to inspire creativity and to enrich the lives of people of all ages. The Arts Center links art, artists and audiences in Orange County through programs, events and classes designed in response to community needs and interests. Funds support youth programs and school shows.

The Exchange Club Child Abuse Prevention Center of NC/Alamance Family Ctr. **$9,638**

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 2017-18.

Triangle Bikeworks **$2,200**

Triangle Bikeworks has been in operation for four years and incorporated in the state of North Carolina since October 2012.The youth participants of Triangle Bikeworks are enriched in mind, body and spirit through transformative community, cultural and cycling experiences. Funding supports the Spoke'n Revolutions Cycling program.

Voices Together **$17,500**

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 **$8,750**

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 **$7,038**

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.

2. New or Previously Unfunded Agencies

Chapel Hill – Carrboro Public School Foundation **$563**
The Chapel Hill – Carrboro Public School Foundation become incorporated in 1983. Their mission is to create opportunities for students and teachers. Funding supports the Blue Ribbon Youth Leadership institute.

Child Care Services Association **$5,250**
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.

Kidzu Children's Museum **$10,460**
With focus on S.T.E.M., the arts, child health and wellness and emerging literacy, "Kidzu's mission is to inspire children and the adults in their lives to learn through creative and purposeful play." Funding supports the Outreach STEM program and access to STEM programs.

Movement of Youth, Inc. **$20,213**
Movement of Youth (MOY) prepares diverse youth to lead and succeed in the 21st Century through mentoring and targeted enrichment activities led by college students. MOY aspires to be the nation's leading movement for young people to disrupt the status quo and build a safer, smarter, more socially conscious world. Funding supports the My Brother's Keeper program.

Orange County Rural Alliance **$12,500**
Orange County Rural Alliance (OCRA) is part of a community-based alliance that is building awareness of the needs of rural seniors and supports them with what they need to age in place with independence and dignity. OCRA helps with access to county services, safe homes, nutritious food and friendly human contact. OCRA delivers hot meals to rural seniors in underserved areas. Funding supports OCRA's meals on wheels program.

St. Joseph CME Church **$3,750**
At the heart of Saint Joseph Christian Methodist Episcopal Church's mission is to transform lives through the message of faith, hope and love. Services are the hallmark of these three areas of our mission of Saint Joseph and must be communicated with more than mere words. Funding supports the Heavenly Groceries, emergency food assistance program.

Tides Center – Youth Forward **$750**
Tides accelerate the pace of social change, working with innovative partners to solve society's toughest problems. Youth Forward, a project of Tides Center, is dedicated to advance a seamless array of services aligned to the needs of all youth in Chapel Hill – Carrboro by working with non-profits, schools, local governments, and others. Funding supports the ConnectMe! App.

Planning & Inspections Department

Phone Number (919) 245-2575 Website: http://orangecountync.gov/planning/index.asp

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Category (General Fund)						**Account: 620**
Personnel Services	2,346,034	2,547,750	2,652,750	2,515,556	2,814,843	2,778,092
Operations	261,477	319,255	398,810	403,181	435,106	356,769
Capital Outlay	2,087	22,000	34,562	33,013	25,962	0
Total Expenditures	**$ 2,609,598**	**$ 2,889,005**	**$ 3,086,122**	**$ 2,951,750**	**$ 3,275,911**	**$ 3,134,861**
Offsetting Revenues	*(1,329,649)*	*(1,103,017)*	*(1,237,430)*	*(1,455,270)*	*(1,397,050)*	*(1,437,050)*
County Costs (net)	**$ 1,279,949**	**$ 1,785,988**	**$ 1,848,692**	**$ 1,496,480**	**$ 1,878,861**	**$ 1,697,811**
Efland Sewer Fund						**Account: 3601**
Operations	343,712	331,680	331,680	368,665	359,385	359,385
Capital Outlay	0	0	0	0	0	0
Total Expenditures	**$ 343,712**	**$ 331,680**	**$ 331,680**	**$ 368,665**	**$ 359,385**	**$ 359,385**
Offsetting Revenues	*(329,117)*	*(331,680)*	*(331,680)*	*(368,665)*	*(359,385)*	*(359,385)*
County Costs (net)	**$ 14,595**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Total Planning and Inspections and Related Expenditures	**$ 2,953,310**	**$ 3,220,685**	**$ 3,417,802**	**$ 3,320,415**	**$ 3,635,296**	**$ 3,494,246**

Division Summary

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Program (General Fund)						
Planning	2,505,148	1,251,761	1,319,465	1,415,814	1,382,681	1,308,399
Engineering	88,571	92,622	92,322	81,081	0	0
Inspections	11,510	1,180,980	1,315,393	1,107,512	1,354,864	1,350,987
Erosion Control	4,370	363,642	358,942	347,343	538,366	475,475
Total Expenditures	**$ 2,609,598**	**$ 2,889,005**	**$ 3,086,122**	**$ 2,951,750**	**$ 3,275,911**	**$ 3,134,861**
Offsetting Revenue	*(1,329,649)*	*(1,103,017)*	*(1,237,430)*	*(1,455,270)*	*(1,397,050)*	*(1,437,050)*
County Costs (net)	**$ 1,279,949**	**$ 1,785,988**	**$ 1,848,692**	**$ 1,496,480**	**$ 1,878,861**	**$ 1,697,811**
Total Expenditures	**$ 2,609,598**	**$ 2,889,005**	**$ 3,086,122**	**$ 2,951,750**	**$ 3,275,911**	**$ 3,134,861**
Efland Sewer Fund						
Efland Sewer	343,712	331,680	331,680	368,665	359,385	359,385
Total Expenditures	**$ 343,712**	**$ 331,680**	**$ 331,680**	**$ 368,665**	**$ 359,385**	**$ 359,385**
Offsetting Revenue	*(329,117)*	*(331,680)*	*(331,680)*	*(368,665)*	*(359,385)*	*(359,385)*
County Costs (net)	**$ 14,595**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Total Expenditures	**$ 2,953,310**	**$ 3,220,685**	**$ 3,417,802**	**$ 3,320,415**	**$ 3,635,296**	**$ 3,494,246**

Mission Statement

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

Administrative Division

Major Services

- Develops planning studies, area plans and/or regulatory measures to implement BOCC Goals.
- Administration of Planning Board agendas/meetings and Quarterly Public Hearing agendas.
- Administration of various inter-governmental planning initiatives such as the Joint Planning Agreement with the Towns of Chapel Hill and Carrboro, Town of Hillsborough, Cities of Durham and Mebane, and the Schools Adequate Public Facilities Ordinance (SAPFO).
- Manages interdepartmental collaboration and takes lead roles on special planning projects.
- Assists in other major comprehensive plan implementation and current planning amendments.
- Manages Transportation Planning and collaborates with OPT on 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.
- Interact 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.
- Support economic development department and lead coordinated infrastructure development before and during industrial recruitment.

FY 2016-17 Outcomes

- SAPFO Administration, including presentations on the annual technical report as requested
- 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	2014/15 Actual	2015/16 Actual	2016/17 Budget	2016/17 Estimate	2017/18 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	40	35
Other Local Government Meetings	12	12	15	18	20

FY 2017-18 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.
- 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, workforce housing initiative, and a mobile home strategy.
- 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

   Provide Planning support to Public Transit 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 and Master Aging Plan

   Provide Planning support on land development and the 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.

5. Assist Manager's Office with development of fiscal impact model to gauge 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 FY2017-18 Manager's Recommended Budget includes:

- No significant budget changes in this division

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 2016-17 Outcomes

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: [Replace this text with a one-sentence description that describes the program, activity or service's intent.]					
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%	90%	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[1]					
Conduct initial inspection on a submitted complaint within 5 business days from receipt.	79%	84%	90%	85%	90%
Respond to complaint within 7 business days from date of receipt	79%	80%	90%	79%	90%
Follow-up inspections on violations within 30 days of initial notice of violation being sent out	79%	71%	95%	74%	90%
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%	95%
Respond to applicants with updates within 5 business days from contact	85%	87%	95%	89%	95%

FY 2017-18 Objectives

- Cotninue to work on increasing permit processing effectiveness within identified time frames.
- Continue to hold open houses and educational meetings to keep local residents informed of division activities.

[1] Staffing issues within the Department has hindered enforcement inspections and follow-up. There is no longer a dedicated enforcement officer within the Division. The Current Planning supervisor still serves as the primary enforcement officer for the County.

- 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. table of permitted uses, subdivisions, landscape standards, sign regulations, mixed use development projects, rural master planning, affordable housing, etc.).
- Continue to improve our enforcement program with additional outreach and community meetings.

Budget Highlights

The FY2017-18 Manager's Recommended Budget includes:

- No significant budget changes in this division

Comprehensive Planning Division

Major Services

- Provides Transportation Planning service function of the County, including coordination between and among the County and NCDOT, MPOs, RPO, and TJCOG.
- Administration of Orange Unified Transportation Board agendas/meetings
- Prepares/updates/implements elements of the Comprehensive Plan, Joint Land Use Plan with Hillsborough, and access management plans
- Prepares/amends/coordinates functional long- and short-range plans and special studies
- Provides technical assistance to governing and advisory boards concerning comprehenisve planning issues in Orange County
- Coordinates with other County Departments and Divisions on ordinance and/or policy preparation/amendment required to implement the Comprehensive Plan

FY 2016-17 Outcomes

- Coordinated with GoTriangle to report on the Orange County Bus and Rail Investment Plan (BRIP) and to plan for a park and ride lot and transfer facility on the north side of Hillsborough.
- Assist in updating the Orange County Transit Plan.
- Developed marketing material (brochures and website information) for OPT routes and distributed in key County locations.
- Provided input and recommendations on high speed rail corridor through the County and proposed rail crossing closings.
- Participated in Durham-Chapel Hill-Carrboro(DCHC) MPO Unified Planning Work Program reporting and reimbursement process to reimburse the County for a portion of its contributions toward MPO transportation planning.
- Participated in development of State Transportation Improvement Program and DCHC MPO Comprehensive Transportation Plan.
- Continued access management planning in Economic Development Districts (EDD), including consultant oversight.
- Processed land use amendments in Hillsborough EDD

- Supported special projects related to the County's economic development initiatives.

FY 2017-18 Objectives

- Active membership on Technical Coordinating Committees of the two MPOs and RPO, as well as support to respective Policy Boards and Orange County elected officials that serve on them.
- Process any Future Land Use Map amendments that may be required to support the County's Economic Development objectives.
- Analyze and fine-tune access management plans within areas designated for economic development.
- Amend the Buckhorn-Mebane Access Management Plan to fine-tune future corridors based on consultant environmental surveys and traffic projections and analysis.
- MPO Projects -- Durham-Chapel Hill-Carrboro 2045 Metropolitan Transportation Plan (MTP).
- Participate in development of State Transportation Improvement Program through MPOs and RPO.
- Continue implementation of Bicycle Safety Task Force and Safe Routes to Schools recommendations.
- Continued administration required for Orange Unified Transportation Board (OUTBOARD)

Budget Highlights

The FY2017-18 Manager's Recommended Budget includes:

- No significant budget changes in this division

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 2016-17 Outcomes

- Unified Development Ordinance: Draft and presented amendments to the UDO that are intended to promote and further BOCC goals (examples include revisions to the Hillsborough Economic Development District zoning districts, rezonings in the Hillsborough EDD, and revisions to the O/RM [Office/Research & Manufacturing] zoning district). 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: Completed oversight of a study conducted by a consultant to determine the "maximum supportable impact fee" and shepherded the public process to adopt updated fee levels.
- Rogers Road Area Staff Working Group: Extensive participation on a multi-jurisdictional staff working group that is working toward solutions for the Rogers Road area.
- 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., Economic Development, OPT, Asset Management, and DEAPR).
- 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.
- Mebane by Design: Regular participation on a steering committee for a new Land Development Plan for the City of Mebane.
- 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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 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 2017-18 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 (joint planning matters, 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.
- Participation on the potential Chatham-Orange County task force.

Budget Highlights

The FY2017-18 Manager's Recommended Budget includes:

- No significant budget changes in this division

Building Inspections Division

Major Services

- Review building 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 current North Carolina State Building Codes.
- 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 2016-17 Outcomes

- Accept, review and 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.
- Issue Certificates of Compliance or Certificates of Occupancy 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 Orange County 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
- Assist Solid Waste evaluating appeals received from customers regarding the habitability of their building.
- Work with IT staff to implement new central permitting software program to benefit Division and Customers.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 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)	3,500	4,290	5,050	4,698	5,015
Building	725	800	975	871	909
Electrical	1,300	1,630	1,900	1,746	1,868
Mechanical	1,375	1,280	1,415	1,374	1,470
Plumbing	475	580	740	707	756
Field Inspections Year	13,000	15,500	18,150	16,937	18,925
Field Inspections Per Day	57	68	80	69	79
Complaint / Inquiries	50	50	50	50	50
Commercial Plans Review	300	350	400	375	400
One and Two Family Dwellings	180	255	350	331	425
School Inspections	38	38	38	38	38
Permit Valuation	93,000,000	126,630,000	162,066,000	192,924,195	202,570,040

FY 2017-18 Objectives

- Continue training with the 2012 Building, Fire, Fuel Gas, Mechanical, Plumbing, Administration, Energy Conservation, Existing Building, Manufactured Homes and Residential codes. Prepare for 2018 new Code cycle beginning January 2018.
- Continue providing 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 Compliance or Certificates of Occupancy 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 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.
- Work with IT staff and cooperating Departments, to implement new Computer Software program to benefit Division and Customers.
- Assist Solid Waste evaluate buildings under appeal of fees.

Budget Highlights

The FY2017-18 Manager's Recommended Budget includes:

- The addition of 2.0 FTE (1-year time-limited positions) to the division, both of which are completely offset by additional inspections fee revenues:
    - A 1.0 FTE Property Development Specialist with total salary and benefits of $53,721 and one-time start-up and operating costs of $4,003.
    - A 1.0 FTE Property Development Technician with total salary and benefits of $49,590 and one-time start-up and operating costs of $4,003.
- Non-Permanent Personnel funding of $55,000 to assist with the increased activity within the division, this expense is also off-set by increased inspections fee revenues within the division.
- Increased Inspections fees revenues (across multiple accounts) totaling $1,101,050 (an increase of $237,033 over the FY2016-17 Original Budget)

Engineering Division

Major Services

- Manage and develop major water and sewer infrastructure projects extending public water supply and sewage collection to the Economic Development Districts of Orange County
- Manage and operate the Efland Sewer System
- Manage and operate Lake Orange Reservoir, including three (3) upstream sediment control impoundments (wet detention ponds).
- Provide engineering support to other County departments

FY2016-17 Engineering Outcomes

- Buckhorn Mebane EDD, Efland Sewer to Mebane, Phase 2 Extension design completed, permitted, right of way acquired, bid awarded and project under construction.
- Lake Orange Reservoir
    1. Maintained continuous monitoring / maintenance of minimum flow in the East Fork of the Eno River through automated monitoring/remote spillway controls, in accordance with the multi-party Eno River Water Management Plan.
    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 200 sterile grass carp and two applications of aquatic-use herbicide to one of the upstream sediment control structures commonly known as Compton's Pond to help control Hydrilla in Lake Orange and consequently downstream in the Eno River. NCDEQ Aquatic Weed Control Program (AWCP) staff performed an associated survey of the existing Hydrilla infestation in both Compton's Pond and Lake Orange for further treatment planning purposes and so that, in subsequent years, scheduled monitoring can be compared to a baseline for evaluation of the effectiveness of this program. Survey results were positive. We are seeing improvement, a resulting reduction in Hydrilla infestation; however, continued stocking of sterile grass carp and herbicide treatments are recommended by the AWCP. One additional stocking of sterile grass carp is planned for the spring of 2017.
- The Jordan Lake Water Allocation Application was 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 this fiscal year.
- Eno Economic Development District (EDD) – The Orange County BOCC and the City of Durham City Council both approved an extension to our interlocal agreement. The City of Durham has begun downstream improvements to their sewer system, facilitating Orange County upstream connections. This essential downstream construction was delaying start of Orange County's upstream extension, making an extension to our interlocal agreement necessary.

  Construction documents for an initial extension of gravity sewer into the northeastern portion of the Eno EDD are expected to be 100% completed this fiscal year with permitting, bid award and completion of construction in FY2017-18.
- Hillsborough Economic Development District (EDD) – A request for engineering consultant qualifications issued, consultant team selected, contract negotiated, a supply and demand study, preliminary water and sewer design and an estimate of probable construction costs completed this fiscal year.
- Rogers Road Sewer Expansion Project – Complete final design and permitting, acquire required easements, bid and award construction contract and begin construction.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: Manage and develop major water and sewer infrastructure projects					
Morinaga Infrastructure project	Project under construction	Construction completed and project made operational, under budget	Transfer ownership of easements and infra-structure to Mebane	As budgeted	N.A.
Buckhorn Mebane EDD, Efland Sewer to Mebane, Phase 2 Extension project	Design progressed, permitting begun	85% Sewer system design and permitted; commission Duke Energy to construct extension of 3-phase power to the West Ten pump station site	Complete 3-phase pump station power ext.; hire replacement engineer; complete design, property and easement acquisition, permitting, bid and award construction contract	As budgeted	80% complete construction of sewer system, including the West Ten Pump Station
Jordan Lake Water Allocation	EMC to begin review	EMC staff and sub-committees completed review and recommend ed approval	EMC to complete review and approve allocation	As budgeted	N.A.
Eno Economic Development District (EDD) Initial Focus: Gravity sewer service to the most northeasterly area of the economic development zone ~ 100 acres	Extended Interlocal Agreement with Durham; commission ed focused sewer study	Completed focused study - downstream upgrades necessary to existing system	Compete 2nd extension to interlocal agreement; commission and complete final design	As budgeted	Permit, bid, award and construct Phase 1 sewer system expansion
Hillsborough Economic Development District (EDD) Initial Focus: Providing water and gravity sewer infrastructure to the economic development zone near the I-40/Old NC 86 interchange		In-house preliminary design and estimate of probable costs of design, permitting & construction	Establish an interlocal utility service agreement with the Town of Hillsborough	Issue request for designer qualification s (RFQ); select and contract consultant; complete preliminary design and estimate	Complete final design and permitting and begin construction
Historic Rogers Road Area Sewer Expansion				Award Construction contract and begin construction	Complete construction in phases

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 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	Expand Mebane's maintenance to include Operator in Responsible Charge (ORC) and NC 811 underground utility mark-out services currently performed by OC Engineering staff	Continued contract maintenance by Mebane; complete Phase 2 Extension project (see above) as prerequisite to transferring system ownership to Mebane
Service: Manage and operate Lake Orange Reservoir					
Lake Orange Dam and Spillway Maintenance Typical maintenance includes mowing of the dam; however, what is highlighted here are "additional" type maintenance projects, which vary from year to year, including aquatic weed control. SCADA = Supervisory Control and Data Acquisition, which allows us to remotely monitor and control the flow through the primary outlet.	Phase 3 repairs postponed until next fiscal year	Emergency repairs and testing failed Lake Orange SCADA controls caused Phase 3 repairs to be postponed again; performed additional Hydrilla mgmt.	Remove trees from both sides of spillway	As budgeted	Perform additional Hydrilla management; repair and reseal trapezoidal concrete spillway expansion joints
Lake Orange Upstream Sediment Impoundments (3 total) Typical maintenance includes mowing of the dams; however, what is highlighted here are "additional" type maintenance projects, which vary from year to year, including aquatic weed control and structural (riser/barrel) outlet repairs.			Performed additional Hydrilla management	Replace trash racks on all three (3) outlet structures	Repair support beam beneath outlet pipe for sediment control structure 2 (small Compton pond)
Lake Orange Emergency Action Plan (EAP)	Completed & Submitted	In review	Comments from the State received	Address and resubmit	Approval expected

FY2017-18 Objectives

- Buckhorn Mebane EDD, Efland Sewer to Mebane, Phase 2 Extension - Complete construction to at least 80%.

- Lake Orange – Perform additional acquatic weed management; repair and reseal trapezoidal concrete spillway expansion joints; repair the support beam beneath outlet pipe for upstream sediment control structure 2 (small wet-detention Compton pond).
- Eno Econonomic Development District (EDD) – Permit, bid, award and construct Phase 1 sewer system, a expansion gravity sewer system extension of the City of Durham's system to serve approximately 100 acres in the northeastern area of the EDD.
- Hillsborough Econonomic Development District (EDD) – Complete final design and permitting and begin construction of the water and sewer infrastructure backbone to serve the southwestern area of the econmonic development zone near the intersection of I-40 and Old NC 86.
- Historic Rogers Road Area Sewer Expansion – Complete construction in up to five (5) phases and bring each online as construction of those various branch lines are completed, tested and certified for use by the State. System ownerhip, billing and maintenance arrangements are somewhat fluid at this point in time are under discussion.
- NPDES Stormwater Control Measure (SCM) Retrofits - Facilitate the conversion of existing ponds into true SCM's which would accommodate stormwater detention and treatment to reduce total suspended solids, nitrogen and phosphorus coveyed in typical stormwater runoff, as well as to improve flood control. Other candidates for this initiative would include sub-optimal, overgrown and/or non-functional existing SCM's which may not have current operation & maintenance agreements. Funding repairs could yield both maintenance compliance, functional improvements, and related benefits to the County in exchange.
- Riparian Buffer Restoration – Perform an in-house evaluation of need and develop concepts for implementation. This would be a long-range goal.

Budget Highlights

The FY2017-18 Manager's Recommended Budget includes:

- The financial merging of this division with the Erosion Control/Stormwater division. Aside from this merging, there are no significant changes to this division.

<u>Stormwater Division</u>

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 control measures (formerly known as best management practices)
- Stream buffer impact review and approval
- Surface water identification (SWID)
- Provide education, outreach, and assistance

FY2016-17 Outcomes

- Review and approve approximately 60 erosion control plans (new projects)
- Conduct approximately 1200 erosion control and stormwater inspections

- Review and approve approximately 15 stormwater management plans; note that Low Impact Development (LID) analysis indicating compliance is also accounted in this total
- Conduct approximately 35 surface water identifications (SWID's)
- Issue approximately 10 notices of violation (NOV's)
- Orient and train one new Erosion Control Officer I hired in May of 2016

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Stormwater Services					
Number of Erosion Control Officers	2	2	3	3	3
Erosion Control Plans Reviewed	83	57	50	60	50
Land Disturbing Permits Issued	83	57	50	60	50
Stormwater Management Plans Reviewed	5	10	7	15	10
Total disturbed Acres Permitted	306	195	180	300	250
Inspections	408	537	500	600	620
Surface Water Identifications (SWID's)	17	38	18	35	30
Notices of Violation (NOV's)	6	2	4	10	8

FY2017-18 Objectives

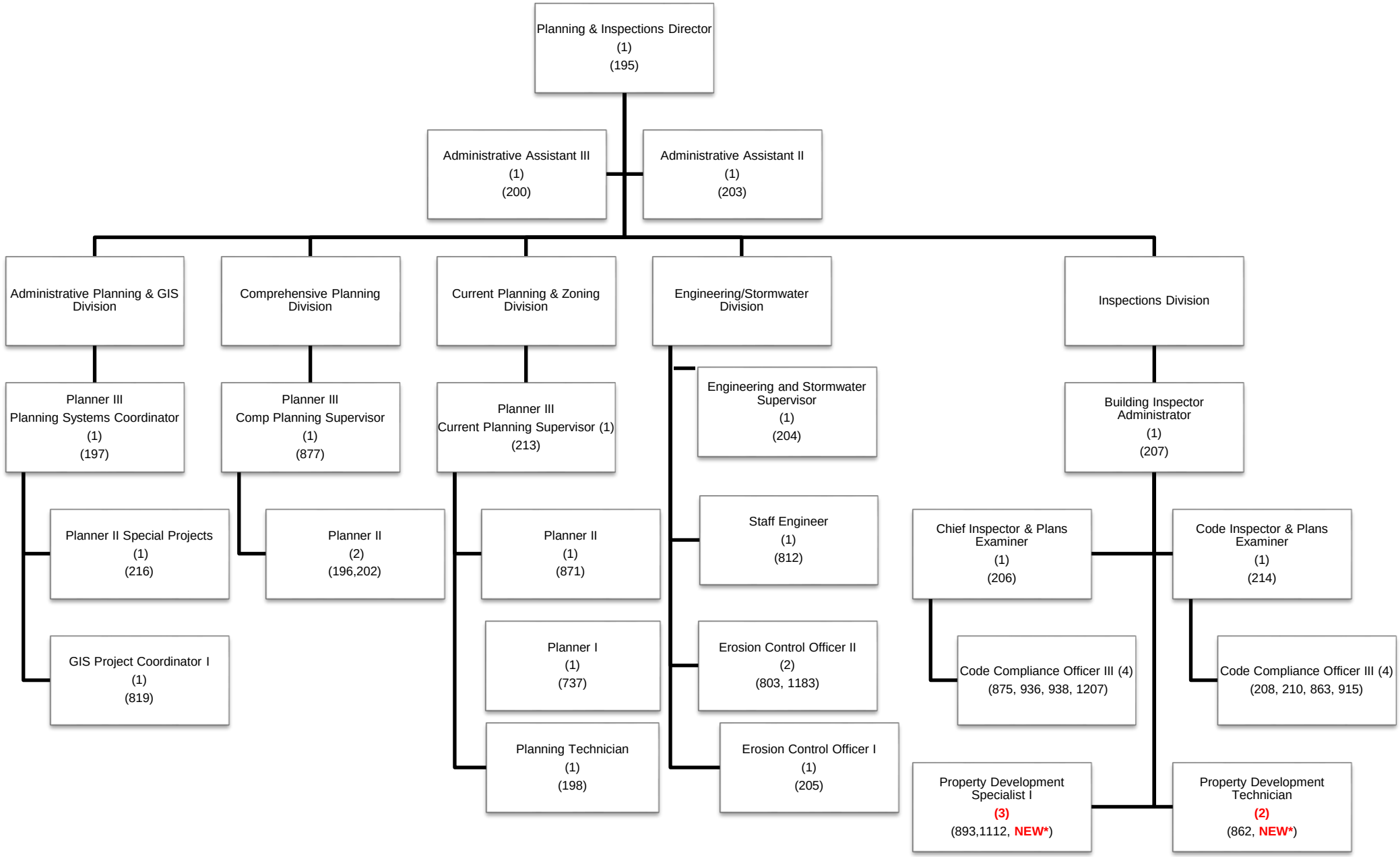
- Continue review of building permit applications, erosion & sedimentation control plans and stormwater management plans within allowable and/or expected timeframes.
- Continue implementation of Falls Lake Stormwater Management Program.
- Work with the NC Department of Environmental Quality (DEQ) to 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 Session Laws passed by the General Assembly.
- Increase number of erosion control and stormwater inspections with additional staff to better meet the expectations of the NC Sedimentation Control Commission (SCC).

Budget Highlights

The FY2017-18 Manager's Recommended Budget includes:

- An increase of $95,000 over the FY2016-17 Original Budget in the Soil & Erosion Fees account, due to additional/increased development activity.
- An increase of $20,000 in Temporary personnel to assist staff during high volume/high work load time periods002E

Planning and Inspections



* Denotes Time Limited and/or Grant Funded Position(s)

Register of Deeds

Phone Number: (919) 245-2679 Website: *http://www.orangecountync.gov/departments/register_of_deeds/*

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Category (General Fund)						**Account: 325**
Personnel Services	821,637	822,638	822,638	891,812	863,870	863,870
Operations	95,964	109,965	106,840	102,151	107,225	107,225
Capital Outlay	1,702	0	3,125	3,760	14,120	3,220
Total Expenditures	**$ 919,304**	**$ 932,603**	**$ 932,603**	**$ 997,723**	**$ 985,215**	**$ 974,315**
Offsetting Revenues	*(1,787,003)*	*(1,552,000)*	*(1,552,000)*	*(1,744,056)*	*(1,778,900)*	*(1,778,900)*
County Costs (net)	**$ (867,700)**	**$ (619,397)**	**$ (619,397)**	**$ (746,333)**	**$ (793,685)**	**$ (804,585)**
Total Register of Deeds and Related Expenditures	**$ 919,304**	**$ 932,603**	**$ 932,603**	**$ 997,723**	**$ 985,215**	**$ 974,315**

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 2016-17 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 3 to 5 days of filing, approximately 98% of the time. July 2016 – February 2017 – E-recordings - approximately 40%.
- 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.
- 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 and Deed books have been loaded and images are available online through Courthouse Computer Systems, and in the Register of Deeds office for permanent records beginning with the year 1991 back to 1752. The images are currently being reviewed by staff for quality assurance and once that has been completed the images will be merged and available through the Register of Deeds website. Citizens frequently request that images of records prior to 1991 be available on the internet. The project will be funded from the Register of Deeds Automation Fund (NCGS 161-11.3).
- Vital Records Project – This project is being completed by four Register of Deeds staff. This fiscal year they have currently labeled, scanned and indexed over 3,950 birth records. Since the start of the project they have completed over 56,800 records.
- Beginning December 15, 2015, to present the Register of Deeds staff remains in the process of cleaning out offices, cubicles, file cabinets etc., to provide additional work space for staff, as well as a better organized department. The staff is currently in the process of disposing 15 boxes of microfilm, 5 boxes of slides, 3 large boxes of unrecorded Mylar's, 5 boxes of disc and non-microfilm machine readable items, 280 old index books along with several boxes of paper items to shred. Our project coordinator is responsible for communicating with NC State Archives Division to ensure the proper disposal of records according to the retention schedule. The Register of Deeds office maintains a thorough spreadsheet that includes; 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 along with Cameron Moving and Storage Inc. emptied and relocated our old plat cabinets. This move allowed staff better access of the plats in order to assist customers with copies, as well as to begin the re-scanning project of the plat images due to poor quality.
- Extra Office Supplies donated - toners, printers, computers, chairs, etc. – majority of items donated to other Orange County offices.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: Recording, Scanning, & Indexing all of documents					
Deeds, Deeds of Trust, D/T Cancellations, other documents, UCC's	19,214	19,969	19,500	20,500	20,900
Service: Vital Records Indexed					
Births Indexed	4,034	3,949	3,950	4,000	4,000
Deaths Indexed	1,408	1,518	1,390	1,500	1,500
Service: Marriage Licenses & Certified Copies of Vital Records Issued					
Marriage Licenses Issued	858	885	810	875	900
Certified Copies of Vital Records Issued	18,909	20,297	19,000	21,000	21,000

FY 2017-18 Objectives

- 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.

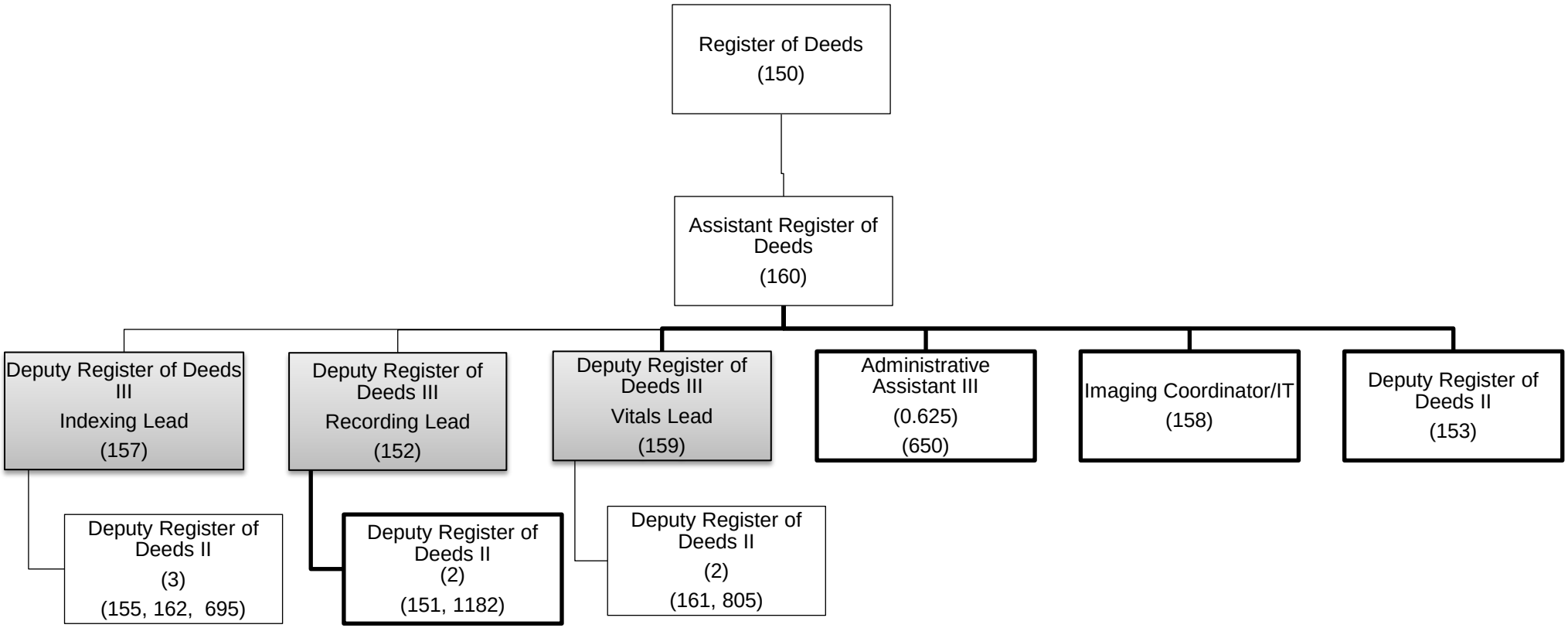
- Vital Records Reconstruction Project – Our office has encountered several incidences over the last six months that has left our vital records staff feeling extremely vulnerable. As it is now, the vital records section is an open area allowing anyone to walk in to their space where money, vital records paper to issue certified copies, current records requests forms along with payment and personal items are exposed as well as the staff's safety. The reconstruction would include adding two front counters, a door with a card reader, a filing room with a card reader that would allow staff the ability to see customers as they approach the vitals section. This would secure all money, paper, documents and staff safety.
- Projects that are in process for 2017 -2018:
    - Slave Records Project – working with State Archives and UNCG; staff/intern will create an Index for slave records to provide access to the public through the Register of Deeds website. After this project is complete, UNCG will create a statewide database for slave records from all counties that are able to participate.
    - Cemetery Records Project – staff/intern will create an index of old cemetery records from approximately 100 years back.
    - Indexing project – staff will create an index of Corporate Charters and multiple PIN Assignments dating back from 1970 – 1990.
- New Software System – the Register of Deeds office is in need of a new software system. Our current system is approximately 12 years old and it is unable to provide the technology and support we need. This project is included in the Manager's Recommended CIP and will be funded from the Register of Deeds Automation fund (NCGS - 161-11.3).
    - Examples:
        - Our images from 1752 – 1991 were scanned by a separate vendor and are currently located on the Courthouse Computer Systems website. Our software vendor at that time assured us the images could be converted to the Register of Deeds website; however this conversion has been unsuccessful.
        - The Register of Deeds official index is the Parcel Identification Number (PIN) uniquely assigned to each parcel by the Land records Department. The Register of Deeds system must be compatible with the Land Records system in order to provide the most accurate research of title. Our current software system does not have the capability to provide this service, as was promised during the implementation.

Budget Highlights

The FY2017-18 Manager's Recommended Budget includes:

- An allocation of $2,320 for the purchase of 2 fire proof filing cabinets (1 for Birth Records and 1 to file credit card receipts, which the office is required to keep for 3 years).

Register of Deeds



FY 2017-18 Recommended

Sheriff

Phone Number (919) 644-3050 Website: http://www.co.orange.nc.us/sheriff

By Category (General Fund)	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
						Account: 710
Personnel Services	10,132,177	10,729,148	10,729,148	10,229,686	10,804,277	10,759,372
Operations	2,143,905	2,875,390	2,881,887	2,266,321	2,879,124	2,879,124
Capital Outlay	171,723	0	138,997	127,132	0	0
Total Expenditures	**$ 12,447,805**	**$ 13,604,538**	**$ 13,750,033**	**$ 12,623,139**	**$ 13,683,401**	**$ 13,638,496**
Offsetting Revenues	*(2,468,571)*	*(3,431,469)*	*(3,471,469)*	*(2,885,169)*	*(2,759,388)*	*(2,759,388)*
County Costs (net)	**$ 9,979,233**	**$ 10,173,069**	**$ 10,278,564**	**$ 9,737,970**	**$ 10,924,013**	**$ 10,879,108**
Total Sheriff and Related Expenditures	**$ 12,447,805**	**$ 13,604,538**	**$ 13,750,033**	**$ 12,623,139**	**$ 13,683,401**	**$ 13,638,496**

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 2016-17 Outcomes

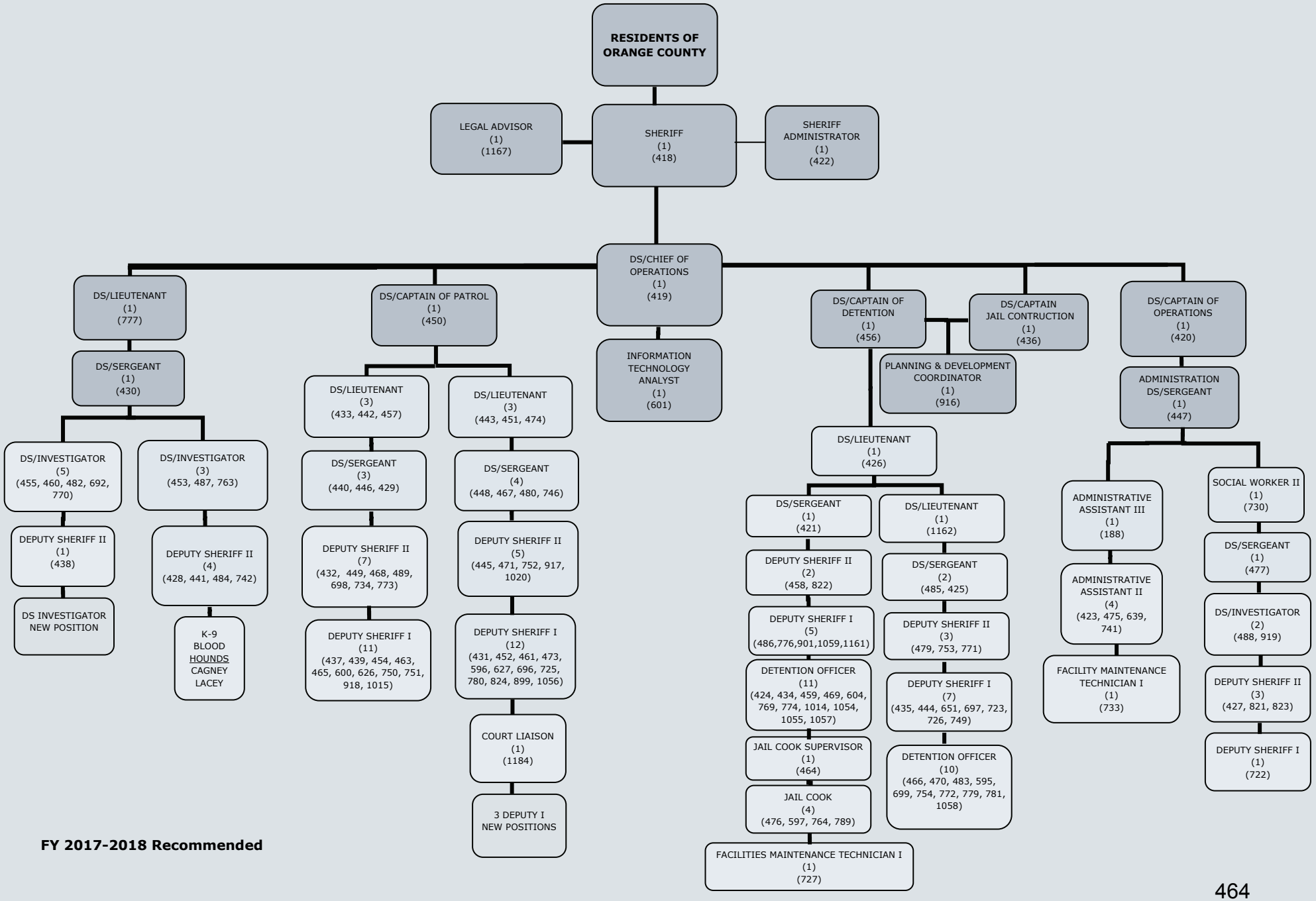
- Reduce the number of property and larcenies crimes.
- To continue our school resource deputy program to reduce crime and incidents of violence in our schools,
- Provide safe housing and security for housed state and federal inmates.
- Staff will continue screening all reports from the OCSO and initiate 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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Estimate	2017-18 Projected
Number of OCSO Break-ins	465	482	271	460	460
Number of OCSO Larcenies	450	428	469	469	469
Number reported domestic violence contacts/incidents	3,500	4,550	3,942	5,000	5,000
Number of juvenile contacts by deputies (state law requires juvenile contacts be reported)	47,500	49,500	50,550	50,550	50,550
Number of child abuse cases	150	150	175	175	175
Average number of inmates per month	167	123	130	130	130

FY 2017-18 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.

SHERIFF'S OFFICE ORGANIZATION CHART



FY 2017-2018 Recommended

Department of Social Services

Phone Number: (919) 245 -2800 Website: *http://orangecountync.gov/socsvcs/index.asp*

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Category (General Fund)						**Account: 400**
Personnel Services	10,383,716	11,307,565	11,406,465	11,355,427	11,860,019	11,923,335
Operations	10,977,838	7,614,094	12,358,944	11,223,974	6,906,313	6,815,205
Capital Outlay	556,779	80,000	173,209	173,208	130,588	23,500
Total Expenditures	**$ 21,918,333**	**$ 19,001,659**	**$ 23,938,618**	**$ 22,752,609**	**$ 18,896,920**	**$ 18,762,040**
Offsetting Revenues	*(13,717,921)*	*(10,134,962)*	*(14,980,570)*	*(13,587,054)*	*(9,719,049)*	*(9,808,557)*
County Costs (net)	**$ 8,200,412**	**$ 8,866,697**	**$ 8,958,048**	**$ 9,165,555**	**$ 9,177,871**	**$ 8,953,483**
Total Department of Social Services and Related Expenditures	**$ 21,918,333**	**$ 19,001,659**	**$ 23,938,618**	**$ 22,752,609**	**$ 18,896,920**	**$ 18,762,040**

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Program (General Fund)						
Administration	3,616,158	3,745,616	3,876,345	3,850,349	3,802,034	3,577,113
Children/Family Services	4,904,407	6,506,066	6,481,323	6,508,488	6,124,762	6,234,803
Economic Services	4,812,362	4,169,727	4,519,177	4,262,358	5,519,654	5,519,654
Public Assistance	1,504,966	1,662,708	1,662,708	1,642,708	1,541,415	1,541,415
Subsidy	7,080,439	2,917,542	7,399,065	6,488,725	1,909,055	1,889,055
Total Expenditures	**$ 21,918,333**	**$ 19,001,659**	**$ 23,938,618**	**$ 22,752,628**	**$ 18,896,920**	**$ 18,762,040**
Offsetting Revenue	*(13,717,921)*	*(10,134,962)*	*(14,980,570)*	*(13,587,054)*	*(9,719,049)*	*(9,808,557)*
County Costs (net)	**$ 8,200,412**	**$ 8,866,697**	**$ 8,958,048**	**$ 9,165,574**	**$ 9,177,871**	**$ 8,953,483**
Total Expenditures	**$ 21,918,333**	**$ 19,001,659**	**$ 23,938,618**	**$ 22,752,628**	**$ 18,896,920**	**$ 18,762,040**

Mission Statement

The Orange County Department of Social Services shall meet with clients at their point of need to provide preventative, 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 2016-17 Outcomes

- Maintained expenditures within approved county budget
- Assured compliance with fiscal audit requirements

FY 2017-18 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 2017-18 Manager's Recommended budget includes no significant budget changes. It does include moving the Second Family Foundation Program under the Child & Family Services division.

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 2016-17 Outcomes

- The percentage of children with a finding of abuse or neglect that had a second finding within the following six months is projected to be 3.2%, within the target range
- The percentage of children who re-entered foster care within 12 months of exiting is projected to be 2.4%, within the target range

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: Provide protective services and substitute care for at-risk Orange County children					
Number of children in households reported for abuse and neglect	1266	1244	1350	1200	1200
Number of children in DSS legal custody	137	142	150	155	155
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%	6.5%	1%	3.2%	2%
Percentage of children who re-entered foster care within twelve months of exit (Target: ≤ 8.6%)	8.1%	2.3%	3%	2.4%	2%
Service: Provide safe, permanent homes for children in DSS custody					
Number of children adopted	17	18	20	25	20

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Number of children who achieved permanence	57	45	50	50	50
Service: Conduct Adult Protective Services intake and investigations					
Number of Adult Protective Services investigations	42	46	55	90	80
Service: Provide supportive services to adults in their homes					
Number of adults receiving Community Alternatives Program (CAP)/in-home services	94	46	110	60	60
Service: Act as guardian and protective payee for incompetent or disabled adults					
Number of guardianship cases	39	37	45	37	37

FY 2017-18 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 in child welfare

Budget Highlights

The FY 2017-18 Manager's Recommended budget includes:

- Second Family Foundation Program Expansion: Increase Revenue (+$112,538) and 3 - 0.5 FTEs, Community Social Services Technicians, July 1, 2018 start, salary/benefits cost of $27,947 each, and one-time start-up/operating costs of $420, to efforts with at-risk youth. All costs related to this program are reimbursed by the Foundation.
- 2 – 1.0 FTEs, 6-month time-limited, Child Welfare Social Workers, salary/benefits cost of $31,657 each and one-time start-up/operating costs of $4,900 each, to support transition of Child Welfare Programs to NC FAST
- Increase for in-home aide services (+$131,925) and an increase for Living Wage rate for contractors ($40,425)
- Realignment of Maintenance of Effort funds for mental health services (+$105,000) to provide services to vulnerable children and adults.

Social Services: Economic Services

Major Services

- Provide funding for staff administering various Public Assistance programs, the Work First and Adolescent Parenting (APP) 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

FY 2016-17 Outcomes

- 90% of APP participants who were eligible are projected to graduate with their high school diploma or equivalency. DSS has expanded this program to include additional parenting teens who are in-eligible under state funding rules.
- 100% of adolescent parents have delayed a second pregnancy
- Enabled approximately 100 low-income Orange County residents to obtain employment
- Expanded outreach efforts to veterans to increase number of veterans served to over 400

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: Provide Employment resources and case management services to low-income or unemployed families					
Number of households receiving Work First cash assistance (monthly average)	170	132	175	120	120
Number of participants who gained employment	102	100	100	120	150
County all families work participation rate (Target: ≥ 50%)	52%	49%	55%	49%	50%
Service: Provide case management services to pregnant teens and adolescent parents to delay future pregnancies and achieve academic success					
Number of adolescent parents participating in the Adolescent Pregnancy Prevention Program (APP)	34	39	35	25	30
Percentage of participating teens who avoided a second pregnancy	100%	98%	100%	100%	100%
Percentage of participating teens who successfully completed high school or equivalency	100%	85%	100%	100%	100%
Number of adolescent parents participating in expanded APP (APP-E)	N/A	N/A	N/A	5	15

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Percentage of APP-E participants who participate in monthly parenting education activities	N/A	N/A	N/A	100%	100%
Service: Assist Veterans in accessing benefits					
Number of Veterans receiving assistance in applying for needed services	245	439	375	407	410
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	740	724	780	790	900
Number of people who received educational and vocational training	3200	3328	3600	4310	4500
Number of people who obtained employment or increased income	560	601	600	600	620

FY 2017-18 Objectives

- 100% of APP and APP-E participants will delay second pregnancies and continue to work toward high school diplomas or equivalents
- Continue expansion of Food and Nutrition Services Employment and Training Program and collaboration with Durham Technical Community College

Budget Highlights

The FY 2017-18 Manager's Recommended budget includes:

- Revenue Increase: (+$340,000) for Food and Nutrition Services Employment and Training Program and are reflected in increased temporary salaries to support subsidized employees, contract funds for navigator at Durham Technical Community College, and participation expenses.
- Revenue Increase: (+$21,000) for new DSS client operated café and will cover operating materials

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 2016-17 Outcomes

- Continued to manage implementation of NC FAST

- Worked to meet state and federal timeframes for processing Medicaid and Food and Nutrition Services application and recertifications

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: Determine eligibility and process benefits for Food and Nutrition Services					
Average number of households receiving food and nutrition services monthly	6053	5818	6100	5300	5300
Average processing time in days (Target: ≤ 13)	15.68	14.71	10	14	13
Service: Provide medical assistance to low-income families meeting eligibility guidelines for Medicaid programs					
Average number of recipients receiving Medicaid monthly	13580	14000*	13600	15600	15600**

*This number is estimated due to NC FAST data issues.

**With so many unknowns surrounding the Affordable Care Act and expansion of Medicaid, it is difficult to project what will happen with Medicaid enrollment.

FY 2017-18 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 in energy programs
- Work toward integrating work support programs across the agency
- Continue to develop mechanisms and evaluate progress to manage the ongoing demand for Emergency Assistance
- Continue to meet time standards in Food and Nutrition Services and Medicaid programs

Budget Highlights

The FY 2017-18 Manager's Recommended budget includes a decrease for transportation for medical appointments, both expenditure and revenue. The new Orange Public Transportation Department will bill Medicaid directly through NC TRACKS.

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 2016-17 Outcomes

- 93% 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
- 72% of families receiving child care subsidy were employed families
- Assured that 38 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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 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	830	718	840	825	860
Unduplicated count of children receiving child care subsidy during the fiscal year	1282	1185	1290	1220	1255
Average monthly payment per child	$576	$612	$615	$620	$620

FY 2017-18 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 2017-18 Manager's Recommended budget includes:

- Revenue and Expenditure Pass-through reduction (-$1,000,528) for Smart Start Subsidy and Child Day Care. The North Carolina Department of Health and Human Services will utilize NC FAST to make those payments directly to providers in FY 2017-18.

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 2016-17 Outcomes

- 98% of all youth served in JCPC programs received no new complaints after being admitted to the program
- 99% of all youth served in JCPC programs had no new adjudications for a complaint with an offense date after the program admission date
- 94% of youth in the Restitution/Community Service program had no new adjudications and 88% of youth had no new complaints during program participation
- 88% of youth served showed improvement in targeted skills using individual service plans
- 100% of youth in the Teen Court program successfully or satisfactorily completed services as intended by program design/service plan

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 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	86%	70%	92%	82%	90%
Number of youth receiving services through the Juvenile Justice Program	441	422	500	350	400

FY 2017-18 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 2017-18 Manager's Recommended budget includes no significant budget changes.

Grant Project Fund: Emergency Solutions Grant (Multi-Year Project)

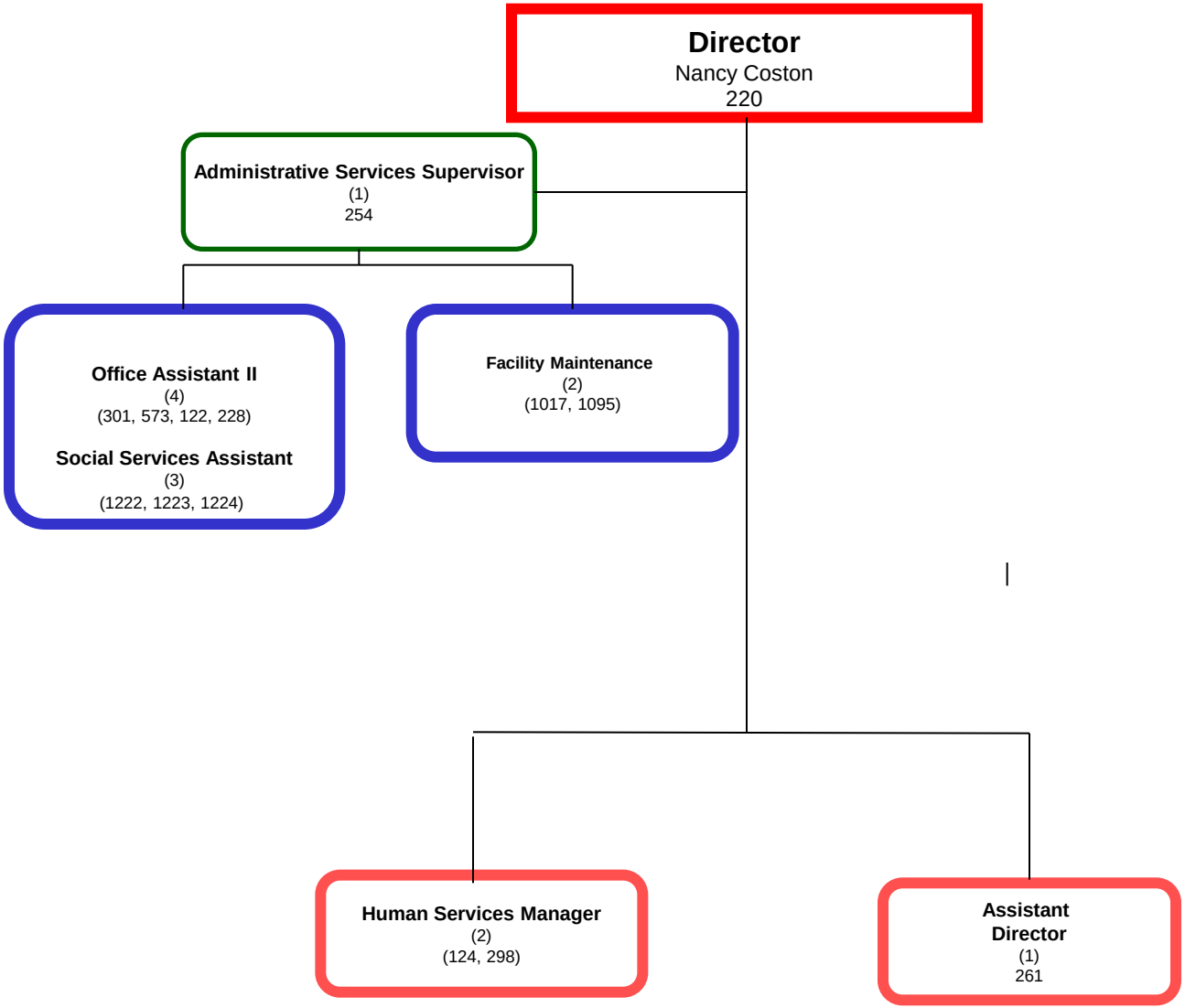
- The grant funds are to assist with emergency shelter operations costs; and to provide case management and financial assistance to rapidly rehouse persons who are homeless.
- Reduce the number of homeless individuals and families in Orange County by providing rapid rehousing services.
- Eligible rapid 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; and/or fleeing or attempting to flee a domestic violence situation and would become homeless as a result.

Budget Highlights

The FY 2017-18 Manager's Recommended budget includes no significant budget changes.

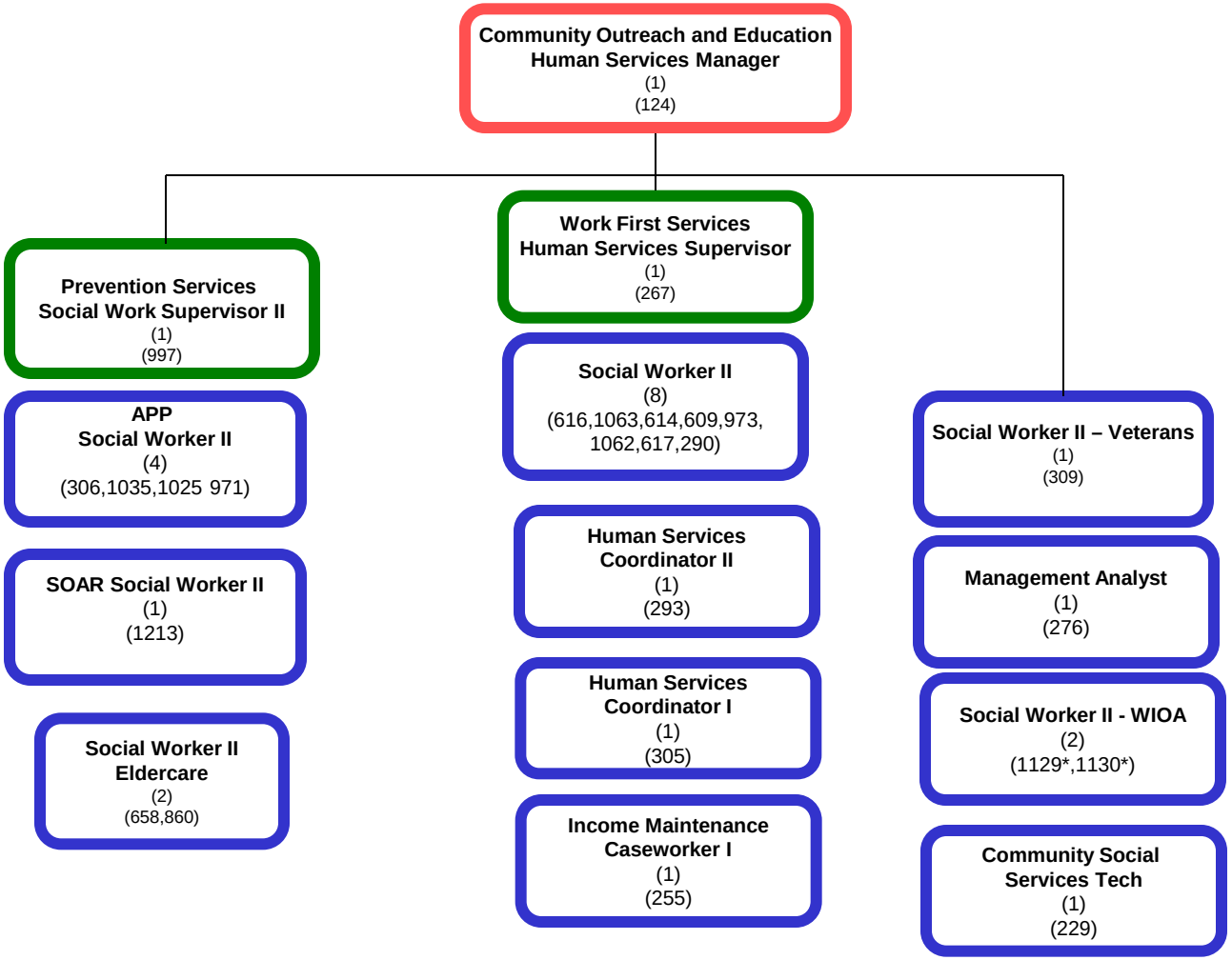
ORANGE COUNTY SOCIAL SERVICES

ORGANIZATIONAL CHART



FY2017-2018 Recommended

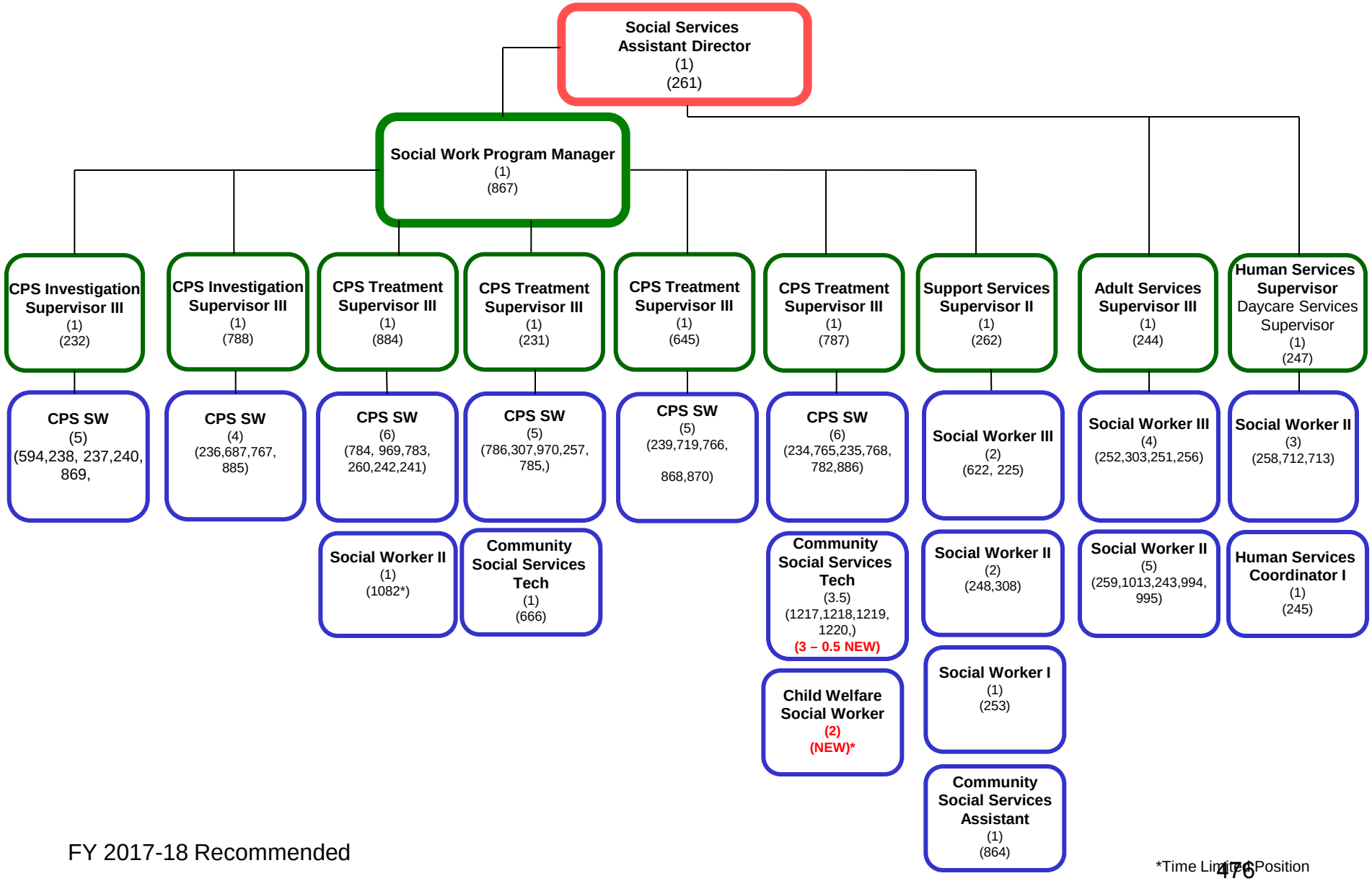
COMMUNITY OUTREACH AND EDUCATION



FY 2017-18 Recommended

*Time Limited Position

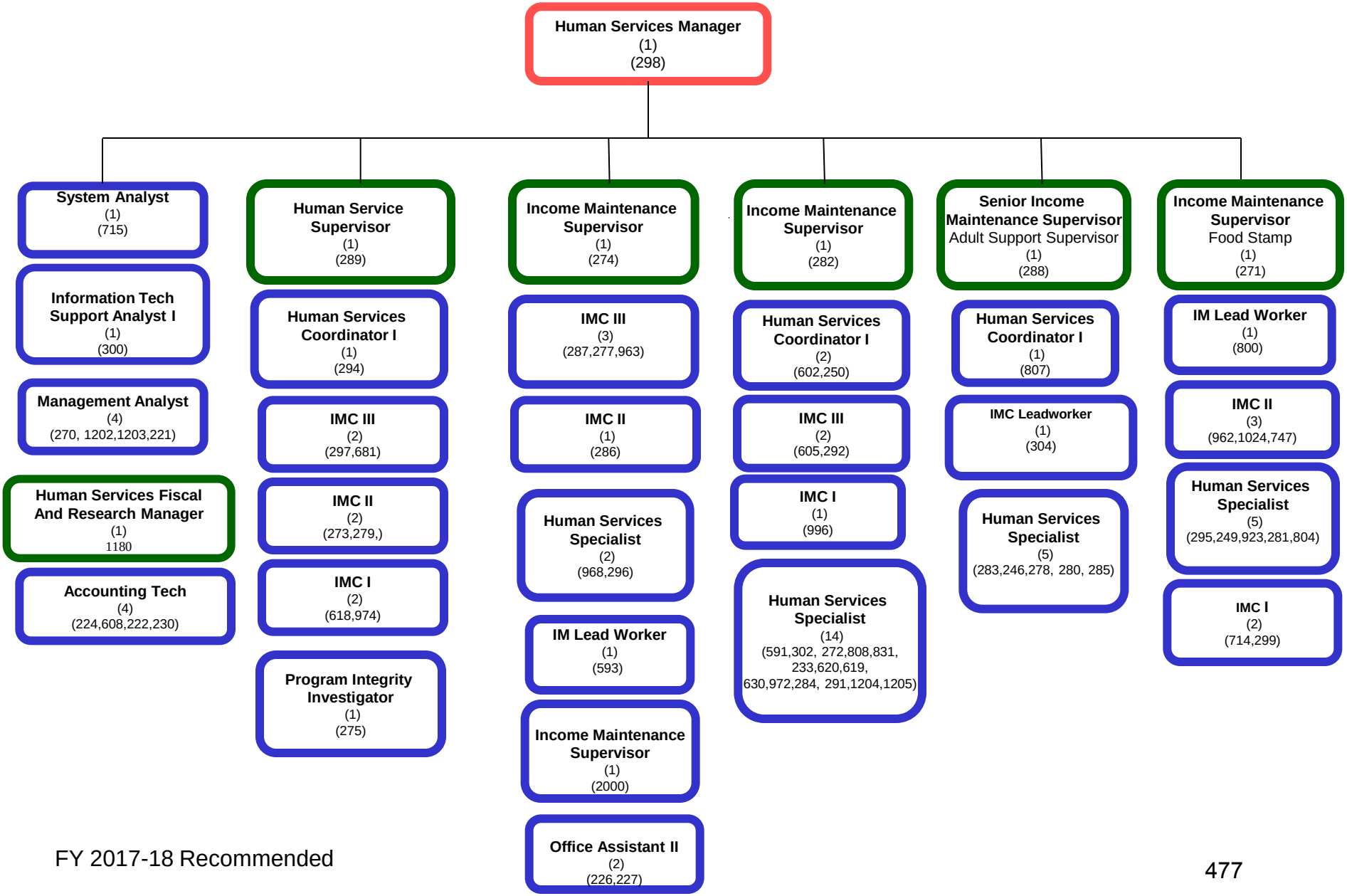
CHILDREN/FAMILY SERVICES UNIT



FY 2017-18 Recommended

*Time Limited Position

Economic Services



Solid Waste

Phone Number: (919) 968-2788

Website: *http://www.orangecountync.gov/departments/solid_waste_management/index.php*

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
Solid Waste Enterprise Fund						**Account: 3500**
Overhead	0	1,318,029	1,318,029	1,318,029	1,335,623	1,335,623
Personnel Services	4,385,479	4,064,663	4,064,663	3,958,704	4,186,802	4,186,802
Operations	5,471,683	5,782,982	6,541,655	5,864,061	5,872,399	5,962,143
Capital Outlay	265,579	824,281	4,274,683	3,897,406	1,646,074	1,646,074
Others	0	0	0	0	0	0
Total Expenditures	**$ 10,122,741**	**$ 11,989,955**	**$ 16,199,030**	**$ 15,038,200**	**$ 13,040,898**	**$ 13,130,642**
Offsetting Revenues	*(10,078,956)*	*(11,989,955)*	*(16,199,030)*	*(15,038,200)*	*(13,040,898)*	*(13,130,642)*
County Costs (net)	**$ 43,784**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Total Solid Waste Fund and Related Expenditures	**$ 10,122,741**	**$ 11,989,955**	**$ 16,199,030**	**$ 15,038,200**	**$ 13,040,898**	**$ 13,130,642**

Division Summary

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
Solid Waste Enterprise Fund						
Environmental Support	1,759,871	2,237,464	2,267,575	2,188,104	2,392,737	2,392,737
Landfill	(394,797)	1,117,414	1,388,609	1,272,696	1,179,131	1,179,131
Recycling	5,784,491	5,450,893	6,067,474	5,424,325	5,215,572	5,270,663
Sanitation	2,973,175	3,184,184	6,475,371	6,153,075	4,253,458	4,288,111
Total Expenditures	**$ 10,122,741**	**$ 11,989,955**	**$ 16,199,030**	**$ 15,038,200**	**$ 13,040,898**	**$ 13,130,642**
Offsetting Revenue	*(10,078,956)*	*(11,989,955)*	*(16,199,030)*	*(15,038,200)*	*(13,040,898)*	*(13,130,642)*
County Costs (net)	**$ 43,784**	**$ 0**	**$ (0)**	**$ 0**	**$ 0**	**$ 0**
Total Expenditures	**$ 10,122,741**	**$ 11,989,955**	**$ 16,199,030**	**$ 15,038,200**	**$ 13,040,898**	**$ 13,130,642**

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 $1,981,434, and the General Fund contribution for Sanitation operations is $1,896,247.

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, facility and equipment maintenance. 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, contracts and grants management etc.
- Conduct solid waste planning, prepare financial analysis, manage data from all programs, 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. Coordinate with Solid Waste staff, other Departments, management and elected officials as needed to provide publicity and education regarding Department programs, disposal and waste diversion services for public, business, students 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. Maintain Department web site, social media, and inter-Departmental and inter-governmental communications regarding waste issues.
- Maintain all Department vehicles and equipment at a high level of serviceability and safety.

FY 2016-17 Outcomes

- Conducted 169 plan reviews, 2,965 construction site inspections, issued/renewed 229 haulers licenses, issued 4,710 regulated recyclable materials permits (all jurisdictions), issued 119 citations/notices of violation for illegal dumping/burning, and placed 1,262 verification tags on construction/demolition roll-off containers.
- Achieved 62% waste reduction rate again surpassing the 61% goal set in 1997.
- Conducted two-season County-wide waste composition study at Durham City transfer station including intensive sorting of over 100 samples of waste from all sectors and jurisdictions.
- Placed print and radio advertisements and correlated on-line advertisements. Published 24 newspaper articles and broadcast 24 regular monthly radio programs on local stations plus multiple interviews on WCHL, Sold 160 compost bins and conducted ten compost workshops, 125 landfill tours, lectures and presentations.
- Expanded e-newsletter “Orange County Solid Waste and Recycling News” to 12 monthly editions to over 7,500 subscribers. Maintain active list of over 100 apartment managers and send several

emails each year on recycling and waste reduction. Maintained active Facebook and Twitter accounts adding blogging on Tumblr by UNC social media intern.

- Initiated Carrboro Farmers Market compost collection program at Saturday market to enable those without access to backyard composting to divert food scraps. Over ten tons diverted.
- Provided door-to-door outreach for new and returning students in neighborhoods surrounding UNC Chapel Hill and door-to-door outreach to businesses along the 100 block of Franklin Street to address recycling contamination issues.
- Developed "WASTEWISE" event guides in cooperation with Asset Management Sustainability staff and their intern, utilizing information gathered from Orange County Government wide focus groups.
- Mentored and supported two community-based recycling and waste reduction programs at UNC. One ongoing 5 years with Fraternities and Sororities targeting Greek houses. One with UNC Health Behavior Graduate Capstone team researching apartment recycling behavior.
- Mentored 4 Social Media interns to increase and improve Department social media presence. Supported and mentored six UNC APPLES interns on composting and food waste management.
- Conducted waste audits for 40 major County and Town buildings and provided analyses to County and Town managers and Department heads for follow-up to reduce waste.
- Expanded use of "Fork It Over" utensil loan program to avoid use of over 10,000 plastic utensils at various events by substituting washable ones loaned from OCSWMD in cooperation with the PTA Thrift Store.
- Provide support to Solid Waste Advisory Group in development of recycling financing and new Interlocal Agreement for solid waste with Towns.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Projected
• Development Plan Reviews • Construction Site inspections • RRMO Permits Issued (All Jurisdictions)	235 2,217 4,374	169 2,965 4,710	240 2,150 4,500	148 2,782 3,754	198 2,500 4,100
• Issue Hauler Licenses • Issue Citations/NOV's • Place Verification Tags on C&D Waste Containers	232 99 731	229 119 1262	230 75 1,000	136 110 1,505	210 100 1,200
Publish print and radio advertisements	500	500	600	488*	530
Conduct landfill tours, workshops , lectures, events and presentations	110	110	150	143	135
Sell backyard compost bins & kitchen counter top collectors for food	169 (150 bins& 19 collectors	154 (150 bins & 4 collectors)	150	160 bins and 60 kitchen collectors	150 bins 60 kitchen collectors

Notes: *We paid for 3 months of billboard.

FY 2017-18 Objectives

- Continued public information support for communications related to modernization of Eubanks Road and High Rock Road Waste & Recycling Centers, including provision of a temporary center and transition back to improved center at existing site.
- Provide public information regarding changes to solid waste budget and finance as necessary. Provide necessary education and outreach for any projected route changes. Continue to grow and improve social media presence including social media interns from UNC program. Increase direct, on-site notification to all recycling program users to improve recycling performance.
- Education and outreach around maximizing waste reduction successes and exceeding the current 62% per capita waste reduction. Support Solid Waste Advisory Group in development of new solid waste plan including establishing waste and recycling service priorities.

Budget Highlights

The FY2017-18 Manager's Recommended Budget includes:

- An $21 increase in the Solid Waste Programs Fee to $128 and the division of the Programs Fee revenues across all divisions within Solid Waste (in FY2016-17, all revenues were captured in the Environmental Support division)
- The scheduled replacement of 2 vehicles, a large service truck ($116,484) and a light duty pick-up truck ($28,419)

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.
- Maximize the waste reduction rate and recycling rate attributable to the C&D landfill by operating within State and County ordinances and policies with regard to materials banned from disposal and by providing close oversight and enforcement. Conduct 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 2016-17 Outcomes

- Managed, operated and maintained the C&D landfill and associated ancillary facilities in compliance with federal, state, and local rules and regulations. Continued to maintain permitted Storm Debris Management Areas and searched for potential new sites within in County that would accommodate large storms.
- Continued to enforce the County ordinance and State rules pertaining to waste disposal and recycling; continued maintenance of closed disposal units.
- Conducted quarterly monitoring of landfill gas wells to comply with State regulations. Conducted semi-annual sampling of groundwater monitoring wells and analysis of the results in compliance with State regulations.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: Accept C&D waste materials and properly manage their disposal.					
Construction and Demolition Landfill tonnage	6,102	6,902	6,200	8,300	8,000

FY 2017-18 Objectives

- Manage and maintain Construction & Demolition landfill utilizing industry best management practices.
- Conduct State mandated environmental monitoring and compliance activities including gas and groundwater monitoring. Maintain compliance with facility permits.
- In the event of a major storm event, enact Countywide Storm Debris Management Plan in conjunction with State Department of Transportation and the County Emergency Management Team to ensure maximum reimbursement from the Federal Emergency Management Agency. Maintain emergency storm debris response capabilities.
- Increase operating hours by extending the business day, Monday through Friday, by an additional hour from 3:00 PM to 4:00 PM in order to better serve the landfill customers.

Budget Highlights

The FY2017-18 Manager's Recommended Budget includes:

- An allocation of $194,969 in Contributions from Solid Waste Reserves for Post Closure care and monitoring.
- Funding for operating the landfill an additional five hours per week, one hour a day Monday through Friday from 3:00 PM to 4:00 PM in order to provide additional opportunities for customers to take advantage of services.
- An allocation in the Equipment account of $85,250 for the purchase of replacement scales.

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 2016-17 Outcomes

- Curbside Recycling – provided recycling service to all eligible homes. Deployed over 9,000 95-gallon roll carts in the rural curbside service area. Finalized and implemented a collection route optimization study. Expanded curbside recycling 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).
- There has been an above-average reduction over the past fiscal year in recycling commodity revenue for most recycling material including single-stream material, 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 FY16-17.

Performance Measures	2014-2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Projected	2017-2018 Budget
Service: Collect Curbside Recycling within each of the three towns and entire unincorporated area.					
Percent increase/(decrease) from previous year	29.5%	2.6%	10.2%	15%	5%
Tons collected	7,509	7,700	8,650	9,948	10,445
Service: Collect Multi-Family Recycling at all apartments, townhomes, and condominiums throughout County					
Percent increase/(decrease)	1.6%	(6.8%)	.9%	1%	2%
Tons collected	1,127	1,020	1,100	1,200	1,250
Service: Collect Commercial Recycling for over 300 businesses within incorporated and unincorporated Orange County					
Percent increase/(decrease)	.29%	.58%	(.39%)	.5%	.5%
Tons collected	1,034	1,040	1,030	1,075	1,100
Service: Collect Recycling at 10 drop-off sites throughout County					
Percent increase/(decrease)	(13.4%)	9.4%	(24.1%)	(11%)	0%
Tons collected	3,292	3,600	2,500	2,225	2,225
Service: Collect Organics from eligible food-service establishments, grocery stores, convenience Center, and schools					
Percent increase/(decrease)	3.6%	.49%	12.8%	11%	0%
Tons collected	1,622	1,630	1,830	1,800	1,800
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)	17.1%	.45%	2.3%	5%	0%
Tons collected	219	220	225	240	240

FY 2017-18 Objectives

- Plan and coordinate all issues relating to maintenance of 95-gallon roll carts for urban and rural curbside recycling programs. Maintain and adjust collection routes depending on handicap requests and special collections.
- 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.
- Modify and reavulate commercial foodwaste collection pricing schedules. Add additional commercial establishments to the program.
- Begin to develop a long term waste reduction and recycling plan for the County through utilizing staff and contracted consultants.
- Expand Ordinance Area and Construction and Demolition Landfill area hours to 7-4. This one-hour increase should result in higher revenues at minimal cost to the operation.

- Mattress Program Expansion which includes charging only for non-residential and bulk deliveries (dorms, hotels, in excess of four units, etc.) at the landfill collection site beginning January 1. Residential mattress collection will occur and District Waste & Recycling Centers for no fee within the limitation of four pieces per delivery/day.

Budget Highlights

The FY2017-18 Manager's Recommended Budget includes:

- The re-implementation of mulch delivery fees. These fees were discontinued in 2013, staffing and assignment modifications have led to personnel availability for delivery up to 16 hours per week. The fee for mulch delivery is variable based on the amount received.
- Funding for an additional five hours of operations per week, one hour a day Monday through Friday from 3:00 PM to 4:00 PM in order to provide additional opportunities for customers to take advantage of services.
- Funding of $100,000 for a Planning and Strategic Waste Reduction Goal setting contract
- Funding of $76,691 for the purchase of 4 40-cubic yard compactor receiver boxes and 1 replacement Skidsteer

Sanitation Division

Major Services

- Operate and maintain five (5) staffed Waste & Recycling Centers to serve Orange County residents while maintaining 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.
- Administer Sanitation Division, including collection operations, data collection and analysis, employee supervision and coordination of vehicle and facility maintenance.

FY 2016-17 Outcomes

- Provide collection services Waste & Recycling Centers (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).
- Began construction of the Eubanks Road Waste & Recycling Center improvements.
- Complete design of the High Rock Road Waste & Recycling Center improvements.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: Collections					
Municipal Solid Waste (MSW) collected from convenience centers, Orange County schools and Orange County government buildings	6,940	7,438	7,712	7,608	7,735
Construction and Demolition, Misc. Bulky Waste (furniture), Vegetative Waste, Metal, Tires, White Goods and Clean Wood	5,587	6,222	6,222	6,385	6,808
Total Tons	12,527	13,660	13,934	13,993	14,543

FY 2017-18 Objectives

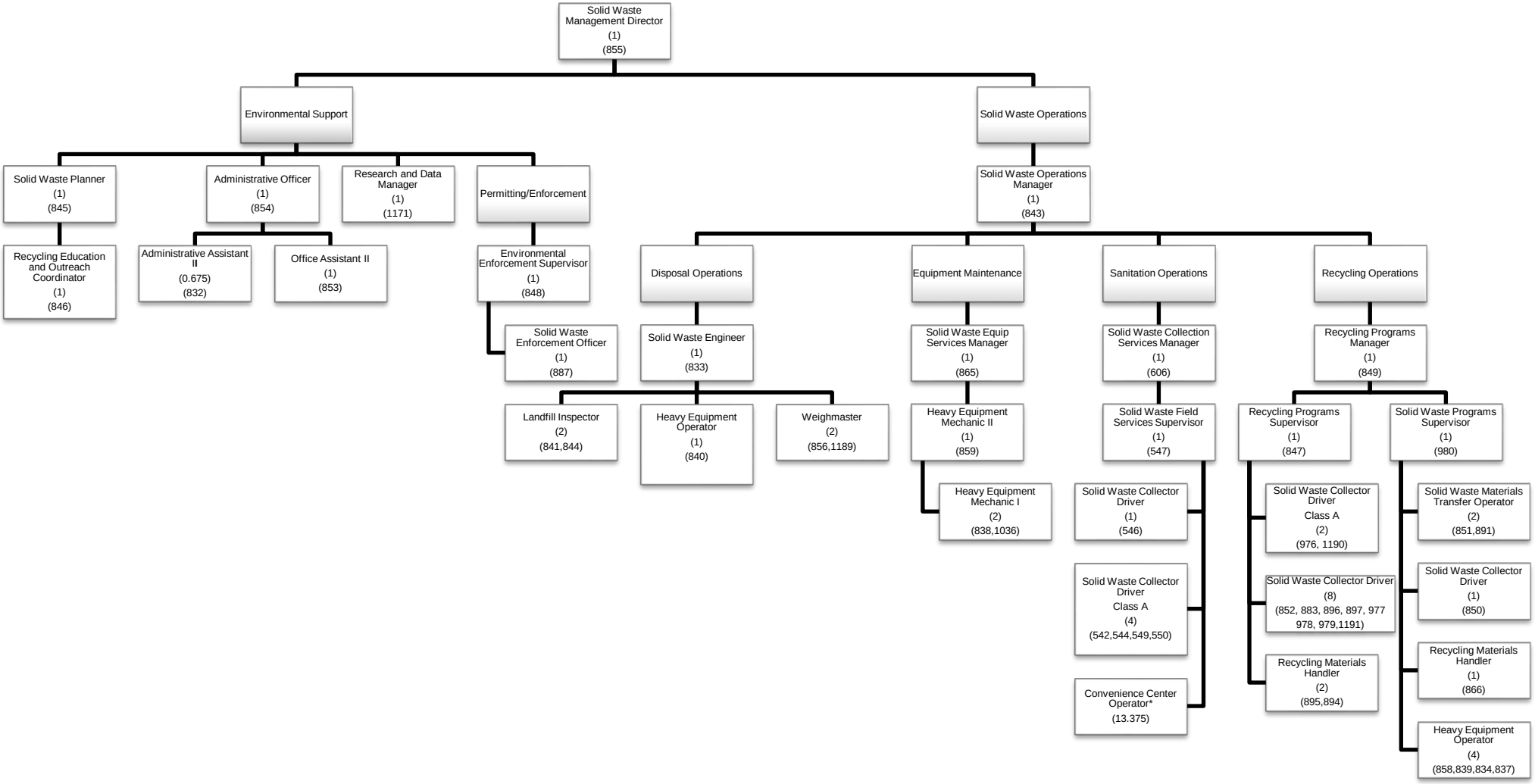
- Maintain collection services for staffed Waste & Recycling Centers, Orange County government buildings, Orange County schools and Chapel Hill-Carrboro schools.
- Administer Sanitation Division, including collection operations and scheduling, data collection and analysis, employee supervision and coordination of vehicle and facility maintenance.
- Initiate a mattress/box spring collection program at the Eubanks Road and Walnut Grove Church Road Centers effective January 8, 2018.
- Complete construction and open for operations of the expanded and improved Eubanks Road Waste & Recycling Center improvements.
- Execute a revised High Rock Road Lease Agreement, with the first term being for a twenty (20) year period with three (3) five (5) year renewals.
- Complete construction of the High Rock Road Waste & Recycling Center improvements.

Budget Highlights

The FY2017-18 Manager's Recommended Budget includes:

- An allocation of $659,784 for the construction of the improved High Rock Road Waste and Recycling Center.
- An allocation of $97,114 for the replacement of 2 Skidsteers.
- An allocation of $489,311 for Equipment (including receiver boxes, open top containers, compactors, and utility carts) for the Eubanks Road, Walnut Grover Church Road, and High Rock Road Solid Waste Convenience Centers.
- Funding for the implementation of a program for the recycling and/or disposal of mattresses, including acceptance of such at the Eubanks Road and Walnut Grove Church Road Centers effective January 8, 2018.

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

By Category (Other Funds)	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
Personnel Services	1,163,893	1,256,840	1,256,840	1,251,740	1,249,139	1,249,139
Operations	2,013,017	2,215,980	2,237,651	2,077,167	2,321,444	2,321,444
Capital Outlay	54,739	0	1,277,247	67,007	0	0
Total Expenditures	**$ 3,231,649**	**$ 3,472,820**	**$ 4,771,738**	**$ 3,395,914**	**$ 3,570,583**	**$ 3,570,583**
Offsetting Revenues	*(3,319,435)*	*(3,472,820)*	*(4,771,738)*	*(3,427,850)*	*(3,570,583)*	*(3,570,583)*
Total Cost (net)	**$ (87,786)**	**$ 0**	**$ 0**	**$ (31,936)**	**$ 0**	**$ 0**
Total Sportsplex and Related Expenditures	**$ 3,231,649**	**$ 3,472,820**	**$ 4,771,738**	**$ 3,395,914**	**$ 3,570,583**	**$ 3,570,583**

Mission Statement

To provide the residents of Orange County with quality recreation and fitness experiences for participants of all ages 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 wellness programs.
- Offerings to be extended to new hard court and turf programming, plus additional specialty fitness programs upon completion of the Field House.

FY 2016-17 Outcomes

- Silver Sneakers (fully subsidized for Seniors) grew to 1,000 participants by adding classes at the Seymour Center.
- Fitness Memberships sustained at 5,800 despite heavy marketing and promotional activities from competition. Sportsplex membership growth curve recently re-established.
- Physiotherapy clinic operated in partnership with UNC experiencing sustained growth due to patients specifically requesting appointments at the Sportsplex. Clinical hours to be expanded.
- Summer camp revenues grew 30%; After School participants grew by 5% and pre-school numbers are at full capacity after a 30% growth in attendees, with a waiting list of 25 children.
- Swim team grew 65% the prior year. The challenge to integrate this growth was met with a further 5% growth and extension of year-round course training to UNC pools over the summer

months. Continued strong focus on recreational summer teams as well as partnership with UNC collegiate swimmers to host spring and summer “Swim-Best” clinics.

- Focus on growing sustainable ice skating lesson and learn to play programs has seen an across the board 12% increase in participation in skating class and hockey programs. Sportsplex added to the Carolina Hurricanes “First Goal” initiative which provides a discounted seven-week summer program combined with highly subsidized normally expensive equipment including skates and helmets. Objective is to grow participation at the grassroots level.

FY 2017-18 Objectives

- Provide continued quality Sportsplex stewardship while increasing operating margins. Operating margin is defined as operating revenues less operating costs, excluding debt service. 2016-17 operating margin estimated to be $500K, growing to $560K for 2017-18.
- Continue to operate a safe, clean and fun gathering place for Orange County residents of all age groups to maintain healthy lifestyles.
- Major initiative to have all the required new staffing, programs, and other related resources fully in place when the Field House opens in early the Spring of 2018. Programming focus in collaboration with all stakeholders including the Department of Environment, Agriculture, Parks and Recreation (DEAPR) and the Department on Aging.
- Oversee design and construction of family and single user change area in the space vacated by the children’s development center move to the Field House.
- Implement a water recovery system in the pool area that will reduce usage of this valuable resource and provide operating cost savings.
- Continue to grow offseason ice rink usage; increase Learn to Play Hockey and Skating School participation.
- Add qualified personal trainers; grow therapeutic massage; continue to collaborate with the Department on Aging on Silver Sneakers and new sessions such as Pickleball.
- Expand Learn to Swim class times; grow youth and masters Swim teams; focus on Clinics, such as Swim Best collaboration with UNC-CH.
- Expand Pre-school, After-school and camps participation utilizing the Field House expansion.

Budget Highlights

- The FY2017-18 Manager Recommended budget includes debt service totaling $724,349 with $556,341 paid by the Sportsplex Enterprise Fund, and $168,009 paid by the General 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 $556,341, not including debt service and enterprise fund transfers.
- Budgeted program revenues for FY17-18 are projected at a 2.5% increase over budgeted FY16-17 revenues, and program expenditures are budgeted at a 0.9% increase when compared with the FY16-17 budget.
- The Ice Rink and Kidsplex programs continue to be major revenue sources compared to operational costs, and for the second consecutive year, 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 2017-22 Capital Investment Plan.

Tax Administration

Phone Number: (919) 245-2100 Website: http://www.orangecountync.gov/departments/tax/index.php

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Category (General Fund)						**Account: 330**
Personnel Services	2,869,431	2,921,410	2,921,410	2,971,974	3,080,729	3,033,055
Operations	534,532	698,189	729,041	632,261	729,902	672,309
Capital Outlay	12,716	1,200	2,866	2,866	14,315	0
Total Expenditures	**$ 3,416,679**	**$ 3,620,799**	**$ 3,653,317**	**$ 3,607,101**	**$ 3,824,946**	**$ 3,705,364**
Offsetting Revenues	*(380,820)*	*(450,701)*	*(450,701)*	*(450,826)*	*(437,701)*	*(437,701)*
County Costs (net)	**$ 3,035,858**	**$ 3,170,098**	**$ 3,202,616**	**$ 3,156,275**	**$ 3,387,245**	**$ 3,267,663**
Total Tax Administration and Related Expenditures	**$ 3,416,679**	**$ 3,620,799**	**$ 3,653,317**	**$ 3,607,101**	**$ 3,824,946**	**$ 3,705,364**

Division Summary

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
By Program (General Fund)						
Tax Assessor	1,313,012	1,476,829	1,417,288	1,401,486	1,553,804	1,523,804
Revaluation	234,458	367,535	454,776	395,119	365,120	340,120
Land Records	774,976	749,690	749,690	772,364	800,607	795,467
Tax Collector/Revenue	1,094,232	1,026,745	1,031,563	1,038,132	1,105,415	1,045,973
Total Expenditures	**$ 3,416,679**	**$ 3,620,799**	**$ 3,653,317**	**$ 3,607,101**	**$ 3,824,946**	**$ 3,705,364**
Offsetting Revenue	*(380,820)*	*(450,701)*	*(450,701)*	*(450,826)*	*(437,701)*	*(437,701)*
County Costs (net)	**$ 3,035,858**	**$ 3,170,098**	**$ 3,202,616**	**$ 3,156,275**	**$ 3,387,245**	**$ 3,267,663**
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 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 911-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.
- Conduct Revaluation of real property at least every 8 years.

- Bill, collect and account for other fees and taxes including Solid Waste Programs Fees, Chapel Hill and Hillsborough Stormwater Management Fees, Room Occupancy Taxes, Emergency Services Ambulance Billing, Emergency Management Fire Inspection and Special Events 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 assistance 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 Hillsborough, and Mebane.
- 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 2016-17 Outcomes

- 2017 Revaluation has been completed. Values available online February 27, 2017. Notices were mailed March 3, 2017.
- The first year of collecting Solid Waste Fees for Hillsborough is almost at close. The collection rate was 91.62%.
- The first year of collecting Mebane City Taxes is almost at close. The transition from Mebane to Orange County proved to be a smooth one for staff and taxpayers, with a 99.97% collection rate.
- Lockbox Service – the decision has been made to set up in-house lockbox service in the fiscal year 2018-2019.
- 911-Addressing Ordinance work is progressing. Staff is diligently working with mobile home park residents and owners to properly address the homes in order for emergency staff to find callers. Staff is also working with local fire departments for outreach and education to improve understanding and citizen compliance.

Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Budget
Service: 2017 Countywide Revaluation					
Outcome Measure: 100% of all properties reviewed	35%	90%	100%	100%	
Cumulative number of properties reviewed	20,000	49,500	55,500	55,500	
Service: ES Ambulance Billing and Collection					
Outcome Measure: Meet budgeted revenue estimates	$2,840,327	$2,421,588	$2,600,000	$1,900,000	$2,400,000

FY 2017-18 Objectives

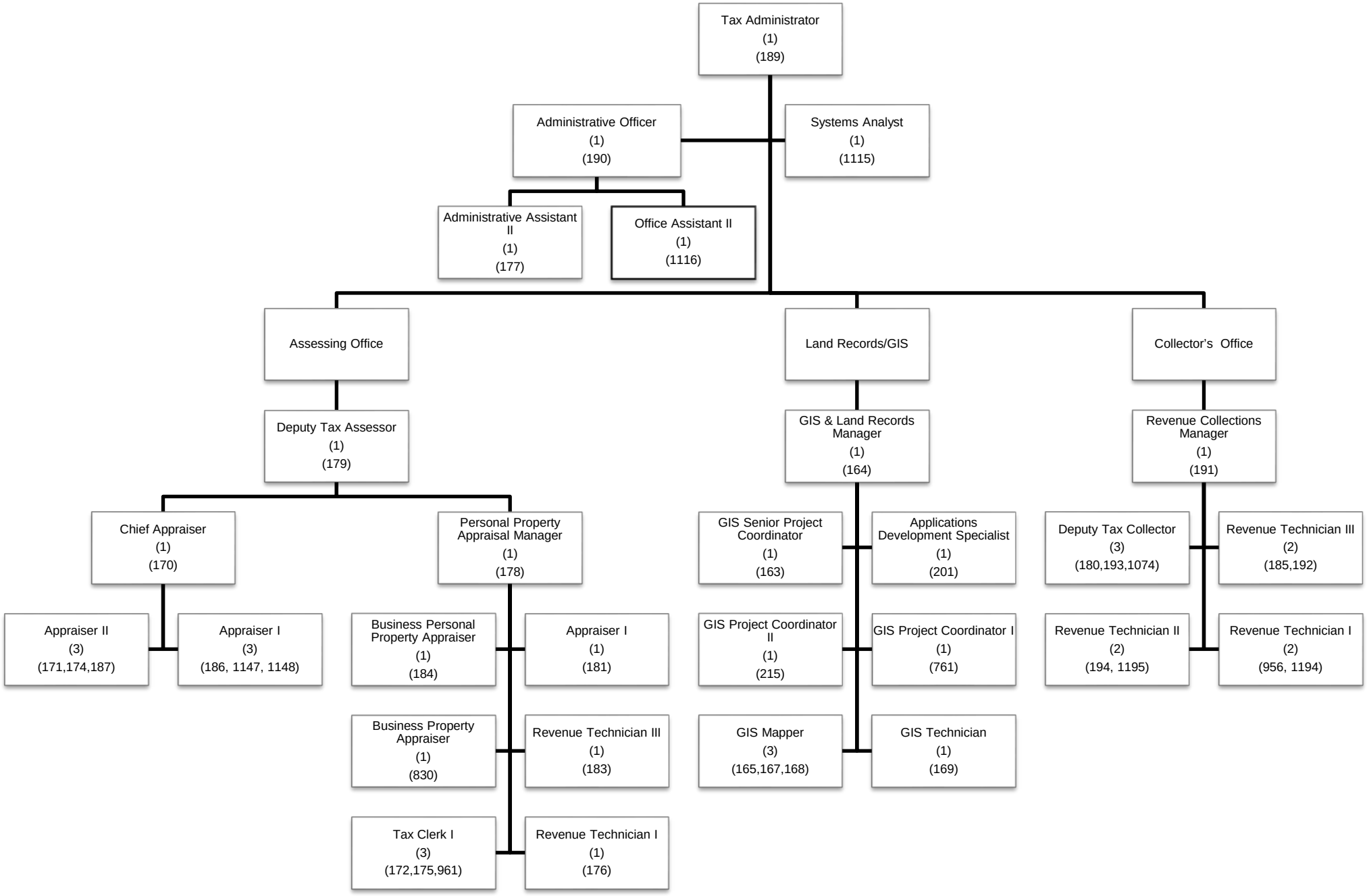
- Successful completion of 2017 Revaluation: work with appellants to complete informal and formal appeals timely.
- Increase staff by one position in Revenue Collections division to improve customer service, contribute to timely processing trips, increase revenue for Emergency Services, and facilitate billing staff's successful transition due to Emergency Services' conversion to new software.
- Upgrade AssessPro software to .NET version and upgrade PinAPP software to .NET version. Funds are included in Assessment and Land Records/GIS budgets to facilitate upgrade and interface requirements.
- Land Records/GIS to work with Register of Deeds to maintain compatibility with new software plans, procure user licenses needed by our staff to access the new software, and ensure continue to uphold the standards needed to meet the requirements of Orange County's PIN Ordinance. Funds are included in Land Records/GIS budget to facilitate interface and User Licensing needs.
- Maintain compatibility with County Permitting new software plans as well. Funds are included in Assessment budget to facilitate interface needs.

Budget Highlights

The FY2017-18 Manager's Recommended Budget includes:

- Increases in Contract Services totaling $25,000 for interfacing/interoperability with the new Central Permitting system and the new Register of Deeds system.
- An increase of $10,000 due to special programming needs of a new ambulance billing software system and an increase of $8,400 for 2 additional user licenses.

Tax Administrator's Office



Transfers to Other Funds

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 Revised Budget	2016-17 12-Month Estimate	2017-18 Department Requested	2017-18 Manager Recommended
Transfers to Other Funds *(General Fund)*						
Transfer to Affordable Housing Fu	496,014	451,012	451,012	451,012	939,790	743,922
Transfer to County Capital Projec	755,000	867,500	867,500	867,500	741,000	320,000
Transfer to Efland Sewer Fund	116,530	130,780	130,780	130,780	144,885	144,885
Transfer to Grant Projects	129,152	67,716	67,716	67,716	55,676	55,676
Transfer to OPEB Trust Fund	0	250,000	250,000	250,000	250,000	0
Transfer to Revaluation Fund	0	0	0	0	0	0
Transfer to School Capital Projec	5,167,984	3,799,346	4,727,356	5,132,356	0	0
Transfer to Sportsplex Fund	0	152,850	152,850	152,850	168,009	168,009
Trnsfr To Vehicle Repl Fund	0	0	0	0	0	0
Total Transfer to Other Funds	**$ 6,664,680**	**$ 5,719,204**	**$ 6,647,214**	**$ 7,052,214**	**$ 2,299,360**	**$ 1,432,492**

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

Transfer to Affordable Housing Initiatives **$743,922**

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 **$0**
Transfer to County Capital **$320,000**

These transfers provide pay-as-you-go funds for School and County capital projects identified in the FY 2017-18 Capital Investment Plan (CIP). The FY 2017-18 recommended budget includes $3,856,336 in two-thirds net debt bond financing for School capital projects instead of pay-as-you-go funding.

Transfer to Efland Sewer Enterprise Fund **$144,885**

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).*

Transfers to Other Funds - continued

Transfer to Grant Projects **$55,676**

This transfer allocates general fund dollars to the Senior Health Coordination-Wellness and Outreach Librarian grant projects.

Transfer to Other Post Employment Benefits (OPEB) **$0**

This transfer allocates general fund dollars towards the County's Liability related to Other Post Employment Benefits (OPEB). No transfer is recommended in FY 2017-18.

Transfer to Sportsplex Fund **$168,009**

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 the fairness and adequacy of the Pay Plan.

Wage and In-Range Pay

A wage increase of two percent (2%) is recommended for all permanent employees hired on or before June 30, 2017.

An adjustment to the current 2017/2018 Salary Schedule is recommended to reflect the living wage of $13.75 effective July 1, 2017. The maximum salary of each salary range is recommended to increase by two percent (2%) to accommodate salary growth associated with the across the board increase.

Meritorious Service Awards

In FY2016/2017 the Board of County Commissioners approved performance awards for three tiers, and the ordinance was amended to provide Employee Performance Awards of $500 for proficient performance; $750 for superior performance or $1,000 for exceptional performance.

The Manager is recommending that during FY2017/2018, the Human Resources Department create a policy and process to add Employee Performance Awards to base salaries instead of a one-time payment. This policy development will be accomplished as part of the effort to improve the Work Planning and Performance Review (WPPR) Program.

Position Classification and Pay Plan Recommendation

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. Salary compression remains a concern among directors and employees as well as retaining employees with competitive salaries.

In FY2016/2017 the Board of County Commissioners approved a compression adjustment totaling $500,000 to allow an adjustment to affected employees. There were 858 eligible employees for a compression adjustment; 550 employees received a compression adjustment (or 64 percent) at an annual cost of $426,604. On average, employees received a compression adjustment of $762. The Manager recommends applying a compression adjustment to affected employees July 1, 2017.

As a complement to the compression initiative, Human Resources staff is conducting classification studies for 1/3 of all budgeted positions over the next three years. This includes salary reviews by grade, comprehensive market studies and department/division studies.

In FY2016/2017, 280 positions were reviewed by the Manager for reclassification, reallocation of grade and/or a salary adjustment. The Human Resources staff will continue to provide comprehensive salary and classification reviews.

Employee Benefits

Eligible employees earn Annual Leave based on their regular work schedule and their total years of Orange County service. The minimum hours earned annually is 125.84 for employees with less than 2 years of service. The annual maximum hours earned is 260.26 for employees with more than 20 years of service.

Annual Leave earning is prorated for an employee working a regular work schedule other than 40 hours. Annual Leave is earned in any month during which the employee works or is on paid leave one-half or more of the work days in the pay period.

The Manager is recommending adding eight hours of additional annual leave to be awarded on an employee's anniversary date.

Manager Recommendations

The Manager recommends a 2 percent wage increase for permanent employees hired on or before June 30, 2017, effective July 1, 2017. The maximum salary of each salary range shall also be increased to accommodate the wage adjustment.

The Manager further recommends an increase to the living wage for all regular and temporary employees from $13.15 to $13.75 also effective on July 1, 2017. (See Living Wage section for the detailed calculation.)

The Manager is also directing the Human Resources Department to develop an implementation plan to increase the living wage for permanent employees only (this does not include temporary employees) to $15.00 per hour. The Manager recommends allocating $30,000 to implement this wage rate during FY20172018.

The FY2017/2018 projected budgetary wage increase is approximately $1,058,824 million, and the cost of increasing the living wage to $13.75 is approximately $101,425.

The Manager also recommends funding for Employee Performance Awards of $500 for proficient performance; $750 for superior performance or $1,000 for exceptional performance, effective with WPPR review dates from July 1, 2017 to June 30, 2018. The FY2017/2018 projected budgetary meritorious awards appropriation is $431,500.

The Manager also recommends a compression adjustment to affected employees effective July 1, 2017. The FY2017/2018 projected budgetary compression increase is $250,000.

Finally, the Manager recommends adding an additional eight hours of annual leave to be awarded at an employee's anniversary date, prorated for part time employees, and for the Board of County Commissioners to authorize amending the Code of Ordinances accordingly.

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,

FY 2016-2017 Classification and Pay Plan
Classes by Salary Grade

Class Code	Class Title	Salary Grade	FLSA Status

Chapter 28 Personnel, Section 28-13(o)).

10

Orange County Approved Employee Pay and Benefits Actions
(FY2010/2011 - FY2016/2017)

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
CPI (Consumer Price Index)*	1.50%	3.00%	1.70%	1.80%	0.60%	0.50%	2.80%
Average Wage Index (AWI)**	2.36%	3.13%	3.12%	1.28%	3.55%	3.48%	
Employment Cost Index***	1.20%	1.00%	1.10%	1.90%		1.80%	2.10%
Cost of Living Increase	0.00%	0.00%	2.00%	1.50%	1.50%	2.00%	2% effective July 1, 2016 and 1% effective January 1, 2017
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)	$500 (Proficient); $750 (Superior); $1,000 (Exceptional)
Classification and Pay Study	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.	Compression Adjustment to eligible employees. Individual studies completed. Comprehensive studies completed including grade, departmental and division studies.
Total Budget for Pay Actions	$550,000	$60,000	$1,136,000	$1,200,920	$1,735,000	$1,971,500	$1,506,824
General Fund Position FTE	773.600	783.925	801.425	826.85	843.05	862.625	873.375
Employee-Only Health Insurance Premium	$6,377	$6,943	$7,574	$8,559	$9,671	$10,929	$12,349
Health Insurance Premium Increase	6.50%	8.64%	8.51%	0.00%	13.00%	0.00%	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 by the Social Security Administration. Latest information available was 2012.

***Employment Cost Index data from the U.S. Bureau of Labor Statistics. Measures average increase in wages in variety of sectors of the economy. The data shown here is for wages and salaries for state and local government.

County Contributions to Retirement Benefits

Background

Local Governmental Employees' Retirement System (LGERS)

Orange County and employees make contributions based on employee earnings to the Local Governmental Employees' Retirement System (LGERS). 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
2016-2017	8.00	7.25	5.00	$715 plus matching contribution to $1,512

Supplemental Retirement Benefits for General Employees

The County contributes funds on behalf of general government employees to supplemental retirement savings. 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.

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 most recent data available from Prudential 401(k) dated December 2016 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 56 counties contribute a percentage of salary, ranging from 1% to 8%, or an average of 3.6%. An average 4.5% contribution is made by the local governments near Orange County, with most contributing 5%, including Durham, Wake, Forsyth and Person Counties. The maximum amount the County contributes, $2,227 annually is equal to 4.6% of the average Orange County salary of approximately $48,500.

The chart below shows employee (law enforcement and general) participation in the supplemental retirement plans.

	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
April 2017	743	80%	$1,231,879

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.

Manager Recommendation

The Manager recommends maintaining the $27.50 per pay period County minimum contribution to an 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. 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)	$761.60/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	$753.73/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 only 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 2017/2018. All covered benefits, co-pays, co-insurance and deductibles are expected to remain the same.

An addition to the current plan design is trans-inclusive health care coverage effective July 1, 2017. Trans-inclusive health coverage includes benefit coverage for the treatment of gender dysphoria, a condition when a person's gender at birth is contrary to the one with which they identify. The coverage for the treatment of gender dysphoria allows member access to medical services based on gender identity and is not restrictive to services associated by a member's gender at birth. More specifically, services will include cross-sex hormone therapy administered by a medical provider,

genital surgery, and pharmacy therapy, laboratory testing to monitor the safety of continuous cross-sex hormone therapy, and mental health services including psychotherapy and associated psychiatric diagnoses.

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. In FY2015/2016 the dental plan benefits were enhanced by removing diagnostic and preventative services from the annual maximum of $1,200 of covered services to promote preventative oral health care. In FY2017/2018 no increases in dental or vision premiums are recommended by the Manager.

FY 2016/2017 Actions

The County's health plan has been self funded since 2014. As a self funded plan, the County uses a third party administrator to administer and manage claims. UnitedHealth Care (UHC) serves as the Third Party Administrator (TPA) for the County's Medical Plan. In FY2015/2016 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.

The County participated in a Pharmacy Benefit Manager (PBM) Bid Comparison to "carve out" pharmacy coverage with another PBM for July 1, 2017 coverage. The County evaluated the PBM marketplace to accomplish two goals: 1) review the current contract with UHC-Optum Rx and 2) review proposals from other PBM vendors for consideration of changing pharmacy coverage effective July 1, 2017.

Eights bids were received, and two vendors were interviewed. Staff provided the analysis for review and recommendation by the County Manager. The Manager is recommending contracting with Envision Rx for pharmacy benefits. Envision Rx will offer the following:

- Expenditure reduction of $141,000 annually is projected compared to the current contract with UHC-Optum Rx.
- The County will only be responsible for paying administrative fee for each prescription dispensed offering more transparency to actual cost because there is no undisclosed revenue. This is defined as a 100% pass-through offer.
- If Envision Rx negotiates deeper discounts with network pharmacies during the contract, the County will benefit from reduced prescription costs. The County's broker reports that additional savings is common with pass-through models.
- Envision Rx will communicate with employees directly during the transition. Employees currently taking non-formulary maintenance medications will be grandfathered into the Envision Rx formulary for 90 days. Employees not

medically respondent to any drug change may be granted continuance because of medical necessity.
- Envision Rx will grandfather all members on specialty medications for the life of the contract.

Manager Recommendation

The Manager's recommendations for the FY2017/2018 budget are summarized as follows:

- *No increase in premium equivalent for medical coverage or increase in dental or vision premiums.*
- *Include in the current plan design trans-inclusive health care coverage effective July 1, 2017.*
- *Carve out pharmacy coverage with a Pharmacy Benefits Manager for July 1, 2017 coverage.*

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 living wage applies to all permanent and temporary employees.

The Board had historically based its determination of the living wage on the Federal Poverty Guidelines for a family of four.
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. In FY2015-16, 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. In FY2016/2017 the Board of County Commissioners adopted $13.15 per hour as the living wage, consistent with the rate approved 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 shows the living wage and the entry salary for grade 8 permanent employees for years 1998 through 2016. 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	-$0.19
July 2016	$13.15	$13.15	0

Chart 2 – The Summary of Residence of Employees provides the county of residence for permanent employees and shows a residency comparison between FY2014/15, FY2015/16 and January 2017, the data demonstrates that the number of employees residing in Orange County relative to the all employees is declining.

County of Residence	2015		2016		2017		CHANGE 2014 to 2015		CHANGE 2015 to 2016	
	# of perm employees	% to total	# of perm employees	% to total	# of perm employees	% to total	# change	% change	# change	% change
Orange	453	52.43%	372	40.61%	352	38.10%	-81	-17.88%	-20	-5.38%
Alamance	134	15.51%	197	21.51%	212	22.94%	63	47.01%	15	7.61%
Durham	127	14.70%	143	15.61%	168	18.18%	16	12.60%	25	17.48%
Wake	57	6.60%	57	6.22%	60	6.49%	0	0.00%	3	5.26%
Other	93	10.76%	147	16.05%	132	14.29%	54	58.06%	-15	-10.20%
Total	864	100.00%	916	100.00%	924	100.00%	52	6.02%	8	0.87%

The following demonstrates in more detail Employee Residency in 2017 by County as well as by City and Town within Orange County.

YEAR 2017		
County	**# of Emp**	**% of TOTAL**
Orange	352	38.10%
Alamance	212	22.94%
Durham	168	18.18%
Person	69	7.47%
Wake	60	6.49%
Guilford	18	1.95%
Caswell	10	1.08%
Chatham	12	1.30%
Other	18	1.95%
Out of State	5	0.54%

YEAR 2017		
City/Town	**# of Emp**	**% of Total**
Hillsborough	161	17.42%
Durham	157	16.99%
Mebane	123	13.31%
Chapel Hill	110	11.90%
Efland	42	4.55%
Graham	35	3.79%
Hurdle Mills	30	3.25%
Raleigh	27	2.92%
Burlington	26	2.81%
Other	213	23.05%

Indicators for Establishing the Living Wage

Chart 3 – Health and Human Services Poverty Guidelines Minimum Hourly Wage 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 2017 guidelines is $24,600 or $11.83 hourly. This represents an annual increase of $40 (or 15 cents per hour) over 2016.

Number in Family	2012	2013	2014	2015	2016	2017
1	$5.37	$5.52	$5.61	$5.66	$5.71	$5.73
2	$7.27	$7.46	$7.56	$7.66	$7.70	$7.81
3	$9.18	$9.39	$9.51	$9.66	$9.69	$9.82
4	$11.08	$11.32	$11.47	$11.66	$11.68	$11.83
5	$12.99	$13.25	$13.42	$13.66	$13.67	$13.84

Chart 4 - 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.

Based on 2017 Federal Poverty Guidelines, the hourly rate for a family of four is $11.83 per hour. The FY2017/18 living wage for the referenced jurisdictions below will be $12.72 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 Durham County Durham County BOE Town of Chapel Hill Town of Carrboro	$12.17 FY13-14 $12.33 FY14-15 $12.53 FY15-16	Automatic 7.5% above the Federal Poverty Guidelines for a family of 4.
City of Raleigh Town of Cary Alamance County Wake County City of Greensboro	No living wage	

In comparison, Orange County's Living Wage of $13.15 is currently 88 percent higher than the poverty guidelines for a family of four ($11.68 per hour), or $1.47 per hour above the $11.68 per hour guideline for 2016.

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; which at that time the County's Living Wage was $12.76 per hour. Effective January 1, 2017, as a designated Living Wage employer, the Board of County Commissioner approved increasing the living wage to 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. Effective January 1, 2018, as a designated Living Wage employer, an employer must pay at least $13.75 per hour to all full and part-time employees. Employers providing at least half the cost of health insurance must pay at least $12.25 per hour.

Living Wage for Participants in Subsidized Employment Programs at the Department of Social Services

The Department of Social Services manages a large employment services program and offers subsidized employment as one component. Subsidized employment allows clients involved with employment services, most of whom have barriers to employment, to gain valuable work experience using public or grant funds for a limited amount of time (generally six-months) in order to secure permanent employment in the future. In FY2016/17 to date, the Department of Social Services has employed 25 clients in 12 positions, and there are currently nine subsidized employees working in these subsidized employment programs.

The subsidized employment program is funded through a combination of county, state, and federal dollars and clients must meet eligibility criteria for the county to receive reimbursement. To be eligible to participate in this program, a client should to be income eligible for Work First or Food and Nutrition Services, or meet certain

requirements as a high-risk youth. The County pays the wage of the client working either in the private sector or within a county department as a temporary employee.

Currently the County pays a living wage of $13.15 per hour, which is the minimum hourly rate that clients in subsidized employment earn. At the current living wage, some clients enrolled in the subsidized program do not meet the income eligibility requirements for health insurance (Medicaid) and/or food and nutrition benefits. Subsequently, when participants lose these benefits they become ineligible for participation the subsidized employment program and further, the County will not receive state and/or federal reimbursement for wages.

In an effort to avoid the disruption of benefits for participants in the subsidized employment programs, the Manager is recommending that the County pay new participants $11.51 per hour, the hourly wage necessary to allow participants currently receiving Medicaid coverage to continue their coverage under Transitional Medicaid for up to 12 months. Participants may work 40 hours per week.

Manager Recommendation

The Manager recommends increasing the living wage to $13.75 per hour for all permanent full and part time employees. Further, the Manager recommends pay participants in Subsidized Employment Programs $11.51 per hour. The 2017/2018 projected budgetary increase is $10,425.

The Manager further recommends that the Human Resource Department create an implementation strategy during FY2017-18 to increase the minimum hourly rate for permanent employees only (this does include temporary employees) to $15 per hour. The Position Classification and Pay Plan section of the budget recommends allocating $30,000 to implement this policy.

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 through FY2014/2015. In FY2010/11, the Board of County Commissioners reduced the hiring freeze to six-months to prevent a reduction in workforce and to realize personnel savings. Overall the program averaged a cost savings of approximately $2 million each fiscal year from FY2011/2012 through FY2014/2015. The Board discontinued this program in FY2015/2016.

Salary Savings

The Board approved a Request to Fill process to manage the rate at which vacancies may be filled. If the County is facing a fiscal crisis, the Manager may postpone or deny requests to fill vacancies.

The County also achieves personnel savings through natural attrition.

Salary attrition savings of $750,000 was budgeted for FY2015/2016. As of June 30, 2016, total salary and benefits savings was $1,676,326.

Salary attrition savings of $1.5 million was budgeted for FY2016/2017. As of December 31, 2016, total salary and benefits savings is $2,314,824.

Manager Recommendation

The Manager recommends a budgetary projection for FY2017/2018 for personnel salary and benefit savings through attrition of $2 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 County paid 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 County paid 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 2017, the plan covered 155 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 since 2015, the monthly premium is typically $134 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, approximately 200 retirees are enrolled in a Medicare Supplement (Plan F) program.

Other Post-Employment Benefits (OPEB)

GASB 74 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 $7.75 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 for years 2007 through 2015.

Actuarial Valuation Date	Unfunded Actuarial Accrued Liability (UAAL)	UAAL as a Percentage of Covered Payroll
12/31/2015	$83,542,665	181.2%
12/31/2013	$65,152,273	167.5%
12/31/2012	$65,622,232	175.7%
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 $215,237 which represents a 9.83 percent increase for health coverage for all retirees. The Manager is not recommending an increase for the health coverage premium equivalent for retirees enrolled in the County's group plans (pre-65 retirees). This represents an increase of 5.05 percent for pre-65 retiree budget appropriation and an increase of 4.6 percent for post-65 budget appropriation.

Voluntary Furlough Program

Background

Article IV Section 28-53 of the Code of County Ordinances states that the Board of County Commissioners may by resolution implement a mandatory furlough plan. The Manager may implement a voluntary furlough plan and shall provide Administrative Rules and Regulations to carry out the provisions of the Code of County Ordinances Section 28-53.

On June 16, 2009, the Orange County Board of County Commissioners approved Resolution 2009-073 which provided employees the opportunity to request furlough leave without loss of employee benefits. The Voluntary Furlough Program was initiated as a cost savings program because of a fiscal crisis declared by the Manager at that time.

The Manager implemented rules and regulations for the Voluntary Furlough Program, which granted employees time off without pay for the first time on June 1, 2009. The Voluntary Furlough Program has been extended as part of the budget process since its onset in FY2009/2010. To date the Voluntary Furlough program was extended through June 30, 2017 as per the adoption of the FY2016/2017 budget by the Board of County Commissioners.

The program offers employees the opportunity to work a reduced schedule or take unpaid time off without losing any benefits or seniority status. The County continues paying employer paid benefits. Participation in the Voluntary Furlough Program requires Director approval and should meet the needs of the employee and the department to ensure there is no disruption in service to Orange County residents.

The chart below summarizes the number of participants, hours of unpaid leave and the cost savings for FY2010/2011 through FY2016/2017:

FISCAL YEAR	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Participants	17	18	14	8	4	4	2
Hours of Unpaid Leave	1,086	2,182	2,525	1,380	1,020	932	410
Savings	$23,965	$40,886	$53,512	$27,841	$22,557	$21,900	$8,595

**as of April 1, 2017*

Projected Cost Savings of Extending Voluntary Furlough through FY2017/2018

Staff anticipates that cost savings attributed to offering permanent employees the benefit of opting to take unpaid leave by reducing their workweek throughout all or a portion of the fiscal year or taking a voluntary unpaid leave of absence will yield approximately $6,000 in FY2017/2018. Overall, the County has continued to achieve cost savings from the program.

Manager Recommendation

The Manger recommends extending the Voluntary Furlough Program for FY2017/2018.

Functional Leadership Team

Ranking Criteria Summary and Ranking Forms

Appendix B

ORANGE COUNTY
FY2017-18 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 2017-18 Budget Request Ranking Form

FUNCTIONAL LEADERSHIP TEAM: Community Services				
Department Name	**Budget Requests**	**Estimated County Cost**	**Total Ranking**	**Manager Recommend**
Planning	Property Development Technician	$0	35	Yes
Planning	Property Development Specialist	$0	34	Yes
OPT	OPT Dispatcher	$25,965	31	Yes
OPT	Additional OPT driver positions (6)	$36,450	31	Yes
Planning	NPDES Gravelly Hill Demonstration	$0	31	Yes, grant funded
OPT	Recurring capital- transit vehicles (2)	$60,000	29	Yes
OPT	Contract services - marketing/branding, driver training, software	$55,500	29	Yes, partial
Planning	Erosion Control Officer I	$0	29	No
OPT	OPT Transit Supervisor	$28,965	28	No
Animal Services	Including microchips as part of an adjusted adoption fee	$18,500	25	Yes
Planning	Bicycle Share System	$15,000	23	No
DEAPR	Recreation Assistant - Soccer.com	$47,592	22	Yes
Planning	Bicycle Safety Task Force	$15,000	22	No
DEAPR	Parks Technician (Trails Ranger)	$47,592	21	No
Planning	Clean Water Education Partnership	$4,240	19	No
Planning	NPDES Stormwater Control Measure	$0	18	Yes, grant funded
Solid Waste	Expand Landfill Hours 1/day (M-F)	$0	18	Yes

FY2017-18 Budget Request Ranking Form

FUNCTIONAL LEADERSHIOP TEAM: General Government

Department Name	Budget Requests	Estimated County Cost	Total Ranking	Manager Recommend
Tax Administration	Addition of new Revenue Technician II in Emergency Services Ambulance Billing	$59,442	24	No
Register of Deeds	New System for Register of Deeds	$400,000 (Automation Fund)	22	CIP Project
Register of Deeds	Vital Records Reconstruction Project	$10,900	10	No
Co. Mgr- Risk Mgmt.	New Staff Position: Safety Coordinator	$79,400	15	No
Co. Mgr- Arts Comm.	Student Intern Request	$13,676	9	Yes

FY2017-18 Budget Request Ranking Form

FUNCTIONAL LEADERSHIP TEAM: Human Services

Department Name	Budget Requests	Estimated County Cost	Total Ranking	Manager Recommend
HHRCD	Housing Displacement Funds	$100,000	28	Yes, partial
HHRCD	Housing Rehabilitation Specialist	$64,284	28	Yes
Health	Family Success Alliance increase for increase Zone Navigator FTEs, Summer literacy, Kindergarten Readiness, a development consultant, and School Innovation funds.	$164,797	25	Yes
Social Services	In-Home Aid Services	$91,500	23	Yes
HHRCD	Habitat Brush with Kindness Rehabilitation Funds	$25,000	23	No
Health	Data Systems Manager - 1.0 FTE	$0	21	No
Health	PH Program Manager (Behavioral Health Coordinator) - 1.0 FTE	$69,833	21	No
Aging-AT	Aging In Place In Home services contract	$61,320	19	Only Living Wage increase
Social Services	IT equipment for Child Welfare conversion to NC Fast	$27,794	18	Yes, in CIP
Aging-VC55+	To increase a .5 FTE position to 1.O FTE	$18,937	18	No
Health	Senior Public Health Educator (effective 1/1/18) - 1.0 FTE	$0	18	No
Social Services	Senior Collaborative	$20,000	17	Yes
HHRCD	Housing Choice Voucher to Homeownership Down Payment Assistance	$10,000	16	No
Aging-AT	Family Caregivers In Home services contract	$14,020	14	Only Living Wage increase
Health	Property Development Tech - 1.0 FTE (make time limited permanent since project is delayed)	$50,589	14	No
Social Services	Security equipment (cameras & door access panels) at Southern Human Services Center	$9,150	13	No
HHRCD	Housing Resource Specialist	$58,025	13	Yes
Aging-CBS	Equipment - Assistive Listening Devices	$7,200	12	Yes

FY2017-18 Budget Request Ranking Form

FUNCTIONAL LEADERSHIP TEAM: Public Safety

Department Name	Budget Requests	Estimated County Cost	Total Ranking	Manager Recommend
EMS	Community Paramedic Coordinator	$63,518	29	No
EMS	Community Paramedic (2)	$105,195	29	No
EMS	EMT Extrication Jumpsuits	$21,167	28	No
Emergency Services-Comm	5 Telecommunicator Positions	$280,320	25	No
Emergency Services-EM/Admin	Forklift and Narrow-aisle lift	$55,129	25	Yes, include in Equipment Financing package in 2017
Fire Marshal	Rescue Equipment requested by Fire Departments;	$71,538	24	Yes, 50% of requested amount
CJRO	New Staff Position: Misdemeanor Diversion Program Coordinator	$62,416	23	Yes
Emergency Services-EM/Admin	Consultant/Contract services to guide development of a Pre-Disaster Recovery Plan	$35,000	23	No
Emergency Services-EM/Admin	Emergency Management Planner I (FTE)	$56,544	22	No
CJRO	New Staff Position: Part-time AA	$34,558	21	Yes
Fire Marshal	25% increase in stipend for South Orange Rescue Squad	$7,227	21	Yes
Emergency Services-EM/Admin	EOC renovations/improvements	$50,000	21	No
EMS	Video Intubation System	$11,050	18	No

CJRO	Contract Peer Support Services	$5,000	17	Yes
EMS	Performance Load System SAE/KKK/CAAS/NFPA compliant	$46,725	13	Yes
EMS	Bariatric Ambulance Upfits - Installation of 1 Power-Load System in unit 888 and 899 (Medic 3 and Medic 4) SAE/KKK/CAAS/NFPA compliant patient loading system.	$49,844	12	No
Emergency Services-EM/Admin	EMS phones updated from flip to iPhones, Additional phones for new employees, iPads for every ambulance	$13,500	12	Yes, for updated phones only

FY2017-18 Budget Request Ranking Form

Functional Leadership Team:	Support Services	cale: 0-5; 0 being the lowest, 5 being th	
	FY 2017-18 Budget Request Ranking Form		
FUNCTIONAL LEADERSHIP TEAM: Support Services			

Department Name	Budget Requests	Estimated County Cost	Total Ranking	Manager Recommend
AMS-Admin	Administrative Asset II (Bring surplus sales back in-house. Deals with increasing room reservations - 26% increase from last year at 13 meeting spaces, often after hours) Offsetting revenue from avoided contract services costs $25,000. (total position cost = $51,430)	$26,430	27	No
IT	Increase of .3 FTE to Help Desk Admin Specialist	$13,245	24	No
Community Relations	Redesign website and improve operational efficiency (ADA Compliance)	$35,000	23	Yes
IT	Virtual Security Services	$25,000	23	No
AMS-Fleet Maint	Emergency Service Telematics - Startup Equipment Cost to manage ambulances and other critical vehicle resources, reduce idling	$10,940	19	No
IT	Managed Help Desk Services - after hours	$25,000	18	No
AMS-Fleet Maint	Shared Vehicle Program - Startup Equipment Cost for 6 vehicles. Critical program for reducing fleet size. Introductory number, plan to ramp up and this effects budget neutrality.	$1,268	17	No
AMS-Fleet Maint	Facilities Services/Fleet Maint. Technician - Shared position that would provide cleaning service to northern campus facilities as well as assist with basic vehicle maintenance. This position reduces Southern Campus Team travel time (3 staff hours per day) to support Southern Campus growth and intense usage.	$42,470	17	No
AMS-Fleet Maint	Heavy Duty Lift - Needed to support expansion of transit and Ambulance fleet with larger/extended platform vehicles wth advanced suspensions	$31,531	15	No
AMS-Fleet Maint	Vehicle Wash Services - in place of purchasing a vehicle wash station. OPT would get washes from Blue Beacon truck wash. EMS and Sheriff's fleet could wash for free.	$7,200	13	Yes
AMS-Custodial	Extech MO290-RK Water Restoration Contractor Kit - for measureing moisture in walls and other facility structes. Will be used to hold remindation contrators accountable for water extraction performance	$849	7	No
AMS-Fac Maint	Laser level	$1,200	6	No

Proposed Fee Schedule

Appendix C

Manager's Recommended Fee Schedule - FY 2017-18

Department/Program	Description	Current Fee	Manager's Recommended Fee Change for FY 2017-18*	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
	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

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Manager's Recommended Fee Schedule - FY 2017-18

Department/Program	Description	Current Fee	Manager's Recommended Fee Change for FY 2017-18*	Last Revision
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	$35 per hour		2016
	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
	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

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Manager's Recommended Fee Schedule - FY 2017-18

Department/Program	Description	Current Fee	Manager's Recommended Fee Change for FY 2017-18*	Last Revision
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
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

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Manager's Recommended Fee Schedule - FY 2017-18

Department/Program	Description	Current Fee	Manager's Recommended Fee Change for FY 2017-18*	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, $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		2016
	Unified Development Ordinance			
	Text Amendments	$500.00 staff review fee, $800.00 Legal advertisement (i.e. newspaper ads)		2016
	Zoning Atlas Amendment			
	Rezone to General Use Residential	$500.00 staff review fee, $800.00 Legal advertisement, $30.00 sign posting, $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		2016
	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, $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		2016
	Special Use			
	Class A	$1,100.00 staff review fee, $800.00 Legal advertisement, $30.00 sign posting, $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		2016
	Class B	$560.00 staff review fee, $800.00 Legal advertisement, $30.00 sign posting, $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		2016

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Manager's Recommended Fee Schedule - FY 2017-18

Department/Program			Description	Current Fee	Manager's Recommended Fee Change for FY 2017-18*	Last Revision
			Zoning Fees: Telecommunication Towers			2015
			Master Telecommunication Plan Amednment Requests	$200.00		2015
			Telecommunication Tower, Special use Permit Class A	$2,500.00		2015
			Escrow Account	Consultant Review Fee $7,500.00		2016
			Telecommunication Tower, Special use Permit Class B	$1,500.00		2015
			Escrow Account	Consultant Review Fee $7,000.00		2016
			Co-Location Fee	Co-Location Consultant Review Fee $1,000.00		2016
			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, $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. 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.		2016
			Rezone to Conditional Zoning District	$2000.00 staff review fee (involves rezoning application only), $800.00 Legal advertisement, $30.00 sign posting, $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. 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.		2016
	Board of Adjustment		Residential Variance/Appeal	advertisement, $5.00 certified mailing fee for each individual parcel required to be notified of request		2011
			Nonresidential Variance/Appeal	advertisement, $5.00 certified mailing fee for each individual parcel required to be notified of request		2011
		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

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Department/Program	Description	Current Fee	Manager's Recommended Fee Change for FY 2017-18*	Last Revision
	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 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		2016
	Home Occupation Plan Review	$90.00		1997
	EDD Site Plan	$1,000.00 plus $10.00 per square feet of proposed building area. If project is associated with a Conditional Use, Conditional Zoning, or Special Use Permit then an additional $250.00 staff review fee shall apply		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

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Manager's Recommended Fee Schedule - FY 2017-18

Department/Program	Description	Current Fee	Manager's Recommended Fee Change for FY 2017-18*	Last Revision
	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 2017-18

Department/Program	Description	Current Fee	Manager's Recommended Fee Change for FY 2017-18*	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
	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

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Manager's Recommended Fee Schedule - FY 2017-18

Department/Program	Description	Current Fee	Manager's Recommended Fee Change for FY 2017-18*	Last Revision
	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
	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

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Manager's Recommended Fee Schedule - FY 2017-18

Department/Program	Description	Current Fee	Manager's Recommended Fee Change for FY 2017-18*	Last Revision
	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
	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 2017-18

Department/Program	Description	Current Fee	Manager's Recommended Fee Change for FY 2017-18*	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
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			

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Manager's Recommended Fee Schedule - FY 2017-18

Department/Program	Description	Current Fee	Manager's Recommended Fee Change for FY 2017-18*	Last Revision
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
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 **(4)**	**Remove**	2011
	Amusement Buildings	$50.00		2011
	Aviation Facilities	$50.00 **(4)**	**Remove**	2011
	Battery Systems	$50.00		2011
	Carnivals & Fairs	$50.00		2011
	Cellulose Nitrate Film	$50.00 **(4)**	**Remove**	2011
	Combustible Dust	$50.00		2011
	Combustible Fibers	$50.00 **(4)**	**Remove**	2011
	Compressed Gas	$50.00		2011
	Covered Mall Bldg	$50.00		2011
	Cryogenic Fluids	$50.00 **(4)**	**Remove**	2011
	Cutting & Welding	$50.00		2011
	Dry Cleaning Plants	$50.00 **(4)**	**Remove**	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 **(4)**	**Remove**	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 **(4)**	**Remove**	2011
	Fumigation/Thermal Fog	$50.00		2011

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Manager's Recommended Fee Schedule - FY 2017-18

Department/Program	Description	Current Fee	Manager's Recommended Fee Change for FY 2017-18*	Last Revision
	Hazardous Materials	$100.00		2011
	HPM Facilities	$50.00 **(4)**	**Remove**	2011
	High-Piled Storage	$50.00		2011
	Industrial Ovens	$50.00 **(4)**	**Remove**	2011
	Lumber Yards	$50.00 **(4)**	**Remove**	2011
	Liquid Fuel Vehicle in Building	$50.00		2011
	LP Gas	$50.00		2011
	Magnesium	$50.00 **(4)**	**Remove**	2011
	Miscellaneous Combustible Storage	$50.00 **(4)**	**Remove**	2011
	Open Burning	$50.00		2011
	Oraganic Coatings	$50.00 **(4)**	**Remove**	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 **(3)**	**Remove**	2015
	Nuisance Fire Alarms	$50.00		2015
	Stop Work Order Fine	$50.00		2015
	Illegal Burn, 1st offense	$50.00 **(1)**	**Remove**	2015
	Illegal Burn, 2nd offense	$100.00 **(1)**	**Remove**	2015
	Illegal Burn, 3rd offense	$500.00 **(1)**	**Remove**	2015
	Failure to obtain proper permit	$ amount of permit **(2)**	**$ Double Amount of Permit**	2015
	Public Education & Orange County Facilities	$ amount per square footage		2015
	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

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Manager's Recommended Fee Schedule - FY 2017-18

Department/Program	Description	Current Fee	Manager's Recommended Fee Change for FY 2017-18*	Last Revision
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
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
	6-Month Waiver of Pet Tax- Sterilized Foster Animals of Approved Rescue Groups	$0.00 **(5)**	**6-Month Waiver of Pet Tax- Sterilized Foster Animals of Approved Rescue Groups**	2012
	Pet Tax-Sterilized Waiver for Citizens Receiving Public Assistance	$0.00 **(5)**	**Pet Tax-Sterilized Waiver for Residents Receiving Public Assistance including Homeless individuals-- $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
	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

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Manager's Recommended Fee Schedule - FY 2017-18

Department/Program	Description	Current Fee	Manager's Recommended Fee Change for FY 2017-18*	Last Revision
Animal Shelter	*Adoption Fees*			
	Cat Adoption Fees	$95.00 **(7)**	**$100.00**	2011
	Kitten Adoption Fees (5 mo. and under)	$95.00 **(7)**	**$110.00**	2011
	Special Cat Adoption	$50.00 **(7)**	**$55.00**	
	Multiple Cat Adoption-Peak Season	$0.00		2015
	Special Event Cat Adoption Fee	$0.00 - $95.00 **(7)**	**$0.00 - $110.00**	2015
	Senior Citizen Cat Adoption Fee	$25.00		2012
	Dog Adoption Fee	$115.00 **(7)**	**$120.00**	2011
	Puppy Adoption Fee (5 mo. and under)	$115.00 **(7)**	**$135.00**	2011
	Special Event Dog Adoption Fee	$0.00 - $115.00 **(7)**	**$0.00 - $135.00**	2015
	Special Dog Adoption	$60.00 **(7)**	**$65.00**	
	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 **(6)**	**$12.00/day**	2007
	Protective Custody Board Fee	$0.00 **(5)**	**Protective Custody Board Fee Including Homeless Individuals-Board**	2015
	Protective Custody Shelter Redemption Fee	$0.00 **(5)**	**Protective Custody Shelter Redemption Fee Including Homeless Individuals-Board 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 **(6)**	**$18.00**	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 **(6)**	**$25.00**	2010
	Redemption for Impoundment Sterilized	$25, $50, $100, $200		3/1/2016
	Redemption for Impoundment Reproductive	$50, $100, $200, $400		3/1/2016
	Out of County Animal Surrender Fee	$50.00 **(6)**	**$60.00**	2009
	Elective Microchip Fee	$25 per Microchip **(7)**	**$35 per Microchip**	2012
	Sale of Goods - Cat Carriers	$5.00		2014

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Manager's Recommended Fee Schedule - FY 2017-18

Department/Program			Description	Current Fee	Manager's Recommended Fee Change for FY 2017-18*	Last Revision
	Health Department					
	Environmental Health		*Soil Analysis/Improvement Permit*			
			Single Family Units <601 Gallons per day. Less than 2 acres	$435.00		2016
			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 <600 Gallons per day. Less than 2 acres	$325.00 **(9)**	**$360.00**	2016
			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			
			Improvement Permit (lot w/existing home)	$435.00 **(9)**	**$485.00**	2016
			Permit Site Revision	$140.00 **(9)**	**$175.00**	2015
			Existing System Inspection(requiring a field visit)	$155.00 **(9)**	**$175.00**	2016
			Existing System Authorizations (Office authorization, no field visit required)	$30.00 **(9)**	**$35.00**	2016
			Mobile Home Park			
			1 to 25 spaces	$155.00 **(9)**	**$175.00**	2016
			26 to 50 spaces	$215.00 **(9)**	**$240.00**	2016
			51 and over spaces	$280.00 **(9)**	**$310.00**	2016
			MH Space Reinspection	$95.00		2015
			Septic Tank Manufacturer Yard Inspection	$310.00 **(9)**	**$345.00**	2016
			Septic Tank Contractor Registration Fee - New contractor (one time)	$250.00 **(9)**	**$280.00**	2016
			Septic Tank Contractor Fee - Annual Renewal	$35.00 **(9)**	**$40.00**	2016
			Failed Inspection/Reinspection	$45.00		2015
			Septic Tank Contractor Education Class Fee	$50.00		2006
			WTMP			
			Initial inspection	$155.00 **(9)**	**$175.00**	2016
			Follow-up inspection	$95.00		2015
			Wells and Water Samples			
			Well permits	$535.00 **(9)**	**$595.00**	2016
			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	$65.00		2016
			Total Cloiform MPN	$70.00		2016
			Fecal Coliform	$70.00		2016
			Fecal Coliform/Streptococcus	$0.00		2016
			Enterococcus, MPN	$70.00		2016
			Iron Bacteria	$70.00		2016
			Sulfur/Sulfate - Reducing	$80.00		2016
			Pseudomonas-MTF or MPN	$70.00		2016
			Heterotrophic Plate Count	$65.00		2016

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Department/Program			Description	Current Fee	Manager's Recommended Fee Change for FY 2017-18*	Last Revision
		Requested by Medical Professional				
			Total Coliform P/A	$65.00		2016
			Nitrate/Nitrite	$0.00		2016
			Full Inorganic Panel	$0.00		2016
			Existing Well Full Well Panel	$0.00		2016
			Pesticides	$0.00		2016
			Herbicides	$0.00		2016
			Petroleum Products	$0.00		2016
			Volatile Organic Chemicals	$0.00		2016
			Fluoride - Physician, Dentist request	$0.00		2016
			Radon Air Sample Kit - Radon	$20.00		2010
		Inorganic Chemistry				
			Full Inorganic Panel	$0.00		2015
			Metals Panel	$100.00		2016
			Individual Metals	$85.00		2016
			Anions - FI,CI, Sulf	$70.00		2016
			Disinfection By-products	$70.00		2016
			Fluoride - Physician, Dentist request	$25.00		2015
			Nitrate/Nitrite	$70.00		2016
			Arsenic Speciation	$70.00		2016
		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	$280.00 **(9)**	**$310.00**	2016
			Swimming Pools			
			Swimming Pool Inspection	$280.00 **(9)**	**$310.00**	2016
			Plan Review - Swimming Pools	$280.00 **(9)**	**$310.00**	2016
			Food Service			
			Plan review and permit fee - Temporary Food Establishment	$75.00		2010
			Plan Review - Food Service Establishment	$250.00		2010
		ADA Code				

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Manager's Recommended Fee Schedule - FY 2017-18

Department/Program			Description	Current Fee	Manager's Recommended Fee Change for FY 2017-18*	Last Revision
	Dental Health	D0150	Comprehensive Oral Evaluation	$80.00		2013
			Oral Evaluation for a patient under three years of age and counseling with primary caregiver **(26)**	$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	$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
		D4346	**Scaling in presence of generalized moderate or severe gingival inflammation**	**$0.00 (10)**	**$95.00**	**NEW**
		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
		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

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Manager's Recommended Fee Schedule - FY 2017-18

Department/Program			Description	Current Fee	Manager's Recommended Fee Change for FY 2017-18*	Last Revision
		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
		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

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		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
		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
		84443	**TSH (UNC Lab Test)**	$22.00		2006

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		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
		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

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		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)	$288.00		2016
		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
		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
		86382	Rabies Titer	$100.00		2016
		99080	Record TB Screening Form Completion	$25.00		2016
		TBD	Minimum Lab Fee	$20.00		2016
		J7297	Liletta	$50.00		2016
		88175	Pap Smear with Interpretation	$26.50		2016
		87624	HPV	$25.00		2016
		88141	Pap Smear with Doctor Interpretation	$80.00		2016
		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
		96127	**Social-Emotional Screens**	**$0.00 (11)**	**$6.00**	**NEW**
		96152	Health & Behavior Intervention	$55.00		2012
		96160	**Adolescent Risk & Strength Screening**	**$0.00 (11)**	**$9.20**	**NEW**
		96161	**Amaternal Depression Screening**	**$0.00 (11)**	**$9.20**	**NEW**

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2017-18

Manager's Recommended Fee Schedule - FY 2017-18

Department/Program			Description	Current Fee	Manager's Recommended Fee Change for FY 2017-18*	Last Revision
		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	$34.00		2016
		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
		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

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Manager's Recommended Fee Schedule - FY 2017-18

Department/Program			Description	Current Fee	Manager's Recommended Fee Change for FY 2017-18*	Last Revision
		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	$25.30		2016
		J1050	Injection, medroxyprogesterone acetate, 1 mg	$0.67 **(12)**	**$0.16**	2015
	Medicaid only	J1050ud	Injection, medroxyprogesterone acetate, 1 mg	$0.18 **(12)**	**$0.16**	**NEW**
		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	$233.34 **(12)**	**$264.43**	2016
	Medicaid only	**J7300ud**	**Paragard IUD**	$233.34 **(12)**	**$264.43**	**NEW**
		J7301	Skyla IUD	$488.00 **(12)**	**$235.00**	2016
	Medicaid only	**J7301ud**	**Skyla IUD**	**$207.72 (12)**	**$235.00**	**NEW**
		J7298	Mirena IUD	$297.46 **(12)**	**$235.00**	2016
	Medicaid only	**J7298ud**	**Mirena IUD**	**$207.72 (12)**	**$235.00**	**NEW**
		J7303	Nuvaring (3pack)	$57.00 **(12)**	**$27.92**	2008
		J7307	Nexplanon	$364.00 **(12)**	**$399.00**	2016
	Medicaid only	**J7307ud**	**Nexplanon**	$364.00 **(12)**	**$399.00**	**NEW**
		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
		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
		**** 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.				

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Manager's Recommended Fee Schedule - FY 2017-18

Department/Program	Description	Current Fee	Manager's Recommended Fee Change for FY 2017-18*	Last Revision
Miscellaneous				
	Regulatory Business License			
	Practitioner License	$0.00		2016
	Business/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	$11,423 Per Single Family Dwelling; $6,610 Per Single Family Attached: $1,286 Per Multi-Family Dwelling; $4,939 Manufactured Home		1/1/2012
Social Services				
	Adoption Intermediary Fee	$300.00		2008
Solid Waste - Enterprise Fund				
	Solid Waste Programs Fee	$107.00 **(13)**	**$128.00**	2015
Recycling				
	Mulch Delivery - 20 yards	$0.00 **(14)**	**$225.00**	**NEW**
	Mulch Delivery - 30 yards	$0.00 **(14)**	**$300.00**	**NEW**
	Mulch Delivery - 40 yards	$0.00 **(14)**	**$375.00**	**NEW**
	Mattress Fee	$0.00 **(15)**	**$10.00**	**NEW**
Sanitation				
				2013
Landfill	Construction & Demo	$40.00/ton		2012
	Clean Wood/Vegetative Waste	**$20.00/ton**		2016
	Conventional Yard Waste Mulch	$25.00/3cubic yard scoop		2012
	Decorative Red Mulch & Compost	$30.00/one cubic yard scoop		2016
	Stumps & Land Clearing Waste	$40.00/ton		2012
	Disposal of Mobile Homes	$200.00/unit		2010
	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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FY 2017-18 County Manager's Recommended Fee Schedule
Footnotes

(1) Remove from fee schedule. Central permitting will have FMA enforce solid waste fees
(2) Current fee is $ amount of permit. Proposing $ double amount of permit.
(3) Same is covered in NC GS and there is no need for duplication. Remove this fee from the fee schedule.
(4) Remove from the current fee schedule. We cannot issue this permit due to no adoption
(5) Adding Homeless individuals to existing protective custody fee(s).
(6) Increase to reflect true cost recovery.
(7) Offset Microchip as part of the adoption fee.
(8) Adjusted given market rates
(9) To reach full cost recovery and decrease dependency on county general funds.
(10) Code was added by ADA to list of billable procedures as of January 1, 2017. Recently added to Medicaid fee schedule.
(11) Child Health fee required for Medicaid patients by DHHS.
(12) Adjust 340B Family planning drug fees to latest cost to purchase as required by Medicaid.
(13) In FY 2017-18 program fee revenue allocation from Environmental Services to all four Solid Waste divisions
(14) Delivery suspended in 2013, staffing and assignment modifications lead to personnel availability on a 16hr/week basis to re-start delivery in FY 2017-18.
(15) Landfill collection site; no fee for eligible unites at Waste & Recycling Center collection sites; limit of four units.

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 dept 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 sp ending policy provides for programs w ith multiple revenue sources. The Financial Services Director will use resources in the following hierarchy: bond proceeds, Federal funds, State funds, local non-co unty funds, county funds. For purposes of fund balance classification, expenditures are to be spent from restricted fund balance fi rst, followed in-order by committed fund balance, assigned fund balanc e, and lastly, unassigned fund balance. The Finan cial Services Director has the authorit y to deviat e 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 an d 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 expen ditures, then unassigned fund balance can be red uced by action from the Board of Count y 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.