ORANGE COUNTY
NORTH CAROLINA

# FY 2018-19
# ANNUAL OPERATING BUDGET

## MANAGER RECOMMENDED

**Orange County, North Carolina**
**Manager Recommended**
FY 2018-19 Annual Operating Budget

# BOARD OF COUNTY COMMISSIONERS

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Budget and Management Analyst II

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# Board of County Commissioners



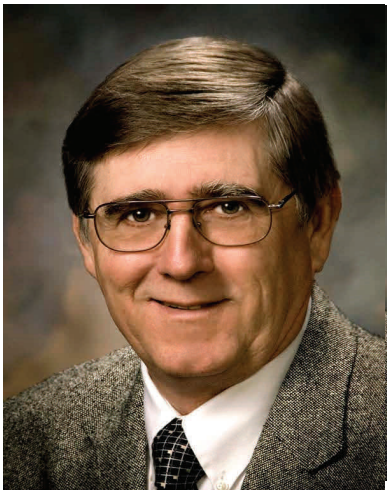
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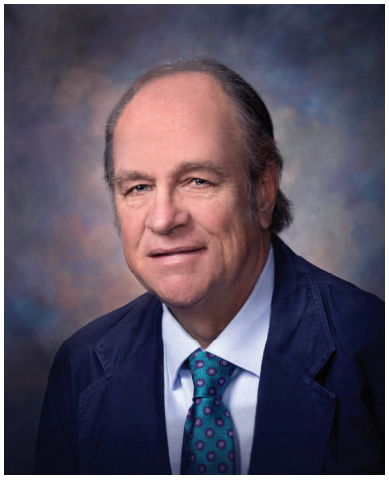
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

# *Distinguished Budget Presentation Award*

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For the Fiscal Year Beginning

**July 1, 2017**

Christopher P. Morrill

Executive Director

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# ***O***range ***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:*

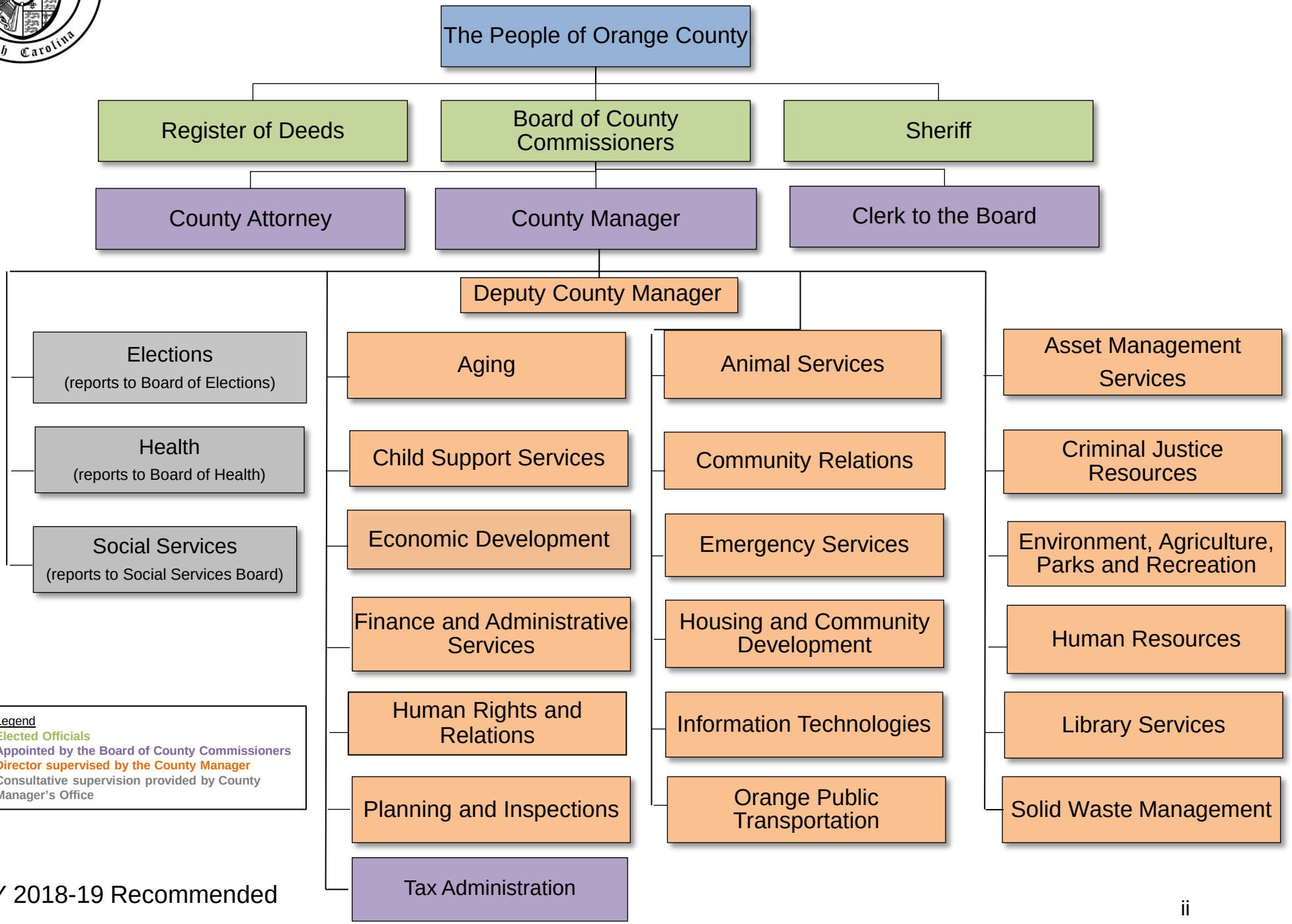
- Serve the ***Residents*** of Orange County - ***Our Residents Come First***.

- 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

May 1, 2018

TO: Board of Orange County Commissioners

FROM: Bonnie Hammersley
County Manager

RE: Transmittal of the FY 2018-19 Recommended Budget

I am pleased to submit the FY2018-19 Recommended Operating Budget for your review and consideration. Over the last fiscal year, the County has been engaged in a long range financial planning exercise which was presented to the Board of Commissioners during the annual retreat. This plan helped identify sources of financial pressure, quantify those challenges, and provide alternatives for addressing those challenges in the future. The Recommended Operating Budget represents the first steps in implementing the Long Range Financial Plan and preserving the County's long term fiscal sustainability.

The Long Range Financial Plan identified a structural imbalance between expenditures and revenues where expenditure growth is projected to outpace revenue growth. Expenditure trends like rising health insurance costs and the addition of positions funded by the general fund contribute to the imbalance, but the County will also experience significant changes to its overall financial framework that are not captured by the trend analysis. These changes include the loss of over $3 million in annual impact fee revenue, new debt service associated with the general obligation bond for schools and affordable housing and, to a lesser extent, additional new debt service related to significant County projects like the Detention Center, the Orange County Southern Branch Library, and a variety of parks projects.

The Long Range Financial Plan identified four dimensions of strategies to address the structural imbalance. These strategies included increasing revenue, controlling general expenditures, changing service delivery models, or reducing services. The Recommended Operating Budget utilizes elements of each of these strategies to position the County for continued financial sustainability while maintaining essential public services.

**Expenditures**

The Recommended Budget controls expenditure growth, focusing only on funding the continuation needs of County departments and education, and reduces the reliance on fund balance for ongoing budget stabilization.

- **Total Expenditures**
  The total Recommended Operating Budget including the general fund, enterprise funds, proprietary and special revenue funds is $261.1 million. This represents an increase of $7.2 million or 2.8% over the Approved FY2017-18 Budget. Of this total, County department appropriations are increased by $1.7 million from $101.6 million in FY2017-18 to $103.3 million in FY2018-19 or 1.7%. Education appropriations are increased by $2.3 million from $89.9 million in FY2017-18 to $92.2 million or 2.6% not including debt service.

- **Debt Service**
  Debt service is budgeted to increase by $3.2 million or approximately 12%. This increase represents the initial phase of debt service payments for the general obligation bonds and other Capital Investment Plan priorities. If borrowing for general obligation debt is authorized as recommended, the FY2017-18 Capital Budget will total over $101 million.

- **General Fund Operating Expenditures**
  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 $226.8 million which represents a $7.2 million or 3.3% increase over the budget for the current fiscal year. However, this amount includes a one time allocation of $3 million for deferred maintenance in the schools. If this amount is excluded from the General Fund analysis, total General Fund expenditures increase by $4.19 million or 1.91%.

**Revenue**

The Recommended Budget recognizes General Fund revenue reductions, begins to increase property tax revenue to accommodate growing debt service payments, and increases the County's focus on cost recovery and revenue maximization. All of these strategies are consistent with the guidance provided in the Long Range Financial Plan.

- **Impact Fee Reduction**
  The Recommended FY2018-19 Budget recognizes the loss of impact fee revenue that had been used to support debt service associated with new school capacity. Impact fees were authorized for Orange County under special local statutory authority. The State revoked that authority in June of 2017. Impact fees had been collected in a separate fund and allocated annually based on debt service needs. These fees had been a source of approximately $3.3 million in ongoing debt service support. At the time impact fee collection was suspended, the impact fee fund contained a residual balance of $1.6 million. That remaining balance is applied in the FY2018-19 Recommended Budget.

- **Impact of Lower Property Tax Appeals Following the Revaluation**
  The largest single General Fund revenue is the property tax. In FY2017-18, the County conducted a revaluation which resulted in tax base growth of approximately 6.5%. Following a revaluation, tax payers are allowed to appeal the adjusted value of their property. When the tax base was estimated last year, the Tax Administrator projected appeals of approximately 10% or 6,000 taxed parcels. Those estimated appeals would have reduced the tax base by approximately $700 million. However, the 2017 revaluation yielded just 2,226 appeals or under 4% of taxed parcels. These actual appeals resulted in a tax base reduction of only $360 million. The impact of the lower number of appeals resulted in an increase to the tax base and a concomitant increase in property tax revenue of approximately $2.2 million.

- **Tax Base Analysis and Growth Due to New Construction**
  The Tax Administrator also conducted a careful analysis of the amount of the property tax base that would be subject to erosion due to exemptions and collection errors. This effort, combined with the County's natural growth rate due to new construction, increased the tax base by another 1.4% to $17.3 Billion and contributed to an additional $2 million increase in projected property tax revenue growth.

- **Incremental Tax Rate Increase to Support New Debt Service**
  Finally, the Recommended Budget includes an increase to the tax rate of 1.42 cents to accommodate the first payments of new debt service largely associated with the $125 million in general obligation bonds for schools and affordable housing. In FY2018-19, total debt service is projected to increase by $3.2 million to a total of $29.8 million.

  Within the next five years, debt service is expected to peak in FY2021-22 at $41.8 million which may necessitate future tax rate increases. The Budget recommends phasing in these increases over the next four years with an additional 1.40 cents in FY2019-20, 2.35 cents in FY2020-21, and 2.78 cents in FY2021-22. The new debt service could also be covered by a one time tax increase of 5.02 cents. However, the Recommended Budget proposes the incremental approach since it is more flexible and can be scaled as assumptions for future revenue growth and project implementation may fluctuate over time.

- **Sales Tax**
  Sales tax collections have also experienced reliable growth. The FY2017-18 Budget included an aggressive sales tax growth projection of 6.8% over the prior year budgeted amount, increasing total sales tax collections to $23.6 million. Current projections signal that this growth may be difficult to achieve in the current fiscal year. As a result, the Recommended Budget moderates the projected increase in sales tax growth to 2.4% over the FY2017-18 Budget or up to $24.1 million.

**Countywide Continuation Budget Drivers**

A continuation budget represents the resources needed to maintain current service levels and to comply with existing policies and legal requirements without adding new services or programs. The FY2018-19 Recommended Budget funds several continuation requirements.

- **Living Wage**
  The County is certified as a living wage employer by *Orange County Living Wage*. In FY2017-18, Orange County implemented a minimum wage rate of $15.00 per hour for all permanent/benefitted County employees. However, the *Orange County Living Wage* rate continues to be applied to temporary employees and certain service contracts.

  *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 was $13.75. That rate is expected to increase to $14.25 per hour in FY2018-19, representing an increase of $0.50 per hour over the current fiscal year.

  The Budget continues to require that all temporary 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 $27,190 in additional funding to support the living wage for County employees and approximately $37,150 to support the living wage policy that applies to contracted service providers.

- **Employee Compensation and Benefits**
  The County has continued to engage the Employee Advocacy Roundtable in helping to identify priorities for improving the workplace. These efforts are intended to improve employee job satisfaction and result in better retention rates. This year, the Employee Advocacy Roundtable overwhelmingly identified the County's benefit package as the most important strength for the County as an employer. The group also identified the lack of base salary growth as the most significant weakness related to compensation. The Recommended Budget addresses each of those topics.

  The Recommended Budget does not increase employee contributions to health or dental insurance. The projected increase in premium equivalents of approximately $750,000 for health insurance and $125,000 for dental insurance is absorbed by the County.

  To address base wage stagnation, the Budget also recommends adding performance awards to an employee's base salary. This will be accomplished by increasing an employee's hourly rate by the equivalent amount of the performance award. Like the previous performance awards, these increases will be based on merit and will be effective on an employee's anniversary date. Unlike the current performance award system, the augmented hourly rate will persist into the future, having the effect of permanently increasing an employee's base salary. As existing employee salaries grow over time, this system will also reduce compression within each salary range as base wages for current employees grow while new employees are hired at the beginning of the salary schedule.

  The Recommended Budget also includes an across the board wage increase for County employees of 2% effective on July 1, 2018. The total cost of the wage adjustment is approximately $980,000.

**Education**

The Recommended Operating Budget exceeds the target of allocating 48.1% of General Fund revenues to school spending and continues to fully fund expenses related to charter student enrollment.

- **Exceeding the Funding Target**
  The FY2018-19 Recommended Budget increases school current expense budgets by a total of $4.2 million resulting in a total recommended appropriation of over $109.1 million including debt service. This appropriation represents 50.1% of total General Fund revenues. The Budget also recommends changing the manner in which recurring capital is funded by shifting from pay as you go funds to borrowing proceeds. Part of the increase in school funding is also achieved by allocating a total of $3 million of fund balance to the schools deferred maintenance 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 2018 shows that charter school students have increased by 152 in the Orange County Schools District and have decreased by 7 in the Chapel Hill Carrboro City Schools District compared to the number budgeted in FY2017-18. These changes result in a total of 769 charter students in Orange County Schools, 155 in Chapel Hill Carrboro City Schools, and a total of 924 Countywide. The FY2018-19 Budget recommends increasing funding for the additional 145 charter students at a cost of $604,000.

- **Per Pupil Equivalent**
  Based on the additional funds recommended for school spending, the per pupil amount increases by $174 to $4,165. This is greater than the average per pupil increase of $92.20 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 or General Equivalency Diploma (GED) recipient who attends Durham Technical Community College following completion of their degree. Based on enrollment projections, Durham Tech expects 200 new and continuing students to benefit from the program next 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 County Public Transportation (OCPT), Planning and Inspections, and Solid Waste Management. The significant budget highlights for each of these departments are presented below.

- **Animal Services – Cost Recovery and On Call Pay**
  One of the recommendations contained in the Long Range Financial Plan is to examine service costs and set user fees to fully recover these costs. The Animal Services Budget includes approximately $7,000 in revenue associated with providing animal control services to Towns. Several fees are also recommended to increase, generating an additional $3,650 in revenue.

  In FY2017-18, the County implemented a policy to compensate hourly employees who are on call and required to report to work in the event of inclement weather or other emergent situations when non-essential operations are reduced or suspended. In Animal Services, this on-call compensation is expected to cost approximately $25,160.

- **DEAPR – Temporary Staffing Increases and Community Center Continuation Funding**
  The Department of Environment, Agriculture, Parks, and Recreation adjusted fees and reallocated expenses to increase temporary staffing for recreation programs and parks staffing. The new temporary staffing will allow Blackwood Farm Park to open one additional day per week.

  The FY2017-18 Budget established operating funds for each of the County's Community Centers to hire an operations position. Consistent with the wage increases offered to County employees, each Community Center will receive a 2% increase in operating funds. This increase will add a total of $5,170 to the Community Center Division.

- **Orange County Public Transportation (OCPT) – State and Federal Revenue**
  Orange Public Transportation continues to improve and expand transportation services throughout the County. The Department is also following budget directions to maximize all sources of outside revenue. OCPT is adding a total of $702,470 in revenue to offset operating expenses. These increases reduce the County General Fund contribution to the department from $632,030 in FY2017-18 to $95,740 in FY2018-19. OCPT will also install five bus shelters and improve dispatching and compliance reporting by upgrading software. These initiatives will be funded through the Article 43 sales tax for transit.

- **Planning and Inspections – Cost Recovery**
  The Planning and Inspections Department was asked to analyze the full cost of conducting building inspections and erosion control activity and to improve cost recovery. The Department responded by increasing fee inspection and erosion control revenue by $173,370. This new revenue results in cost recovery approaching 90% of total expenses.

- **Solid Waste Fund – Program Fee Increase and Reduced General Fund Subsidy**
  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 in Durham County. 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 Solid Waste Fund is balanced using an increase of $4 in the Solid Waste Program Fee from $128 per parcel to $132 per parcel. Based on the consultant's recommendations, the total Program Fee would increase to $139 per parcel in FY2019-20, $145 per parcel in FY2020-21, and $148 per parcel in FY2021-22. These rates are subject to change in the future as the Solid Waste Fund continues to innovate and improve efficiency.

  The Solid Waste Fund is designated as an enterprise fund which means that the revenue collected by the fund should fully support its operations. However, the County has consistently subsidized the cost of operations since the municipal solid waste landfill was closed in 2013. Based on the new revenue generated by the program fee and a more efficient allocation of existing resources, the General Fund subsidy to the Solid Waste Fund is reduced from $1.9 million in FY2017-18 to $500,000 in FY2018-19.

- **Sportsplex – Operating Performance and Debt Coverage**
  The Sportsplex Budget has typically reported an operating surplus before debt service charges. The Budget clarifies the amount of debt allocated to the Sportsplex that is associated with the initial acquisition and remodeling that has occurred on that campus. Based on this allocation and the debt funded improvements to the facility since the initial acquisition, the Sportsplex will pay $687,290 in debt service and generate a break even budget after contributing to debt.

  The Sportsplex also offers a variety of reduced pricing for segments of the population. These discounts are reflected in the Sportsplex fee schedule which is integrated into the County's overall fee schedule to provide the Board of Commissioners an opportunity to formally endorse the fee structure. No changes to the existing fee structure are recommended.

**General Government**

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

- **County Manager - Racial Equity Training**
  The County Manager's Budget reflects a reallocation of existing contracted services expenditures ($50,000) to fund racial equity training for County employees. County department heads have already benefitted from the Phase I training, and this reallocation will allow another 30% of the workforce to attend.

- **Board of Elections**
  The Recommended Operating Budget for the Board of Elections decreases by $140,830 in personnel and operating costs to reflect the FY2018-19 election cycle that includes one Countywide election compared to three (3) elections during FY2017-18.

- **Clerk to the Board of County Commissioners**
  The Clerk's Office successfully reduced and reallocated existing expenditures to increase funding for video recording and streaming Board of Adjustment meetings. The Budget anticipates recording and broadcasting up to an additional six to nine meetings next fiscal year.

- **Tax Administration**
  The Tax Administrator's Recommended Budget serves as a model for operating efficiency and revenue maximization. The Director recommended over $129,000 in operating efficiencies and an increase of over $250,000 in Emergency Services billing revenue. Part of this revenue ($72,450) is used to fund an additional revenue collections specialist to further improve collection rates.

**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.

- **Aging – Expiration of the OCCARES Grant**
  In FY2015-16, the Department of Aging received a three year grant to offer a set of specialized services to support persons with dementia and their caregivers. This grant will expire on August 31, 2018. The Department is working Orange County Public Transit to try to preserve occupational therapist services for functional assessments that were offered under the grant.

- **Health Department – Dental Enhancements, Cost Recovery, and the Family Success Alliance**
  The Health Department Budget adds a new Dental Hygienist. This position is fully supported by earned revenue and will help address a patient appointment backlog. The Health Budget also increases the proportion of expenses that are covered by environmental health fees, raising over $61,000 in additional revenue.

  As part of the budget directions to departments, department directors were instructed to fund any program expansions through a reallocation of existing expenses or with new revenue. The Health Department was able to add another cohort of children in the existing Family Success Alliance zones with no increase in General Fund dollars. This is accomplished through a reallocation of existing funds created through operating efficiencies and through lower costs to support the Family Success Alliance Navigators employed by the non-profit sector.

- **Housing and Community Development – Administrative Costs and a Local Voucher Pilot Program**
  Affordable Housing has continued to be one of the most important policy priorities of the Board of Orange County Commissioners. The Recommended Budget reflects this priority by including the only true program expansion in the Department of Housing and Community Development. The Recommended Budget adds $30,000 in administrative expense to implement new programs like the land banking and mobile home park initiative and $100,000 to fund a new local housing voucher pilot program.

The pilot program will use locally funded housing vouchers to subsidize rent for low income individuals. This program will be modeled after the existing housing choice voucher program, although it will offer more flexibility than the federally funded vouchers. This pilot program will allow residents to choose where they would like to live, up to certain rent limitations, and promote positive landlord/tenant relationships.

These additions bring total General Fund spending for affordable housing programs to $1,502,000 which exceeds the goal established by the Board of Orange County Commissioners to dedicate at least $1 million in the operating budget to affordable housing programs.

- **Social Services**
  The Department of Social Services is the largest General Fund supported department and perhaps the most complex. The Social Services budget represents a variety of revenue and expenditure changes which largely offset one another. However, the Budget does recommend adding $65,000 to pay for outside legal services due to an increase in the number of child protective services appeals and adoptions. The Budget also recommends continuing two time limited Child Protection Social Workers as that program continues implementing the Statewide program management software known as NCFAST. Finally, the Budget recommends reducing the County funded child care subsidy by $100,000 to better reflect projected demand and the stabilization of the State's allocation which is projected at over $5.3 million in FY2018-19.

**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.

- **Finance and Administrative Services – Cash Handling Audits**
  In FY2017-18, the County started an audit process of cash handling procedures for three County departments that process a high number of cash transactions. The Budget recommends adding $69,750 to complete audits for the twelve (12) remaining departments that process cash. This audit process will be institutionalized in the future with these audits occurring every three (3) years.

- **Information Technology – Software Maintenance**
  The Department of Information Technologies is responsible for maintaining and supporting Countywide technology needs. One of the ongoing obligations for this department is to budget for software maintenance and licensing. These costs are expected to increase by over $114,000 next year. Given this large, ongoing investment, the Department has been tasked with evaluating all of the County's software packages to confirm that no redundancy or duplications exist across County departments.

**Public Safety**

The Public Safety Functional Leadership Team is composed of the Criminal Justice Resource Department, 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 Department now includes six full time equivalent employees administering the Pretrial Services program, Drug Courts, Misdemeanor Diversion program, and mental health services for youth and individuals in the jail and participating in jail alternative programming. All of this work is currently supported by funds received by the County through the ABC Board. County leadership has requested additional $50,000 in ABC Board support to add a half time coordinator for the Family Treatment Court and

to continue an electronic monitoring program for indigent residents in the jail who would typically not be released to the current pretrial services program due to the severity of their charges or history.

- **Emergency Services**
  The Department of Emergency Services is responsible for administering the Emergency Management, Fire Marshal, Emergency Telecommunications (911), and Emergency Medical Services. The Recommended Budget includes $20,000 to support the Everbridge Public Notification System known as OC Alerts through revenue from partner agencies. As a continuation budget, this Department will also receive funds to maintain servers and workstations in the primary 911 Center and software for the Backup 911 Center and Priority Dispatch Program. The Budget also replaces the medical supply cabinets for Emergency Medical Services to provide better monitoring capability and staff accountability.

**Outside Agencies and Fire Districts**

The County received requests from Outside agencies totaling $1,828,491. The process for recommending funding was based on scoring completed by advisory boards. Agencies that scored between 90% and 100% received 30% of their requested increase. Agencies scoring between 80% and 89% received 15% of their requested increase, and agencies scoring between 70% and 79% received 10% of their requested increase. Agencies with scores of 69% and below are not recommended for an increase in funds.

Based on this formula, fifty (50) existing agencies received increases totaling $35,430. No new outside agency requests were funded through this process, although seven (7) of those new agencies were aligned with existing department programs to receive funding based on a more directed service model. The total Outside Agency budget recommended for FY2018-19 is $1,401,170 which is 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 FY18-19, that target is $1,400,890.

Two (2) Fire Districts requested modifications to their District tax rates. The table below shows each District's current tax rate and the increases requested over that rate.

**Fire Districts' Recommendations for FY 2018-19**

| District | FY2017-18 Tax Rate | Recommended Tax Rate for FY2018-19 | Recommended FY 2018-19 Tax Rate Change |
|---|---|---|---|
| Cedar Grove | 8.10 | 8.10 | 0.00 |
| Chapel Hill | 14.91 | 14.91 | 0.00 |
| Damascus | 10.30 | 10.30 | 0.00 |
| Efland | 6.78 | 6.78 | 0.00 |
| ***Eno*** | ***8.68*** | ***9.68*** | ***1.00*** |
| ***Little River*** | ***4.92*** | ***5.92*** | ***1.00*** |
| New Hope | 9.94 | 9.94 | 0.00 |
| Orange Grove | 6.81 | 6.81 | 0.00 |
| Orange Rural | 9.15 | 9.15 | 0.00 |
| South Orange | 9.68 | 9.68 | 0.00 |
| Southern Triangle | 10.30 | 10.30 | 0.00 |
| White Cross | 11.37 | 11.37 | 0.00 |
| *Note: All tax rates reflect cents per $100 valuation* | | | |

**Fund Balance Appropriation and Status of the General Fund**

Consistent with the recommendations contained in the Long Range Financial Plan, the Recommended Budget reduces the reliance on fund balance to support ongoing operations. The Budget recommends a total fund balance appropriation of approximately $8.8 million. Of this amount, $3 million is recommended to fund a one-time deferred maintenance initiative for the school districts and $485,000 is designated as a contribution to the Other Post-Employment Benefits (OPEB) Trust Fund. The remaining $5.8 million is used to balance the operating budget. This represents a reduction of $3.9 million compared to FY2017-18 when $9.77 million in fund balance was required to balance the operating budget.

The Board of Commissioners has established a general fund reserve policy of maintaining at least sixteen percent (16%) of total of budgeted general fund operating expenditures as unassigned fund balance. Based on the appropriations contained in the Recommended Operating Budget, the unassigned portion of the general fund is projected to be 16% or $34.3 million.

**Next Steps and Appreciation**

Developing the operating and capital budgets is a team effort. Given the budget challenges facing the County, departments were challenged to submit requests that did not increase their overall operations budget and only replaced the most urgent equipment needs. All of the County departments met this challenge. Each of the department directors and their respective budget teams submitted a variety of creative ideas and proposals to improve efficiency and preserve core services to the residents of Orange County.

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 Christal Sandifer and Chaz Offenburg 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 scheduled for consideration of the FY2018-19 Budget. Final adoption of the Budget is currently scheduled for June 19. 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 if you have 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 FY2018-23 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*

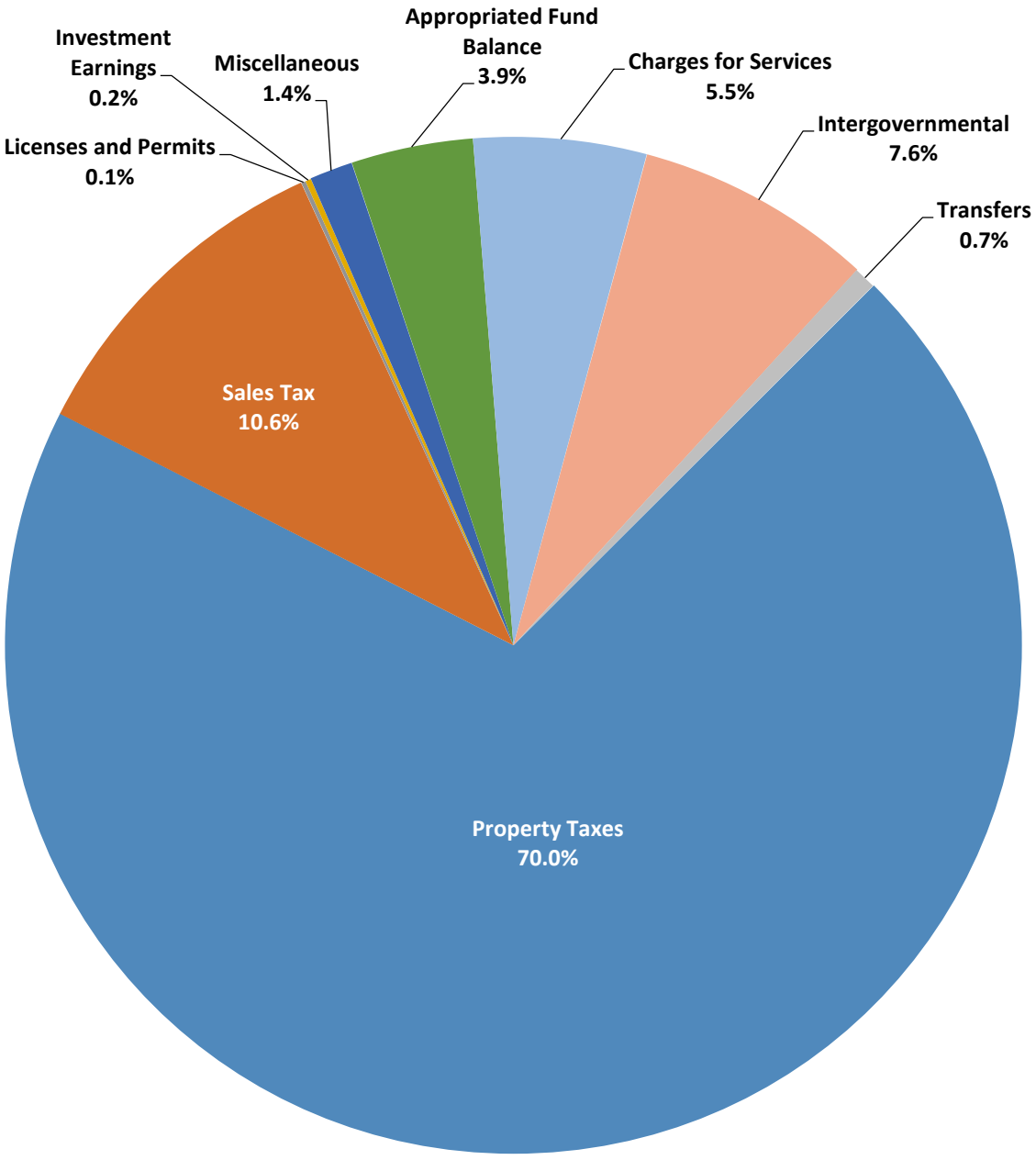
| | 2016-17 Actual Revenue | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| **Property Taxes** | | | | | | |
| Property Taxes | 138,316,785 | 139,606,313 | 139,606,313 | 141,928,904 | 143,939,603 | 146,379,548 |
| Motor Vehicles | 10,070,773 | 9,646,027 | 9,646,027 | 9,951,120 | 10,050,631 | 10,221,001 |
| Gross Receipts | 82,783 | 70,000 | 70,000 | 88,330 | 80,000 | 80,000 |
| Delinquent Taxes | 1,050,803 | 1,180,000 | 1,180,000 | 967,288 | 1,100,000 | 1,100,000 |
| Interest on Deliquent Taxes | 429,337 | 500,000 | 500,000 | 455,120 | 500,000 | 500,000 |
| Late List Penalties | 104,938 | 100,000 | 100,000 | 93,609 | 100,000 | 100,000 |
| Animal Taxes | 180,865 | 185,000 | 185,000 | 185,000 | 185,000 | 185,000 |
| Beer and Wine | 247,134 | 270,428 | 270,428 | 270,428 | 275,833 | 275,833 |
| **Property Taxes Total** | **$150,483,418** | **$151,557,768** | **$151,557,768** | **$153,939,799** | **$156,231,067** | **$158,841,382** |
| **Sales Tax** | | | | | | |
| Article 39 One Cent | 9,950,445 | 10,770,001 | 10,770,001 | 10,447,967 | 10,865,886 | 10,865,886 |
| Article 40 Half Cent | 7,037,136 | 7,403,167 | 7,403,167 | 7,459,364 | 7,832,332 | 7,832,332 |
| Article 42 Half Cent | 4,983,538 | 5,393,616 | 5,393,616 | 5,232,715 | 5,442,024 | 5,442,024 |
| Article 44 Half Cent | 175,843 | 0 | 0 | 75,000 | 0 | 0 |
| **Sales Tax Total** | **$22,146,962** | **$23,566,784** | **$23,566,784** | **$23,215,046** | **$24,140,242** | **$24,140,242** |
| **Licenses and Permits** | | | | | | |
| Privilege License | 13,854 | 13,000 | 13,000 | 12,917 | 13,000 | 13,000 |
| Franchise Fee | 300,600 | 315,000 | 315,000 | 298,544 | 300,000 | 300,000 |
| **Licenses and Permits Total** | **$314,454** | **$328,000** | **$328,000** | **$311,461** | **$313,000** | **$313,000** |
| **Investment Earnings Total** | **$437,172** | **$265,000** | **$265,000** | **$567,394** | **$415,000** | **$415,000** |
| **Miscellaneous Total** | **$3,333,150** | **$2,817,629** | **$2,999,478** | **$5,686,369** | **$3,114,760** | **$3,114,760** |
| **Appropriated Fund Balance Total** | **$0** | **$9,769,060** | **$11,143,693** | **$0** | **$0** | **$8,820,099** |

# Revenue by Category

*Summary - General Fund*

| | 2016-17 Actual Revenue | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| **Charges for Services** | | | | | | |
| Aging | 87,257 | 80,100 | 85,600 | 89,100 | 80,100 | 80,100 |
| Child Support Services | 960 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Planning & Inspections | 1,625,307 | 1,413,050 | 1,413,050 | 1,494,600 | 1,586,420 | 1,586,420 |
| Emergency Services | 2,943,606 | 2,445,715 | 2,445,715 | 2,651,000 | 2,702,000 | 2,702,000 |
| Health | 1,733,675 | 1,858,817 | 1,781,220 | 1,680,218 | 1,847,336 | 1,847,336 |
| Library | 24,249 | 26,297 | 26,297 | 21,409 | 26,597 | 26,597 |
| Register of Deeds | 1,910,935 | 1,778,900 | 1,778,900 | 1,953,570 | 1,967,500 | 1,967,500 |
| Sheriff | 2,120,930 | 2,100,000 | 2,100,000 | 2,400,000 | 2,400,000 | 2,702,000 |
| Tax Administration | 332,952 | 368,701 | 368,701 | 365,701 | 368,701 | 368,701 |
| Transportation | 72,114 | 88,144 | 88,144 | 38,344 | 38,344 | 38,344 |
| Other | 1,296,979 | 1,390,321 | 1,413,622 | 1,432,242 | 1,438,497 | 1,136,497 |
| **Charges for Services Total** | **$12,148,964** | **$11,551,045** | **$11,502,249** | **$12,127,184** | **$12,456,495** | **$12,456,495** |
| **Intergovernmental** | | | | | | |
| Aging | 601,190 | 570,510 | 612,991 | 600,201 | 572,850 | 572,850 |
| Animal Services | 207,995 | 223,993 | 223,993 | 223,993 | 230,941 | 230,941 |
| Child Support Services | 1,588,203 | 1,366,375 | 1,366,375 | 1,545,000 | 1,549,437 | 1,549,437 |
| DEAPR | 143,769 | 145,701 | 149,372 | 152,446 | 126,563 | 126,563 |
| Emergency Services | 26,078 | 80,153 | 80,153 | 80,153 | 80,153 | 80,153 |
| Health | 1,145,638 | 1,259,609 | 1,550,239 | 1,505,819 | 1,411,768 | 1,411,768 |
| Housing | 0 | 31,650 | 31,650 | 31,650 | 31,650 | 31,650 |
| Library | 173,148 | 100,000 | 100,000 | 105,664 | 100,000 | 100,000 |
| Lottery Proceeds | 1,351,438 | 0 | 196,500 | 1,159,500 | 0 | 0 |
| Planning & Inspections | 26,360 | 24,000 | 24,000 | 5,700 | 0 | 0 |
| Sheriff | 719,473 | 659,388 | 754,438 | 754,438 | 659,388 | 659,388 |
| Social Services | 12,936,594 | 9,483,957 | 9,855,846 | 9,049,731 | 9,402,317 | 9,402,317 |
| Tax Administration | 71,951 | 69,000 | 69,000 | 68,600 | 69,000 | 69,000 |
| Transportation | 572,882 | 866,771 | 883,720 | 1,312,735 | 1,619,044 | 1,619,044 |
| Other | 737,257 | 1,154,040 | 1,158,040 | 1,154,040 | 1,297,350 | 1,297,350 |
| **Intergovernmental Total** | **$20,301,974** | **$16,035,147** | **$17,056,317** | **$17,749,670** | **$17,150,461** | **$17,150,461** |
| **Transfers from Other Funds** | | | | | | |
| Health | 60,000 | 0 | 0 | 0 | 0 | 0 |
| Impact Fees | 2,940,000 | 3,353,000 | 3,353,000 | 3,353,000 | 1,600,000 | 1,600,000 |
| County Capital | 0 | 400,000 | 400,000 | 400,000 | 0 | 0 |
| Other | 12,600 | 12,600 | 12,600 | 12,600 | 12,600 | 12,600 |
| **Total** | **$3,012,600** | **$3,765,600** | **$3,765,600** | **$3,765,600** | **$1,612,600** | **$1,612,600** |
| **Total Revenue** | **$212,178,694** | **$219,656,033** | **$222,184,889** | **$217,362,522** | **$215,433,625** | **$226,864,039** |

# General Fund Revenue by Category



# Appropriations by Function

*Summary - General Fund*

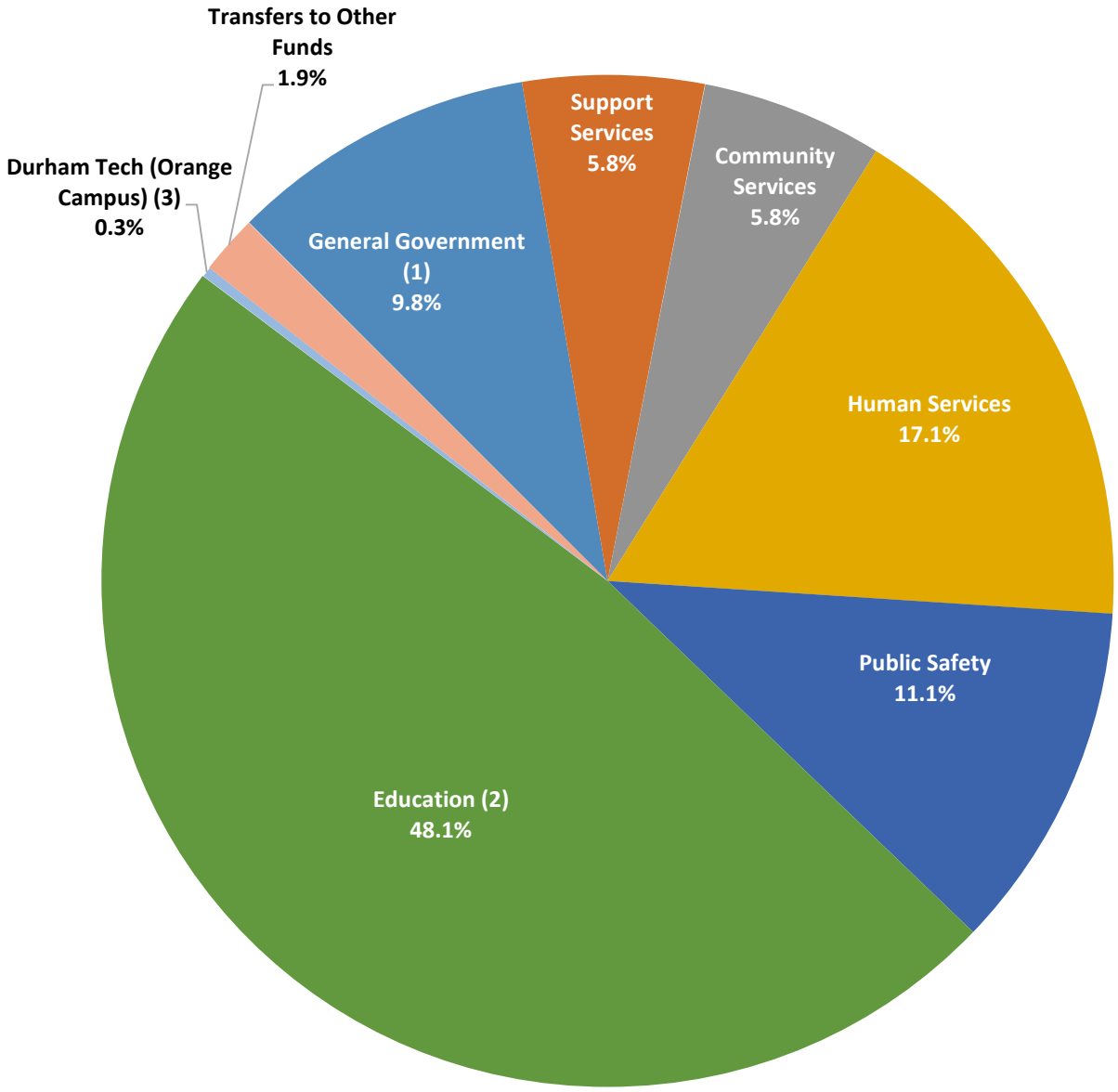
| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| **Community Services** | | | | | | |
| Animal Services | 2,047,931 | 2,095,292 | 2,109,129 | 2,114,823 | 2,153,479 | 2,153,479 |
| Cooperative Extension | 376,319 | 384,780 | 385,530 | 301,483 | 398,955 | 398,955 |
| Department of Environment, Agriculture, Parks & Recreation | 3,700,842 | 4,073,800 | 4,189,063 | 4,150,436 | 4,135,133 | 4,043,556 |
| Economic Development | 529,762 | 578,725 | 581,725 | 552,400 | 582,596 | 513,461 |
| Non-Departmental | 1,725,331 | 2,352,465 | 2,418,149 | 1,500,710 | 1,540,093 | 963,698 |
| Orange Public Transportation | 1,157,249 | 1,586,943 | 1,605,092 | 1,328,235 | 1,753,132 | 1,748,132 |
| Planning and Inspections | 2,909,185 | 3,134,861 | 3,138,322 | 3,042,996 | 3,140,287 | 3,208,098 |
| Recreation Municipal | 125,108 | 125,108 | 125,108 | 125,108 | 125,108 | 125,108 |
| **Community Services Total** | **$12,571,727** | **$14,331,974** | **$14,552,119** | **$13,116,191** | **$13,828,783** | **$13,154,487** |
| **General Government** | | | | | | |
| Board of County Commissioners | 863,008 | 913,708 | 918,328 | 848,193 | 905,871 | 917,031 |
| Board of Elections | 695,179 | 830,014 | 830,014 | 807,679 | 689,184 | 689,184 |
| County Attorney's Office | 601,434 | 590,669 | 590,669 | 568,861 | 592,423 | 592,423 |
| County Manager's Office | 2,144,980 | 2,821,481 | 2,826,869 | 2,360,315 | 2,920,657 | 2,820,657 |
| Non-Departmental | 409,933 | 102,500 | 103,391 | 279,550 | 102,500 | 102,500 |
| Register of Deeds | 1,001,278 | 985,215 | 985,215 | 1,055,930 | 1,024,923 | 1,024,923 |
| Tax Administration | 3,541,634 | 3,710,504 | 3,748,718 | 3,567,870 | 3,740,619 | 3,740,619 |
| **General Government Total** | **$9,257,447** | **$9,954,091** | **$10,003,205** | **$9,488,397** | **$9,976,177** | **$9,887,337** |
| **Public Safety** | | | | | | |
| Courts | 16,913 | 70,000 | 70,000 | 44,100 | 61,000 | 61,000 |
| Criminal Justice Resource Dept. | 287,723 | 481,432 | 517,599 | 453,376 | 605,329 | 605,329 |
| Emergency Services | 9,665,367 | 10,975,924 | 11,185,354 | 10,458,922 | 10,811,628 | 10,777,377 |
| Non-Departmental | 407,269 | 418,047 | 418,047 | 409,052 | 424,713 | 410,878 |
| Sheriff | 13,068,821 | 13,638,496 | 13,973,848 | 13,407,909 | 13,424,193 | 13,424,193 |
| **Public Safety Total** | **$23,446,093** | **$25,583,899** | **$26,164,848** | **$24,773,360** | **$25,326,863** | **$25,278,777** |
| **Human Services** | | | | | | |
| Cardinal Innovations MOE | 1,147,474 | 1,050,187 | 1,050,187 | 1,050,187 | 1,050,187 | 1,050,187 |
| Child Support Services | 966,166 | 1,062,393 | 1,062,393 | 1,072,686 | 1,098,035 | 1,098,035 |
| Department of Social Services | 21,252,290 | 18,772,740 | 19,441,478 | 19,079,705 | 19,419,713 | 19,443,803 |
| Department on Aging | 2,127,635 | 2,092,869 | 2,326,817 | 2,231,107 | 2,125,645 | 2,129,173 |
| Health Department | 9,139,804 | 9,912,099 | 10,283,438 | 9,782,913 | 10,171,708 | 10,199,317 |
| Housing & Community Development | 107,150 | 129,732 | 37,554 | 54,056 | 231,462 | 331,462 |
| Human Rights | 246,634 | 256,566 | 308,818 | 252,293 | 277,469 | 277,469 |
| Library Services | 2,268,054 | 2,243,717 | 2,249,417 | 2,328,762 | 2,323,059 | 2,359,059 |
| Library Municipal | 568,839 | 568,839 | 568,839 | 568,839 | 568,839 | 568,839 |
| Non-Departmental | 1,081,964 | 1,419,326 | 1,287,688 | 1,183,188 | 1,871,940 | 1,443,394 |
| **Human Services Total** | **$38,906,009** | **$37,508,468** | **$38,616,629** | **$37,603,737** | **$39,138,057** | **$38,900,738** |

# Appropriations by Function

*Summary - General Fund*

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| **Education** | | | | | | |
| Current Expenses | 77,201,412 | 80,745,847 | 80,745,847 | 80,745,847 | 87,996,427 | 84,957,670 |
| Fair Funding | 0 | 0 | 0 | 0 | 0 | 0 |
| Durham Tech (Orange Campus) | 703,928 | 716,751 | 716,751 | 716,751 | 730,144 | 730,144 |
| Recurring Capital | 3,000,000 | 3,000,000 | 3,000,000 | 3,000,000 | 0 | 0 |
| School Health & Safety Contracts | 3,390,336 | 3,354,000 | 3,354,000 | 3,488,655 | 3,558,428 | 3,558,428 |
| One-Time Discretionary Funds | 0 | 2,100,000 | 2,100,000 | 2,100,000 | 0 | 0 |
| Deferred Maintenance | 0 | 0 | 0 | 0 | 0 | 3,000,000 |
| **Education Total** | **$84,295,676** | **$89,916,598** | **$89,916,598** | **$90,051,253** | **$92,284,999** | **$92,246,242** |
| **Support Services** | | | | | | |
| Asset Management Services | 4,437,778 | 4,541,095 | 4,722,183 | 4,794,065 | 5,568,059 | 5,568,059 |
| Community Relations | 151,979 | 291,874 | 295,984 | 288,428 | 278,439 | 273,439 |
| Finance and Administrative Services | 1,422,697 | 1,405,885 | 1,405,885 | 1,394,436 | 1,435,855 | 1,505,605 |
| Human Resources | 917,233 | 935,443 | 949,808 | 932,080 | 985,603 | 956,785 |
| Information Technologies | 3,129,561 | 3,328,135 | 3,376,498 | 3,318,861 | 3,534,016 | 3,448,016 |
| Non-Departmental | 2,489,806 | 3,598,765 | 3,610,447 | 2,543,224 | 1,806,299 | 1,405,979 |
| **Support Services Total** | **$12,549,054** | **$14,101,197** | **$14,360,805** | **$13,271,094** | **$13,608,272** | **$13,157,883** |
| **Non-Departmental** | | | | | | |
| Debt Service | 25,838,567 | 26,759,536 | 26,759,536 | 27,018,441 | 29,948,241 | 29,948,241 |
| Transfers to Other Funds | 7,249,245 | 1,500,270 | 1,821,175 | 1,821,175 | 3,859,134 | 4,290,334 |
| **Non-Departmental Total** | **$33,087,812** | **$28,259,806** | **$28,580,711** | **$28,839,616** | **$33,807,375** | **$34,238,575** |
| **Total Expenditures** | **$214,113,818** | **$219,656,033** | **$222,194,915** | **$217,143,648** | **$227,970,525** | **$226,864,039** |

# 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*

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| **By Department (General Fund)** | | | | | | |
| Animal Services | 2,047,931 | 2,095,292 | 2,109,129 | 2,114,823 | 2,153,479 | 2,153,479 |
| Cooperative Extension | 376,319 | 384,780 | 385,530 | 301,483 | 398,955 | 398,955 |
| Department of Environment, Agriculture, Parks and Recreation | 3,700,842 | 4,073,800 | 4,189,063 | 4,150,436 | 4,135,133 | 4,043,556 |
| Economic Development | 529,762 | 578,725 | 581,725 | 552,400 | 582,596 | 513,461 |
| Non-Departmental | 1,725,331 | 2,352,465 | 2,418,149 | 1,500,710 | 1,540,093 | 963,698 |
| Orange Public Transportation | 1,157,249 | 1,586,943 | 1,605,092 | 1,328,235 | 1,753,132 | 1,748,132 |
| Planning and Inspections | 2,909,185 | 3,134,861 | 3,138,322 | 3,042,996 | 3,140,287 | 3,208,098 |
| Recreation Municipal | 125,108 | 125,108 | 125,108 | 125,108 | 125,108 | 125,108 |
| **Total Function Expenditures** | **$12,571,727** | **$14,331,974** | **$14,552,119** | **$13,116,191** | **$13,828,783** | **$13,154,487** |
| *Offsetting Revenue* | *(3,618,439)* | *(3,665,195)* | *(3,719,621)* | *(4,176,899)* | *(4,512,732)* | *(4,512,732)* |
| **County Costs (net)** | **$8,953,288** | **$10,666,779** | **$10,832,498** | **$8,939,292** | **$9,316,051** | **$8,641,755** |
| **Other Funds** | | | | | | |
| Spay/Neuter Fund | 56,145 | 60,850 | 63,190 | 62,350 | 68,350 | 68,350 |
| Efland Sewer Fund | 312,683 | 359,385 | 375,345 | 353,354 | 156,750 | 156,750 |
| Department of Environment, Agriculture, Parks and Recreation | 3,000 | 0 | 0 | 6,000 | 25,000 | 25,000 |
| Solid Waste Operating Fund | 9,825,564 | 13,130,642 | 16,231,309 | 13,998,836 | 13,409,892 | 10,040,421 |
| Solid Waste Renewal and Replacement Fund | 0 | 0 | 0 | 0 | 0 | 2,145,167 |
| Visitors Bureau | 1,836,922 | 1,464,003 | 1,761,758 | 1,663,868 | 1,689,036 | 1,689,036 |
| **Total Expenditures** | **$12,034,314** | **$15,014,880** | **$18,431,602** | **$16,084,408** | **$15,349,028** | **$14,124,724** |
| *Offsetting Revenue* | *(11,039,881)* | *(13,107,274)* | *(16,523,996)* | *(14,230,636)* | *(14,426,583)* | $ (13,756,779) |
| **County Costs (net)** | **$994,433** | **$1,907,606** | **$1,907,606** | **$1,853,772** | **$922,445** | **$367,945** |
| **Total Community Services Related Expenditures** | **$24,606,041** | **$29,346,854** | **$32,983,721** | **$29,200,599** | **$29,177,811** | **$27,279,211** |

# Education

*Summary*

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| **By Department (General Fund)** | | | | | | |
| Current Expenses | 77,201,412 | 80,745,847 | 80,745,847 | 80,745,847 | 87,996,427 | 84,957,670 |
| Fair Funding | 0 | 0 | 0 | 0 | 0 | 0 |
| Durham Tech (Orange Campus) | 703,928 | 716,751 | 716,751 | 716,751 | 730,144 | 730,144 |
| Recurring Capital | 3,000,000 | 3,000,000 | 3,000,000 | 3,000,000 | 0 | 0 |
| Deferred Maintenance | 0 | 0 | 0 | 0 | 0 | 3,000,000 |
| One-Time Discretionary Funding | 0 | 2,100,000 | 2,100,000 | 2,100,000 | 0 | 0 |
| School Health & Safety Contracts | 3,390,336 | 3,354,000 | 3,354,000 | 3,488,655 | 3,558,428 | 3,558,428 |
| **Total Function Expenditures** | **$84,295,676** | **$89,916,598** | **$89,916,598** | **$90,051,253** | **$92,284,999** | **$92,246,242** |
| **County Costs (net)** | **$84,295,676** | **$89,916,598** | **$89,916,598** | **$90,051,253** | **$92,284,999** | **$92,246,242** |
| **Total Education Related Expenditures** | **$84,295,676** | **$89,916,598** | **$89,916,598** | **$90,051,253** | **$92,284,999** | **$92,246,242** |

# General Government

*Summary*

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| **By Department (General Fund)** | | | | | | |
| Board of County Commissioners | 863,008 | 913,708 | 918,328 | 848,193 | 905,871 | 917,031 |
| Board of Elections | 695,179 | 830,014 | 830,014 | 807,679 | 689,184 | 689,184 |
| County Attorney's Office | 601,434 | 590,669 | 590,669 | 568,861 | 592,423 | 592,423 |
| County Manager's Office | 2,144,980 | 2,821,481 | 2,826,869 | 2,360,315 | 2,920,657 | 2,820,657 |
| Non-Departmental | 409,933 | 102,500 | 103,391 | 279,550 | 102,500 | 102,500 |
| Other Related County Support | 0 | 0 | 0 | 0 | 0 | 0 |
| Register of Deeds | 1,001,278 | 985,215 | 985,215 | 1,055,930 | 1,024,923 | 1,024,923 |
| Tax Administration | 3,541,634 | 3,710,504 | 3,748,718 | 3,567,870 | 3,740,619 | 3,740,619 |
| **Total Function Expenditures** | **$9,257,447** | **$9,954,091** | **$10,003,205** | **$9,488,397** | **$9,976,177** | **$9,887,337** |
| *Offsetting Revenue* | *(2,316,008)* | *(2,598,665)* | *(2,598,665)* | *(2,782,816)* | *(2,770,785)* | *(2,770,785)* |
| **County Costs (net)** | **$6,941,439** | **$7,355,426** | **$7,404,540** | **$6,705,581** | **$7,205,392** | **$7,116,552** |
| **Community Development and Visitors Bureau Funds** | | | | | | |
| County Manager's Office - Arts Commission | 147,789 | 163,856 | 174,673 | 173,439 | 193,725 | 193,725 |
| County Manager's Office - Orange County Partnership to End Homelessness | 136,399 | 170,502 | 170,502 | 164,538 | 183,352 | 183,352 |
| **Total Expenditures** | **$284,188** | **$334,358** | **$345,175** | **$337,977** | **$377,077** | **$377,077** |
| *Offsetting Revenue* | *(139,962)* | *(157,736)* | *(168,553)* | *(173,109)* | *(159,240)* | *(159,240)* |
| **County Costs (net)** | **$144,226** | **$176,622** | **$176,622** | **$164,868** | **$217,837** | **$217,837** |
| **Total General Government Related Expenditures** | **$9,541,635** | **$9,954,091** | **$10,003,205** | **$9,488,397** | **$9,976,177** | **$9,887,337** |

# Human Services

*Summary*

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| **By Department (General Fund)** | | | | | | |
| Child Support Services | 966,166 | 1,062,393 | 1,062,393 | 1,072,686 | 1,098,035 | 1,098,035 |
| Department of Social Services | 21,252,290 | 18,772,740 | 19,441,478 | 19,079,705 | 19,419,713 | 19,443,803 |
| Department on Aging | 2,127,635 | 2,092,869 | 2,326,817 | 2,231,107 | 2,125,645 | 2,129,173 |
| Health Department | 9,139,804 | 9,912,099 | 10,283,438 | 9,782,913 | 10,171,708 | 10,199,317 |
| Housing and Community Development | 107,150 | 129,732 | 37,554 | 54,056 | 231,462 | 331,462 |
| Human Rights | 246,634 | 256,566 | 308,818 | 252,293 | 277,469 | 277,469 |
| Library Services | 2,268,054 | 2,243,717 | 2,249,417 | 2,328,762 | 2,323,059 | 2,359,059 |
| Library Municipal | 568,839 | 568,839 | 568,839 | 568,839 | 568,839 | 568,839 |
| Non-Departmental | 1,081,964 | 1,419,326 | 1,287,688 | 1,183,188 | 1,871,940 | 1,443,394 |
| Cardinal Innovations | 1,147,474 | 1,050,187 | 1,050,187 | 1,050,187 | 1,050,187 | 1,050,187 |
| **Total Function Expenditures** | **$38,906,009** | **$37,508,468** | **$38,616,629** | **$37,603,737** | **$39,138,057** | **$38,900,738** |
| *Offsetting Revenue* | *(18,653,008)* | *(15,314,729)* | *(16,092,809)* | *(15,258,215)* | *(15,622,162)* | *(15,622,162)* |
| **County Costs (net)** | **$20,253,002** | **$22,193,739** | **$22,523,820** | **$22,345,521** | **$23,515,895** | **$23,278,576** |
| **Other Related Programs (Grant Fund)** | | | | | | |
| Library Services | 88,741 | 81,198 | 81,198 | 81,198 | 83,426 | 83,426 |
| **Total Expenditures** | **$88,741** | **$81,198** | **$81,198** | **$81,198** | **$83,426** | **$83,426** |
| *Offsetting Revenue* | *(73,628)* | *(71,198)* | *(71,198)* | *(71,198)* | *(73,426)* | *(73,426)* |
| **County Costs (net)** | **$15,113** | **$10,000** | **$10,000** | **$10,000** | **$10,000** | **$10,000** |
| **Housing & Community Development Funds** | | | | | | |
| Housing and Community Dev. | 4,840,387 | 5,737,262 | 5,854,844 | 4,861,064 | 5,360,013 | 5,360,013 |
| **Total Expenditures** | **$4,840,387** | **$5,737,262** | **$5,854,844** | **$4,861,064** | **$5,360,013** | **$5,360,013** |
| *Offsetting Revenue* | *(4,546,684)* | *(4,968,658)* | *(4,987,158)* | *(4,375,436)* | *(4,544,024)* | *(4,544,024)* |
| **County Costs (net)** | **$293,703** | **$768,604** | **$867,686** | **$485,628** | **$815,989** | **$815,989** |
| **Total Human Services Related Expenditures** | **$43,835,137** | **$43,326,928** | **$44,552,671** | **$42,545,999** | **$44,581,496** | **$44,344,177** |

# Public Safety

*Summary*

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| **By Department (General Fund)** | | | | | | |
| Criminal Justice Resource Dept. | 287,723 | 481,432 | 517,599 | 453,376 | 605,329 | 605,329 |
| Courts | 16,913 | 70,000 | 70,000 | 44,100 | 61,000 | 61,000 |
| Emergency Services | 9,665,367 | 10,975,924 | 11,185,354 | 10,458,922 | 10,811,628 | 10,777,377 |
| Non-Departmental | 407,269 | 418,047 | 418,047 | 409,052 | 424,713 | 410,878 |
| Sheriff | 13,068,821 | 13,638,496 | 13,973,848 | 13,407,909 | 13,424,193 | 13,424,193 |
| **Total Function Expenditures** | **$23,446,093** | **$25,583,899** | **$26,164,848** | **$24,773,360** | **$25,326,863** | **$25,278,777** |
| *Offsetting Revenue* | *(6,532,921)* | *(6,075,608)* | *(6,200,825)* | *(6,637,184)* | *(6,759,101)* | *(6,759,101)* |
| **County Costs (net)** | **$16,913,172** | **$19,508,291** | **$19,964,023** | **$18,136,176** | **$18,567,762** | **$18,519,676** |
| **Emergency Telephone Fund** | | | | | | |
| Emergency Services | 532,751 | 753,460 | 772,539 | 710,763 | 919,145 | 919,145 |
| **Total Expenditures** | **$532,751** | **$753,460** | **$772,539** | **$710,763** | **$919,145** | **$919,145** |
| *Offsetting Revenue* | *(557,929)* | *(753,460)* | *(772,539)* | *(753,460)* | *(919,145)* | *(919,145)* |
| **County Costs (net)** | **$(25,178)** | **$0** | **$0** | **$(42,697)** | **$(0)** | **$0** |
| **Total Public Safety Related Expenditures** | **$23,978,844** | **$26,337,359** | **$26,937,387** | **$25,484,122** | **$26,246,008** | **$26,197,922** |

# Support Services

*Summary*

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| **By Department (General Fund)** | | | | | | |
| Asset Management Services | 4,437,778 | 4,541,095 | 4,722,183 | 4,794,065 | 5,568,059 | 5,568,059 |
| Community Relations | 151,979 | 291,874 | 295,984 | 288,428 | 278,439 | 273,439 |
| Finance and Administrative Services | 1,422,697 | 1,405,885 | 1,405,885 | 1,394,436 | 1,435,855 | 1,505,605 |
| Human Resources | 917,233 | 935,443 | 949,808 | 932,080 | 985,603 | 956,785 |
| Information Technologies | 3,129,561 | 3,328,135 | 3,376,498 | 3,318,861 | 3,534,016 | 3,448,016 |
| Non-Departmental | 2,489,806 | 3,598,765 | 3,610,447 | 2,543,224 | 1,806,299 | 1,405,979 |
| **Total Function Expenditures** | **$12,549,054** | **$14,101,197** | **$14,360,805** | **$13,271,094** | **$13,608,272** | **$13,157,883** |
| *Offsetting Revenue* | *(310,117)* | *(323,309)* | *(323,309)* | *(344,293)* | *(345,847)* | *(345,847)* |
| **County Costs (net)** | **$12,238,937** | **$13,777,888** | **$14,037,496** | **$12,926,801** | **$13,262,425** | **$12,812,036** |
| **Total Support Services Related Expenditures** | **$12,833,242** | **$14,435,555** | **$14,705,980** | **$13,609,071** | **$13,985,349** | **$13,534,960** |

# Non-Departmental

*Summary*

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| **By Department (General Fund)** | | | | | | |
| Debt Service | 25,838,567 | 26,759,536 | 26,759,536 | 27,018,441 | 29,948,241 | 29,948,241 |
| Transfers to Other Funds | 7,249,245 | 1,500,270 | 1,821,175 | 1,821,175 | 3,859,134 | 4,290,334 |
| **Total Function Expenditures** | **$33,087,812** | **$28,259,806** | **$28,580,711** | **$28,839,616** | **$33,807,375** | **$34,238,575** |
| *Offsetting Revenue* | *(3,024,089)* | *(3,765,600)* | *(3,775,600)* | *(3,775,600)* | *(1,612,600)* | *(1,612,600)* |
| **County Costs (net)** | **$30,063,723** | **$24,494,206** | **$24,805,111** | **$25,064,016** | **$32,194,775** | **$32,625,975** |
| **Total Non-Departmental Related Expenditures** | **$33,087,812** | **$28,259,806** | **$28,580,711** | **$28,839,616** | **$33,807,375** | **$34,238,575** |

# Appropriations by County Department

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

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| Animal Services | 2,047,931 | 2,095,292 | 2,109,129 | 2,114,823 | 2,153,479 | 2,153,479 |
| Asset Management Services | 4,437,778 | 4,541,095 | 4,722,183 | 4,794,065 | 5,568,059 | 5,568,059 |
| Board of County Commissioners | 863,008 | 913,708 | 918,328 | 848,193 | 905,871 | 917,031 |
| Board of Elections | 695,179 | 830,014 | 830,014 | 807,679 | 689,184 | 689,184 |
| Cardinal Innovations MOE | 1,147,474 | 1,050,187 | 1,050,187 | 1,050,187 | 1,050,187 | 1,050,187 |
| Child Support Services | 966,166 | 1,062,393 | 1,062,393 | 1,072,686 | 1,098,035 | 1,098,035 |
| Community Relations | 151,979 | 291,874 | 295,984 | 288,428 | 278,439 | 273,439 |
| Cooperative Extension | 376,319 | 384,780 | 385,530 | 301,483 | 398,955 | 398,955 |
| County Attorney's Office | 601,434 | 590,669 | 590,669 | 568,861 | 592,423 | 592,423 |
| County Manager's Office | 2,144,980 | 2,821,481 | 2,826,869 | 2,360,315 | 2,920,657 | 2,820,657 |
| Courts | 16,913 | 70,000 | 70,000 | 44,100 | 61,000 | 61,000 |
| Criminal Justice Resource | 287,723 | 481,432 | 517,599 | 453,376 | 605,329 | 605,329 |
| Department of Environment, Agriculture, Parks and Recreation | 3,700,842 | 4,073,800 | 4,189,063 | 4,150,436 | 4,135,133 | 4,043,556 |
| Department of Social Services | 21,252,290 | 18,772,740 | 19,441,478 | 19,079,705 | 19,419,713 | 19,443,803 |
| Department on Aging | 2,127,635 | 2,092,869 | 2,326,817 | 2,231,107 | 2,125,645 | 2,129,173 |
| Economic Development | 529,762 | 578,725 | 581,725 | 552,400 | 582,596 | 513,461 |
| Emergency Services | 10,198,118 | 11,729,384 | 11,957,893 | 11,169,685 | 11,730,773 | 11,696,522 |
| Finance and Administrative Services | 1,422,697 | 1,405,885 | 1,405,885 | 1,394,436 | 1,435,855 | 1,505,605 |
| Health Department | 9,139,804 | 9,912,099 | 10,283,438 | 9,782,913 | 10,171,708 | 10,199,317 |
| Housing and Community Development | 4,642,378 | 4,602,962 | 4,628,366 | 4,623,422 | 4,696,971 | 4,796,971 |
| Human Resources | 917,233 | 935,443 | 949,808 | 932,080 | 985,603 | 956,785 |
| Human Rights and Relations | 246,634 | 256,566 | 308,818 | 252,293 | 277,469 | 277,469 |
| Information Technologies | 3,129,561 | 3,328,135 | 3,376,498 | 3,318,861 | 3,534,016 | 3,448,016 |
| Library Services | 2,268,054 | 2,243,717 | 2,249,417 | 2,328,762 | 2,323,059 | 2,359,059 |
| Orange Public Transportation | 1,157,249 | 1,586,943 | 1,605,092 | 1,328,235 | 1,753,132 | 1,748,132 |
| Planning and Inspections | 3,221,868 | 3,494,246 | 3,513,667 | 3,396,350 | 3,297,037 | 3,364,848 |
| Register of Deeds | 1,001,278 | 985,215 | 985,215 | 1,055,930 | 1,024,923 | 1,024,923 |
| Sheriff | 13,068,821 | 13,638,496 | 13,973,848 | 13,407,909 | 13,424,193 | 13,424,193 |
| Solid Waste Fund | 9,825,564 | 13,130,642 | 16,231,309 | 13,998,836 | 13,409,892 | 12,185,588 |
| Tax Administration | 3,541,634 | 3,710,504 | 3,748,718 | 3,567,870 | 3,740,619 | 3,740,619 |
| Visitors Bureau Fund | 1,984,711 | 1,627,859 | 1,936,431 | 1,837,307 | 1,882,761 | 1,882,761 |
| **Total Expenditures** | **$107,113,017** | **$113,239,155** | **$119,072,374** | **$113,112,734** | **$116,272,716** | **$114,968,579** |

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

| | 2015-16 Actual F.T.E.'s | 2016-17 Actual F.T.E.'s | 2017-18 Approved Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 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 | 19.000 | 19.000 | 20.000 | 20.000 | 20.000 | 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* | *33.000* | *33.000* | *34.000* | *34.000* | *34.000* | *34.000* |
| Economic Development | 5.000 | 5.000 | 5.000 | 5.000 | 5.000 | 4.000 |
| Planning/Inspections/OPT [1] | 46.000 | 32.000 | 34.000 | 35.000 | 35.000 | 36.000 |
| Orange Public Transportation [2] | 0.000 | 16.000 | 24.000 | 24.000 | 24.000 | 24.000 |
| **Community Services Total** | **115.000** | **117.000** | **128.000** | **129.000** | **129.000** | **129.000** |
| **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 | 9.000 | 9.000 | 5.000 | 5.000 | 6.000 | 6.000 |
| Register of Deeds | 15.000 | 15.000 | 15.000 | 15.000 | 15.000 | 15.000 |
| Tax Administration | 42.000 | 42.000 | 42.000 | 42.000 | 43.000 | 43.000 |
| **General Government Total** | **79.000** | **79.000** | **75.000** | **75.000** | **77.000** | **77.000** |
| **Public Safety** | | | | | | |
| Sheriff | 142.000 | 146.000 | 146.000 | 146.000 | 146.000 | 146.000 |
| *EMS* | | | | | | |
| Administration | 8.000 | 8.000 | 8.000 | 8.000 | 8.000 | 8.000 |
| Medical Services | 78.000 | 78.000 | 79.000 | 79.000 | 79.000 | 79.000 |
| Life Safety | 3.000 | 3.000 | 3.000 | 3.000 | 3.000 | 3.000 |
| Telecommunications | 40.000 | 40.000 | 40.000 | 40.000 | 40.000 | 40.000 |
| *EMS Total* | *129.000* | *129.000* | *130.000* | *130.000* | *130.000* | *130.000* |
| Criminal Justice Resource Department [3] | 0.000 | 0.000 | 6.000 | 6.000 | 6.500 | 6.500 |
| **Public Safety Total** | **271.000** | **275.000** | **282.000** | **282.000** | **282.500** | **282.500** |
| **Human Services** | | | | | | |
| *Social Services* | | | | | | |
| Administration | 21.000 | 21.000 | 21.000 | 21.000 | 21.000 | 21.000 |
| Children/Family Services | 66.000 | 69.375 | 72.875 | 72.875 | 72.875 | 72.875 |
| Economic Services | 75.000 | 75.000 | 75.000 | 75.000 | 75.000 | 75.000 |
| Skills Development Center | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Veterans' Services | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| *Social Services Total* | *162.000* | *165.375* | *168.875* | *168.875* | *168.875* | *168.875* |

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

| | 2015-16 Actual F.T.E.'s | 2016-17 Actual F.T.E.'s | 2017-18 Approved Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| *Health* | | | | | | |
| Finance and Admin Operations | 11.500 | 11.500 | 11.500 | 11.500 | 11.500 | 11.500 |
| Dental Health | 12.300 | 12.300 | 12.300 | 12.300 | 13.300 | 13.300 |
| Health Promotion and Education | 8.000 | 9.000 | 9.000 | 9.000 | 9.000 | 9.000 |
| Personal Health | 48.000 | 48.000 | 48.000 | 49.000 | 49.000 | 49.000 |
| Environmental Health | 17.000 | 17.000 | 17.000 | 17.000 | 17.000 | 17.000 |
| Risk Management | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| *Health Total* | *96.800* | *97.800* | *97.800* | *98.800* | *99.800* | *99.800* |
| *Aging* | | | | | | |
| Administration | 3.000 | 3.000 | 3.000 | 3.000 | 3.000 | 3.000 |
| Community Based Services | 8.950 | 9.700 | 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 | 2.875 | 2.875 |
| *Aging Total* | *20.000* | *20.750* | *20.750* | *20.750* | *20.750* | *20.750* |
| Human Rights & Relations [4] | 3.000 | 3.000 | 2.806 | 3.000 | 3.000 | 3.000 |
| Housing & Community Development - Admin [4] | 0.000 | 3.000 | 1.194 | 0.000 | 1.850 | 1.850 |
| Library Services | 24.125 | 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** | **318.925** | **327.050** | **328.550** | **328.550** | **331.400** | **331.400** |
| **Support Services** | | | | | | |
| Asset Management Services [5] | 37.000 | 37.000 | 37.000 | 37.000 | 37.000 | 37.000 |
| Community Relations - Public Affairs [6] | 1.000 | 2.000 | 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 | 9.000 | 9.000 | 9.000 | 9.000 | 9.000 | 9.000 |
| Information Technologies | 16.700 | 16.700 | 16.700 | 16.700 | 16.700 | 16.700 |
| **Support Services Total** | **78.700** | **79.700** | **79.700** | **79.700** | **79.700** | **79.700** |
| ***General Fund Total*** | **862.625** | **877.750** | **893.250** | **894.250** | **899.600** | **899.600** |

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

| | 2015-16 Actual F.T.E.'s | 2016-17 Actual F.T.E.'s | 2017-18 Approved Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 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 | 8.000 | 5.000 | 7.183 | 8.806 | 5.700 | 5.700 |
| Housing - Urgent Repair Program | 1.000 | 1.000 | 1.897 | 2.097 | 2.320 | 2.320 |
| Housing - HOME Program | 1.000 | 1.000 | 1.920 | 1.097 | 2.130 | 2.130 |
| Housing - Homelessness Program | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 |
| Library Services - Outreach Librarian | 0.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 |
| Social Services - Community Response Grant | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 |
| Social Services - Building Futures Grant | 2.000 | 2.000 | 2.000 | 2.000 | 2.000 | 2.000 |
| Solid Waste/Landfill Operations | 63.450 | 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** | **89.450** | **87.450** | **91.450** | **92.450** | **90.600** | **90.600** |
| **Grand Total** | **952.075** | **965.200** | **984.700** | **986.700** | **990.200** | **990.200** |

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

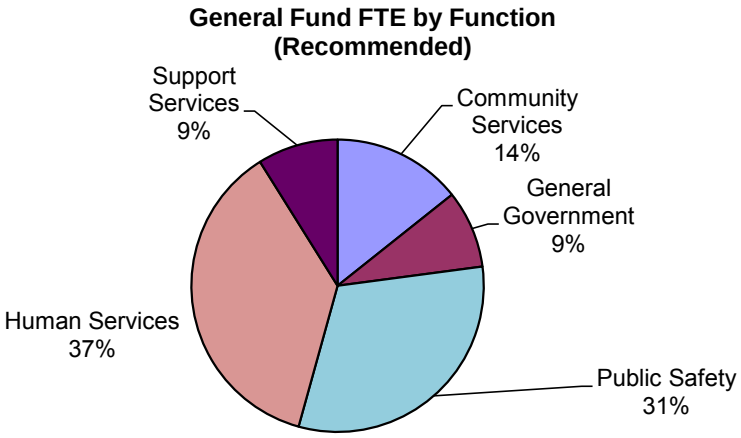
(2) Effective July 1, 2016, Orange Public Transporation becomes a stand alone department.

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

(4) Human Rights and Relations became a separate department in December 2017, prior to that it was 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



**GENERAL FUND - RECOMMENDED POSITIONS FOR FY 2018-19**

| Department | Position | FTE | Retire Type | Annual Salary | Total Salary and Benefits | Operating and Start-up Costs | Off-setting revenue | Total County Cost |
|---|---|---|---|---|---|---|---|---|
| County Manager | Food Council Coordinator - Time-limited [1] | 1.000 | LOC | 42,002 | 58,774 | 12,226 | (43,310) | 27,690 |
| Criminal Justice Resource | Family Treatment Court Case Manager | 0.500 | LOC | 18,106 | 31,132 | 3,350 | (34,482) | 0 |
| Health/Dental | Dental Hygienist | 1.000 | LOC | 48,709 | 66,533 | 3,975 | (70,508) | 0 |
| Tax Administration | EM Billing & Collections Technician II | 1.000 | LOC | 32,812 | 48,144 | 24,306 | (72,450) | 0 |
| **Totals** | | **3.500** | | **141,629** | **204,583** | **43,857** | **(220,750)** | **27,690** |

*[1] Time-Limited based on continual funding from Municipal partners*

*Note: All Positions are effective July 1, 2018*

## Assessed Valuation, Tax Rate and Estimated Collections

*General Fund*

| | FY 2017-18 Commissioner Approved | FY 2017-18 Projected | FY 2018-19 Recommended | % Change from Approved |
|---|---|---|---|---|
| Assessed Valuation of Real, Personal and Corporate Excess | $16,816,781,745 | $ 17,079,323,341 | $17,321,285,197 | 3.0% |
| Assessed Valuation of Motor Vehicles | $1,161,731,207 | $1,197,489,674 | $1,209,464,571 | 4.1% |
| Total Assessed Valuation | $17,978,512,952 | $18,276,813,015 | $18,530,749,768 | 3.1% |
| Ad Valorem Tax Rate per $100 of Assessed Valuation | 0.8377 | 0.8377 | 0.8519 | |
| General Fund Levy | $150,606,003 | $153,104,863 | $157,863,457 | 4.8% |
| Collection Rate (excluding motor vehicles) | 99.10% | 99.20% | 99.20% | |
| Collection Rate (motor vehicles only) | 99.10% | 99.20% | 99.20% | |
| Property Tax Collections (Real, Personal, Corporate Excess) | **$139,606,313** | **$141,928,904** | **$146,379,548** | **4.9%** |
| Property Tax Collections (motor vehicles only) | **$9,646,027** | **$9,951,120** | **$10,221,001** | **6.0%** |
| **1 Cent on the Tax Rate Equals:** | **$1,781,692** | **$1,813,060** | **$1,838,250** | **3.1%** |

*Totals may be slightly off due to rounding.*

# Department on Aging

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

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Category (General Fund)*** | | | | | | **Account: 430** |
| Personnel Services | 1,450,086 | 1,405,082 | 1,448,056 | 1,451,752 | 1,450,650 | 1,450,650 |
| Operations | 675,320 | 660,587 | 814,808 | 723,842 | 674,995 | 678,523 |
| Capital Outlay | 2,229 | 27,200 | 55,513 | 55,513 | 0 | 0 |
| **Total Expenditures** | **$ 2,127,635** | **$ 2,092,869** | **$ 2,318,377** | **$ 2,231,107** | **$ 2,125,645** | **$ 2,129,173** |
| *Offsetting Revenues* | *(846,433)* | *(827,110)* | *(986,556)* | *(985,706)* | *(829,450)* | *(829,450)* |
| **County Costs (net)** | **$ 1,281,202** | **$ 1,265,759** | **$ 1,331,821** | **$ 1,245,401** | **$ 1,296,195** | **$ 1,299,723** |
| ***Senior Health Coordination (Annual Grant Fund)*** | | | | | | **Account: 4303** |
| Personnel Services | 70,613 | 69,281 | 69,281 | 69,281 | 71,268 | 71,268 |
| Operations | 87,795 | 65,775 | 86,256 | 86,255 | 65,775 | 65,775 |
| Capital Outlay | 0 | 620 | 620 | 620 | 0 | 0 |
| **Total Expenditures** | **$ 158,408** | **$ 135,676** | **$ 156,157** | **$ 156,156** | **$ 137,043** | **$ 137,043** |
| *Offsetting Revenues* | *(113,916)* | *(90,000)* | *(110,481)* | *(110,481)* | *(90,000)* | *(90,000)* |
| **County Costs (net)** | **$ 44,491** | **$ 45,676** | **$ 45,676** | **$ 45,675** | **$ 47,043** | **$ 47,043** |
| **Total Department on Aging and Related Expenditures** | **$ 2,286,042** | **$ 2,228,545** | **$ 2,474,534** | **$ 2,387,263** | **$ 2,262,688** | **$ 2,266,216** |

## *Division Summary*

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Program (General Fund)*** | | | | | | |
| Administration | 423,457 | 446,184 | 567,220 | 480,995 | 452,872 | 452,872 |
| Aging Transitions | 480,848 | 452,624 | 483,688 | 481,874 | 486,340 | 489,868 |
| Community-Based Services | 1,029,858 | 1,017,282 | 1,079,291 | 1,080,059 | 994,392 | 994,392 |
| Volunteer Connect 55+ | 193,470 | 176,779 | 188,179 | 188,179 | 192,041 | 192,041 |
| **Total Expenditures** | **$ 2,127,635** | **$ 2,092,869** | **$ 2,318,377** | **$ 2,231,107** | **$ 2,125,645** | **$ 2,129,173** |
| *Offsetting Revenue* | *(846,433)* | *(827,110)* | *(986,556)* | *(985,706)* | *(829,450)* | *(829,450)* |
| **County Costs (net)** | **$ 1,281,202** | **$ 1,265,759** | **$ 1,331,821** | **$ 1,245,401** | **$ 1,296,195** | **$ 1,299,723** |
| **Total Expenditures** | **$ 2,127,635** | **$ 2,092,869** | **$ 2,318,377** | **$ 2,231,107** | **$ 2,125,645** | **$ 2,129,173** |
| ***Other Related Programs (Annual Grant Fund)*** | | | | | | |
| Senior Health Coordination | 158,408 | 135,676 | 156,157 | 156,156 | 137,043 | 137,043 |
| **Total Expenditures** | **$ 158,408** | **$ 135,676** | **$ 156,157** | **$ 156,156** | **$ 137,043** | **$ 137,043** |
| *Offsetting Revenue* | *(113,916)* | *(90,000)* | *(110,481)* | *(110,481)* | *(90,000)* | *(90,000)* |
| **County Costs (net)** | **$ 44,491** | **$ 45,676** | **$ 45,676** | **$ 45,675** | **$ 47,043** | **$ 47,043** |
| **Total Expenditures** | **$ 158,408** | **$ 135,676** | **$ 156,157** | **$ 156,156** | **$ 137,043** | **$ 137,043** |

### 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.
- Coordinate departmental resources with other County departments, public entities, non-profit organizations and private agencies.

### FY 2017-18 Outcomes

- Implemented Year One of the 2017-22 Master Aging Plan. Recognized by AARP NC as a leader in the State in innovative aging services programs. Provided leadership and consultation to other communities around strategic planning. MAP was the first approved implementation plan by the WHO/AARP organization in NC.
- Worked with county management to complete Passmore Center renovation plans and construction was begun. Plans for Seymour Center facility expansion and additional parking are underway.
- Held 13 week leadership course and graduated the fourth class of Project EngAGE Senior Leaders. Continued support of past graduates and the 10+ Senior Resource Teams.
- Continued promotion of housing options for older adults through education, advocacy and resource development. Created an interdepartmental Housing Preservation (home repair) work group to facilitate more communication and effective/efficient coordination across home repair agencies.
- Co-hosted with UNC Healthcare Hillsborough and facilitated a quarterly breakfast with faith based organizations to foster collaborations and awareness of services within Orange County.
- Established employment service for 55+ job seekers who wish or need to work.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Service: Non-County Funding** | | | | | |
| Funds secured from federal, state and local public/private sources to support | 870,023 | 960,349 | 917,110 | 987,576 | 917,110 |
| | | | | | |

### FY 2018-19 Objectives

- Implementation of the 2017-22 Master Aging Plan.
- Work with county management to complete Passmore Center renovations and Seymour Center facility expansion and additional parking.
- Continue to support the growing number of 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.
- Continue collaboration with UNC Partnerships in Aging to support student projects to further advance the Master Aging Plan goals.

### Budget Highlights

The FY 2018-19 Manager's Recommended Budget includes no significant budget changes.

The Manager's Recommended Budget includes Carol Woods Retirement Community's annual charitable contribution to the county, of $175,000, which provides support for the Master Aging Plan initiatives

## Department on Aging: Aging Transitions

### Major Services

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

### FY 2017-18 Outcomes

- Increased the number of individuals served through the Senior Health Insurance Information Program (SHIIP) to help assure 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.

- Responded to 1600 calls through the Aging Transitions' English, Mandarin, and Spanish language telephone Helplines.
- Expanded transportation services were provided by the grant-funded Mobility Manager who links older adults with existing public transportation services, collaborates with public and private organizations to expand transportation options, and manages a volunteer-driver program serving older adults who are not near, eligible or cannot use public transportation. The volunteer-driver program was started in the spring of 2015. The program provided 112 rides in its first full year. Last year it provided 266 rides. By mid-year (12/31/17), 160 rides had already been provided.
- Through receipt of a 3-year federal Administration on Community Living Grant in September 2015 to enhance services to persons with dementia and their caregivers, the OC CARES respite program is now offered an additional day a week, doubling the number of people who can be served; enrollment in caregiver support groups has increased; 140 persons have attended a memory café, and 75 local businesses and county offices have gone through training to become an Orange County Dementia Friendly partner.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Service: Information and Assistance** | | | | | |
| Average number of persons provided information and assistance per month | 246 | 252 | 260 | 280 | 260 |
| Average number of hours per month spent providing information and case assistance | 126 | 168 | 130 | 160 | 130 |
| Number of calls responded to on Aging Transitions Helpline | 1655 | 1540 | 1600 | 1600 | 1600 |
| Number of individuals to whom SHIIP volunteers provided help and information | 1400 | 1645 | 2000 | 1600 | 1600 |
| Number of individuals provided transportation information and assistance | 809 | 1341 | 1000 | 1500 | 1500 |
| Number of persons in attendance at community education sessions | 1136 | 1479 | 1500 | 1500 | 1,000 |
| Number of rides provided by the Volunteer Driver Program | 112 | 266 | 250 | 300 | 300 |
| Number of caregivers receiving specialized services | 39 | 118 | 110 | 120 | 50 |
| Numbers of individuals receiving contracted (home care/adult day care) services | 55 | 47 | 55 | 50 | 50 |
| Number of contracted service slots demanded/cost per slot | 12.47 $6,739 | 8.11 $9,828 | 12.5 $9,828 | 12.5 $9,828 | 12.5 $9,828 |

**FY 2018-19 Objectives**

- Continue implementing recommendations from 2017-22 Master Aging Plan: Community Support and Health Services Domain Work Group.

- 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 2018-19 Manager's Recommended Budget includes no significant budget changes.

**Department on Aging: OC CARES Project (ending Aug 31, 2018)**

**Major Services**

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

**FY 2017-18 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.
- Supported 4.7 new FTE project team members with grant funds, consisting of .4 FTE Project Coordinator, .5 FTE OT interventionist, 1 FTE Group Respite Coordinator, 1 FTE OT trainer, 1 FTE social worker, .66 FTE data manager and .15 FTE project evaluator.
- Through the end of this period, the OC CARES team provided 2287 direct service contacts to persons with dementia and their caregivers. 64 caregivers received specialized support services (including individual consultation/coaching and respite services). The respite program provided 240 days of service. 140 caregivers attended "memory café" social outings and 106 persons have attended public dementia education sessions.
- Through the end of this period, 75 local businesses and county offices were trained and certified as Orange County Dementia Friendly Business partners

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Service: OC CARES program** | | | | | |
| Number of caregivers provided in-home coaching, respite and support group services | 26 | 47 | 50 | 50 | 20 |
| Number of days of Group Respite provided at the senior centers | 32 | 104 | 100 | 100 | 16 |
| Number of businesses/county offices trained to be "dementia friendly" | 23 | 34 | 40 | 40 | 0 |
| Number of professional caregivers receiving training | | 63 | 37 | 37 | 0 |

### FY 2018-19 Objectives

- The grant will end on August 31, 2018.

### Budget Highlights

The OC CARES 3-year federal grant totaling $897,325 will end on August 31, 2018.

## 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 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 including computer learning opportunities teaching older adults to utilize technology in a comfortable setting.
- Produce and distribute 14,000, quarterly Senior Times newspaper, a 64-page publication, which promotes the services and activities of all Department on Aging programs and services.

### FY 2017-18 Outcomes

- Implemented new RecTrac software for tracking of clients in senior centers' activities for participant safety as well as metrics, such as capacity tracking and accountability for class costs.

- Doubled the number of participants (unduplicated) served including the usage of the Seymour Fitness Center.
- Recognized by NC Senior Center Alliance, as the Ann Johnson Senior Center of the Year Award for the Seymour Center.
- Continued outreach to the Asian and Latino communities adults 55+ by hosting classes, information fairs, special events; providing educational nature walks with a trained guide and interpreter to assist/encourage participants to utilize community greenways and outdoor spaces and offering printed materials highlighting services in Mandarin and Spanish and continued assistance with "Aging help-lines" in Mandarin and Spanish
- Senior Lunch Program: Maintained an average of 130 meals per day at the Senior Centers, including 25 meals to the Soltys Adult Day Health Program.
- Increased outreach to the community by partnering with DEAPR and UNC Healthcare to provide more evidenced-based health education programs to the residents using Community Centers and faith-based organizations.
- Communications: Digital media channels and publications, including Senior Times, were redesigned to be more user friendly.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Service: Passmore and Seymour Centers Programming** | | | | | |
| Total Senior Center participation (attendance) | 204,224 | 205,000 | 205,000 | 205,000 | 205,100 |
| Participants served through all programs (unduplicated) | 2636 | 4222 | 2700 | 4250 | 4300 |
| Volunteers who assist with senior center programs including – lunch and wellness | Not recorded | 177 | 190 | 190 | 195 |
| **Service: Daily (M-F) Noon Meal** | | | | | |
| Meals served through Senior Lunch Program | 25,506 | 26,120 | 30,000 | 28,000 | 28,000 |
| **Service: Promote the Health and Wellness of Older Adults** | | | | | |
| Fitness Studio Memberships - Seymour | 130 | 30 | 50 | 60 | 70 |
| Physical Function Screens | 326 | 300 | 330 | 330 | 330 |
| Personal Training Hours | 1000 | 410 | 550 | 550 | 600 |

**FY 2018-19 Objectives**

- Continue outreach to diverse populations, including low-income, minority and immigrant older adults.
- Increase attendance in wellness programs including the fitness room (those utilizing the exercise machines at Seymour and those joining the SportsPlex through our joint use agreement)
- Expand the partnership with the SportsPlex to include usage of the new fieldhouse.
- Maintain the number served in the daily lunch program.

- Expand the partnership with UNC Partnership on Aging to include post graduate student assistance
- Continue implementing recommendations of the MAP- Social Participation and Inclusion and Community Health and Wellness Goals.

**Budget Highlights**

The FY 2018-19 Manager's Recommended Budget includes no significant budget changes.

**Department on Aging: Volunteer Connect 55+ (VC55+)**

**Major Services**

- Nurture & Support Volunteers: 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 opportunities for Orange County residents to fulfill their passions and interests through diverse volunteer opportunities working with older adults. VC55+ (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 the Orange County community, and (3) encourages volunteer leadership and creativity, and provides ongoing and regular support and appreciation to all volunteers.

- Community-Based Volunteer Programs: Develop and implement community-based volunteer programs to combat social isolation, promote aging in community, and provide safety-net services for low-moderate older adult residents:
    - Senior Centers: VC55+ volunteers help staff the senior centers through their work at the front desk, in the kitchen for our lunch nutrition program, and through their work as SHIIP and VITA volunteers, serving low-moderate income older adult residents to successfully maneuver the complex health care and tax systems.
    - Food Box Program/Commodity Supplemental Food Program: a program of the NC Department of Agriculture, providing monthly food boxes to over 130 low-income Orange County older adults, age 60 and older.
    - Handy Helpers: provide high-quality volunteer repairs and projects to enable low-moderate income older adults to age in place.
    - Friend-to-Friend: volunteers matched with isolated older adults for ongoing friendship.
    - Volunteer Drivers Program: volunteers provide weekly rides to isolated older adults to attend medical appointments, etc.
    - Telephone Reassurance Team: volunteers call recipients Monday through Friday for check-in calls.
    - Community Visitation/SALT Team: partnership with Orange County Sheriff's Office, whereby volunteers collectively provide check-in visits to over 265 homebound, isolated, often low-income, Orange County seniors once per week.

- Volunteer Income Tax Assistance (VITA): Develop and administer the VITA program, in compliance with IRS guidelines, to assist approximately 1,400 low-moderate income Orange County community members each year.

- Project EngAGE Program: Manage the Project EngAGE program, whereby highly trained Senior Leaders serve as resource leaders throughout their Orange County communities After graduation, Senior Leaders serve both as resource leaders, as well as active members of "Senior Resource Teams" (SRTs). Each SRT focuses on community-driven solutions to specific problems and resource gaps affecting Orange County older adults. The SRTs regularly hold educational events throughout the community, on such varied topics as end of life resources, falls prevention, and aging in place.

**FY 2017-18 Outcomes**

Overall Volunteer Recruitment**:** recruited and placed 80+ new volunteers of all ages, to serve Orange County older adults, particularly those aging in their communities with low-moderate income, special needs like dementia, or social isolation. VC55+ supported approximately 430 active volunteers this fiscal year.

Community-Based Volunteerism & Outreach**:** (1) increased "community-based" volunteer workforce by placing 20+ new community-based volunteers, (2) held or participated in six+ community-based volunteer recruitment events, (3) created targeted publicity to increase community-based volunteer base, and (4) substantially strengthened partnerships with leaders and community participants of both the Efland-Cheeks and Cedar Grove Community Centers, through new outreach efforts: Project EngAGE held five-week falls prevention academy at Efland-Cheeks Community Center this Spring; partnered with both Centers to provide monthly food boxes to 40+ food boxes to low-income older adults.

Program Development & Volunteer Support**:** (1) implemented and held new, ongoing, and regular volunteer general orientation sessions, and (2) held one large-scale volunteer appreciation event (May 2018).

Project EngAGE**:** provided meaningful support to 52 Project EngAGE Senior Leader volunteers, and to 10+ Project EngAGE Senior Resource Teams (SRTs), by having (1) managed and led fourth Project EngAGE class (training held September – December 2017; 11 new graduate Senior Leaders), (2) provided ongoing technical and programmatic support to all Project EngAGE Senior Leader graduates, by holding and facilitating monthly meetings for each Senior Resource Team, as well as regular meetings with all Senior Leader graduates, and (3) managed multiple Senior Resource Team community-wide events and initiatives throughout the fiscal year. SRT's include:

- Senior Falls Prevention & Health Promotion
- Faith Outreach
- Transportation
- End of Life Options
- Community Visitation/SALT Program
- Neighborhood Connections
- Caregiver Support
- Long-Term Care
- LGBTQ Aging
- Aging Policy and Advocacy

- Intergenerational Aging
- Mental Health and Aging

VITA (Volunteer Income Tax Assistance) Program**:** Served approximately 1400 low-moderate clients, with 85 volunteers, at four VITA sites, five days per week. VITA prepared all volunteers with extensive preparer training, including new volunteer training sessions, veteran trainings, and specialty positions trainings.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Service: VC55+ Volunteers** | | | | | |
| Total active VC55+ volunteers | 403 | 410 | 430 | 430 | 450 |
| Total volunteer service hours | 40,671 | 39,513 | 41,000 | 41,000 | 42,000 |
| Value of a volunteer hour $21.04/hr. | $855,718 | $831,354 | $862,640 | $862,640 | $883,680 |
| **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*) | 98 | 105 | 70 | 85 | 85 |
| Number of clients using the VITA service | 1,629 | 1,374 | 1,400 | 1,400 | 1,400 |

**FY 2018-19 Objectives**

Overall Volunteer Recruitment: recruit and place 80+ new volunteers of all ages, to serve Orange County older adults, particularly those aging in their communities with low-moderate income, special needs like dementia, or social isolation; support approximately 450 active volunteers this fiscal year.

Community-Based Volunteerism & Outreach**:** (1) increase "community-based" volunteer workforce by placing 20+ new community-based volunteers, (2) hold or participate in four or more community-based volunteer recruitment events, (3) create targeted publicity to increase community-based volunteer base, and (4) continue to strengthen partnerships with leaders and community participants of both the Efland-Cheeks and Cedar Grove Community Centers, through new and ongoing outreach efforts, including falls prevention and the food box program.

Program Development & Volunteer Support**:** (1) hold ongoing, and regular volunteer general orientation sessions, and (2) hold one large-scale volunteer appreciation event.

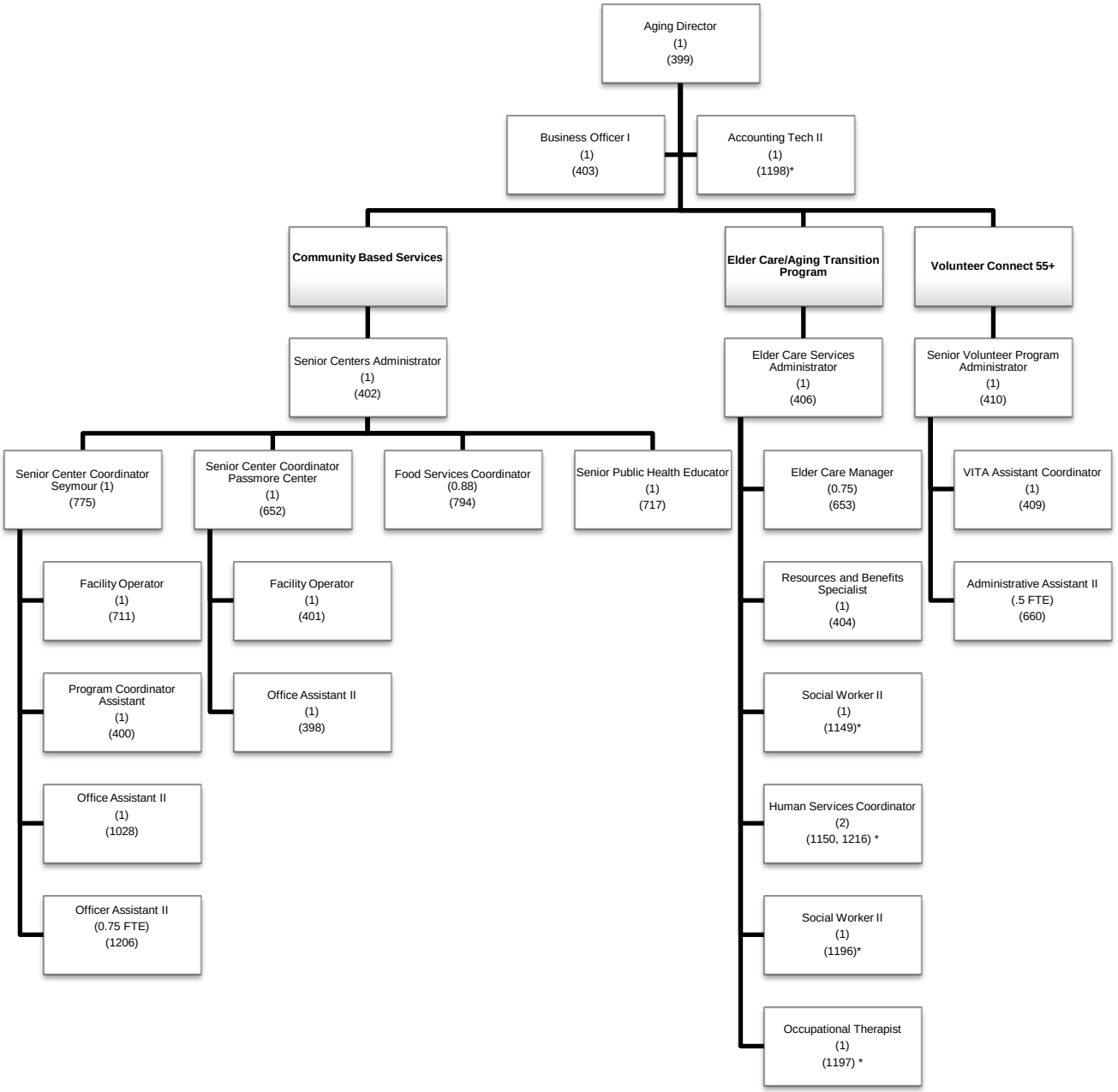
Project EngAGE**:** provide meaningful support to 52 Project EngAGE Senior Leader volunteers, and to 10+ Project EngAGE Senior Resource Teams (SRTs), by (1) providing ongoing technical and programmatic support to all Project EngAGE Senior Leader graduates, (2) holding and facilitating monthly meetings for each Senior Resource Team, as well as regular meetings with all Senior Leader graduates, and (3) managing multiple Senior Resource Team community-wide events and initiatives throughout the fiscal year.

VITA (Volunteer Income Tax Assistance) Program**:** serve approximately 1400 low-moderate clients, with 85 volunteers, at four VITA sites, five days per week; prepare all volunteers with extensive preparer training.

**Budget Highlights**

The FY 2018-19 Manager's Recommended Budget includes no significant budget changes.

# Department on Aging




* Time Limited Positions/Grant Funded

# Animal Services

Phone Number: (919) 942-7387 Website: [orangecountync.gov/departments/animalservices](orangecountync.gov/departments/animalservices)

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Category (General Fund)*** | | | | | | **Account: 215** |
| Personnel Services | 1,681,412 | 1,775,533 | 1,775,533 | 1,776,733 | 1,864,840 | 1,864,840 |
| Operations | 358,040 | 317,009 | 325,846 | 329,978 | 286,909 | 286,909 |
| Capital Outlay | 8,479 | 2,750 | 7,750 | 8,112 | 1,730 | 1,730 |
| **Total Expenditures** | **$ 2,047,931** | **$ 2,095,292** | **$ 2,109,129** | **$ 2,114,823** | **$ 2,153,479** | **$ 2,153,479** |
| *Offsetting Revenues* | *(631,123)* | *(653,443)* | *(656,443)* | *(653,293)* | *(674,891)* | *(674,891)* |
| **County Costs (net)** | **$ 1,416,809** | **$ 1,441,849** | **$ 1,452,686** | **$ 1,461,530** | **$ 1,478,588** | **$ 1,478,588** |
| ***Spay/Neuter Fund*** | | | | | | **Account: 2150** |
| Personnel Services | 0 | 0 | 0 | 0 | 1,500 | 1,500 |
| Operations | 56,145 | 60,850 | 63,190 | 62,350 | 66,850 | 66,850 |
| **Total Expenditures** | **$ 56,145** | **$ 60,850** | **$ 63,190** | **$ 62,350** | **$ 68,350** | **$ 68,350** |
| *Offsetting Revenues* | *(51,858)* | *(60,850)* | *(63,190)* | *(81,558)* | *(68,350)* | *(68,350)* |
| **Costs (net)** | **$ 4,287** | **$ 0** | **$ 0** | **$ (19,208)** | **$ 0** | **$ 0** |
| **Total Animal Services and Related Expenditures** | **$ 2,104,076** | **$ 2,156,142** | **$ 2,172,319** | **$ 2,177,173** | **$ 2,221,829** | **$ 2,221,829** |

## *Division Summary*

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Program (General Fund)*** | | | | | | |
| Administration | 455,236 | 832,410 | 834,149 | 839,687 | 805,888 | 805,888 |
| Animal Control | 577,484 | 492,233 | 486,634 | 492,233 | 528,501 | 528,501 |
| Animal Shelter | 1,015,211 | 770,649 | 788,347 | 782,903 | 819,090 | 819,090 |
| **Total Expenditures** | **$ 2,047,931** | **$ 2,095,292** | **$ 2,109,129** | **$ 2,114,823** | **$ 2,153,479** | **$ 2,153,479** |
| *Offsetting Revenue* | *(631,123)* | *(653,443)* | *(656,443)* | *(653,293)* | *(674,891)* | *(674,891)* |
| **Costs (net)** | **$ 1,416,809** | **$ 1,441,849** | **$ 1,452,686** | **$ 1,461,530** | **$ 1,478,588** | **$ 1,478,588** |
| **Total Expenditures** | **$ 2,047,931** | **$ 2,095,292** | **$ 2,109,129** | **$ 2,114,823** | **$ 2,153,479** | **$ 2,153,479** |

**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.

## Animal Services: Administration Division

### Major Services

- *Organizational Leadership and Oversight*

- Lead organizational and policy change and conduct policy and operational analysis as needed.
- Shape a positive and proactive model of animal services based upon excellent animal sheltering and effective, proactive management of pet overpopulation, including service for municipalities within the framework of the Unified Ordinance.
- 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.
  - Work effectively with the Animal Services Hearing Panel Pool to fairly and effectively conduct appeal hearings for animals declared a danger to the public.
  - Maintain a strong community presence and respond to or refer citizen complaints and stakeholder concerns.
- *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 and an effective pet colocation program for mass sheltering.
  - Coordinate and manage a state-of-the-art spay/neuter program for managing pet overpopulation in the county and an effective pet colocation program.

**FY 2017-18 Outcomes**

- *Organizational Leadership*
  - Strengthened the appeal hearing process for animals declared a danger to the public under ordinance and/or statute.
  - Coordinated efforts to control animal admissions, assure quality care, treat clusters of ill animals for adoption, and reduce euthanasia.
- *Governance and Community Relations*
  - Sustained a strong web presence including a vibrant Facebook page, and overall, maintained a prominent and positive community image.
  - Worked effectively with both the Animal Services Advisory Board and the Animal Services Hearing Panel Pool.
  - Worked with others to develop a way to more effectively address the needs of pets belonging to residents who are experiencing a housing crisis or homelessness.
- *Program Administration and Development*
  - Oversaw and sustained a volunteer program averaging approximately 1000 hours per month.
  - Expanded eligibility for the community spay and neuter program.
  - Collaboration with Independent Animal Rescue and other community partners to develop more effective and humane practices for managing free-roaming cats.

- Oversaw a pet registration program with a strong web-licensing component and an effective pet colocation program for mass sheltering.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Provide low-cost or free spay/neuter surgeries to target audience** | | | | | |
| Number of low-cost spays and neuters | 390 | 360 | 450 | 420 | 505 |
| **Pet licensing program** | | | | | |
| Total number | 18,870 | 18,450 | 19,050 | 18,350 | 18,500 |
| **Maintain strong volunteer program** | | | | | |
| Average weekly volunteer hours | 332 | 221 | 350 | 266 | 275 |
| Number of annual volunteers | 371 | 473 | 375 | 481 | 475 |

### FY 2018-19 Objectives

- Strengthen community partnerships needed to implement plan outlined in Managing Free-Roaming Cats in Orange County, North Carolina.
- Promote the county's expanded community spay and neuter program and seek continuing grant support from the Margaret T. Petrie Spaying and Neutering Foundation.
- Offer pet wellness clinics and participate in summer camps at the County's community centers.
- Implement, test, and refine the process developed by the Pets & Homelessness Task Force.

### Budget Highlights

The FY 2018-19 County Manager Recommended Budget includes:

- An increase of $1,500 in credit card transaction costs due to wider acceptance of credit card payments at low-cost rabies clinics.

## Animal Services: Animal Control & Protection Division

### Major Services

- *General* Field Service
    - Respond to service requests in a timely, priority-based manner; provide field services to the towns of Chapel Hill, Hillsborough, and Carrboro; and confer with staff attorney and district attorney regarding animal control and protection.

  - Impound animals that are running at large, surrendered by their owners, behaving aggressively, or are neglected or treated inhumanely; attempt to identify stray or lost animals and return to owners when possible.

- *Public Health and Safety*
  - Investigate animal bites and rabies exposures; implement proper public health protocols (e.g., rabies testing and quarantines) and coordinate with Communicable Disease Nurses regarding human risk from rabies exposures
  - 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 pursuant to the Unified Animal Ordinance and state law.
- *Community Service*
  - Promote responsible pet ownership including educating pet owners about the legal requirements of animal care; and facilitiate lost pet recovery, rabies vaccinations, spaying, and neutering.
  - 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 2017-18 Outcomes**

- Full participation in the new quasi-judicial appeal process and support for the Animal Services Hearing Panel Pool.
- Implemented an annual inspection process for dangerous animals as required by the county's Unified Animal Ordinance.
- Managed all rabies exposures in accordance with the new recommendations of the *Rabies Compendium* (and now state law as well).
- Served as a community resource for responsible pet ownership, the county's Community Spay Neuter Program, and other animal issues.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **General Field Services and Animal Protection** | | | | | |
| Service Responses | 6024 | 5941 | 6081 | 6015 | 6012 |
| Rabies Exposures & Bite Investigations | 393 | 376 | 400 | 389 | 388 |
| Dangerous Dog Appeal Hearings | 15 | 32 | N/A | 35 | 40 |
| Cruelty/Neglect Investigations | 382 | 370 | 418 | 390 | 392 |

**FY 2018-19 Objectives**

- Support wellness clinics and summer camp training at community centers and serve as a community resource for spay and neuter, rabies prevention, etc.
- Coordinate with other staff and community partners to establish new ways to more effectively address the presence of free-roaming cats in different parts of the County.
- Use Automatic Vehicle Locator (AVL) Technology to interface with our current software to effectively coordinate service responses throughout the County.
- Create a kennel permit brochure and webpage so requirements and registration are readily available to residents.

**Budget Highlights**

The FY 2018-19 County Manager Recommended Budget includes:

- A net revenue increase of $6,948 due to service agreements with Carrboro, Chapel Hill, and Hillsborough.
- An increase of $25,160 to fund on-call and call-back duty pay.

**Animal Services: 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.
    - Facilitate lost and found inquiries, facilitate lost pet searches, and maintain website for online searches of lost pets.
    - Offer microchips in coordination with low-cost rabies vaccination clinics as a service for adopters and placement partners.
    - Require microchipping for owners recovering stray pets.
- *Animal Placement*
    - Maintain website for online searches of adoptable pets.
    - Adopt medically and behaviorally sound animals into permanent homes.
    - Transfer animals to placement partners for final rehoming.
- *Animal Health*
    - Manage infectious disease through veterinary health care protocols and practices to ensure the health of sheltered, reclaimed, and adopted animals.
    - Selectively treat medical conditions that previously limited the adoption of specific groups of cats and dogs.

- Address pet overpopulation by ensuring dogs and cats are sterilized prior to adoption in a cost-effective manner.

**FY 2017-18 Outcomes**

- *Lost Pet Recovery*: Included microchips as a part of the adoption package for cats and dogs; maintained online lost and found records in an online format; microchipped all stray pets upon recovery; and provided low cost microchips at rabies vaccination clinics.
- *Animal Placement*: Maintained a strong "live release" rate; continued special events to promote pet adoption (including several "flash" adoption specials); and participated in area-wide Clear the Shelters event.
- *Animal Health*: Sustained in-house sterilization surgeries for adoptable animals; continued treatment of heartworm positive dogs and ringworm cats deemed highly adoptable; created a successful foster program for animals needing additional medical work (including heartworm-positive dogs) and animals too young or small for adoption (mostly kittens).

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2018-19 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Serve as open admission shelter** | | | | | |
| Domestic animals admitted (cats & dogs) | 2,702 | 2,636 | 2,700 | 2,500 | 2,700 |
| • Cats admitted | 1,414 | 1,399 | 1,404 | 1,363 | 1,404 |
| • Dogs admitted | 1,288 | 1,237 | 1,296 | 1,137 | 1,296 |
| **Maintain strong overall placement and "live release" rates **** | | | | | |
| Number of placements (cats & dogs) | 1,640 | 1,779 | 1,700 | 2,000 | 1,700 |
| • Cat placements | 907 | 989 | 901 | 1,117 | 1,117 |
| • Dog placements | 733 | 730 | 799 | 883 | 883 |
| Live Release rate (all animals) | 86% | 86% | 85% | 88% | 85% |
| (Target ≥ 80.0%)** | | | | | |
| • Live release rate for cats | 81% | 82% | 85% | 82% | 85% |
| • Live release rate for dogs | 87% | 96% | 85% | 96% | 85% |

**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 2018-19 Objectives**

- Continue to advance animal placement through new and established adoption events using flexible fees, special events, public outreach and strong community partnerships; and further expand foster opportunities for heartworm-positive dogs and young animals that cannot readily thrive in shelter settings.

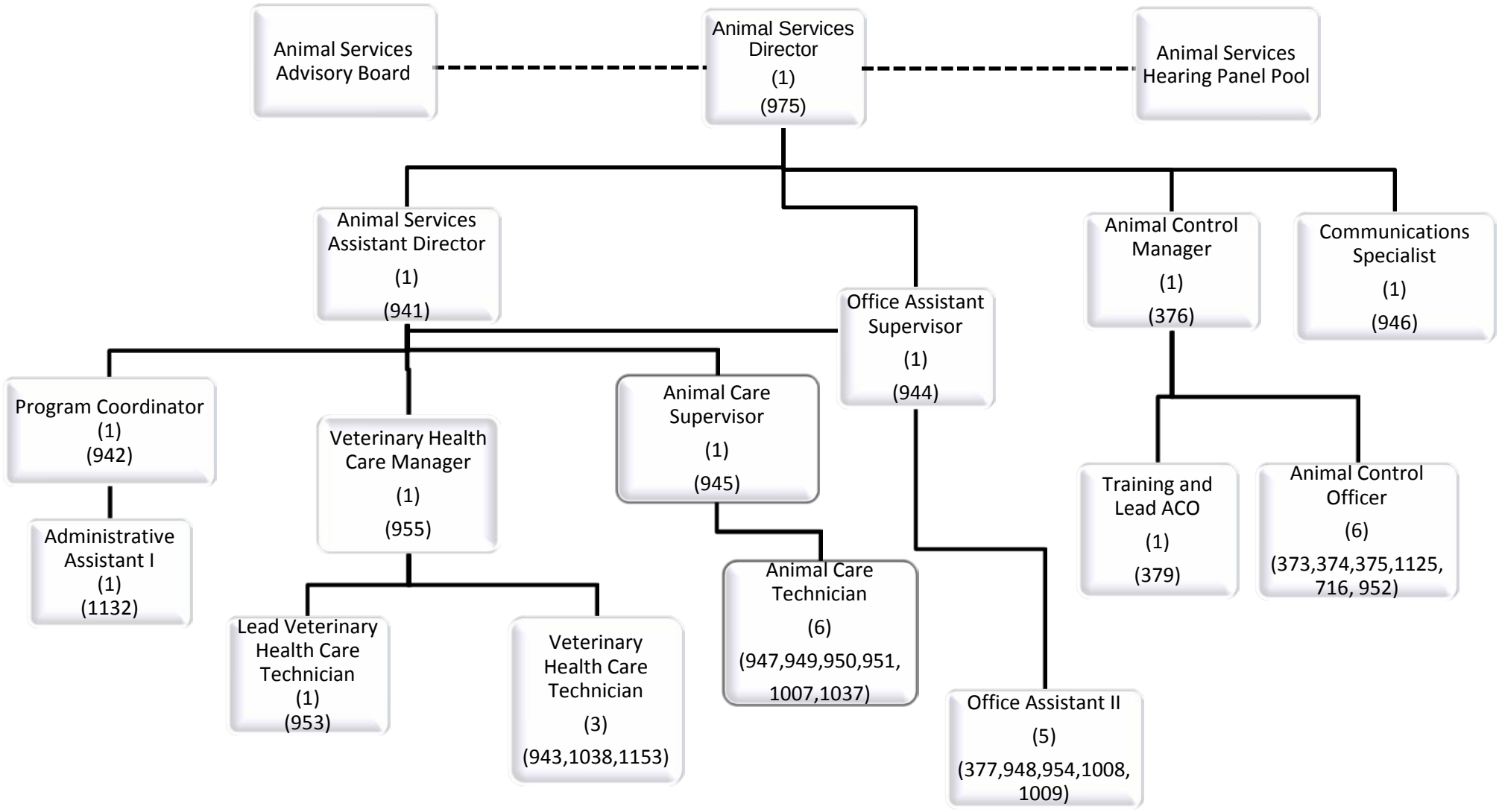
- Increase owner recovery of stray animals by promoting and offering microchips, managing online lost and found records, and leveraging social media and online resources to share information about found pets.
- Institute metrics for assessing the health of shelter animals and maintain the number of adoptions of dogs treated for heartworm, cats treated for ringworm, and other treatable medical conditions.

**Budget Highlights**

The FY 2018-19 County Manager Recommended Budget includes:

- Fee changes for more effective cost recovery. These new rates are projected to generate an additional $3,650 in revenue.
- An increase of $3,500 for additional microchipping.
- A net increase of $700 for the purchase of carriers and slip leads for newly adopted animals.
- Continued use of donated funds to support additional veterinary services and to treat specific health conditions previously limiting the adoptability of cats and dogs.

# Animal Services



# 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 $3,651,952 by the two school systems and Economic Development in FY 2018-19:

| School Systems Use of Proceeds | FY 2017-18 Approved Budget | FY 2018-19 Recommended Budget |
|---|---|---|
| Technology – Student Access Computing Devices (Chapel Hill-Carrboro City Schools) | $ 527,601 | $ 554,183 |
| Facility Improvements at Older Schools – Mechanical Systems (Chapel Hill-Carrboro City Schools) | $ 527,602 | $ 554,184 |
| Technology – Upgrades (District-Wide – Orange County Schools) | $ 700,543 | $ 717,609 |
| **TOTAL** | **$1,755,746** | **$1,825,976** |

| Economic Development Use of Proceeds | FY 2017-18 Approved Budget | FY 2018-19 Recommended Budget |
|---|---|---|
| Debt Service on Infrastructure | $814,936 | $ 814,641 |
| Utility Service Agreement with Mebane | $50,000 | $ 50,000 |
| Collaborative/Outreach | $20,000 | $ 20,000 |
| Small Business Loan Pool* | $0 | $ 0 |
| Innovation Center – "Launch Chapel Hill" | $73,500 | $ 73,500 |
| Agricultural Grants | $60,000 | $ 100,000 |
| Business Investment Grants** | $100,000 | $ 150,000 |
| Incentives | $337,310 | $ 347,835 |
| Agricultural Summit | $5,000 | $ 5,000 |
| Economic Development Summit | $30,000 | $ 30,000 |
| Local Fest Planning | $15,000 | $ 35,000 |
| Food/Farm Products | $50,000 | $0 |
| Durham Tech – Orange Connect Project (Scholarships) | $200,000 | $ 200,000 |
| **TOTAL** | **$1,755,746** | **$1,825,976** |

** Small Business Loan Pool – No new funding was approved in FY 2017-18 as there were existing funds available in the Loan Pool; No new funding is recommended in FY 2018-19 as there is currently a balance of $330,000 in the Loan Pool for use in FY 2018-19.*

*** Business Investment Grants – In FY 2017-18, an additional $20,000 in existing funds for Business Investment Grants were available for use in FY 2017-18.*

# Asset Management Services

Phone Number: (919) 245-2625 Website: [orangecountync.gov/departments/asset_management_services_(ams)](orangecountync.gov/departments/asset_management_services_(ams))

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Category (General Fund)*** | | | | | | **Account: 240** |
| Personnel Services | 2,386,555 | 2,342,729 | 2,342,729 | 2,342,729 | 2,422,852 | 2,422,852 |
| Operations | 2,028,515 | 2,114,649 | 2,293,738 | 2,367,619 | 3,131,907 | 3,131,907 |
| Capital Outlay | 22,707 | 83,717 | 85,716 | 83,717 | 13,300 | 13,300 |
| **Total Expenditures** | **$ 4,437,778** | **$ 4,541,095** | **$ 4,722,183** | **$ 4,794,065** | **$ 5,568,059** | **$ 5,568,059** |
| *Offsetting Revenues* | *(310,117)* | *(303,664)* | *(303,664)* | *(324,648)* | *(326,202)* | *(326,202)* |
| **County Costs (net)** | **$ 4,127,661** | **$ 4,237,431** | **$ 4,418,519** | **$ 4,469,417** | **$ 5,241,857** | **$ 5,241,857** |
| **Total Asset Management Services and Related Expenditures** | **$ 4,437,778** | **$ 4,541,095** | **$ 4,722,183** | **$ 4,794,065** | **$ 5,568,059** | **$ 5,568,059** |

## *Division Summary*

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Program (General Fund)*** | | | | | | |
| Administration | 707,217 | 710,446 | 722,301 | 722,301 | 727,594 | 727,594 |
| Central Services | (24,355) | 87,796 | 132,128 | 132,128 | 87,796 | 87,796 |
| Custodial Services | 1,043,515 | 997,158 | 1,028,223 | 1,002,717 | 1,050,000 | 1,050,000 |
| Facilities Maintenance | 2,755,411 | 2,696,031 | 2,783,051 | 2,792,707 | 2,645,944 | 2,645,944 |
| Fleet Services | (44,010) | 49,664 | 56,480 | 144,213 | 1,056,726 | 1,056,725 |
| Rents and Insurance | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total Expenditures** | **$ 4,437,778** | **$ 4,541,095** | **$ 4,722,183** | **$ 4,794,065** | **$ 5,568,059** | **$ 5,568,059** |
| *Offsetting Revenue* | *(310,117)* | *(303,664)* | *(303,664)* | *(324,648)* | *(326,202)* | *(326,202)* |
| **County Costs (net)** | **$ 4,127,661** | **$ 4,237,431** | **$ 4,418,519** | **$ 4,469,417** | **$ 5,241,857** | **$ 5,241,857** |
| **Total Expenditures** | **$ 4,437,778** | **$ 4,541,095** | **$ 4,722,183** | **$ 4,794,065** | **$ 5,568,059** | **$ 5,568,059** |

### Mission Statement

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

### Asset Management Services: Administrative Division

### Major Services

- Manage and support 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 & Inspections; 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.
- Provides administrative support to other AMS divisions, including managing work orders, accounts payable, and contract preparation/routing processes.
- Provides lead customer service support within AMS, acting as liaison between County departments and AMS Facility Maintenance, Facility Services, and Fleet Maintenance divisions.
- Provides 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, and propane) for County facilities and assets, and manage fueling services for County vehicles and equipment.
- Manage County vehicle replacement program, to include recommendations on sustainable and effective vehicle platforms as well as assistance to Finance & Administrative Services in managing procurement of County vehicles and equipment.
- Manage service contracts for County facilities (including life safety systems, security systems, elevators, pest management, automotive and facility supply)
- Steward County Facilities Use Policy and reservation process.
- Dispose of assets at the end of useful County life.
- Administer building access and security systems in County facilities.

**FY 2017-18 Outcomes**

- Implemented a new paperless Facility Maintenance Work Order System, TMA systems, that will markedly improve and automate many elements of the maintenance, inventory, and capital equipment management systems.
- Selected and began implementation process for a new paperless Fleet Maintenance work order system.
- Managed the installation of 6 standby power generators at the following County facilities: Animal Services Center, Cedar Grove Community Center, Efland Community Center, Hillsborough Commons, Passmore Center, and RENA.
- Adoption by BOCC of an updated Facilities Use Policy that allows residents to more easily rent County space for events. The new policy also incorporates the new Cedar Grove and Efland Community Centers.
- In collaboration with Orange County Public Transportation, identify grant funds requiring only a 50% match to hire a new automotive technician. Recruit and hire the new automotive mechanic to being work in the spring.
- Improved communication to County departments about vehicle maintenance through the establishment of twice-daily emails to Emergency Services and end of business day communications to all Fleet Maintenance customers about vehicle status.
- Capital projects completed for their intended use in FY 2017-18 include:
    - 911 back-up call center.

  - HVAC improvements at Town of Chapel Hill Visitors' Bureau and Alexander Dickson House.
  - Whitted Building: Health Department (including Dental Health Division) and roof flashing repairs.
  - Cameron Street sidewalk.
  - Caldwallader Jones Law Office restoration.
  - County-wide security cameras.
  - Fire alarm systems for Historic Courthouse and Efland Cheeks Community Center.
  - Eubanks Road Convenience Center.
  - Emergency Services: EOC (Emergency Operations Center) upfit.
  - "No Firearms" signage installed at various County facilities
- Significant Capital Projects started or continued in due diligence, design, or construction, phases include:
  - Southern Campus expansion (design).
  - 203 S. Greensboro: Southern Branch Library (development agreement, design).
  - County Detention Center (due diligence, design).
  - Environment and Agriculture Center (due diligence, design).
  - Sportsplex Field House (design, construction).
  - Emergency Services facility hardening (due diligence, design).
  - Emergency Services sleep stations (design, construction).
  - Passmore Center expansion (construction).
  - Government Services Annex relocation of major electrical and HVAC systems (construction).
  - Cedar Grove Community Center shower install (design, construction).
  - Link Center upfit (design, construction).

**Asset Management Services: Facility Environment and Support Division**

**Major Services**

- Routine cleaning, including cleaning contractor management, of County and Court system occupied buildings (24 buildings comprising 323,829 cleanable square feet).[1]
- Schedule and manage floor care (carpet cleaning, hard surface refinishing/Vinyl Composition Tile ("VCT") for County and Court system of occupied buildings.
- Research, invest and implement the use of technological advancements in floor coverings that increase the life, appearance and durability, to reduce signs of aging in County-owned facilities.

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

- 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 Environment Services.
- Efficient 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 2017-18 Outcomes**

- Optimized the balance between contract services and in-house floor maintenance providing maintenance floor work for 138,450 square feet of carpet cleaning, approximately 24,053 in VCT and 11,570 square feet of specialty coatings on floors to reduce the signs of aging in County locations. Also providing a variety of other services outside general cleaning such as facility upholstery, deep-cleaning County kitchen floor cleanings to help maintain maximum level inspection reports.
- Managed floor care between outside contract services and in-house work such that facility improvements could be funded by enhancement of flooring at the Robert and Pearl Seymour Center and the Southern Human Services facility, delivering more functional facility flooring for both facilities with an urethane floor covering, improving the resiliency and long-term hygiene of the facilities, while also reducing the need for stripping and waxing.
- Improved inventory management and cost consistency through the implementation and enforcement of the dispensing chemical systems placed throughout the County, providing higher confidence of proper dilution rates along with more environmentally-friendly base chemical products.
- Continued training and development of team leaders, elevating service levels by an increased level of accountability at the point of service to improve the quality of service within the County.

**Asset Management Services: Facility Maintenance Division**

**Major Services**

- Provide preventative maintenance, corrective and restorative services to 35 County-owned facilities in areas including, but not limited to electrical, heating, air conditioning and ventilation (HVAC); plumbing; painting; carpentry; sidewalks; parking lots; roofing; drainage; and security systems, through a combination of in-house staff and contracted service providers.
- Coordinate with the Emergency Action Plan committee on the training for building occupants on how to ensure the safe operation of their facilities. This includes providing routine testing of all major safety systems.
- Lead organization in inclement weather preparation and response.

**FY 2017-18 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 County operating safely during times of inclement weather.
- Continued to reduce after-hours emergency service calls, 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.
- Operated a safe working environment as evidenced by having no reported injuries to staff.

**Asset Management Services: Fleet Maintenance Division**

**Major Services**

- Maintain 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 20 emergency power generators serving County facilities.
- Maintaining new and existing alternative fueling systems and vehicles.

**FY 2017-18 Outcomes**

- Ensured 95% availability of vehicles and equipment for County department use at all times.
- Ensured 99% of standby generators were mission capable during actual emergency load needs.
- Conducted double-blind study on the use of diesel performance supplements in the County’s ambulance fleet. The study concluded that costs for these supplements outweighed any improvements shown in the performance of the ambulance fleet.
- In collaboration within Emergency Services, created several short training videos that explain the correct method for performing routine checks on ambulances before each shift.
- Installed GPS units in the County’s Ambulance Fleet to better monitor usage and driver behavior.
- Continued to implement 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.
- Developed a systematic way to decrease mechanical failures during inclement weather protocol procedures with increased preventive maintenance during affected months. This ensured 100% availability of vehicles and equipment needed for Emergency Response Departments.
- Through collaboration with Orange County Public Transportation, fund a new automotive mechanic position using 50% grant funds.

**Asset Management Services: 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 2017-18 Outcomes**

- *New Grant*: Secured a $30,000 grant to hire a Transportation Demand Management (TDM) Coordinator to create, manage, and promote sustainable commute options for County employees and all Hillsborough employers. These options include: transit, telework, carpool/vanpool, bike/walk, and compressed work weeks. The position is based in Orange County Public Transportation and supervised by the Sustainability Coordinator. Pending continued success, the grant will be renewed on an annual basis.
- *Accessibility Improvements*: Collaborated with Facilities Maintenance and Capital Projects Manager to address all of the top priority projects identified in the 2016-17 comprehensive accessibility assessment of County facilities. Several lower-priority projects are being addressed in rank order following the County's plan to address all accessibility obstacles identified. Presented on the County's success and commitment as the keynote address at the Disability Awareness Council's event, "Celebrating 27 Years of the ADA".
- *Renewable Energy*: Worked with County residents and the Commission for the Environment to review, revise, and recommend a resolution to transition the County, the State and the US to a 100% renewable energy based economy by the year 2050. Since BOCC adoption, work is underway to update the greenhouse gas emission inventory and begin creating plans to meet this goal.
- *EV Charging Station*: Managed the installation and commissioning of an ADA accessible electric vehicle (EV) charging station using a $10,000 grant from Duke Energy. This charging capacity was be added to the current network of EV chargers that county maintains to support the adoption of clean-driving electric vehicles in Orange County. This station has been used more than 220 times since it was installed in July of 2017.
- *Shared Vehicle System*: Developed, and implemented a low-cost method to reserve, track, and maintain a new shared County vehicle pool, leveraging existing technology. The initial 6-vehicle pilot successfully highlighted several improvements that are being implanted to further streamline the program.
- *Sustainability Internship Program*: Successfully recruited and managed the work of two additional UNC interns. In total the internship program has added 800 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. Presented at the 2017 State Energy Conference on the success of this system.

- *Energy Bank*: The Energy Bank is a revolving loan fund created by the Board of Orange County Commissioners in 2012. It has allowed the County to make investments in energy-saving technologies that have a good return on investment.
- *Other Efforts*: 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 | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Facilities Operating Cost (Total Cost Per Square Foot – Direct Labor, Materials, Contract Services, Utilities** | | | | | |
| Performance Index:<br>FY2009-10 baseline: ***$6.42 per square foot*** | $4.54 | 4.82 | 4.67 | 4.52 | 4.68 |
| Variance from Index Year: | -29% | -25% | -27% | -30% | -30% |
| **Energy Consumed (Million BTUs per 1,000 Square Feet)** | | | | | |
| Performance Index:<br>FY2009-10 baseline: ***96.2*** | 83.13 | 75.42 | Not Applicable[2] | Not Applicable[2] | Not Applicable[2] |
| Variance from Index Year: | -13.6% | -21.60% | Not Applicable[2] | Not Applicable[2] | Not Applicable[2] |
| **Fuel Consumption (Total Gallons)** | | | | | |
| Performance Index:<br>FY2009-10 baseline: ***240,813*** | 272,982 | 280,611 | 275,164 | 279,526 | 287,911 |
| Variance from Index Year: | 13.4% | 16.5% | 14.3% | 16.1% | 19.6% |
| **Fuel Efficiency (Miles Per Gallon)** | | | | | |
| Performance Index:<br>FY2009-10 baseline: ***12.82*** | 11.33 | 11.84 | 11.76 | 11.99 | 11.99 |
| Variance from Index Year[3]: | -11.6% | -7.6% | -8.3% | -6.4% | -6.4% |

[2] Energy data is driven by weather conditions, therefore budget figures and projections are not issued for these figures.

[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.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Water Consumption (Gallons per Square Foot)** | | | | | |
| Performance Index:<br>FY2009-10 baseline: ***15.93*** | 11.92 | 9.7 | Not previously calculated | 11.3 | 11.4 |
| Variance from Index Year: | -25.5% | -39% | N/A | -29% | -28% |
| **Repair and Maintenance Cost for County vehicles (Average cost per mile driven)** | | | | | |
| Performance Index:<br>FY2009-10 baseline: ***$0.29*** | $0.25 | $0.18 | $0.24 | $0.24 | $0.23 |
| Variance from Index Year: | -15% | -38% | -17% | -17% | -21% |
| **Downtime (Percentage of time fleet vehicles are not available for use by customers)**** | | | | | |
| | 1.7% | 5.2% | Not Applicable[4] | 4.1% | Not Applicable[4] |

### FY 2018-19 Objectives

### Overall Department Objectives

- Continue to shepherd a work environment that fosters incremental performance improvement based upon meaningful measurements for next fiscal year and beyond; especially the work flow improvement measurements that will be a result of the implementation of paperless facility maintenance work order system scheduled to become fully integrated and operational in FY 2018-19.
- Continue to 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. Specific major projects that will be managed include the Detention Center, Environment an Agriculture Center, the 203 S. Greensboro development, and the Southern Campus.
- Continue to provide efficient utilization of County space and equipment resources through collaboration with County departments, 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.
- Initiate collaboration for higher levels of operations streamlining within the Management Support Services Functional Leadership Team as well as with Orange County's local government partners.

[4] Downtime performance is not budgeted from year to year, so budget figures are not available for this outcome measure.

**Administrative Division Objectives**

- Refine a yearly customer satisfaction survey that will cover all of AMS's major service areas.
- Continue to integrate existing building data from several different systems into the new Facility Maintenance Software system, TMA.
- Launch a collaborative, secure project management communications platform, "SmartSheet", to replace the Google sheet platform used for interdepartmental communications.

**Facility Environment and Support 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

**Facility Maintenance Division Objectives**

- Continue to reduce after-hours emergency calls and business hour call-backs by executing proactive preventive maintenance work.
- Continue to provide exceptional 24-hour service for County facilities.
- Continue to provide service and emergency services for inclement weather.
- 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. The promotor of safety and customer services is rooted in a rigorous training program, specifically focused on safety.
- Provide increased service to facilities through in-house interior and exterior painting campaign.

**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 acquisition of newer vehicles within the fleet to reduce need for extensive troubleshooting, working hours, and labor for 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.

**Sustainability Program Objectives**

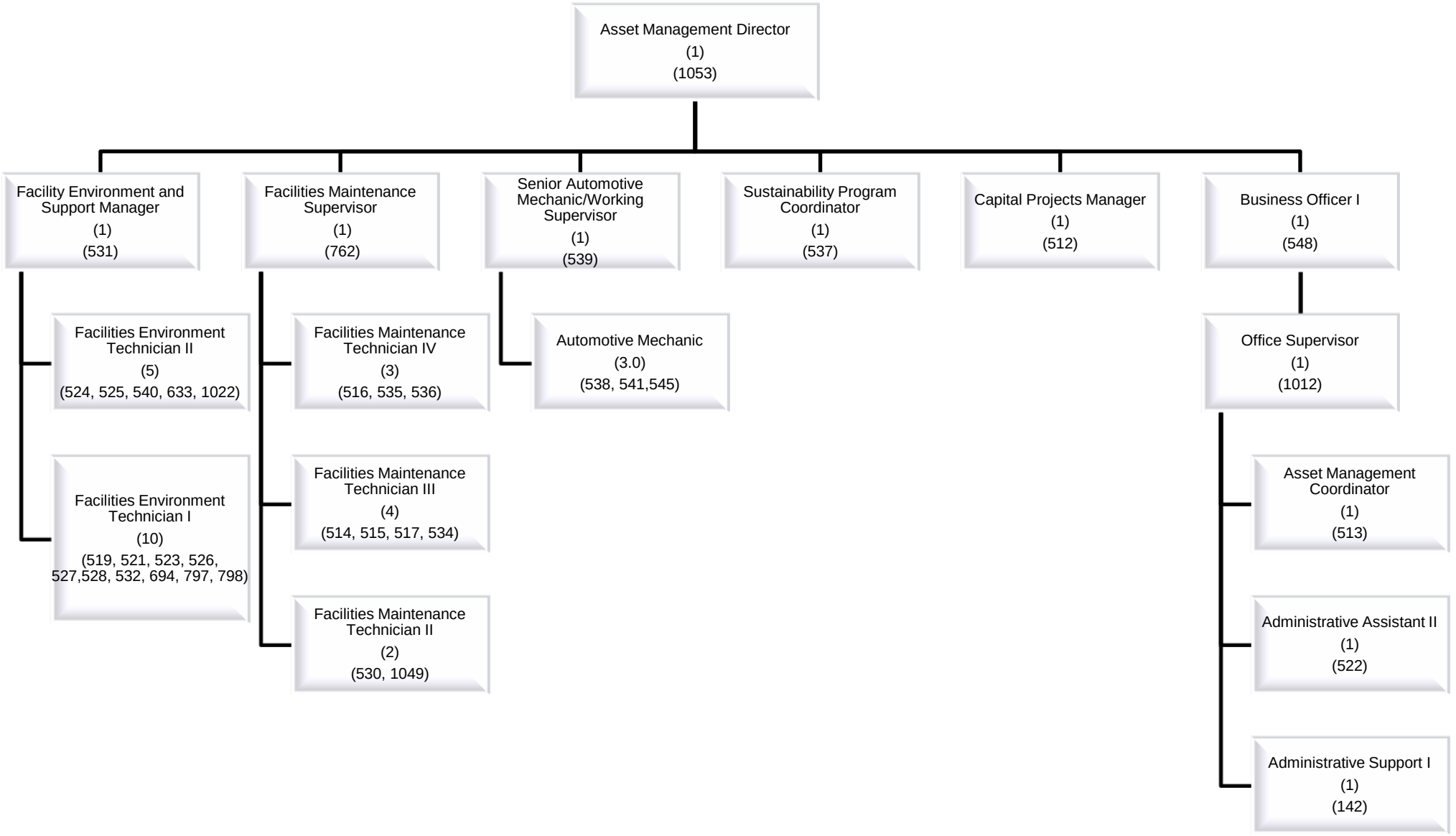
- Continue to implement effective energy, water, and fuel management policies and procedures for County facilities and vehicles that meet sustainability goals and yield energy, water, and cost savings.
- Manage the work of the County's TDM Coordinator to implement the grant-supported Orange County Commute Options Program as part of a regional collaboration led by the Triangle J Council of Governments and GoTriangle. This program creates and promotes commuter options programs 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 a 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.
- Update the County's Greenhouse Gas Inventory and begin formal planning process for the County to attain climate change, resilience, and renewable energy goals.

**Budget Highlights**

The FY 2018-19 Manager Recommended Budget includes:

- A net decrease of $6,506 in operations.
- New capital equipment purchases totaling $13,300 for a new automated external defibrillator, replacement portable generator, and ice melt spreaders.
- A reallocation of County motor pool costs. County departments have previously budgeted for internal service charges for use of Fleet Maintenance Division services. To collect costs associated with use of County vehicles, departments were charged either a "per-mile" rate or billed for actual costs incurred. This funding mechanism is being modified to better reflect and account for actual costs, increase administrative efficiency, reduce cost, and improve the fleet maintenance experience. For departments assigned County vehicles, budgeted line items for internal service charges will be eliminated. However, the internal cost transfer process and County chargeback will remain for Orange County Public Transportation and the Department of Social Services, as these departments are eligible for Federal and State grant reimbursements. The recommended Fleet Maintenance Division budget has increased to balance the departmental budget decreases.

# 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

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Category (General Fund)*** | | | | | | **Account: 200** |
| Personnel Services | 625,171 | 628,718 | 628,718 | 598,557 | 624,905 | 624,905 |
| Operations | 237,837 | 284,990 | 289,610 | 249,636 | 280,966 | 292,126 |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total Expenditures** | **$ 863,008** | **$ 913,708** | **$ 918,328** | **$ 848,193** | **$ 905,871** | **$ 917,031** |
| **County Costs (net)** | **$ 863,008** | **$ 913,708** | **$ 918,328** | **$ 848,193** | **$ 905,871** | **$ 917,031** |
| **Total Board of County Commissioners and Related Expenditures** | **$ 863,008** | **$ 913,708** | **$ 918,328** | **$ 848,193** | **$ 905,871** | **$ 917,031** |

### 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

## Board of County Commissioners:

### 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; manages 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.
- Oversees and participates 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.
- Directs, monitors, and evaluates 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.
- Serves 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.
- Attends 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.
- Responds to and resolve difficult and sensitive citizen inquiries and complaints.
- Performs 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
- Provides for the ethical and efficient flow of government.
- Encourages the public to be knowledgeable about the Board's decisions by making resources useful and available.
- Protects the public's right to petition their government and to have access to government records and information.
- Ensures open public meetings where public involvement in local government can occur.

**FY 2017-18 Outcomes**

- Provided BOCC meeting support for 50 meetings and was the administrative lead for Granicus (webstreaming).
- 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 and after Board meetings.
- Advisory Board Support Staff training during summer.

## *Board of County Commissioners – continued*

- Continued to assist the Community Relations Department in their coverage and understanding of County issues
- Continued to provide back-up PIO 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
- Working with design firm on renovations to Southern Human Services Center Meeting room,
- Possible representation on the proposed Communication Governance Team, if created.
- Draft for BOCC Approval--22 closed session minutes
- Continuation of Web re-design support
- Coordinates and completes Public Records Requests
- Continuity of operations planning with Risk Management

| **Performance Measures** | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| Service: [Appointment to Advisory Boards and Commissions (including advertising, processing applications, agenda process for appointments, follow up after appointments are made).] | | | | | |
| Outcome Measure | 103 | 132 | 140 | 158 | 160 |
| **Service: BOCC Meetings-agendas, minutes, etc.** | | | | | |
| Outcome Measure | 52 | 52 | 50 | 50 | 42 |
| **Service: Webcasting of BOCC meetings** | | | | | |
| Outcome Measure | 50 | Web-stream all BOCC meetings-52 | Scheduled to web-stream all BOCC meetings -50 | 50 | 42 |
| Resolutions | 90 | 67 | 83 | 80 | 81 |
| Proclamations | 15 | 17 | 13 | 15 | 21 |
| Ordinances | 50 | 34 | 48 | 45 | 31 |
| Contracts | 675 | 666 | 616 | 620 | 656 |

**FY 2018-19 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 accessioning 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.

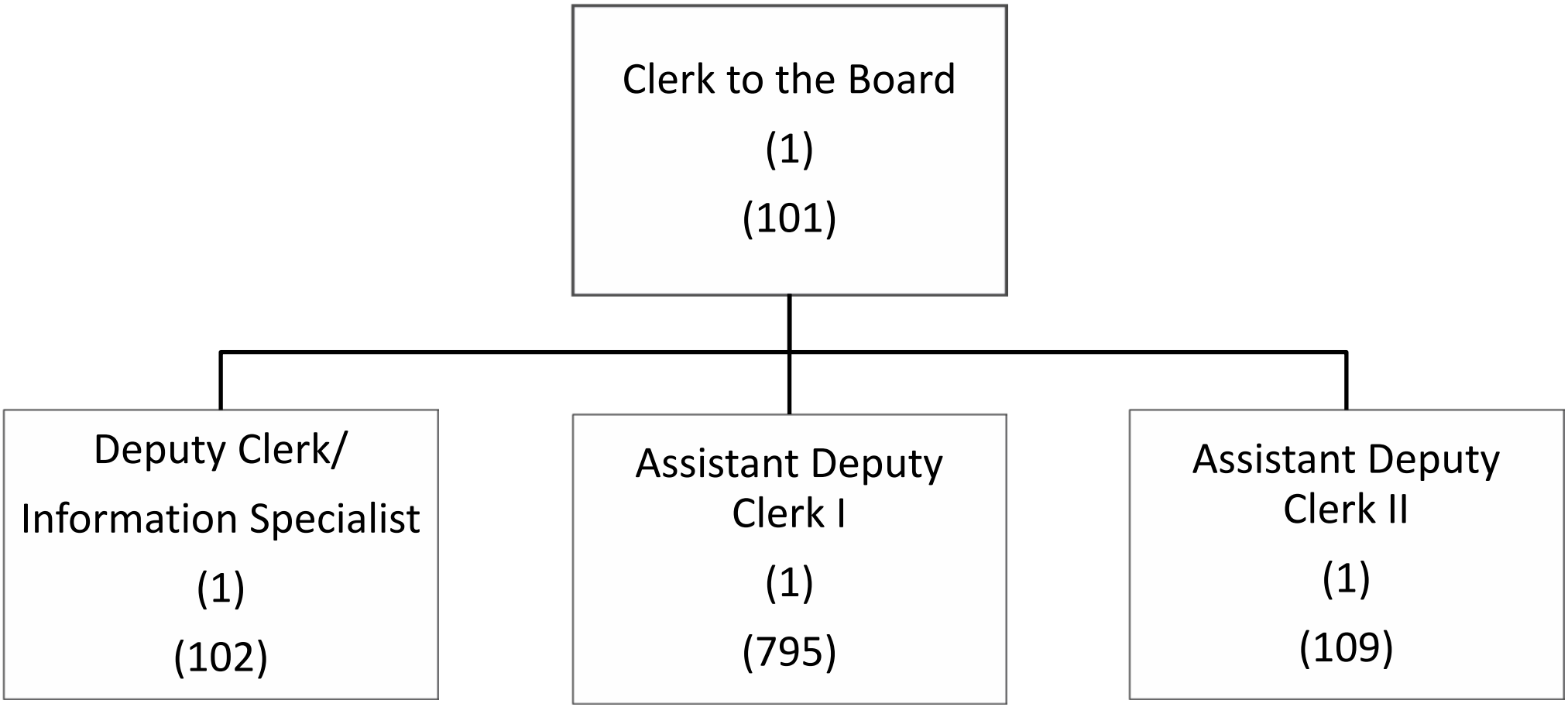
- Enhance and promote accessibility and Clerk/BOCC services through the website

- 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 work with design firm for renovations to Southern Human Services Center meeting room
- Continue to publicize volunteer vacancies on advisory boards in several media outlets, such as the newspaper, radio, social media.

**Budget Highlights**

The FY 2018-19 Manager's Recommended Budget includes additional funding of $11,160 for all Board of Adjustments' meetings as well as additional Board of County Commissioners meetings as requested. The existing contracts with Sound Advice AV Design & Integration (audio) and Velasquez Digital Media Communications (videographer/cablecasting) were modified to cover the additional request.

# Board of County Commissioners Office



# Board of Elections

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

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12 Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Category (General Fund)*** | | | | | | **Account: 310** |
| Personnel Services | 551,048 | 597,226 | 597,226 | 604,978 | 503,164 | 503,164 |
| Operations | 144,131 | 232,788 | 232,788 | 202,701 | 186,020 | 186,020 |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total Expenditures** | **$ 695,179** | **$ 830,014** | **$ 830,014** | **$ 807,679** | **$ 689,184** | **$ 689,184** |
| *Offsetting Revenues* | *0* | *(59,900)* | *(59,900)* | *(72,781)* | *(110)* | *(110)* |
| **County Costs (net)** | **$ 695,179** | **$ 770,114** | **$ 770,114** | **$ 734,898** | **$ 689,074** | **$ 689,074** |
| **Total Board of Elections and Related Expenditures** | **$ 695,179** | **$ 830,014** | **$ 830,014** | **$ 807,679** | **$ 689,184** | **$ 689,184** |

### Mission Statement

The Board of Elections is responsible for conducting all elections held in Orange County in accordance with mandates set by Federal and State law and policies set by the State Board of Elections. 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 all elections held in Orange County
- Receive candidate filings and issue certifications to elected officials
- Receive, audit, and post campaign finance reports
- Receive and process voter registration forms
- Recruit and train precinct officials
- Secure polling places and early voting sites ensuring ADA compliant accessibility
- Serve as the county source for information on election laws, rules, and regulations

### FY 2017 – 18 Outcomes

- Effectively and efficiently conducted all elections held in Orange County
- Successfully operated five early voting sites
- Timely scanned and processed absentee ballot requests
- Expeditiously reported election night results
- Updated training materials for precinct officials incorporating recent election law changes
- Assisted with voter registration drives at high schools, UNC campus, and other organizations
- Timely processed registrations received to maintain an accurate and up-to-date voter registration database

- Expanded website to provide current election information and make more user-friendly
- Timely posted campaign finance report records on website giving increased access to members of the community and election committees
- Certified "Multi-Partisan Assistance Teams" to assist with requesting and/or casting mail-in absentee ballots for voters in assisted living facilities resulting in teams making multiple visits to assist in requesting absentee ballots and returning to assist in marking ballots as needed
- Continued to maintain an accurate registration database by completing the National Change of Address process resulting in 5,958 voter notices mailed to voters identified as having changed addresses with the Post Office
- Continued to provide a voting experience with the highest level of convenience and efficiency resulting in the relocation of two polling places and 4,224 notices mailed to voters

**SERVICE: Conduct Elections**

| Outcome Measures | 2014 Primary | 2014 General | 2015 Municipal | 2016 Primary | 2016 General | 2017 Municipal |
|---|---|---|---|---|---|---|
| Registered Voters | 105,935 | 109,158 | 75,212 | 108,925 | 116,432 | 80,168 |
| Total Ballots Cast | 20,501 | 52,962 | 12,615 | 47,621 | 82,818 | 14,108 |
| Voter Turnout | 19.35% | 48.52% | 16.77% | 43.72% | 71.13% | 17.60% |
| Ballots Cast Prior to Election Day | 28.90% | 46.12% | 30.54% | 43.92% | 77.06% | 32.09% |
| Ballots Cast on Election Day | 71.10% | 53.88% | 69.46% | 56.08% | 22.94% | 67.91% |

2014 Second Primary Election (9.22% voter turnout) and 2016 Special Congressional and Judicial Primary Election (12.75% voter turnout)

**SERVICE: Voter Registration**

| Outcome Measures | 2013 Actual | 2014 Actual | 2015 Actual | 2016 Actual | 2017 Actual |
|---|---|---|---|---|---|
| Absentee Ballots Processed | 351 | 2,188 | 227 | 5,259 | 653 |
| Registrations Processed | 10,810 | 23,855 | 15,292 | 55,224 | 15,552 |
| Registrations Removed | 10,728 | 11,099 | 6,422 | 12,880 | 10,542 |
| Voter Card Mailings | 19,691 | 53,151 | 22,385 | 53,064 | 36,632 |

**FY 2018 – 19 Objectives**

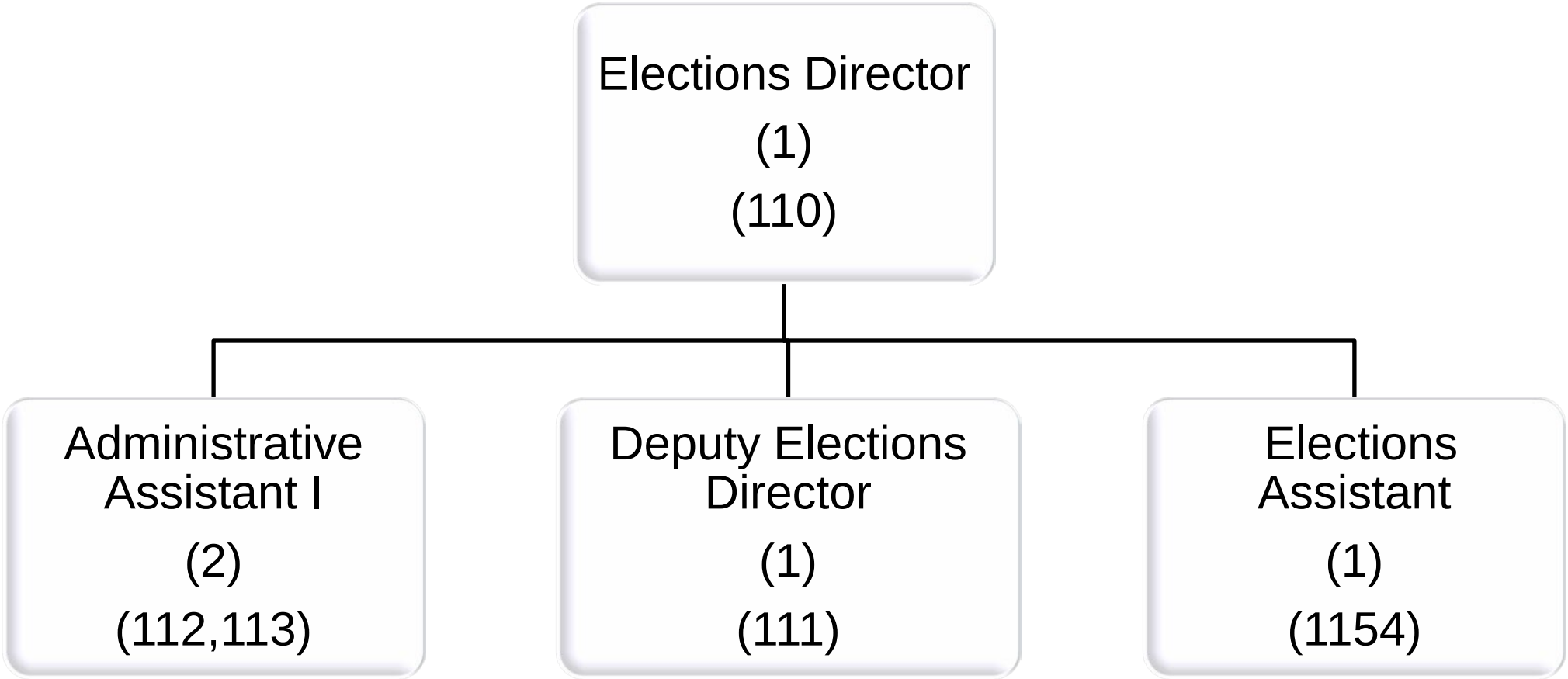
- Successfully conduct 2018 November General Election and recounts as required
- Successfully operate five early voting sites with extended hours
- Test and employ new ADA voting equipment for the 2018 General Election
- Effectively and efficiently implement new legislative, judicial, and prosecutorial districts as mandated by law
- Implement initiative to ensure department receives highest level of training through professional education programs to more effectively manage ever-changing election laws and meet growing demands for technological expertise
    - Staff to obtain and maintain designation as Certified North Carolina Election Administrators (CNCEA)
    - Director to obtain and maintain designation as a nationally Certified Election and Registration Administrator (CERA)
- Successfully implement new website interface, maintaining our effort to offer an informative and user-friendly website
- Effectively, efficiently, and appropriately conduct mandated voter list-maintenance
- Continue to diligently and accurately maintain our registration database
- 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

**Budget Highlights**

The FY2018-19 Manager's Recommended Budget includes:

- Decreases in Personnel (Seasonal) and multiple Operating accounts due to only budgeting for 1 election during FY2018-19.

# Board of Elections



# Manager Recommended

# FY 2018-23 Capital Investment Plan

The Manager Recommended FY 2018-23 Capital Investment Plan (CIP) was presented to the Board of County Commissioners on April 3, 2018. The following CIP Summaries were included as part of the presented Plan. The Board held a work session on April 10, 2018 to begin review and discussion. The Board will consider approval of FY 2018-19 (Year 1) funding of the FY 2018-23 CIP on June 19, 2018.

# Orange County Capital Investment Plan- Plan Summary - RECOMMENDED
## Fiscal Years 2018-23

| | Current Fiscal Year 2017-18 | Year 1 Fiscal Year 2018-19 | Year 2 Fiscal Year 2019-20 | Year 3 Fiscal Year 2020-21 | Year 4 Fiscal Year 2021-22 | Year 5 Fiscal Year 2022-23 | Five Year Total | Year 6 to Year 10 |
|---|---|---|---|---|---|---|---|---|
| ***Appropriations*** | | | | | | | | |
| *County Capital Projects* | 10,052,558 | 26,030,599 | 26,131,917 | 4,974,380 | 16,757,330 | 6,636,000 | 80,530,226 | 73,731,290 |
| *Bond Referendum Projects* | 2,500,000 | 2,500,000 | | | | | 2,500,000 | |
| *Total County Capital Projects* | 12,552,558 | 28,530,599 | 26,131,917 | 4,974,380 | 16,757,330 | 6,636,000 | 83,030,226 | 73,731,290 |
| *Proprietary Capital Projects* | | | | | | | | |
| *Water & Sewer Utilities* | - | 145,000 | 1,365,000 | 115,000 | 945,000 | | 2,570,000 | |
| *Solid Waste* | 330,484 | 1,831,815 | 1,977,791 | 1,967,049 | 1,351,038 | 3,031,486 | 10,159,179 | 6,707,503 |
| *Sportsplex* | 465,000 | 507,000 | 200,000 | 1,450,000 | 420,000 | 100,000 | 2,677,000 | 3,566,000 |
| *Schools Capital Projects* | | | | | | | | |
| *Chapel Hill Carrboro City Schools* | 4,789,035 | 4,926,291 | 5,018,378 | 5,113,194 | 4,603,828 | 4,704,373 | 24,366,063 | 25,138,917 |
| *Deferred Maintenance Projects* | | | | | | | | 31,515,493 |
| *Bond Referendum Projects* | 72,108,000 | | | | | | - | |
| *Recurring Capital Items* | | 1,821,000 | 1,821,000 | 1,821,000 | 1,821,000 | 1,821,000 | 9,105,000 | 9,105,000 |
| *Total Chapel Hill Carrboro City Schools* | 76,897,035 | 6,747,291 | 6,839,378 | 6,934,194 | 6,424,828 | 6,525,373 | 33,471,065 | 65,759,411 |
| *Orange County Schools* | 3,179,409 | 3,189,510 | 3,249,131 | 3,310,518 | 2,980,731 | 3,045,830 | 15,775,719 | 16,276,103 |
| *Deferred Maintenance Projects* | | | | | | | | 9,005,840 |
| *Bond Referendum Projects* | 15,964,000 | | 15,964,000 | | 15,964,000 | | 31,928,000 | |
| *Recurring Capital Items* | | 1,179,000 | 1,179,000 | 1,179,000 | 1,179,000 | 1,179,000 | 5,895,000 | 5,895,000 |
| *Total Orange County Schools* | 19,143,409 | 4,368,510 | 20,392,131 | 4,489,518 | 20,123,731 | 4,224,830 | 53,598,720 | 31,176,944 |
| *Durham Tech Community College (Orange Co Campus)* | | | | | 714,290 | 7,437,389 | 8,151,679 | 15,396,232 |
| ***Total*** | **109,388,486** | **42,130,216** | **56,906,217** | **19,930,141** | **46,736,218** | **27,955,077** | **193,657,868** | **196,337,378** |
| ***Revenues/Funding Source*** | | | | | | | | |
| *Available Project Balances* | | | | | | | - | |
| *Transfer from Other Funds* | | | 100,000 | | | | 100,000 | |
| *Transfer from General Fund - County* | 245,000 | 220,000 | 165,000 | 240,000 | 200,000 | 77,500 | 902,500 | 1,070,000 |
| *Transfer from General Fund - W & S Utilities* | | | | | | | - | |
| *Transfer from General Fund - Schools* | - | | | - | - | | - | |
| *Transfer from other Capital Projects* | | | 100,000 | | | | 100,000 | |
| *County Capital Fund Balance* | | | | | | | - | |
| *Visitors Bureau Fund Balance* | | | | | | | - | |
| *Solid Waste Fund Balance* | | 104,972 | 121,500 | | | 134,000 | 360,472 | |
| *Sportsplex Fund Balance* | 465,000 | 507,000 | 200,000 | 300,000 | 420,000 | 100,000 | 1,527,000 | 2,150,000 |
| *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 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | 400,000 | 400,000 |
| *9-1-1 Funds* | | | | | | | - | 600,000 |
| *State 9-1-1 Funds* | | | | | | | - | |
| *Medicaid Maximization Funds* | | | 3,629,500 | | | | 3,629,500 | |
| *Grants & Contributions* | | 500,000 | 995,000 | 750,000 | 250,000 | 750,000 | 3,245,000 | 2,510,000 |
| *NCDEQ Reimbursement Funds* | 50,000 | | 1,500,000 | | | | 1,500,000 | |
| *Grants - Solid Waste Fund* | | | | | | | - | |
| *User Fees/Donations* | | | | | | | - | |
| *Partner Funding - County Capital* | 15,000 | | 25,000 | 150,000 | 4,125,000 | | 4,300,000 | 92,500 |
| *Partner Funding - W & S* | | | | | | | - | |
| *Article 46 Sales Tax Proceeds - Schools* | 1,755,746 | 1,825,976 | 1,899,015 | 1,974,975 | 2,053,976 | 2,136,133 | 9,890,075 | 12,032,787 |
| *Article 46 Sales Tax Proceeds - W & S* | - | | | | | | - | |
| *Article 43 Transit Tax Proceeds* | | 124,971 | | | | | 124,971 | |
| *State Revolving Loan Funds* | | | | | | | - | |
| *Financing:* | | | | | | | | |
| *Debt Financing - County Capital* | 9,662,558 | 25,105,628 | 19,537,417 | 3,754,380 | 12,102,330 | 5,728,500 | 66,228,255 | 69,058,790 |
| *Debt Financing - W & S Utilities* | - | 145,000 | 1,365,000 | 115,000 | 945,000 | | 2,570,000 | |
| *Debt Financing - Solid Waste* | 330,484 | 1,726,843 | 1,856,291 | 1,967,049 | 1,351,038 | 2,897,486 | 9,798,707 | 6,707,503 |
| *Debt Financing - Sportsplex* | | | | 1,150,000 | | | 1,150,000 | 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)* | 88,072,000 | | 15,964,000 | | 15,964,000 | | 31,928,000 | |
| *Debt Financing - Durham Tech (Orange Co. Campus)* | | | - | - | 714,290 | 7,437,389 | 8,151,679 | 15,396,232 |
| *Debt Financing - Schools Capital* | 1,000,000 | 5,889,799 | 8,012,132 | 8,092,375 | 7,174,222 | 7,257,707 | 36,426,235 | 78,121,756 |
| *Debt Financing - 2/3 Net Debt Bonds (Schools)* | 3,856,336 | 2,043,664 | | | | | 2,043,664 | |
| ***Total*** | **109,388,486** | **42,130,216** | **56,906,217** | **19,930,141** | **46,736,218** | **27,955,077** | **193,657,868** | **196,337,378** |

-

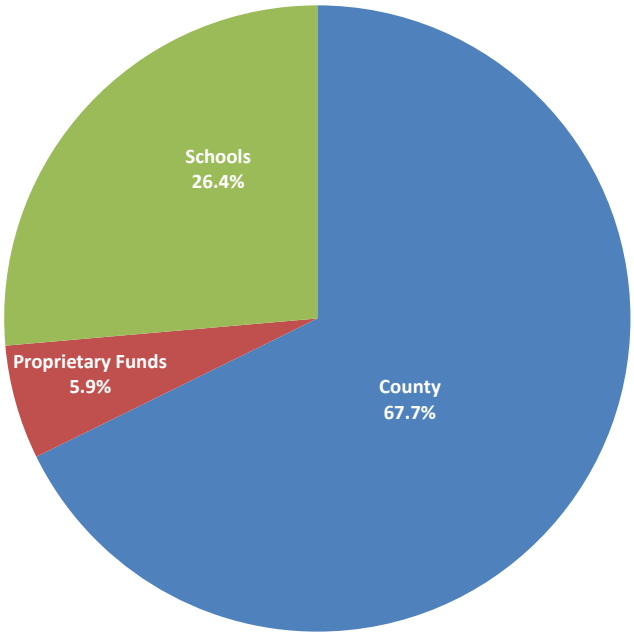
# County Capital Projects Summary - RECOMMENDED
## Fiscal Years 2018-23

| Projects | Current Fiscal Year 2017-18 | Year 1 Fiscal Year 2018-19 | Year 2 Fiscal Year 2019-20 | Year 3 Fiscal Year 2020-21 | Year 4 Fiscal Year 2021-22 | Year 5 Fiscal Year 2022-23 | Five Year Total | Year 6 to Year 10 |
|---|---|---|---|---|---|---|---|---|
| ***Appropriations*** | | | | | | | | |
| *Affordable Housing Bond Projects* | 2,500,000 | 2,500,000 | | | | | **2,500,000** | |
| *Court Street Annex* | | | | | | 100,000 | **100,000** | 188,600 |
| *Criminal Justice Resource Department @ Gateway* | | 275,000 | | | | | **275,000** | |
| *Detention Facility* | 622,114 | 12,500,000 | 7,469,217 | | | | **19,969,217** | |
| *Facility Accessibility and Security Improvements* | 30,000 | 114,500 | 171,500 | 150,000 | 25,000 | 74,000 | **535,000** | |
| *Generator Projects* | | | 130,000 | | | | **130,000** | |
| *HVAC Projects* | 122,000 | 142,000 | 257,000 | | 150,000 | | **549,000** | 1,070,000 |
| *Link Center Up-Fit* | 175,000 | 50,000 | | | | | **50,000** | |
| *Main Branch Library - Remodel* | | | | | | | **-** | 1,200,000 |
| *Old Courthouse Square - Building/Grounds Impr.* | 85,000 | 20,000 | 220,000 | 410,000 | | | **650,000** | |
| *Orange County Southern Branch Library* | | 5,625,000 | 750,000 | | | | **6,375,000** | |
| *Orange County Transit - Bus Shelters* | | 124,971 | | | | | **124,971** | |
| *Parking Lot Improvements* | | 50,000 | | - | | | **50,000** | 1,883,600 |
| *Roofing and Building Façade Projects* | 102,444 | 369,800 | 160,200 | 484,380 | 722,330 | | **1,736,710** | 1,590,740 |
| *Southern Orange Campus Expansion* | 4,000,000 | | 5,185,000 | | | | **5,185,000** | |
| *Vehicle Replacements* | | 689,328 | 700,000 | 700,000 | 700,000 | 700,000 | **3,489,328** | 3,500,000 |
| *Whitted Building* | | | | | | | **-** | 319,000 |
| *Information Technology Fiber Connectivity* | 1,160,000 | | | | | | **-** | 2,091,350 |
| *Information Technologies Goverance Council Initiati* | 510,000 | | 500,000 | | 500,000 | | **1,000,000** | 1,500,000 |
| *Information Technologies Infrastructure* | 750,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | **2,500,000** | 2,500,000 |
| *Register of Deeds Automation* | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | **400,000** | 400,000 |
| *Communication System Improvements* | 920,000 | 505,000 | | | | | **505,000** | |
| *Sheriff - Body Cameras* | | 300,000 | | | | | **300,000** | |
| *EMS Substations* | 845,000 | 1,500,000 | | | 600,000 | 100,000 | **2,200,000** | 2,100,000 |
| *Orange County Radio/Paging System Upgrades* | | - | - | - | - | | **-** | 27,300,000 |
| *911 Center Improvements and Backup Capability* | | | | | | | | 3,130,000 |
| *Blackwood Farm Park* | 100,000 | 1,795,000 | | | 870,000 | 3,102,000 | **5,767,000** | |
| *Bingham District Park* | | | | | | 300,000 | **300,000** | 6,700,000 |
| *Cedar Grove Park Phase II* | | | 1,740,000 | | | | **1,740,000** | |
| *Conservation Easements* | | 1,000,000 | | 1,000,000 | | 1,000,000 | **3,000,000** | 2,000,000 |
| *Upper Eno Nature Preserve-Public Access Area* | | | | 430,000 | | | **430,000** | |
| *Soccer.com Soccer Center Phase II* | 300,000 | | 4,589,000 | | | | **4,589,000** | |
| *Lands Legacy* | | | 500,000 | 500,000 | 500,000 | 500,000 | **2,000,000** | 2,500,000 |
| *Millhouse Road Park* | | | | 300,000 | 6,400,000 | | **6,700,000** | |
| *Mountains to Sea Trail* | | 110,000 | 450,000 | 20,000 | | | **580,000** | 693,000 |
| *Hollow Rock Nature Park (New Hope Preserve)* | 10,000 | | | | | | **-** | 165,000 |
| *Northeast District Park* | | | | | | | **-** | 8,000,000 |
| *Twin Creeks Park Campus Phase II* | | | | 220,000 | 3,780,000 | | **4,000,000** | 4,000,000 |
| *Little River Park Phase II* | | | 50,000 | | 250,000 | | **300,000** | |
| *Fairview Park Improvements* | 50,000 | | 1,500,000 | | 1,500,000 | | **3,000,000** | |
| *Efland-Cheeks Community Center Upfit* | | 100,000 | 1,000,000 | | | | **1,100,000** | |
| *Parks and Rec Facility Renovations and Repairs* | 191,000 | 180,000 | 180,000 | 180,000 | 180,000 | 180,000 | **900,000** | 900,000 |
| ***Total*** | **12,552,558** | **28,530,599** | **26,131,917** | **4,974,380** | **16,757,330** | **6,636,000** | **83,030,226** | **73,731,290** |

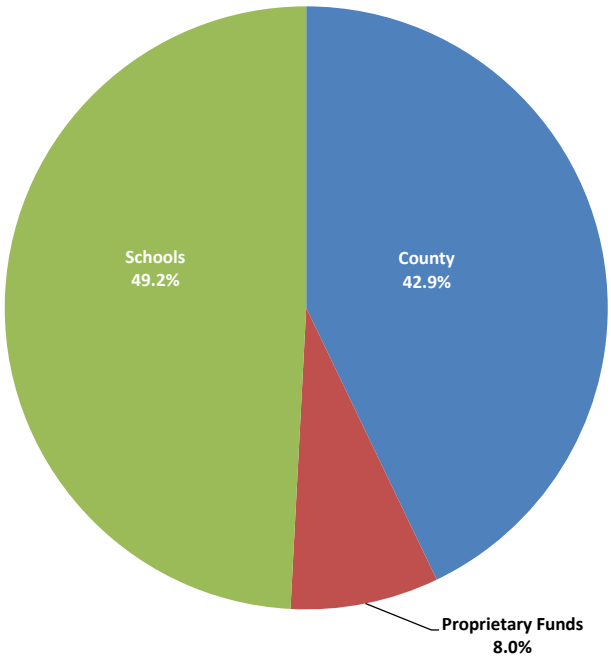
| Projects | Current Fiscal Year 2017-18 | Year 1 Fiscal Year 2018-19 | Year 2 Fiscal Year 2019-20 | Year 3 Fiscal Year 2020-21 | Year 4 Fiscal Year 2021-22 | Year 5 Fiscal Year 2022-23 | Five Year Total | Year 6 to Year 10 |
|---|---|---|---|---|---|---|---|---|
| ***Revenues/Funding Source*** | | | | | | | | |
| *Available Project Balances* | | | | | | | - | |
| *Transfer from Other Funds* | | | 100,000 | | | | 100,000 | |
| *Transfer from General Fund* | 245,000 | 220,000 | 165,000 | 240,000 | 200,000 | 77,500 | 902,500 | 1,070,000 |
| *Transfer from Other Projects* | | | 100,000 | | | | 100,000 | |
| *Register of Deeds Fees* | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | 400,000 | 400,000 |
| *User Fees/Donations* | | | | | | | - | |
| *County Capital Fund Balance* | | | | | | | - | |
| *Visitors Bureau Fund Balance* | | | | | | | - | |
| *Article 43 Transit Tax Proceeds* | | 124,971 | | | | | 124,971 | |
| *9-1-1 Funds* | | | | | | | - | 600,000 |
| *State 9-1-1 Funds* | | | | | | | - | |
| *Medicaid Maximization Funds* | | | 3,629,500 | | | | 3,629,500 | |
| *Grant Funding* | | | 315,000 | 250,000 | 250,000 | 250,000 | 1,065,000 | 1,250,000 |
| *Grant Funding from State/Fed for Parks* | | 500,000 | 680,000 | 500,000 | | 500,000 | 2,180,000 | 1,260,000 |
| *NCDEQ reimbursement Funds* | 50,000 | | 1,500,000 | | | | 1,500,000 | |
| *Contributions from Other Infrastructure Partners* | 15,000 | | 25,000 | 150,000 | 4,125,000 | | 4,300,000 | 92,500 |
| *Debt Financing - Affordable Housing Bond Proceeds* | 2,500,000 | 2,500,000 | | | | | 2,500,000 | |
| *Debt Financing - Special Revenue Funds* | | | | | | | - | |
| *Debt Financing - E-9-1-1* | | | | | | | - | |
| *Debt Financing* | 9,662,558 | 25,105,628 | 19,537,417 | 3,754,380 | 12,102,330 | 5,728,500 | 66,228,255 | 69,058,790 |
| ***Total*** | **12,552,558** | **28,530,599** | **26,131,917** | **4,974,380** | **16,757,330** | **6,636,000** | **83,030,226** | **73,731,290** |

**FY 2018-23 Orange County Capital Investment Plan Projects**
**County-Wide Summary - Appropriations**

**Year 1: FY 2018-19**
**$42,130,215**

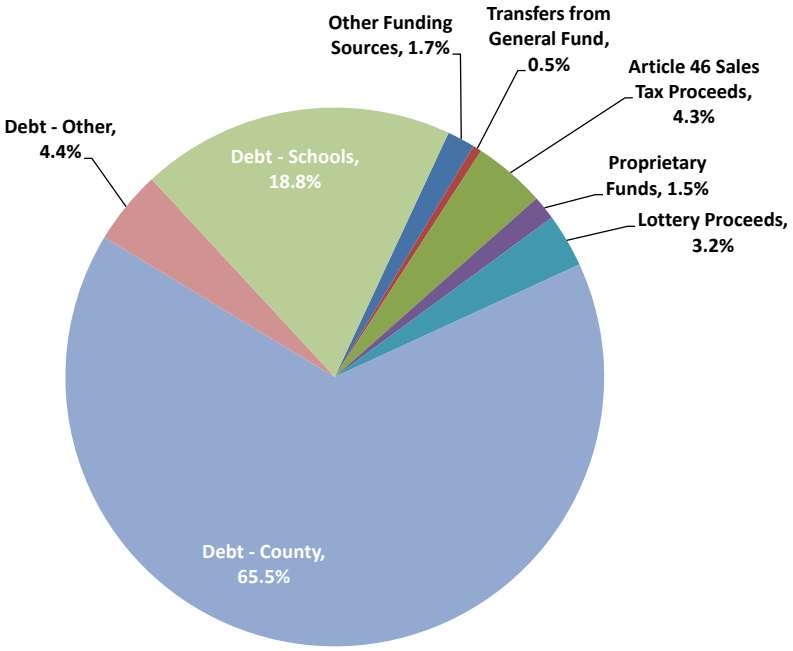



**Years 1-5: FY 2018-23**
**$193,657,869**

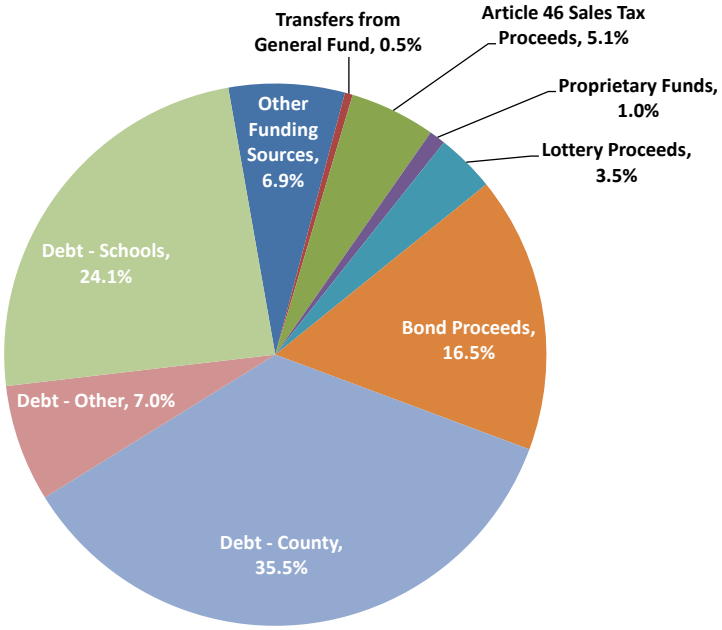


## FY 2018-23 Orange County Capital Investment Plan Projects
## County-Wide Summary - Funding Sources

### Year 1: FY 2018-19
### $42,130,215




### Years 1-5: FY 2018-23
### $193,657,868




**Note:**

**Other Funding Sources** includes Available Project Balances, Register of Deeds Fees, Grants/Contributions, Article 43 Transit Tax Proceeds, Medicaid Maximization Funds, Partner Funding, User Fees/Donations, and Transfers from Other Capital Projects.
**Transfers from General Fund** includes transfers to Water and Sewer Utilities, Solid Waste.
**Proprietary Fund** includes Solid Waste Program Fees, Solid Waste Fund Balance and Sportsplex Fund Balance.
**Debt - Other** includes debt for Solid Waste, Sportsplex and Water and Sewer Utilities projects.

## Water & Sewer Utilities Capital Projects Summary - RECOMMENDED
### Fiscal Years 2018-23

| Projects | Prior Years Funding | Current Fiscal Year 2017-18 | Year 1 Fiscal Year 2018-19 | Year 2 Fiscal Year 2019-20 | Year 3 Fiscal Year 2020-21 | Year 4 Fiscal Year 2021-22 | Year 5 Fiscal Year 2022-23 | Five Year Total | Year 6 to Year 10 |
|---|---|---|---|---|---|---|---|---|---|
| ***Appropriations*** | | | | | | | | | |
| *Buckhorn-Mebane EDD Phase 3* | | - | 145,000 | 1,365,000 | - | - | - | 1,510,000 | |
| *Buckhorn-Mebane EDD Phase 4* | | | | | 115,000 | 945,000 | | 1,060,000 | |
| ***Total*** | **-** | **-** | **145,000** | **1,365,000** | **115,000** | **945,000** | **-** | **2,570,000** | |
| ***Revenues/Funding Source*** | | | | | | | | | |
| *Transfer from General Fund* | - | | | | | | | - | |
| *Transfer from Other Projects (30017)* | | | | | | | | - | |
| *General Fund - Debt Service Payments* | | | | | | | | - | |
| *Article 46 Sales Tax - Debt Service* | | | | | | | | - | |
| *EPA Special Appropriations Grant* | | | | | | | | - | |
| *Article 46 Sales Tax Proceeds* | - | - | | | | | | - | |
| *Partner Funding (Chapel Hill and Carrboro)* | | | | | | | | - | |
| *State Revolving Loan Funds* | | | | | | | | - | |
| *Debt Financing - Article 46 Sales Tax* | - | - | 145,000 | 1,365,000 | 115,000 | 945,000 | - | 2,570,000 | - |
| ***Total*** | **-** | **-** | **145,000** | **1,365,000** | **115,000** | **945,000** | **-** | **2,570,000** | **-** |
| *General Fund Related Operating Costs* | | | | | | | | | |
| *Personnel Services* | | | | | | | | | |
| *Operations* | | | | | | | | - | |
| *Recurring Capital* | | | | | | | | | |
| *New/Addt'l Revenue* | | | | | | | | - | - |
| *Total Operating Costs* | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |

# Solid Waste Capital Projects Summary - RECOMMENDED
## Fiscal Years 2018-23

| Projects | Prior Years Funding | Current Fiscal Year 2017-18 | Year 1 Fiscal Year 2018-19 | Year 2 Fiscal Year 2019-20 | Year 3 Fiscal Year 2020-21 | Year 4 Fiscal Year 2021-22 | Year 5 Fiscal Year 2022-23 | Five Year Total | Year 6 to Year 10 |
|---|---|---|---|---|---|---|---|---|---|
| ***Appropriations*** | | | | | | | | | |
| *Environmental Support* | | 116,484 | | | | | | - | |
| *Sanitation - Equipment* | 909,953 | 214,000 | 251,790 | 531,246 | 521,904 | | 395,052 | 1,699,992 | 2,011,526 |
| *Recycling - Vehicles and Equipment* | 4,455,927 | | 493,597 | 1,325,045 | 815,145 | 1,351,038 | 1,327,530 | 5,312,355 | 4,159,266 |
| *High Rock Road Convenience Center* [(1)] | | | 676,428 | | | | | 676,428 | |
| *Ferguson Road Convenience Center* | | | | 121,500 | 630,000 | | | 751,500 | |
| *Bradshaw Quarry Convenience Center* | | | | | | | 828,000 | 828,000 | |
| *Landfill - C & D Equipment* | | | | | | | 480,904 | 480,904 | 536,711 |
| *Sanitation Equip Parking Improvements* | | | 410,000 | | | | | 410,000 | |
| ***Total*** | **5,365,880** | **330,484** | **1,831,815** | **1,977,791** | **1,967,049** | **1,351,038** | **3,031,486** | **10,159,179** | **6,707,503** |
| ***Revenues/Funding Source*** | | | | | | | | | |
| *Solid Waste Funds* | 2,747,405 | | 104,972 | 121,500 | | | 134,000 | 360,472 | |
| *Debt Financing* | 2,085,815 | 330,484 | 1,726,843 | 1,856,291 | 1,967,049 | 1,351,038 | 2,897,486 | 9,798,707 | 6,707,503 |
| *Grant* | 532,660 | | | | | | | - | |
| ***Total*** | **5,365,880** | **330,484** | **1,831,815** | **1,977,791** | **1,967,049** | **1,351,038** | **3,031,486** | **10,159,179** | **6,707,503** |
| *Solid Waste Fund Related Operating Costs* | | | | | | | | | |
| *Personnel Services* | | 18,050 | 72,194 | 72,916 | 73,645 | 74,382 | 74,382 | 367,519 | 383,220 |
| *Operations* | | | 50,765 | (15,000) | 35,915 | (27,377) | 26,198 | 70,501 | 95,398 |
| *Recurring Capital* | | 66,855 | 180,500 | 48,800 | 207,800 | 64,275 | 239,275 | 740,650 | 406,875 |
| *New/Addl Revenue* | | | | | | | | - | |
| *Total Operating Costs* | **-** | **84,905** | **303,459** | **106,716** | **317,360** | **111,280** | **339,855** | **1,178,670** | **885,493** |

*(1) Previously budgeted in FY 2017-18, but project has not started, so CIP reflects re-budgeting in FY 2018-19.*

**Sportsplex Capital Projects Summary**
**Fiscal Years 2018-23**

| Project Budget | Prior Years Funding | Current Fiscal Year 2017-18 | Year 1 Fiscal Year 2018-19 | Year 2 Fiscal Year 2019-20 | Year 3 Fiscal Year 2020-21 | Year 4 Fiscal Year 2021-22 | Year 5 Fiscal Year 2022-23 | 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 | | | | | | - | |
| *Elevated Connector, Sportsplex to Field House (1b)* | | | 65,000 | | | | | 65,000 | |
| *Storage Facility* | 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 | 350,000 |
| *IT/Communications/Security Contingency (13)* | | 50,000 | | | | 50,000 | | 50,000 | 50,000 |
| *Tilt up Panel (exterior wall system) (2)* | 100,000 | | | | | | | - | |
| *Major upgrade of Servers, Telephones (8)* | 35,000 | | | | | | | - | 125,000 |
| *Signage Upgrade (17)* | 25,000 | | | | | | | - | 30,000 |
| *Upgrade to High Efficiency Utility Mgmt. System* | | | | | 200,000 | | | 200,000 | |
| *Replace glass entry doors and install ADA access (19)* | | | 20,000 | 20,000 | | | | | |
| *Kidsplex* | | | | | | | | | |
| *Kidsplex Equipment Upgrade (10)* | | 50,000 | | | | 100,000 | | 100,000 | 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)* | | | | 125,000 | | | | 125,000 | |
| *Major rebuild - compressors/chiller barrel (7)* | | | 100,000 | | | | | 100,000 | 75,000 |
| *Rink Scoreboard* | 20,000 | | | | | | | - | |
| *Rink Renovation: Boards; Lockers; Rubberized Floor* | | | | | 175,000 | | | 175,000 | 50,000 |
| *Ice Rink/Fitness Wall Repair Paint Project* | 40,000 | | | | | | | - | 75,000 |
| *Fitness* | | | | | | | | | |
| *Climbing Wall (1a)* | | | | | | | | - | |
| *Equipment Upgrade/Replace (9)* **($100K Completed)** | 200,000 | | 100,000 | | 100,000 | | 100,000 | 300,000 | 250,000 |
| *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 | | 75,000 | 100,000 |
| *Pools Replaster, Tile, Starter Blocks(16)* | | 150,000 | | | | 25,000 | | 25,000 | 150,000 |
| *Pool Water Reclamation Project* | | 40,000 | | | | | | - | |
| *Engineering Study for Natatorium Project(18)* | | | 20,000 | | | | | 20,000 | |
| *Natatorium Project (18)* | | | 80,000 | | | | | | 320,000 |
| *Handicap Lift(s)* | | | 12,000 | | | | | | |
| *Roof Asset Mgmt. Program (RAMP) recommendations* | | | | | | | | | 450,000 |
| ***Total*** | **4,889,000** | **465,000** | **507,000** | **200,000** | **1,450,000** | **420,000** | **100,000** | **2,677,000** | **3,566,000** |
| | | | | | | | | | |
| ***Revenues/Funding Source*** | | | | | | | | | |
| *Sportsplex Fund Balance* | 1,139,000 | 465,000 | 507,000 | 200,000 | 300,000 | 420,000 | 100,000 | 1,527,000 | 2,150,000 |
| *Debt Financing* | 3,750,000 | | | | 1,150,000 | - | | 1,150,000 | 1,416,000 |
| ***Total*** | **4,889,000** | **465,000** | **507,000** | **200,000** | **1,450,000** | **420,000** | **100,000** | **2,677,000** | **3,566,000** |
| | | | | | | | | | |
| ***Impact on Operating Budget*** | | | | | | | | | |
| *Personnel Services* | | | 80,000 | 160,000 | 190,000 | 220,000 | 250,000 | 900,000 | 1,400,000 |
| *Operations* | | | 225,000 | 409,760 | 404,000 | 439,540 | 475,080 | 1,953,380 | 2,625,300 |
| *Recurring Capital* | | | | | | | | | |
| *New/Add'l Revenue* | | | (504,500) | (1,105,000) | (1,394,000) | (1,412,500) | (1,431,000) | (5,847,000) | (8,285,000) |
| ***Total*** | | **-** | **(199,500)** | **(535,240)** | **(800,000)** | **(752,960)** | **(705,920)** | **(2,993,620)** | **(3,529,600)** |

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. Project broke ground in Nov. 2017. June 2018 completion date.

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) Combined Prior and Current year funding of $222,000 to construct new Family Change Room . Construction to start June 2018 in space vacated when Kidsplex moves

(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) Increased members and participants will require expanded/upgraded change rooms. Of equal importance is separating adult fitness members from children swimmer

There may be unused funds available from the re-designed Field House project to escalate to move this project into a future earlier time frame.

(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 some of the planned programming can still be implemented and determination of the cost/benefit to either just cover the field or fully enclose can be deferred.

( $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. Key Munters components replacement in 2015 extending life to 25 years. Full replacement required in FY19-20.

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 annual spending.

8. Building wide telephone/intercom scheduled to be completed with major building expansion. 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. $100,000K spent on cardio replacement. Strength equipment deferred to FY17-18 (June) when expanded fitness space is completed.

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

11. All filters replaced due to shell corrosion. Project completed with savings of $43,000 from original budget using corrosion free 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. Will 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. At end of life. Part of proposed Natatorium project.

16. Replaster required every 8 years. We are in year 11. Scheduled for May 2018 to work around busiest program weeks.

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

## Schools Capital Projects Summary - RECOMMENDED
### Fiscal Years 2018-23

| Projects by School System | Fiscal Year 2016-17 | Current Fiscal Year 2017-18 | Year 1 Fiscal Year 2018-19 | Year 2 Fiscal Year 2019-20 | Year 3 Fiscal Year 2020-21 | Year 4 Fiscal Year 2021-22 | Year 5 Fiscal Year 2022-23 | Five Year Total | Year 6 to Year 10 |
|---|---|---|---|---|---|---|---|---|---|
| ***Chapel Hill Carrboro City Schools*** | | | | | | | | | |
| *Long Range Capital* | | | | | | | | | |
| Debt Financing - Capital Projects[1] | 2,283,027 | | 1,147,108 | 2,435,364 | 2,484,072 | 2,533,753 | 2,584,428 | 11,184,726 | 13,718,456 |
| *Lottery Proceeds[2]* | 828,330 | 815,174 | 823,312 | 823,312 | 823,312 | 823,312 | 823,312 | 4,116,559 | 4,116,559 |
| *Article 46 Sales Tax Proceeds[3]* | 903,670 | 1,055,203 | 1,108,367 | 1,152,702 | 1,198,810 | 1,246,763 | 1,296,633 | 6,003,276 | 7,303,903 |
| *Facility Improvements to Older Schools* | 600,900 | 601,000 | 607,000 | 607,000 | 607,000 | | | 1,821,000 | |
| *2/3 Net Debt Bonds* | | 2,317,658 | 1,240,504 | | | | | 1,240,504 | |
| *Recurring Capital Items* | | | 1,821,000 | 1,821,000 | 1,821,000 | 1,821,000 | 1,821,000 | 9,105,000 | 9,105,000 |
| *Deferred Maintenance Projects[4]* | | | | | | | | | 31,515,493 |
| *Bond Referendum Projects[5]* | | 72,108,000 | | | | | | - | |
| ***Total*** | 4,615,927 | 76,897,035 | 6,747,291 | 6,839,378 | 6,934,194 | 6,424,828 | 6,525,373 | 33,471,065 | 65,759,411 |
| ***Orange County Schools*** | | | | | | | | | |
| *Long Range Capital* | | | | | | | | | |
| *Debt Financing - Capital Projects[1]* | 1,516,319 | | 742,691 | 1,576,768 | 1,608,303 | 1,640,469 | 1,673,279 | 7,241,510 | 8,881,967 |
| *Lottery Proceeds[2]* | 528,032 | 541,188 | 533,050 | 533,050 | 533,050 | 533,050 | 533,050 | 2,665,251 | 2,665,251 |
| *Article 46 Sales Tax Proceeds[3]* | 600,193 | 700,543 | 717,609 | 746,313 | 776,165 | 807,212 | 839,501 | 3,886,799 | 4,728,886 |
| *Facility Improvements to Older Schools* | 399,100 | 399,000 | 393,000 | 393,000 | 393,000 | | | 1,179,000 | |
| *2/3 Net Debt Bonds* | | 1,538,678 | 803,160 | | | | | 803,160 | |
| *Recurring Capital Items* | | | 1,179,000 | 1,179,000 | 1,179,000 | 1,179,000 | 1,179,000 | 5,895,000 | 5,895,000 |
| *Deferred Maintenance Projects[4]* | | | | | | | | | 9,005,840 |
| *Bond Referendum Projects[5]* | | 15,964,000 | | 15,964,000 | | 15,964,000 | | 31,928,000 | |
| ***Total*** | 3,043,644 | 19,143,409 | 4,368,510 | 20,392,131 | 4,489,518 | 20,123,731 | 4,224,830 | 53,598,720 | 31,176,944 |
| ***Durham Tech Community College (Orange County Campus)*** | | | | | | | | | |
| *Long Range Capital* | | | | | | | | | |
| *State Bond - County Match[6]* | | | | | | 714,290 | | 714,290 | |
| *Construction/Expansion Project[7]* | | | | | - | - | 7,437,389 | 7,437,389 | 15,396,232 |
| ***Total*** | **-** | - | **-** | **-** | **-** | **714,290** | **7,437,389** | **8,151,679** | **15,396,232** |
| ***Total all Schools*** | ***7,659,571*** | **96,040,444** | **11,115,801** | **27,231,509** | **11,423,713** | **27,262,849** | **18,187,592** | **95,221,462** | **112,332,587** |
| ***Revenues/Funding Source*** | | | | | | | | | |
| *General Fund (Pay-As-You-Go)* | 3,799,346 | - | | | | | | - | |
| *Lottery Proceeds* | 1,356,362 | 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 | 1,755,746 | 1,825,976 | 1,899,015 | 1,974,976 | 2,053,975 | 2,136,134 | 9,890,075 | 12,032,787 |
| *Debt Financing - Durham Tech (Orange Co Campus)* | | | - | - | - | 714,290 | 7,437,389 | 8,151,679 | 15,396,232 |
| *Debt Financing - Bond Proceeds* | - | 88,072,000 | - | 15,964,000 | - | 15,964,000 | - | 31,928,000 | - |
| *Debt Financing - 2/3 Net Debt Bonds* | | 3,856,336 | 2,043,664 | | | | | 2,043,664 | |
| *Debt Financing - School Capital/Facility Improvements* | 1,000,000 | 1,000,000 | 5,889,799 | 8,012,132 | 8,092,375 | 7,174,222 | 7,257,707 | 36,426,235 | 78,121,756 |
| | **7,659,571** | **96,040,444** | **11,115,801** | **27,231,509** | **11,423,713** | **27,262,849** | **18,187,592** | **95,221,462** | **112,332,587** |

Note: School Construction is guided by the Schools Adequate Public Facilities Ordinance (SAPFO) projections of capacity and need. The FY 2018-23 CIP is based on the most recent proposed SAPFO projections shared with the Board of County Commissioners in December 2017, scheduled to be certified in Spring 2018.

[1] Debt Financing is assumed to be utilized beginning in Year 1 for School Capital Projects instead of previously used Pay-As-You-Go funds; reflects a 2.0% 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; it does not include items/projects that add to school capacity.

[5] Bond Referendum approved by voters in November 2016, with first issuance in Fall 2017, based on ADM at time of Bond Referendum approval.

[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.

## Active Capital Projects Summary - RECOMMENDED
### No New Funding for Fiscal Years 2018-23 and Years 6-10

| Projects | Prior Years Funding | Current Fiscal Year 2017-18 | Year 1 Fiscal Year 2018-19 | Year 2 Fiscal Year 2019-20 | Year 3 Fiscal Year 2020-21 | Year 4 Fiscal Year 2021-22 | Year 5 Fiscal Year 2022-23 | Five Year Total | Year 6 to Year 10 |
|---|---|---|---|---|---|---|---|---|---|
| ***Appropriations*** | | | | | | | | | |
| ***County Projects:*** | | | | | | | | | |
| *Affordable Housing Land Banking* | 2,000,000 | | | | | | | - | |
| *Environment and Agriculture Center* | 300,000 | 3,384,500 | | | | | | - | |
| *Government Services Center Annex* | | 350,000 | | | | | | - | |
| *Passmore Center Renovation* | 550,000 | | | | | | | | |
| *Information Technology Broadband Connectivity* | | 500,000 | | | | | | - | |
| *River Park Phase II* | 400,000 | | | | | | | - | |
| *Cedar Grove Community Center* | | 75,000 | | | | | | - | |
| *Historic Rogers Road Community Center* | 650,000 | | | | | | | - | |
| **Total** | **3,900,000** | **4,309,500** | - | - | - | - | - | - | - |
| ***Proprietary Projects:*** | | | | | | | | | |
| *Central Efland/North Buckhorn Sewer Expansion* | 3,793,900 | | | | | | | | |
| *Buckhorn EDD - Efland Sewer to Mebane* | 4,973,000 | | | | | | | | |
| *Hillsborough EDD* | 1,150,000 | 380,000 | | | | | | | |
| *Eno EDD* | 1,435,000 | 490,000 | | | | | | | |
| *Historic Rogers Road Neighborhood Infrastructure* | 6,672,000 | | | | | | | | |
| *Eubanks Road Waste & Recycling Facilities* | 3,145,858 | | | | | | | | |
| *Roll Cart Distribution and Maintenance Building* | 165,000 | | | | | | | | |
| *Alternative Waste Disposal* | 100,000 | | | | | | | | |
| **Total** | **21,434,758** | **870,000** | - | - | - | - | - | - | - |
| ***School Projects:*** | | | | | | | | | |
| *Energy Efficiency/Lighting Improvements - OCS* | 239,918 | 20,000 | | | | | | | |
| *Vehicle Replacements - OCS* | 175,000 | 45,000 | | | | | | | |
| **Total** | **414,918** | **65,000** | - | - | - | - | - | - | - |
| **Grand Total** | **25,749,676** | **5,244,500** | - | - | - | - | - | - | |

| Projects | Prior Years Funding | Current Fiscal Year 2017-18 | Year 1 Fiscal Year 2018-19 | Year 2 Fiscal Year 2019-20 | Year 3 Fiscal Year 2020-21 | Year 4 Fiscal Year 2021-22 | Year 5 Fiscal Year 2022-23 | Five Year Total | Year 6 to Year 10 |
|---|---|---|---|---|---|---|---|---|---|
| ***Revenues/Funding Source*** | | | | | | | | | |
| *Available Project Balances* | | | | | | | | - | |
| *Transfer from Other Funds* | | | | | | | | - | |
| *Transfer from General Fund* | 1,687,519 | 75,000 | | | | | | - | |
| *Additional PAYG (from Lottery Funds)* | | 45,000 | | | | | | - | |
| *Chapel Hill Reimbursement (43%)* | 426,560 | | | | | | | - | |
| *Carrboro Reimbursement (14%)* | 138,880 | | | | | | | - | |
| *Solid Waste Enterprise Funds* | 403,311 | | | | | | | - | |
| *Article 46 Sales Tax Proceeds* | 625,000 | 90,000 | | | | | | - | |
| *State 9-1-1 Funds* | | | | | | | | - | |
| *EPA Special Appropriations Grant* | 1,348,400 | | | | | | | - | |
| *State Revolving Loan Funds* | 2,351,899 | | | | | | | - | |
| *Debt Financing - Article 46 Sales Tax* | 6,581,400 | 780,000 | | | | | | - | |
| *Debt Financing - 2/3 Net Debt Bonds* | | 20,000 | | | | | | | |
| *Debt Financing - Solid Waste Enterprise Fund* | 3,007,547 | | | | | | | - | |
| *Debt Financing - County Projects* | 9,179,160 | 4,234,500 | | | | | | - | |
| ***Total*** | **25,749,676** | **5,244,500** | - | - | - | - | - | - | - |

# Cardinal Innovations (Maintenance of Effort Funds)

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Category (General Fund)*** | | | | | | **Account: 420** |
| Personnel Services | 0 | 0 | 0 | 0 | 0 | 0 |
| Operations | 1,147,474 | 1,050,187 | 1,050,187 | 1,050,187 | 1,050,187 | 1,050,187 |
| **Total Expenditures** | **$ 1,147,474** | **$ 1,050,187** | **$ 1,050,187** | **$ 1,050,187** | **$ 1,050,187** | **$ 1,050,187** |
| *Offsetting Revenues* | *(53,393)* | *(50,000)* | *(50,000)* | *(50,000)* | *(50,000)* | *(50,000)* |
| **County Costs (net)** | **$ 1,094,081** | **$ 1,000,187** | **$ 1,000,187** | **$ 1,000,187** | **$ 1,000,187** | **$ 1,000,187** |
| **Total Orange-Person-Chatham Area Program and Related** | **$ 1,147,474** | **$ 1,050,187** | **$ 1,050,187** | **$ 1,050,187** | **$ 1,050,187** | **$ 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 2018-19 Manager Recommended budget provides maintenance of effort funding for Cardinal Innovations in the amount of $1,050,187. The $50,000 in offsetting revenues includes the ABC bottle tax revenue, which is used for Community Based Substance Abuse Services. Maintenance of effort funds to County programming includes: Two (2) Criminal Justice Resource department positions, one (1) Behavioral Health position, and $32,375 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 and families. See the following chart for a breakdown of the uses of maintenance of effort funds for FY 2018-19:

## Cardinal Innovations Maintenance of Effort Funds
## (FY 2018-19)

| Provider | Comments | FY19 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** |

** includes $50,000 from Bottle Tax funds for Community Based Substance Abuse Services*

| | | |
|---|---|---|
| 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 |
| | Housing | 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

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Category (General Fund)*** | | | | | | **Account: 440** |
| Personnel Services | 880,049 | 957,028 | 957,028 | 984,936 | 981,915 | 981,915 |
| Operations | 86,117 | 105,365 | 105,365 | 87,750 | 115,520 | 115,520 |
| Capital Outlay | 0 | 0 | 0 | 0 | 600 | 600 |
| **Total Expenditures** | **$ 966,166** | **$ 1,062,393** | **$ 1,062,393** | **$ 1,072,686** | **$ 1,098,035** | **$ 1,098,035** |
| *Offsetting Revenues* | *(1,589,163)* | *(1,367,375)* | *(1,367,375)* | *(1,546,000)* | *(1,550,437)* | *(1,550,437)* |
| **County Costs (net)** | **$ (622,997)** | **$ (304,982)** | **$ (304,982)** | **$ (473,314)** | **$ (452,402)** | **$ (452,402)** |
| **Total Child Support Enforcement and Related Expenditures** | **$ 966,166** | **$ 1,062,393** | **$ 1,062,393** | **$ 1,072,686** | **$ 1,098,035** | **$ 1,098,035** |

### Mission Statement

Child Support Services obtains child support for Orange County children, thereby strengthening families' potential for economic independence and self-sufficiency and reducing the cost of public assistance

### Major Services

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

### FY 2017-18 Outcomes

- Paternity established for 180 children
- Court ordered child support established for 160 families
- $5,300,000 collected for children

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Service: Paternity** | | | | | |
| Paternity established for children | 326 | 182 | 210 | 180 | 180 |
| **Service: Establishment** | | | | | |
| New child support orders established | 152 | 167 | 165 | 160 | 160 |
| **Service: Enforcement** | | | | | |
| Total child support collected | $5,426,365 | $5,289,985 | $5,300,000 | $5,300,000 | $5,400,000 |
| Percentage of current support collected annually | 69.19% | 70.07% | 69.50% | 70.00% | 70.00% |

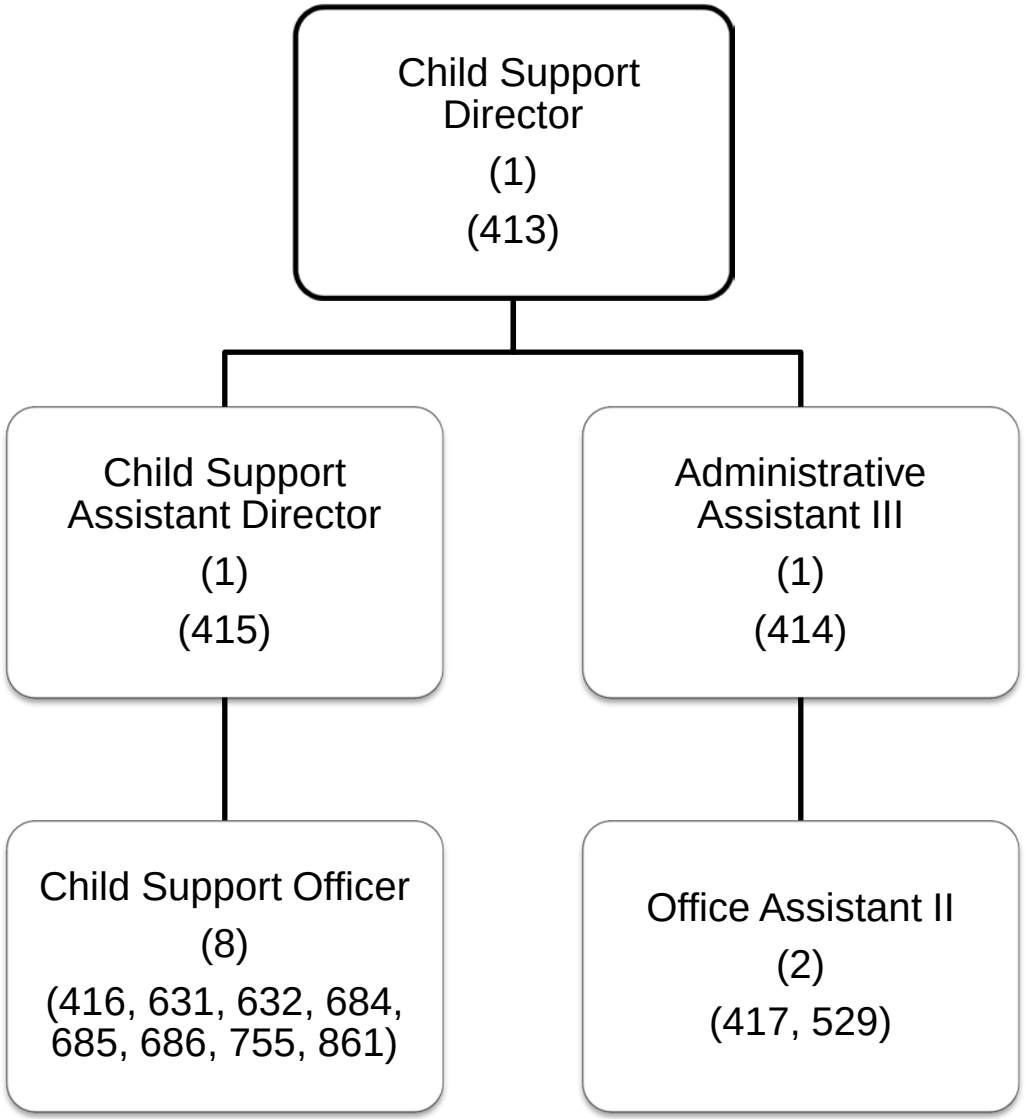
**FY 2018-19 Objectives**

- Establish paternity for 180 children
- Establish new child support orders for 160 families
- Collect $5,400,000 on behalf of Orange County children
- Collect 70% of current child support due
- Projected collections of $5.4 million provide acutely needed income to Orange County families and represent a significant resource for lower income parents

**Budget Highlights**

The FY 2018-19 Manager's Recommended Budget includes no significant budget changes.

# Child Support Services



# Community Relations

Phone Number: (919) 245-2302 Website: www.orangecountync.gov/departments/public_affairs/index.php

| *Public Affairs (General Fund)* | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended Account: 212 |
|---|---|---|---|---|---|---|
| Personnel Services | 119,195 | 196,474 | 196,474 | 196,474 | 210,039 | 210,039 |
| Operations | 32,784 | 95,400 | 96,830 | 89,274 | 68,400 | 63,400 |
| Capital Outlay | 0 | 0 | 2,680 | 2,680 | 0 | 0 |
| **Total Expenditures** | **$ 151,979** | **$ 291,874** | **$ 295,984** | **$ 288,428** | **$ 278,439** | **$ 273,439** |
| **County Costs (net)** | **$ 151,979** | **$ 291,874** | **$ 295,984** | **$ 288,428** | **$ 278,439** | **$ 273,439** |
| **Total Community Relations & Tourism and Related** | **$ 151,979** | **$ 291,874** | **$ 295,984** | **$ 288,428** | **$ 278,439** | **$ 273,439** |

### Mission Statement

To provide timely information to Orange County residents and the media about the activities and operations of the Orange County Board of Commissioners and Orange County Government.

### Department Name: Division Name

### Major Services

- Manage Orange County website (www.orangecountync.gov) and social media channels (Twitter and Facebook).
- Write, edit and disseminate news releases and other electronic communications to the media and residents.
- Respond to media inquiries about Orange County Government and decisions of the BOCC.
- Manage the County Government Academy program for Orange County residents.
- Create brochures, posters, print ads, banners, logos, etc. for all county departments.
- Provide talking points to BOCC members when representing county at public functions.

### FY 2017-18 Outcomes

- Increased social media presence by more than 30 percent on Twitter and 15 percent on Facebook.
- Created inaugural County Government Academy program for residents. Classes began Feb. 20, and first cohort will graduate in June. Nearly 50 residents signed up to attend the program, which was limited to 25 students. Because of the demand, two classes will be scheduled for FY 2018-19 – a fall class beginning in August and a spring class beginning in February 2019.
- Increased attendance at events by using targeted Facebook promotions and advertisements in The News of Orange. Pauli Murray Awards dinner experienced significant attendance increase from 2017. County Government Academy received nearly 50 applications, most coming from Facebook campaign.

- Helped re-brand Orange County Public Transportation with a new logo, new route brochures, redesigned web presence, radio PSAs on WCHL and Facebook ad campaign, saving the department thousands of dollars if they had hired an outside consultant.
- Created brochures, posters, print ads, banners, stationery, digital signage, infographics, graphics, logos and booklets for almost every department; updated Guide to County Government.
- Created special sections on website with information on Durham-Orange Light Rail Transit project and Northern County Campus proposal.
- Implemented new message monitor system in FY 2017-18 throughout the county. New system reduced costs by avoiding $4,000 software upgrade and $1,000 in required training from previous vendor. We also expanded service from four locations (Library, Hillsborough Commons and Tax and Register of Deeds offices in Gateway) to twelve locations by adding monitors in Central Rec, Seymour and Passmore centers, Dental and Health clinic waiting rooms in Whitted, Health and Social Services waiting areas in Southern Human Services and Planning Department lobby in West Campus Office Building. Under the old system, would have cost between $2,000-$3,000 to install and purchase required hardware for each monitor. New system cost $250 apiece to purchase and install monitors with $150 annual fee.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Increase Twitter and Facebook followers to improve social media outreach** | | | | | |
| Twitter Followers | 1,639 | 2,603 | 3,500 | 3,200* | 4,000 |
| Facebook Followers | 431 | 751 | n/a | 991* | 1,350 |
| This Week in Orange County newsletter subscribers | n/a | n/a | n/a | 980* | 1,100 |

*Denotes actual as of April 23, 2018

### FY 2018-19 Objectives

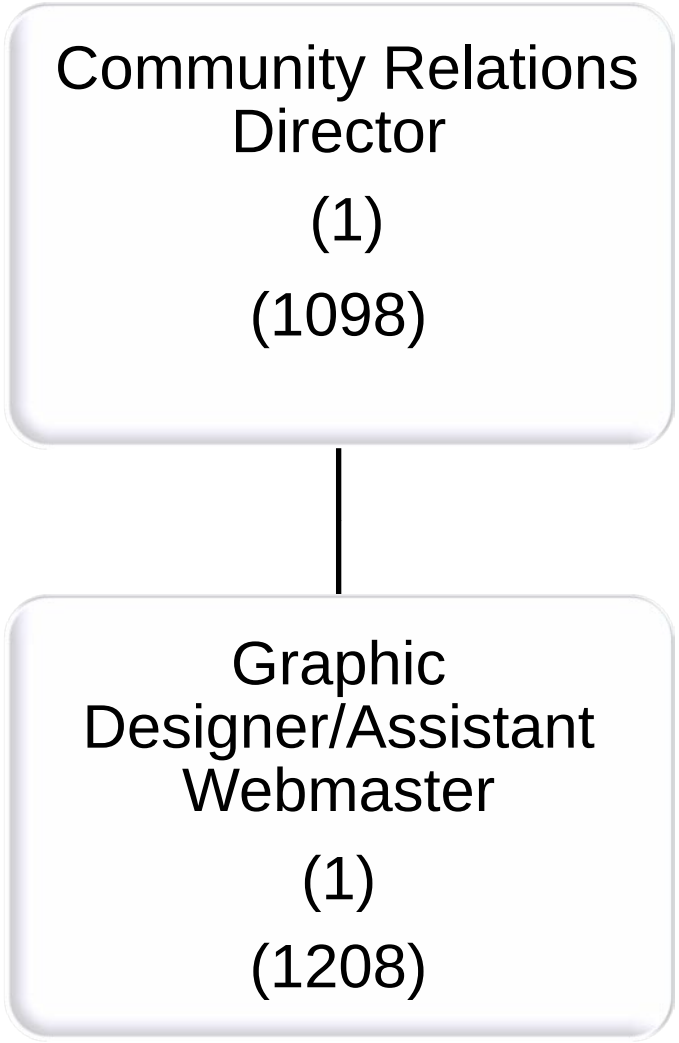
- Increase social media presence by 25 percent on Twitter and 30 percent on Facebook and 10 percent on This Week in Orange County e-newsletter.
- Coordinate fall and spring County Government Academy programs to educate residents about services provided by Orange County Government.
- Update design and navigation of www.orangecountync.gov website.

### Budget Highlights

The FY 2018-19 Manager's Recommended Budget includes:

- Ongoing maintenance cost for new website created in FY 2017-18, $8,000
- Waste Matters annual publication for Solid Waste Department and Popular Annual Financial Report for Finance Department, saving more than $8,000 in fees previously paid to freelance graphic designers

# Community Relations



# N.C. Cooperative Extension, Orange County Center

Phone Number: (919) 245-2050 Website: [orange.ces.ncsu.edu](orange.ces.ncsu.edu)

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Category (General Fund)*** | | | | | | **Account: 450** |
| Personnel Services | 299,280 | 330,759 | 330,759 | 250,787 | 350,197 | 350,197 |
| Operations | 77,039 | 54,021 | 54,771 | 50,696 | 48,758 | 48,758 |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total Expenditures** | **$ 376,319** | **$ 384,780** | **$ 385,530** | **$ 301,483** | **$ 398,955** | **$ 398,955** |
| *Offsetting Revenues* | *(28,548)* | *(20,500)* | *(20,500)* | *(20,500)* | *(17,270)* | *(17,270)* |
| **County Costs (net)** | **$ 347,771** | **$ 364,280** | **$ 365,030** | **$ 280,983** | **$ 381,685** | **$ 381,685** |
| **Total Cooperative Extension and Related Expenditures** | **$ 376,319** | **$ 384,780** | **$ 385,530** | **$ 301,483** | **$ 398,955** | **$ 398,955** |

## Mission Statement

North Carolina Cooperative Extension is an educational partnership between the County and state and federal governments, 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, Livestock, and Horticulture*
    - Provide educational programs and technical support to animal and crop agricultural producers, and assist in the implementation of best management and marketing practices that will maintain profitability and environmental stewardship.
    - Provide training and apprenticeships for existing farmers and potentially new farmers on fruit, vegetable and flower production, using organic methods in the PLANT@ Breeze training program to enhance the Local Food system.
    - Provide diagnosis of diseases, insect pest, and weeds pest problems on farms, homes, ponds, and gardens.
    - Provide technical support and educational seminars for Green Industry, landscape contractors, and landscape maintenance professionals, and assist in the adoption of best management practices in the areas of horticulture, pesticide alternatives, and safety.
    - Deliver research-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.

- *Sustainable Agriculture: Natural Resources (Local Foods)*
    - Provide educational classes for beginning farmers.
    - Provide consultation and advice for beginning farmers.
    - Provide management of the Breeze Farm Incubator.
- *Family and Consumer Sciences: Food Safety, Nutrition, and Wellness*
    - Provide research-based educational programs to the foodservice industry and consumers of limited and non-limited resource, including youth.
    - Assist the community in the adoption of healthy eating habits and good food safety practices, so individuals and families make better food choices and incorporate physical activity into their daily lives.
    - Promote local foods consumption and money saving practices through food preservation techniques.
- *4H Youth Development*
    - Engage youth through educational opportunities that expand and enhance skills and knowledge.
    - Provide science, technology, engineering, and math (STEM) educational opportunities.
    - Develop cognitive, social, physical, and emotional skills in youth.
    - Coordinate club leaders, teachers, and other volunteers in implementing efftcive county-based programs.

**FY 2017-18 Outcomes**

- *Sustainable Agriculture: Crops, Livestock, and Horticulture*
    - Yield 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 Integrated Pest Management practices as well as 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, minimize impact to the environement and adhere safety standards.
    - 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 Gardener Volunteers will develop and support community 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 through composting, and recycling.
  - Youth will gain knowledge of food production and eat more vegetables.
- *Sustainable Agriculture: Natural Resources (Local Foods)*
  - Three new farms started in 2017-2018
  - Twenty-five students attending the PLANT Beginning Farmer Class and thirteen attended the Business Planning for Farmer Entrepreneurs class.
  - Facilities and infrastructure at the Breeze Farm improved or renovated, including high tunnels, fencing, Wi-Fi service, etc.
- *Family and Consumer Sciences: Food Safety, Nutrition, and Wellness*
  - Consumers will learn best food safety practices and food preservations techniques.
  - Individuals from the foodservice industry and school nutrition will complete the NC Safe Plates or ServSafe Food Safety Manager Certification program.
  - The FCS Agent and EFNEP's (Expanded Food and Nutrition Education Program) Assistants will help individuals, families, and youth participating in classes, acquire the knowledge and/or skills needed for eating healthier and engaging in regular physical activity.
  - Extension Community Association (ECA) club members and other volunteers will gain knowledge and/or skills to share with others in their community with the help of the FCS Agent.
- *4H Youth Development*
  - 4-H Youth Development provided learning experiences for youth during summer camps, school enrichment programs, community events, and through community 4-H clubs throughout Orange County.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Sustainable Agriculture: Crops, Livestock, Horticulture** | | | | | |
| Individual contacts with farmers enrolled in educational programs, receiving consultation via phone, email or on-site visit. | 250 | 450 | 450 | 450 | 500 |
| Farmers putting news skills to use in soil testing, fertilization or pesticide recommendations | 95 | 125 | 125 | 250 | 300 |
| Farmers improving pasture management and herd health | 80 | 80 | 100 | 100 | 100 |
| Number of on-farm crop trials | 0 | 0 | 0 | 0 | 1 |

## *Cooperative Extension – continued*

| | | | | | |
|---|---|---|---|---|---|
| New farmers and existing farmers selling to local markets | 120 | 140 | 140 | 140 | 140 |
| Farmers income generated at local markets and livestock sales | $1,500,000 | $2,000,000 | $2,000,000 | $2,000,000 | $2,000,000 |
| Number of home gardeners receiving research-based information. | 5236 | 7000 | 7000 | 7000 | 7,000 |
| Number of Green Industry Professional with increased horticulture skills and reducing pesticide use. | 150 | 120 | 120 | 120 | 120 |
| Number of Master Gardener Volunteers | 65 | 55 | 65 | 65 | 52 |
| Number of Home Gardeners adopting at least one new practice. | 4712 | 6500 | 6500 | 6500 | 7,000 |
| Estimated value of Master Gardener volunteer service and financial impact of horticulture program on Green Industry. | $76,240 | $75,000 | $75,000 | $75,000 | $75,000 |
| **Sustainable Agriculture: Natural Resources (Local Foods)** | | | | | |
| Pre-tests and post-tests to measure the increase in knowledge related to farming topics covered in class | 61.65% | 61.82% | | | |
| Number of new farms created. | | | | 4 | 3 |
| **Family and Consumer Sciences: Food Safety, Nutrition and Wellness** | | | | | |
| Number of individuals contacted for and/or enrolled in food safety, nutrition and wellness educational programs including the Expanded Food and Nutrition Education Program. | 15,207 | 15,000 | 15,000 | 12,700 | 13,000 |
| Number of food service employees receiving Food Safety Manager Certification. | 120 | 100 | 100 | 40 | 40 |
| Number of individuals eating more fruits and vegetables. | -- | -- | -- | 346 | 346 |
| Number of participants trained in safe home food handling, preservation, or preparation practices. | 20 | 0* | 50 | 73 | 70 |
| Number of participants who consume less sodium in their diet. | -- | -- | -- | 198 | 198 |
| Number of adult participants acquiring the skills needed to serve as a volunteer. | 90 | 90 | 90 | 156 | 156 |

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **4-H Youth Development provide youth between the ages of 5 and 19 opportunities to prepare for future careers and develop life skills through a "learn by doing" approach using research-based curriculum.** | | | | | |
| 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 | 2700 | 3000 | 3000 | 6000 | 6000 |
| Number of adults trained as club leaders using 4-H curriculum | 20 | 20 | 20 | 20 | 20 |

## FY 2018-19 Objectives

- *Sustainable Agriculture: Crops, Livestock, and Horticulture*
    - 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 Integrated Pest Management practices as well as 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, minimize impact to the environement and adhere safety standards.
    - 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 Gardener Volunteers will develop and support community 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 through composting, and recycling.
    - Youth will gain knowledge of food production and eat more vegetables.
    - Partner with County government agencies such as soil and water, Farm Service Agency, and The NC Forestry Service and adjacent counties to conduct joint training and education opportunities on Pasture, Forestry, and Pond Management in order to enhance farm and land owners' knowledge on best management practices and capitalize on local subject matter expertise and shared execution cost.

- Set the conditions for Orange County farmers to volunteer to on farm trials with growing crop varieties.
- Apply for license and develop a test plot for Industrial Hemp at the Breeze Farm.

- *Sustainable Agriculture: Natural Resources (Local Foods)*
  - Provide educational classes for beginning farmers.
  - Provide consultation and advice for beginning farmers.
  - Provide management of the Breeze Farm Incubator.

- *Family and Consumer Sciences: Food Safetly, Nutrition, and Wellness*
  - 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.
  - Provide Food Safety Manager Certification programs to food service workers to create a work environment that minimizes the risk of foodborne illnesses in Orange County.
  - Provide nutrition education programs to individuals and families to increase knowledge and/or improve skills related to healthy eating and food safety.
  - Provide volunteers with skills they could use to empower Orange County's families and individuals to improve their quality of life.

- *4-H Youth Development*
  - To provide learning experiences for youth during summer, after-school care, community events, special interest activities, and through community clubs.
  - To increase the number of active 4-H clubs in the county.
  - To increase the number adults trained as 4-H volunteer leaders.
  - To increase the number of 4-H students participating in 4-H award and scholarship programs.
  - To increase active participation by 4-H clubs in community outreach activities.

**Budget Highlights**

The FY 2018-19 Manager Recommended Budget includes:

- A reduction of $3,230 in both revenues and expenditures. The Breeze Farm "Farm to Fork" event was moved, and a large plot leasee is purchasing their own farm.
- An increase of $19,438 due to filling of vacancies and increases in retirement and health insurance costs.

# County Attorney

Phone Number: (919) 919-245-2320

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Category (General Fund)*** | | | | | | **Account: 205** |
| Personnel Services | 565,817 | 534,289 | 534,289 | 532,511 | 536,043 | 536,043 |
| Operations | 35,618 | 56,380 | 56,380 | 36,350 | 56,380 | 56,380 |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total Expenditures** | **$ 601,434** | **$ 590,669** | **$ 590,669** | **$ 568,861** | **$ 592,423** | **$ 592,423** |
| **County Costs (net)** | **$ 601,434** | **$ 590,669** | **$ 590,669** | **$ 568,861** | **$ 592,423** | **$ 592,423** |
| **Total County Attorney's Office and Related Expenditures** | **$ 601,434** | **$ 590,669** | **$ 590,669** | **$ 568,861** | **$ 592,423** | **$ 592,423** |

### 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.

### 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 2017-18 Outcomes

- Collected $69,128 year-to-date, through the collections program.
- Achieved positive results in at least 26 cases in district and superior court.
- Achieved positive results in 5 quasi-judicial hearings.
- Achieved positive results in 3 administrative hearings.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Service: Delinquent account collection** | | | | | |
| Delinquent account notifications for collection* | $40,000 | $40,000 | $25,000 | $70,000 | $50,000 |

*Collection amounts are not reflected in the County Attorney budget but rather in the budgets of the departments participating in the collections program. Amounts have increased due to improved departmental efficiencies.

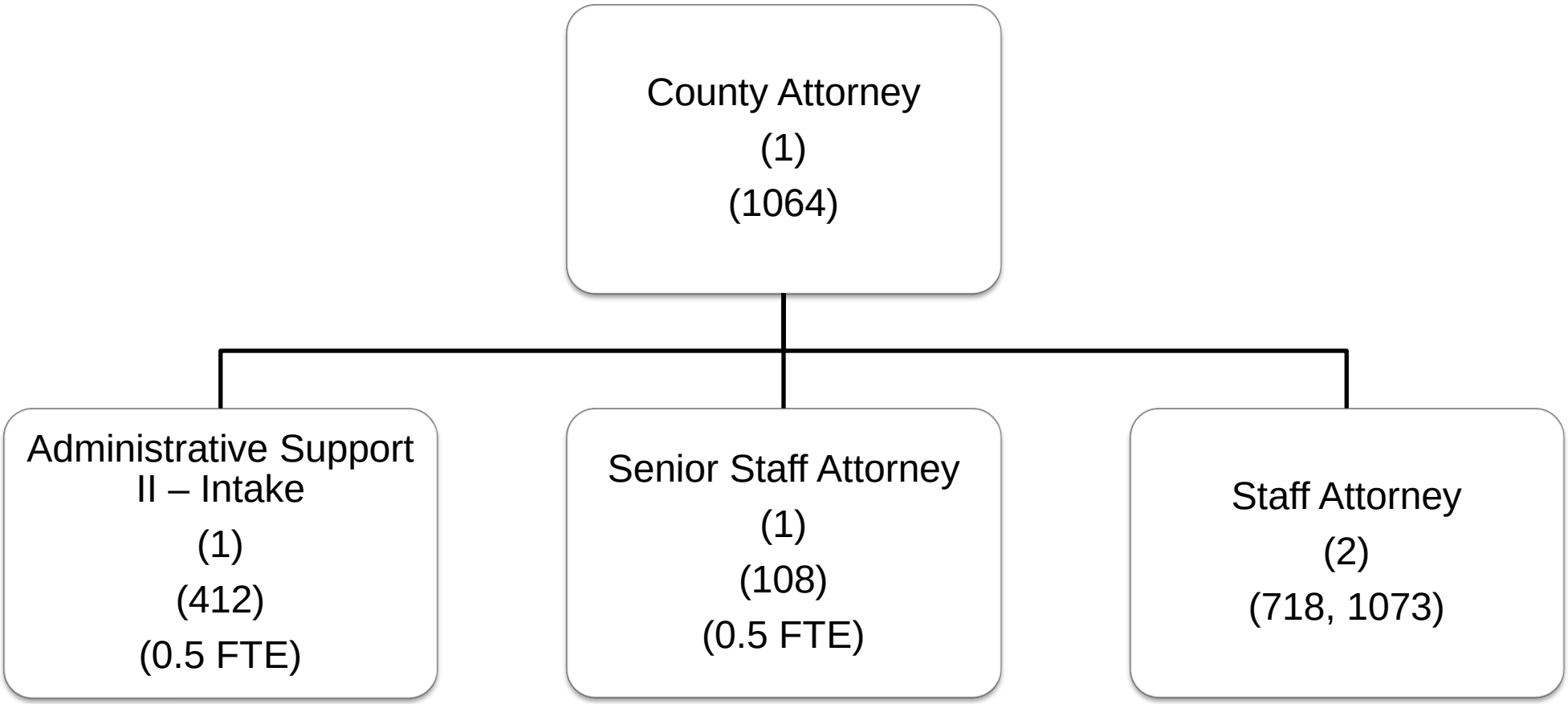
**FY 2018-19 Objectives**

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

**Budget Highlights**

The FY 2018-19 Manager's Recommended Budget demonstrates the sharing of 2 FTEs with the newly created Human Rights and Relations Department, which was formerly a division of the Housing and Community Development Department.

# County Attorney's Office



# County Manager's Office

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

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Category (General Fund)*** | | | | | | **Account: 210** |
| Personnel Services | 818,041 | 771,231 | 771,231 | 769,815 | 848,431 | 848,431 |
| Operations | 1,326,939 | 2,050,250 | 2,055,638 | 1,590,500 | 2,072,226 | 1,972,226 |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total Expenditures** | **$ 2,144,980** | **$ 2,821,481** | **$ 2,826,869** | **$ 2,360,315** | **$ 2,920,657** | **$ 2,820,657** |
| *Offsetting Revenues* | *(170)* | *0* | *0* | *0* | *(43,310)* | *(43,310)* |
| **County Costs (net)** | **$ 2,144,810** | **$ 2,821,481** | **$ 2,826,869** | **$ 2,360,315** | **$ 2,877,347** | **$ 2,777,347** |
| ***Orange County Partnership to End Homelessness (Community Development Fund)*** | | | | | | **Account: 4706** |
| Personnel Services | 97,630 | 104,761 | 104,761 | 102,098 | 114,373 | 114,373 |
| Operations | 38,769 | 65,741 | 65,741 | 62,440 | 68,979 | 68,979 |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total Expenditures** | **$ 136,399** | **$ 170,502** | **$ 170,502** | **$ 164,538** | **$ 183,352** | **$ 183,352** |
| *Offsetting Revenues* | *(100,732)* | *(127,406)* | *(127,406)* | *(133,196)* | *(122,570)* | *(122,570)* |
| **County Costs (net)** | **$ 35,667** | **$ 43,096** | **$ 43,096** | **$ 43,096** | **$ 60,782** | **$ 60,782** |
| ***Arts Commission (Visitors Bureau Fund)*** | | | | | | **Account: 6010** |
| Personnel Services | 62,293 | 80,741 | 80,741 | 80,741 | 91,107 | 91,107 |
| Operations | 85,496 | 83,115 | 93,932 | 92,698 | 102,618 | 102,618 |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total Expenditures** | **$ 147,789** | **$ 163,856** | **$ 174,673** | **$ 173,439** | **$ 193,725** | **$ 193,725** |
| *Offsetting Revenues* | *(39,230)* | (30,330) | (41,147) | (39,913) | *(36,670)* | *(36,670)* |
| **County Costs - VB Fund** | **$ 108,559** | **$ 133,526** | **$ 133,526** | **$ 133,526** | **$ 157,055** | **$ 157,055** |
| **Total County Manager and Related Expenditures** | **$ 2,429,168** | **$ 3,155,839** | **$ 3,172,044** | **$ 2,698,292** | **$ 3,297,734** | **$ 3,197,734** |

## *Division Summary*

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Program (General Fund)*** | | | | | | |
| County Manager's Office | 758,485 | 827,484 | 827,484 | 813,218 | 841,968 | 841,968 |
| Food Council | 0 | 0 | 0 | 0 | 71,000 | 71,000 |
| Risk Management | 1,386,495 | 1,993,997 | 1,999,385 | 1,547,097 | 2,007,689 | 1,907,689 |
| **Total Expenditures** | **$ 2,144,980** | **$ 2,821,481** | **$ 2,826,869** | **$ 2,360,315** | **$ 2,920,657** | **$ 2,820,657** |
| *Offsetting Revenue* | *(170)* | *0* | *0* | *0* | *(43,310)* | *(43,310)* |
| **County Costs (net)** | **$ 2,144,810** | **$ 2,821,481** | **$ 2,826,869** | **$ 2,360,315** | **$ 2,877,347** | **$ 2,777,347** |
| **Total Expenditures** | **$ 2,144,980** | **$ 2,821,481** | **$ 2,826,869** | **$ 2,360,315** | **$ 2,920,657** | **$ 2,820,657** |
| ***Other Related Programs (Community Development Fund)*** | | | | | | |
| OC Partnership to End Homeless | 136,399 | 170,502 | 170,502 | 164,538 | 183,352 | 183,352 |
| **Total Expenditures** | **$ 136,399** | **$ 170,502** | **$ 170,502** | **$ 164,538** | **$ 183,352** | **$ 183,352** |
| *Offsetting Revenue* | *(100,732)* | *(127,406)* | *(127,406)* | *(133,196)* | *(122,570)* | *(122,570)* |
| **County Costs (net)** | **$ 35,667** | **$ 43,096** | **$ 43,096** | **$ 43,096** | **$ 60,782** | **$ 60,782** |
| **Total Expenditures** | **$ 136,399** | **$ 170,502** | **$ 170,502** | **$ 164,538** | **$ 183,352** | **$ 183,352** |
| ***Other Related Programs (Visitors Bureau Fund)*** | | | | | | |
| Arts Commission | 147,789 | 163,856 | 174,673 | 173,439 | 193,725 | 193,725 |
| **Total Expenditures** | **$ 147,789** | **$ 163,856** | **$ 174,673** | **$ 173,439** | **$ 193,725** | **$ 193,725** |
| *Offsetting Revenue* | *(39,230)* | *(30,330)* | *(41,147)* | *(39,913)* | *(36,670)* | *(36,670)* |
| **County Costs - VB Fund (net)** | **$ 108,559** | **$ 133,526** | **$ 133,526** | **$ 133,526** | **$ 157,055** | **$ 157,055** |
| **Total Expenditures** | **$ 147,789** | **$ 163,856** | **$ 174,673** | **$ 173,439** | **$ 193,725** | **$ 193,725** |

**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 guidance to the County's two school systems on matters related to funding for operations and capital facilities and manages outside agency annual grant application process.
- Coordinates the County legislative process, which includes agenda preparation and response coordination for follow-up items from BOCC meetings. Assists the BOCC in identifying and advocating proposed legislation for the BOCC's legislative agenda submitted annually to the North Carolina General Assembly.

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 and art lovers.
- Participate in several Triangle-wide arts programs including the Piedmont Laureate Program, the U.S. 4$^{th}$ 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 facilitator for the arts in Orange County, making sure the community, elected officials and community leaders understand the 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 resolve 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 cooperative efforts with the school districts.

- Provided guidance to staff and recommendations to the Board regarding siting for significant capital projects.
- 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

- Expanded Arts in Education programming throughout Orange County. 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.
- Served as lead agency for Orange County at Arts North Carolina's ArtsDay 2017, arranging meetings between legislators and community arts leaders.
- Published an Orange County Arts Map showcasing visual, performing and literary arts venues throughout the county
- Initiated a new public art project to be constructed Spring, 2017, at Orange County Animal Services.
- 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.
- Assessed the current state of the arts in Orange County to determine the future goals and areas of focus for the OCAC to determine the following:
    - How we can better fulfill our mission to promote and strengthen the artistic and cultural development of Orange County?
    - What is working and how can OCAC help to further strengthen these programs?
    - What needs support or improvement, or what features of a strong arts community are currently not present in Orange County?
    - Why, in a county with the resources and artist base that we have, are we not a major arts destination? Why is there a lack of collaboration among arts organizations, particularly involving the town/gown relationship with UNC? How can we harness our resources to make Orange County a thriving arts center for residents, working artists, and visitors?

Orange County Partnership to End Homelessness

- Secured federal funding for homeless programs in Orange County;
- 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 the most vulnerable people in Orange County;
- Organized Project Connect event that connected guests with services;
- Launched the OC Connect resource database where people can search for resources by key word or category;

Risk Management

- Implemented several coverage enhancements negotiated with NCACC.
- Assisted all departments in the implementation of their Emergency Action Plans (EAP) including testing of the plan and drills.
- 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.
- Facilitated Business Continuity Planning throughout the County with the identification of a BCP team to consult and assist the departments in time of departmental or County-wide incidents.
- Completed the initial components of a County-wide Safety Manual with additional modules underway.
- 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, Northern County Campus development, 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 implement
- Coordinate and facilitate meetings with Outside Agencies to identify collaboration opportunities.
- Continue implementation of the Strategic Communications Plan through Community Relations Department.

Arts Commission

- 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.
- 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).
- 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 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
- Provide loss prevention and safety services to all departments, working to ensure a safe and healthful work environment for all employees

**Budget Highlights**

Manager

The FY 2018-19 Manager's Recommended Budget includes $50,000 for racial equity training. This is offset by a reduction of $50,000 for consulting services. These funds will begin County-wide staff training, which will be phased over several years to reach all County employees. $50,000 remains in contract services to complete management reviews and organizational assessments.

Arts Commission

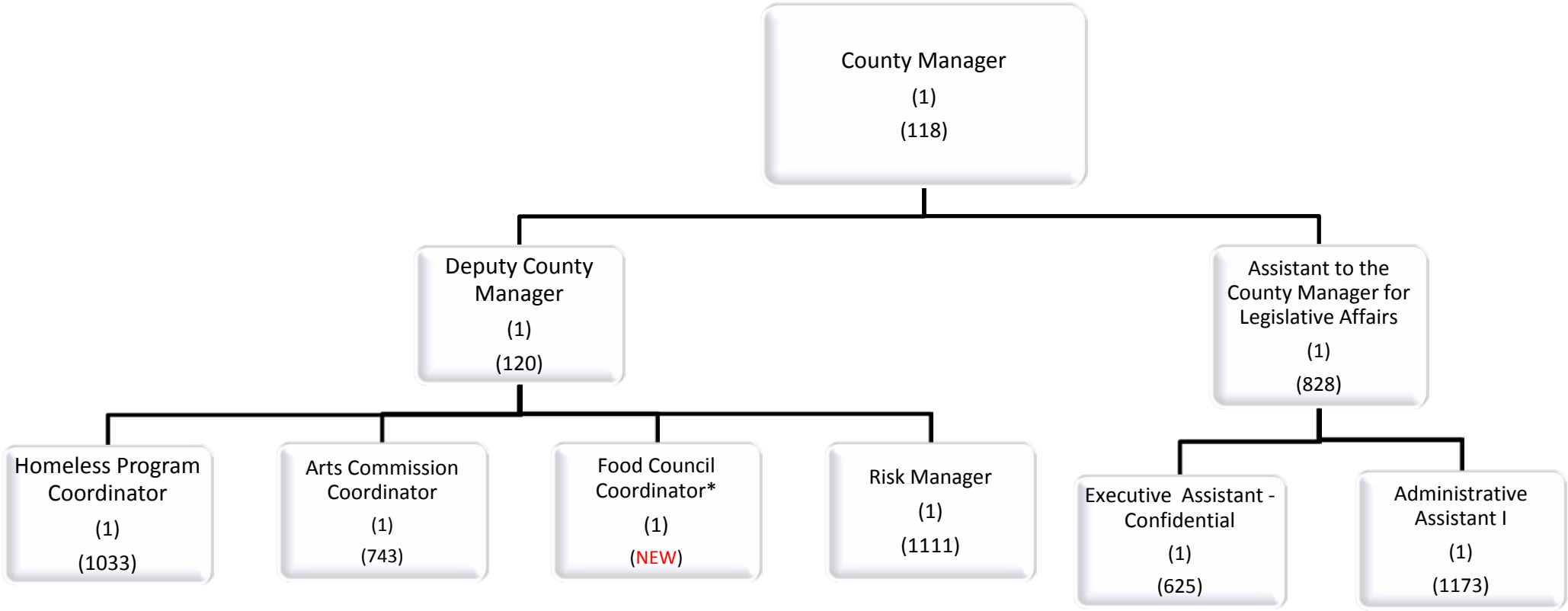
The FY 2018-19 Manager's Recommended Budget allocates occupancy tax funds equal to 10% of the previous year actual collection and will support $13,743 in new programming. This benchmark will be used in the future to calculate the amount of occupancy tax allocated to the Arts Commission.

Risk Management

The FY 2018-19 Manager's Recommended Budget includes:

- Reduction of $50,000 for workers compensation based on expected cost
- Reduction of $50,000 for unemployment insurance based on expected cost
- Increase of $10,000 for bonds and insurance for property insurance rate increases for hurricane events

# County Manager's Office




*Denotes Time-Limited Position(s)

# Courts

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

| *By Category (General Fund)* | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| | | | | | | **Account: 700** |
| Personnel Services | 0 | 9,000 | 9,000 | 7,500 | 0 | 0 |
| Operations | 16,658 | 61,000 | 38,915 | 16,600 | 61,000 | 61,000 |
| Capital Outlay | 255 | 0 | 22,085 | 20,000 | 0 | 0 |
| **Total Expenditures** | **$ 16,913** | **$ 70,000** | **$ 70,000** | **$ 44,100** | **$ 61,000** | **$ 61,000** |
| **County Costs (net)** | **$ 16,913** | **$ 70,000** | **$ 70,000** | **$ 44,100** | **$ 61,000** | **$ 61,000** |
| **Total Courts and Related Expenditures** | **$ 16,913** | **$ 70,000** | **$ 70,000** | **$ 44,100** | **$ 61,000** | **$ 61,000** |

## 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 decrease in Personnel Services for FY 2018-19 is due to not budgeting for the Jury Personnel master list; this is budgeted every other fiscal year.

# Criminal Justice Resource Department

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

| | 2016-17 Actual Expenditures* | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Category (General Fund)*** | | | | | | **Account: 720** |
| Personnel Services | 251,620 | 416,277 | 416,277 | 388,681 | 512,899 | 512,899 |
| Operations | 36,103 | 56,449 | 92,616 | 56,412 | 90,400 | 90,400 |
| Capital Outlay | 0 | 8,706 | 8,706 | 8,283 | 2,030 | 2,030 |
| **Total Expenditures** | **$ 287,723** | **$ 481,432** | **$ 517,599** | **$ 453,376** | **$ 605,329** | **$ 605,329** |
| *Offsetting Revenues* | *(329,775)* | *(478,121)* | *(504,288)* | *(390,287)* | *(605,329)* | *(605,329)* |
| **County Costs (net)** | **$ (42,052)** | **$ 3,311** | **$ 13,311** | **$ 63,089** | **$ 0** | **$ 0** |
| **Total Criminal Justice Resource Office and Related Expenditures** | **$ 287,723** | **$ 481,432** | **$ 517,599** | **$ 453,376** | **$ 605,329** | **$ 605,329** |

## Mission Statement

The Criminal Justice Resource Department directly oversees the County's Pretrial Release Services, two drug treatment courts, the Misdemeanor Diversion Program, the Youth Mental Health Liaison and the Criminal Case Assessment Specialist. The department seeks to support and increase jail alternatives, opportunities for diversion from the criminal justice system, and provide treatment needs assessment and programming for criminal or juvenile-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.

## 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 with the goal of reducing unnecessary pretrial detention, ensuring community safety, reducing disparities and increasing court attendance.
- Oversee, administer and enhance the County's two drug treatment courts.
- Oversee the Criminal Case Assessment Specialist and Youth Mental Health Liaison, two clinical positions that assess mental health and substance use issues, address treatment needs and provide case management support for adults and youth in detention or at risk of detention.
- Administer the Misdemeanor Diversion Program, which diverts 16 and 17 year old first offenders from the adult criminal justice system.
- Administer and support the Justice Advisory Council.
- Provide data and information to County stakeholders to support, improve and recommend jail alternatives programming and initiatives.

**FY 2017-18 Outcomes**

- Youth Mental Health Liaison and Misdemeanor Diversion Coordinator positions were both filled and have established important partnerships with juvenile justice and law enforcement stakeholders.
- Coordinated Local Reentry Council plan created by JAC sub-committee and submitted to the North Carolina Department of Public Safety.
- Collaborated with the Sheriff's Office to create and support the COORE Program and Peer Support Services at the Detention Center.
- Instituted an evidence-based risk assessment tool and differing levels of supervision (including GPS monitoring for higher-risk cases) to Pretrial Release Services.
- Expert-led trainings resulted in best-practice based revisions to drug treatment court policies and procedures.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Service: Misdemeanor Diversion Program** | | | | | |
| Total Number of 16 and 17 Year olds served by MDP | Start Date: 4/15/16: 15 | 69 | 85 | 60 | 80 |
| Percentage of successful completions of MDP Diversion Plans | 100% | 89% | 95% | 90% | 90% |
| Percentage of MDP graduates that remain arrest-free | 93% | 94% | 95% | 90% | 90% |
| **Service: Pretrial Release Services** | | | | | |
| Number of individuals screened for Pretrial Release | Start Date: 1/6/16: 465 | 939 | 1015 | 890 | 900 |
| Number of individuals released to Pretrial Release | 235 | 393 | 410 | 380 | 400 |
| Percentage of successful completions of or compliance with Pretrial release (no FTA or terminating violation) | 65% | 79% | 75% | 80% | 82% |
| **Service: Criminal Case Assessment Specialist** | | | | | |
| Number of incarcerated individuals assessed and/or helped with mental health or substance use issues | Start Date: 1/6/16: 56 | 114 | 90 | 120 | 120 |
| Percentage of referrals that resulted in treatment provision and release from Jail | 82% | 68% | 78% | 70% | 70% |
| **Service: Drug Treatment Courts** | | | | | |
| Number of Individuals served in the drug treatment courts | 36 | 45 | 45 | 42 | 45 |
| Percentage of participants in successful completion or that graduated | 33% | 64% | 50% | 66% | 65% |
| **Service: Youth Mental Health Liaison** | | | | | |
| Number of youth 18 and under referred | N/A | N/A | N/A | 50 | 70 |

**FY 2018-19 Objectives**

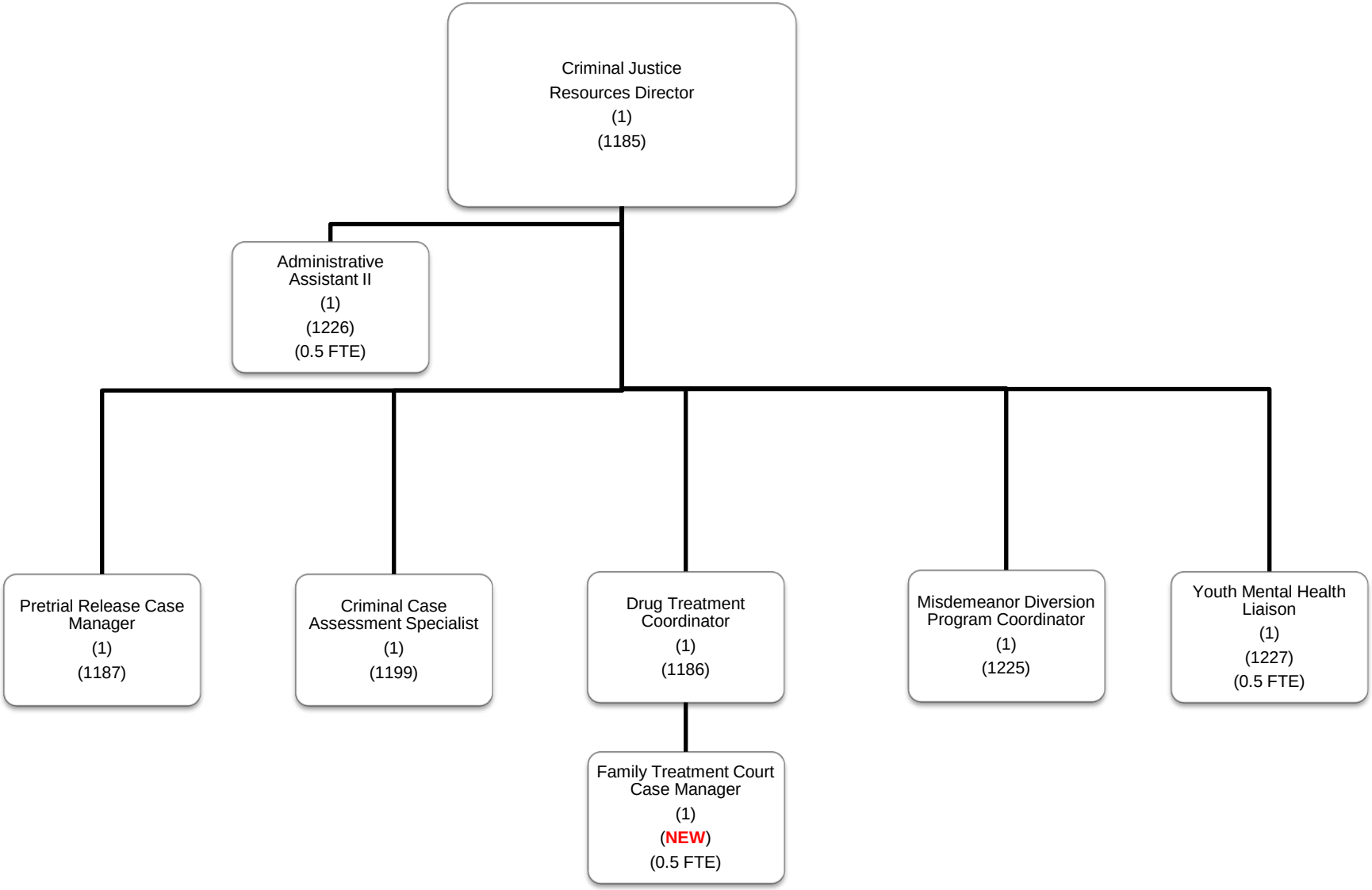
- Operational Coordinated Local Reentry Council.
- Hire a part-time Family Treatment Court Case Manager for the drug treatment courts.
- Assist stakeholders with start and administration of Law Enforcement Assisted Diversion Program in adult criminal justice system.
- Continued collaboration with the Sheriff's office to enhance Detention Center mental health and substance use intake identification, data collection, inmate support and policy creation, as needed.

**Budget Highlights**

The FY 2018-19 Manager's Recommended Budget includes:

- 0.5 FTE Family Treatment Court Case Manager, $34,486 ongoing and start-up cost to be funded from increase in ABC Board grant
- Increase for Contract Services in the amount of $15,000 for GPS Units for Pretrial Release Services, cost to be funded from increase in ABC Board grant
- Contract Service for Jail Psychiatry, $15,000, funded using Cardinal Innovations MOE funds

# Criminal Justice Resource Department



# Department of Environment, Agriculture, Parks and Recreation

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

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Category (General Fund)*** | | | | | | **Account: 615** |
| Personnel Services | 2,990,858 | 3,009,751 | 3,009,751 | 3,030,964 | 3,072,065 | 3,054,267 |
| Operations | 683,859 | 1,009,314 | 1,075,431 | 1,027,907 | 1,015,668 | 949,089 |
| Capital Outlay | 26,125 | 54,735 | 91,580 | 91,565 | 47,400 | 40,200 |
| **Total Expenditures** | **$ 3,700,842** | **$ 4,073,800** | **$ 4,176,762** | **$ 4,150,436** | **$ 4,135,133** | **$ 4,043,556** |
| *Offsetting Revenues* | *(638,467)* | *(611,887)* | *(634,063)* | *(664,327)* | *(589,363)* | *(589,363)* |
| **County Costs (net)** | **$ 3,062,375** | **$ 3,461,913** | **$ 3,542,699** | **$ 3,486,109** | **$ 3,545,770** | **$ 3,454,193** |
| ***Other Related Programs (Multi-year Grant Fund)*** | | | | | | **Account: 6100** |
| Personnel Services | 0 | 0 | 0 | 0 | 0 | 0 |
| Operations | 3,000 | 0 | 0 | 6,000 | 25,000 | 25,000 |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total Expenditures** | **$ 3,000** | **$ 0** | **$ 0** | **$ 6,000** | **$ 25,000** | **$ 25,000** |
| *Offsetting Revenues* | *(3,250)* | *0* | *0* | *0* | *0* | *0* |
| **County Costs (net)** | **$ 15,000** | **$ 0** | **$ 0** | **$ 6,000** | **$ 25,000** | **$ 25,000** |
| **Total Department of Environment, Agriculture, Parks and Recreation and** | **$ 3,703,842** | **$ 4,073,800** | **$ 4,176,763** | **$ 4,156,437** | **$ 4,160,133** | **$ 4,068,556** |

## *Division Summary*

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Program (General Fund)*** | | | | | | |
| Admin/Support Services | 776,647 | 792,408 | 792,736 | 722,967 | 653,440 | 653,440 |
| Community Centers | 129,615 | 260,435 | 288,413 | 275,734 | 325,995 | 263,799 |
| Natural and Cultural Resources | 281,769 | 300,589 | 309,946 | 345,469 | 405,680 | 385,103 |
| Parks | 1,348,430 | 1,524,497 | 1,563,062 | 1,537,839 | 1,508,856 | 1,500,052 |
| Recreation | 765,565 | 802,699 | 825,762 | 863,593 | 838,578 | 838,578 |
| Soil & Water Conservation | 398,816 | 393,172 | 396,843 | 404,834 | 402,584 | 402,584 |
| **Total Expenditures** | **$ 3,700,842** | **$ 4,073,800** | **$ 4,176,762** | **$ 4,150,436** | **$ 4,135,133** | **$ 4,043,556** |
| *Offsetting Revenue* | (638,467) | (611,887) | (634,063) | (664,327) | (589,363) | (589,363) |
| **County Costs (net)** | **$ 3,062,375** | **$ 3,461,913** | **$ 3,542,699** | **$ 3,486,109** | **$ 3,545,770** | **$ 3,454,193** |
| **Total Expenditures** | **$ 3,700,842** | **$ 4,073,800** | **$ 4,176,762** | **$ 4,150,436** | **$ 4,135,133** | **$ 4,043,556** |
| ***Other Related Programs (Multi-year Grant Fund)*** | | | | | | |
| Historic Resources Inventory | 3,000 | 0 | 0 | 6,000 | 25,000 | 25,000 |
| **Total Expenditures** | **$ 3,000** | **$ 0** | **$ 0** | **$ 6,000** | **$ 25,000** | **$ 25,000** |
| *Offsetting Revenue* | *(3,250)* | *0* | *0* | *0* | *0* | *0* |
| **County Costs (net)** | **$ 15,000** | **$ 0** | **$ 0** | **$ 6,000** | **$ 25,000** | **$ 25,000** |
| **Total Expenditures** | **$ 3,000** | **$ 0** | **$ 0** | **$ 6,000** | **$ 25,000** | **$ 25,000** |

### 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.

## Department of Environment, Agriculture, Parks and Recreation: Administration

### Major Services

- Administers the department and project budgets, as well as capital projects identification, budgeting, planning and implementation.
- Coordinate parks and open space planning efforts.
- Handle facility reservation and program registrations for County facilities and recreation programs through the RecTrac/WebTrac programs.
- Address risk management and safety issues within County parks and recreation facilities.
- Work on intergovernmental projects and initiatives related to environmental, agriculture or parks and recreation topics.
- Provide staff support for the Parks and Recreation Council, the Intergovernmental Parks Work Group and other boards and committees as needed.
- Coordinate department public information and communications including news releases, web site updates, and social media.

### FY 2017-18 Outcomes

- Mountains to Sea Trail Planning: Secure adoption of Mountains to Sea Trail (MST) route. Oversee and implement trail easement acquisition, partnerships and construction for the first portions of the MST, focused on extending Hillsborough Riverwalk to Seven Mile Creek Nature Park. Continue this multi-year process to build and maintain trail, working with willing landowners, partners, NCDOT and State Parks.
- 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.

- Continued to work on community centers and working with neighborhood associations to make the centers important locations for community–building, meeting local needs and community activities. The neighborhood associations have begun managing daily operations to re-energize and support increased activities and programs at Efland-Cheeks Community Center and cedar Grove Community Center, and Rogers Road Community Center.
- 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.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Service: Program Registrations** | | | | | |
| Outcome Measure<br>Total Number of Registrations Processed | 7135 | 7872 | 7127 | 9000 | 9646 |
| Performance Measures (Any type)<br>% On-line registration taken on WebTrac | 44% | 40% | 45% | 42% | 42% |
| **Service: Mountains to Sea Trail Meetings** | | | | | |
| Conduct meetings, communiques and information reports on the Mountains to Sea Trail project | 0 | 4 | 2 | 5 | 4 (podcasts) |

**FY 2018-19 Objectives**

- Continue efforts to create partnerships with local agencies and businesses for sponsorships, special events, and potential shared facility funding. Negotiate updated agreements and sponsorship arrangements as needed.
- 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, a park master plan for the future Millhouse Road Park.
- Complete master plan revisions for Cedar Grove Park, Soccer.com Center and Little River Park.
- Serve as budgetary liaison for the County's community centers, and provide grounds and other support as needed.

**Budget Highlights**

The FY 2018-19 Manager's Recommended Budget includes:

- Landscape Architect position moved from Administration Division to Natural and Cultural Resources Division
- Motor Pool charges are no longer being charged to departments under operations

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

### Recreation Division Mission Statement

DEAPR-Recreation Division exists to provide Orange County residents of all ages, backgrounds, abilities, and interests with a wide variety of affordable recreation programming, open access to recreation facilities, and opportunities for all people to gather, celebrate, and engage in activities that promote healthy lifestyles, teach important life skills, and build a stronger community.

### Major Services

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

- Recreation manages permit scheduling, maintenance, rental supervision, and billing support of all Orange County recreation facilities including the Central Recreation Center, and Soccer.com Center for a 7-day-per-week, 14-hour-per-day operation. Additionally, the Recreation Division is responsible for rental supervision for the Cedar Grove Community Center and Efland-Cheeks Community Center on weekday evenings and all day Saturday and Sunday. 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 at our EmergeOrtho concession 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 2017-18 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 2017 that supplemented the FSA's reading literacy program.
- Offered expanded programming in summer camps, athletics, and general recreation. In summer 2017 the Recreation Division offered 90 camps with 1,928 enrollments, which was an increase of 12 camps and 333 enrollments from 2016. In response to public request the Recreation Division offered a new flag football program, which served 40 children and was well received. The Recreation Division offered new general recreation classes in yoga, martial arts and chess.
- Effective October 2017 the Recreation Division assumed responsibilities for permit scheduling, maintenance, rental supervision, and billing support of the Cedar Grove Community Center and Efland-Cheeks Community Center. In three months' time the Recreation Staff has been responsible for supervising 654 rental hours without any additional seasonal staff funding.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Service: Development and implementation of a wide range of recreation programs, for youth and adults.** | | | | | |
| Healthy Lifestyle Programs | 155 | 160 | 160 | 173 | 165 |
| Healthy Lifestyle Enrollments | 5,900 | 6,500 | 6,500 | 6,700 | 7,000 |
| **Service: Recreation Division Programs in Science, Technology, Engineering, Arts, and Math (S.T.E.A.M.)** | | | | | |
| (S.T.E.A.M.) Program Offerings | 30 | 59 | 59 | 60 | 64 |
| (S.T.E.A.M.) Participant Enrollments | 475 | 850 | 943 | 967 | 1,065 |

**FY 2018-19 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 began oversight of the outside agency funding at the request of 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 FY2018-19 will work with the community to provide structured programming opportunities for the youth of the Fairview Community.
- Initiate counselor in training program with three main objectives: (1) Provide expanded opportunities for summer enrichment for ages 13-15; (2) Develop leadership, teamwork, customer service, and supervisory skills for preteens; (3) Enhance existing summer camp services to enrolled campers and their families with the assistance of young leaders.
- 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 2018-19 Manager's Recommended Budget includes:

- Increase of 222 seasonal hours, $3,058; cost offset by increase in revenue and reductions in operations
- Increase of $6,580 for operations, primarily special activity instructors; cost are offset by increase in revenue and reductions in other operational areas
- Fee increases: Activity room rental ($5 per hour increase, total $30 per hour) and Athletic tournament fees ($15 per hour increase, total $50 per hour); Fee recommendations based on research, and are comparable to other local governments

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

**Parks Division Mission Statement**

The Orange County Parks division is dedicated to the purpose of enriching the physical, social and emotional quality of life of the people of Orange County. Within the limitations of our resources, we promise to provide clean and safe parks, preserves and greenways throughout the County. We will protect and preserve the elements of natural and cultural heritage within our parks and promote the stewardship of these sites through educational and conservational programs and practices.

**Major Services**

- Maintain nine County Parks comprising 746 acres, including the Seven Mile Creek Nature Park (part of the Upper Eno Nature Preserve) that is slated to open in summer of 2018. 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.
- Maintain County grounds and landscaped areas including 27 sites that total approximately 140 acres.
- Continuously strive to improve the quality and aesthetics of 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 to develop management practices that enhance, manage and preserve the natural resources of those sites for humans and wildlife.
- Ensure that all County Play areas are maintained to meet and exceed the National Playground Safety Institute, the National Park and Recreation Association and the American Society of Testing Materials standards and codes.
- Improve, expand and conduct nature programs and special events to various age groups and schools, promoting environmental stewardship and nature appreciation.
- Promote a high level of safety, efficiency and professionalism thru training, seminars, obtaining and maintaining licenses, certifications as well as conducting monthly safety and training meetings.

**FY 2017-18 Outcomes**

- Maintain all County parks, public open spaces, trails and landscaped areas/grounds to a high level
- Establish protocols and procedures that enable athletic fields to be utilized longer while maintaining natural turf fields to a safe and healthy condition.
- Provided numerous nature program classes and events ranging from Arbor Day to stargazing that were enthusiastically attended and appreciated.
- All playgrounds met or exceeded all safety standards and regulations set forth by the industry.
- Scheduled timely responses to replacing and or installing new or missing street signs.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Service: Manage a total of 1802 acres of County Parks, preserves, open space and landscaped areas.** | | | | | |
| Park acreage maintained | 709 acres | 770 acres | 860 acres | 876 | 884 acres |
| Acres of Landscaped grounds maintained | 106 acres | 139 acres | 145 acres | 141 acres | 144 acres |
| Stewardship support/management of future park sites and nature preserves | 412 acres | 472 acres | 582 acres | 532 acres | 540 acres |
| Meet or exceed the NSI & ASTM codes and regulations as they pertain to play structures | 100% | 100% | 100% | 100% | 100% |

**FY 2018-19 Objectives**

- Strive to maintain all County parks, preserves, open spaces and landscape areas
- Continue to research methods and programs to further improve management, to include implementing site specific programs targeted to forest and meadow management.
- Complete and open hiking trails at Seven Mile Nature Park, which includes a portion of the Mountains to Sea Trail through Orange County.
- Continue to expand and improve upon the nature programs the Parks Division currently provides.
- Continue to maintain our natural turf athletic fields to a high level, and explore the installation of synthetic turf at appropriate locations, enabling the County to conduct numerous tournaments generating revenue and increasing tourism in the County.

**Budget Highlights**

The FY 2018-19 Manager's Recommended Budget includes:

- Motor Pool charges are no longer being charged to departments under operations
- Increase for Blackwood Farm Park Seasonal $4,500, to increase operating days; currently open Friday, Saturday, and Sunday, additional funds will facilitate opening on Thursdays
- Increase for Little River Natural Area revenue ($13,862) to share in increase of 963 seasonal hours ($13,252), living wage increase, and other allocated cost
- Capital Outlay items include:

- Grasshopper tractor unit to replace mower 7085, $12,500, tractor is the only replacement unit, mowing deck and other attachments do not need replacing at this time
- Blower attachment for Ventrac Mower, $3,900
- Zero Turn Radius Mower, $14,800, to replace mower 7007

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

### Natural and Cultural Resources 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, parkland acquisition, design and construction oversight, environmental education 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 (e.g., land trusts, universities, other units of gov't.) to conserve high priority natural and cultural resource lands.
- The **Historic Preservation Program** promotes the preservation, documentation and protection of properties with historical, prehistorical, architectural and/or cultural significance. The Historic Preservation Commission oversees 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 six 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 a two-year pilot study evaluating the use of an EPA-approved herbicide to manage an invasive aquatic weed (Hydrilla) that is infesting 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 a sensitivity and ethic that promotes environmental responsibility and leadership.
- 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.
- Supervise consultants and contractors in the design and development of parks and recreation facilities.

- Assist countywide departments with site planning; consultant selection and construction drawing documentation.
- Provide staff support for the Intergovernmental Parks Work Group and other boards and committees as needed.
- Plan for and provide environmental education information; programs and community events.

### FY 2017-18 Outcomes

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Service: Land conserved through the Lands Legacy program** | | | | | |
| Outcome Measure: acres protected | 73 | 137 | 137 | 119 | 374 |
| Outcome Measure: Funds (or donated value) received for completing County land conservation projects | $161,000 | $180,000 | $180,000 | $0 | $250,000 |
| **Service: Orange Well Net** | | | | | |
| Outcome Measure: Ground water wells monitored by Orange Well Net | 14 | 13 | 13 | 13 | 13 |
| **Service: Historic Preservation Program** | | | | | |
| Outcome Measure: Historic properties designated as Local Landmarks or placed on the National Register | 1 | 1 | 1 | 2 | 4 |
| **Service: Environmental Education Outreach** | | | | | |
| Farm to Table Fourth Grade Field Trip participants | 510 | 493 | 500 | 500 | 500 |
| Earth Day (Earth Evening ) participants | 300 | 300 | 350 | 350 | 350 |
| Middle School Earthwalk participants | | | | 125 | 125 |
| Provide interpretive environmental education signage at park sites | | 10 | 8 | 8 | 15 |

### FY 2018-19 Objectives

- Complete two farmland conservation easements with federal/state grant funds
- Continue to pursue partnerships and grant funding for Lands Legacy program land acquisitions.
- Acquire land for additional priority sites by Lands Legacy program
- Open Seven Mile Creek Nature Park (Upper Eno Nature Preserve) trails and parking area to the public
- Implement the master plan from Hillsborough to Seven Mile Creek segment of the NC Mountains-to-Sea Trail (MST)
- Support the County's Historic Preservation Commission to complete the final writing phase of the 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 two new National Register nomination

- 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)
- 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 River Park.
- Complete, in conjunction with the Durham County Open Space and Real Estate Division the master plan for Little River Regional Park
- Continue to assess conditions of the former Hillsborough Landfill utilizing State trust fund
- Develop interpretive environmental and cultural educational signs for New Hope Nature Park
- Plan and host Earth Evening and the Farm to Table Field trip events
- Complete planning for restoration of historic Strayhorn-Blackwood House at Blackwood Farm Park
- Work is underway as directed by the BOCC on the MST segment between Occoneechee Mountain and Seven Mile Creek Nature Park using existing funding.
- Acquisition of new agricultural conservation easements pending decisions on State/federal grant applications.

**Budget Highlights**

The FY 2018-19 Manager's Recommended Budget includes:

- Landscape Architect position moved from Administration Division to Natural and Cultural Resources Division

## Department of Environment, Agriculture, Parks and Recreation: Soil & Water

**Soil & Water Mission Statement**

Orange Soil and Water Conservation District: to protect and conserve Orange County's natural resources by providing technical, financial, and educational advice on agricultural farmland and non-agricultural lands concerning soil erosion control, water quality, and sustainable agriculture; administers Orange County Voluntary Agricultural District Program; provides environmental outreach programs for youth and adults.

**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; 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 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. Focus assistance to landowners to meet the State mandated nutrient reductions in the Jordan Lake and Falls Lake watersheds (over 95% of Orange County). Participate in

Orange County focus group (H2Orange), and state's Agricultural Watershed Oversight Committee to meet watershed rules.

- 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. Assist DEARP -Land Conservation staff with promoting and seeking federal and state grants for conservation easement funding; encourage preservation and conservation of agriculture lands and natural areas.

- 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, Earth Walk, (environmental field day for all Orange County Schools 7th graders; plan and sponsored for 48 years); Envirothon program, local, area and State contest (middle and high school environmental education contest with 800+ student participation-5-6 teams from Orange Co.); assist with planning and participate in DEAPR-Farm to Table 4$^{th}$ grade field trip at Blackwood farm; assist with developing Discovery Trail at Blackwood

**FY 2017-2018 Outcomes**

- Assessed treatment needs for animal operations and cropland based on water quality and soil erosion issues; provided technical and financial assistance to landowners; plan, design, and installation of best management practices (BMP's) treating agricultural sediment and nutrient runoff problems; agricultural conservation planning that includes 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.

- Assist DEAPR/Natural and Cultural Resources division with technical assistance, detailed soils maps, development/update agricultural conservation plans, letters of support, assist with seeking state and federal funding for the Orange County Lands Legacy, as needed.

- Increase agricultural awareness and protection of farmland through enrollment in the Orange County VAD/EVAD program available to agricultural landowners 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 with 65 attendees.

- 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, secured grant funding, and assisted with developing Discovery Trail at Blackwood Farm.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 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 | $84,359 | $90,326 | $100,000 | $91,453 | $90,800 |
| Federal USDA-EQIP funds encumbered /contracted for BMP's for agriculture | $40,000 | $50,000 | $60,000 | $15,000 | $60,000 |
| State funds encumbered/contracted with urban land users | $6,583 | $6,800 | $8,000 | $8000 | $4,500 |
| **Service: Increase participation in Farmland preservation programs to protect agriculture.** | | | | | |
| **Outcome Measure: Promoted and increased enrollment into the VAD/EVAD program** | | | | | |
| Farmland Enrolled in VAD/EVAD program-per year enrollment acres(ac.) | 1570 ac. | 2392 ac. | 1500 ac. | 1075 ac. | 1500 |
| Agri. Preservation Bd. Host landowner appreciation breakfast for VAD/EVAD | 0 | 72 participants | 70 participants | 65 participants | 75 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 2018-19 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.

- 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. Assist DEAPR/Natural and Cultural Resources division with Orange County Lands Legacy program: develop review of conservation plans and assist with securing state and federal funding.

- 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. Assist/committee participant with planning county fall festival, Local Fest.

**Budget Highlights**

The FY 2018-19 Manager's Recommended Budget includes:

- $33,000 decrease in State revenue; State revenue has historically funded 0.5 of 2 FTEs; State funding will only fund 0.5 of 1 FTE, with amount not to exceed $20,000; The County General Fund will supplement and preserve the position
- Motor Pool charges are no longer being charged to departments under operations

## Department of Environment, Agriculture, Parks and Recreation: Community Centers

**Major Services**

- Serve as a liaison for pass-through funding for Efland Cheeks, Cedar Grove, and Rogers Road Community Centers
- Work with neighborhood associations on programs, operations, and activities

**FY 2017-18 Outcomes**

- Completed individual operating agreements between the County and Community Center associations. Worked through budgetary, legal, and risk management, scheduling and other issues in collaboration with the neighborhood associations
- Turned over operations of Community Centers to the neighborhood associations

**FY 2018-19 Objectives**

- Maintain operating agreements between the County and Community Center associations

**Budget Highlights**

The FY 2018-19 Manager's Recommended Budget includes:

- Rogers Road Community Center funded at a 2% increase over FY 17-18 Original budget; total funding equals $86,644
- Cedar Grove Community Center funded at a 2% increase over their FY 18-19 Request; Request was less than FY 17-18 Original budget; total funding equals $89,556
- Efland-Cheeks Community Center funded at a 2% increase over FY 17-18 Original budget; total funding equals $87,599
- Efland-Cheeks Request for improved accessibility for handicap parking will be addressed in the Capital Improvement Plan under accessibility projects

## Department of Environment, Agriculture, Parks and Recreation: Historic Resources Inventory

### Major Services

- Provide narrative descriptions and histories of each historic resource, along with a comprehensive text depicting the overall history of the County and the development and evolution of its many historic resources
- Document the story of the County and its historic resources from the early European contact period with native populations, up through the mid-20th century and the rise of modern Orange County

### FY 2017-18 Outcomes

- Submitted grant application for a Certified Local Government grant from the State Historic Preservation Office to help provide funding assistance for the final writing and editorial phase of the publication project
- Obtained funding commitment of $25,000 from the Alliance for Historic Hillsborough in March, 2018, to help pay for cost of final writing and editorial phase
- Secured private challenge gift of $5,000 in December 2017, to assist with project work
- Contracted with editor/author for phase I of writing and editorial phase, consisting of an assessment of all existing written materials and developing a plan for completing the entire project. This was successfully completed in April 2018
- Historic Preservation Commission members completed a process of review and selection of all historic resources to identify properties to be included in the publication
- Alliance for Historic Hillsborough board members completed a separate process of review and selection of Hillsborough historic resources to be included in the publication

### FY 2018-19 Objectives

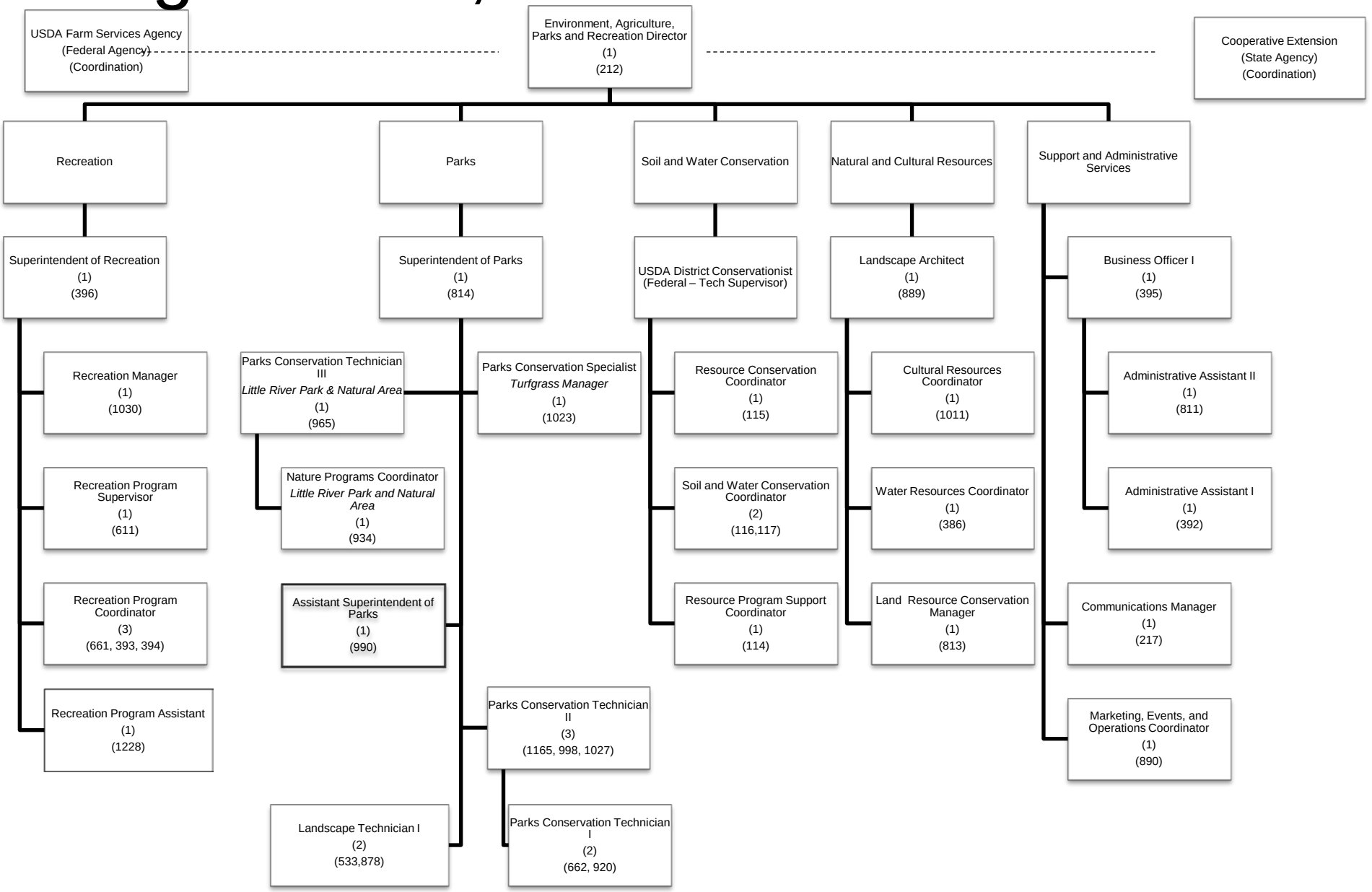
- Complete of writing phase of historic resources book: the County's Historic Preservation Commission seeks to complete the final writing phase of the planned joint County-Hillsborough publication on the historic resources of Orange County and Hillsborough.
- Obtain funding support from other outside sources, through donations and grants, to fund the actual production of the publication, including layout, design, final editing, photography and printing.
- DEAPR staff has already submitted grant applications and funding requests from the State Historic Preservation Office, the Alliance for Historic Hillsborough and the Historic Preservation Fund of Hillsborough for additional monies to complete the production phase of the project, to include layout, design and printing

### Budget Highlights

The FY 2018-19 Manager's Recommended Budget includes:

- $25,000 increase for historic resources inventory for the completion of the writing phase of the historic resources publication

# Department of Environment, Agriculture, Parks & Recreation



# Debt Service

| *Debt Service (General Fund)* | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| Principal - Schools General Obligat | 6,923,895 | 6,350,960 | 6,350,960 | 6,350,960 | 8,507,791 | 8,507,791 |
| Principal - Non-General Obligation | 5,023,046 | 5,651,700 | 5,651,700 | 5,651,700 | 5,758,225 | 5,758,225 |
| Interest - Non-General Obligation D | 1,235,704 | 1,081,354 | 1,081,354 | 1,081,354 | 1,330,719 | 1,330,719 |
| Interest - Schools General Obligati | 2,212,705 | 1,990,896 | 1,990,896 | 1,990,896 | 2,028,686 | 2,028,686 |
| **Total School Debt Service** | **$15,395,349** | **$15,074,910** | **$15,074,910** | **$15,074,910** | **$17,625,421** | **$17,625,421** |
| Principal - County General Obligati | 1,926,105 | 2,294,040 | 2,294,040 | 2,294,040 | 2,174,978 | 2,174,978 |
| Interest - County General Obligatio | 676,196 | 587,950 | 587,950 | 587,950 | 556,991 | 556,991 |
| Principal - Non-General Obligation | 5,434,442 | 6,257,239 | 6,257,239 | 6,436,144 | 6,974,716 | 6,974,716 |
| Interest - Non-General Obligation D | 2,406,475 | 2,545,397 | 2,545,397 | 2,625,397 | 2,616,135 | 2,616,135 |
| **Total County Debt Service** | **$10,443,218** | **$11,684,626** | **$11,684,626** | **$11,943,531** | **$12,322,820** | **$12,322,820** |
| **Total Debt Service Expenditure** | **$ 25,838,567** | **$ 26,759,536** | **$ 26,759,536** | **$ 27,018,441** | **$ 29,948,241** | **$ 29,948,241** |

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 2018-19 recommended General Fund Budgeted Revenues equals $32,706,591 compared to our anticipated debt service payments of $29,948,241. 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 2018-19 | | | |
|---|---|---|---|
| | **Per County's Adopted Debt Management Policy** | **Legal Debt Limit per NC General Statute** | **As Included in FY 2018-19 Recommended Budget** |
| Annual Debt Service Payments as a Percentage of General Fund Revenues | No greater than 15% | N/A | 13.8% |
| Total Outstanding Debt as a Percentage of Total Assessed Valuation | No greater than 3% | No greater than 8% | 1.57% |

**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

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Category (General Fund)*** | | | | | | **Account: 600** |
| Personnel Services | 466,111 | 464,625 | 464,625 | 464,625 | 471,445 | 402,310 |
| Operations | 63,131 | 114,100 | 117,100 | 87,775 | 111,151 | 111,151 |
| Capital Outlay | 521 | 0 | 0 | 0 | 0 | 0 |
| **Total Expenditures** | **$ 529,762** | **$ 578,725** | **$ 581,725** | **$ 552,400** | **$ 582,596** | **$ 513,461** |
| *Offsetting Revenues* | *0* | *0* | *0* | *0* | *0* | *0* |
| **County Costs (net)** | **$ 529,762** | **$ 578,725** | **$ 581,725** | **$ 552,400** | **$ 582,596** | **$ 513,461** |
| ***Visitors Bureau (Visitors Bureau Fund)*** | | | | | | **Account: 6005** |
| Overhead | 102,888 | 89,876 | 89,876 | 89,876 | 117,684 | 117,684 |
| Personnel Services | 492,983 | 493,375 | 493,375 | 490,240 | 491,280 | 491,280 |
| Operations | 1,237,532 | 878,152 | 1,175,907 | 1,081,152 | 1,076,532 | 1,076,532 |
| Capital Outlay | 3,519 | 2,600 | 2,600 | 2,600 | 3,540 | 3,540 |
| **Total Expenditures** | **$ 1,836,922** | **$ 1,464,003** | **$ 1,761,758** | **$ 1,663,868** | **$ 1,689,036** | **$ 1,689,036** |
| *Offsetting Revenues* | *(1,822,521)* | *(1,597,529)* | *(1,895,284)* | *(1,801,529)* | *(1,846,091)* | *(1,846,091)* |
| **County Costs (net)*** | **$ 14,400** | **$ (133,526)** | **$ (133,526)** | **$ (137,661)** | **$ (157,055)** | **$ (157,055)** |
| **Total Economic Development and Related Expenditures** | **$ 2,366,684** | **$ 2,042,728** | **$ 2,343,483** | **$ 2,216,268** | **$ 2,271,632** | **$ 2,202,497** |

*Applied toward Orange County Arts Commission

## *Division Summary*

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Program (General Fund)*** | | | | | | |
| Economic Development | 529,762 | 578,725 | 581,725 | 552,400 | 582,596 | 513,461 |
| **Total Expenditures** | **$ 529,762** | **$ 578,725** | **$ 581,725** | **$ 552,400** | **$ 582,596** | **$ 513,461** |
| **County Costs (net)** | **$ 529,762** | **$ 578,725** | **$ 581,725** | **$ 552,400** | **$ 582,596** | **$ 513,461** |
| **Total Expenditures** | **$ 529,762** | **$ 578,725** | **$ 581,725** | **$ 552,400** | **$ 582,596** | **$ 513,461** |
| ***Chapel Hill/Orange County Visitors Bureau (Visitors Bureau Fund)*** | | | | | | |
| Visitors Bureau | 1,836,922 | 1,464,003 | 1,761,758 | 1,663,868 | 1,689,036 | 1,689,036 |
| **Total Expenditures** | **$ 1,836,922** | **$ 1,464,003** | **$ 1,761,758** | **$ 1,663,868** | **$ 1,689,036** | **$ 1,689,036** |
| *Offsetting Revenue* | *(1,822,521)* | *(1,597,529)* | *(1,895,284)* | *(1,801,529)* | *(1,846,091)* | *(1,846,091)* |
| **County Costs (net)*** | **$ 14,400** | **$ (133,526)** | **$ (133,526)** | **$ (137,661)** | **$ (157,055)** | **$ (157,055)** |
| **Total Expenditures** | **$ 1,836,922** | **$ 1,464,003** | **$ 1,761,758** | **$ 1,663,868** | **$ 1,689,036** | **$ 1,689,036** |

## Mission Statement

- The 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 making monthly

visitation schedule, offering small business grant and loan programs, and maintaining a joint County/Town of Chapel Hill entrepreneurial incubator to assist high technology venture start-ups.

- The Department's affiliated Orange County Visitors Bureau has a separate professional staff & advisory board that promote tourism across the County. The Bureau strives to increase tourism revenues through convention activity, hotel stays and restaurant visits. The agency's many 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 by adding retail sales tax and non-residential property tax revenues, and, to attract higher salaried, advance technology-focused job opportunities offering comprehensive employee benefits. Orange County encourages the recruitment and retention of growth-oriented businesses that have the potential to enhance the County's and residents' financial well-being and quality of life.

**Economic Development: Economic Development**

**Major Services**

- Promote growth and diversification of the County's non-residential tax base and employment opportunities through the recruitment and retention of new and existing businesses. Seek new capital investment in clean and desirable technologies that bring high-tech workforce skills, health care coverage & related employee benefits, and, at a salary range at or above the County's living wage.
- Offer business counseling to new and existing retail, commercial and light industrial businesses, and offering direct assistance and various loan and grant financial programs that support entrepreneurial start-up ventures, small businesses, high-tech light manufacturing, agriculture and related agriculture and food processing operations.
- Assist the economic development activities, such as agri-tourism provided by the Department's affiliated agency (Chapel Hill/Orange County Visitors Bureau), which has its own staff and management, advisory board, and a budget funded from Town of Chapel Hill's local hotel occupancy tax revenues.
- Provide small business grant and loan financing for existing small businesses, local entrepreneurs and agriculture ventures through Orange County's Small Business Loan Program, the Business Investment Grant Program, and the Agriculture Economic Development Grant Program. 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.
- Provide up-to-date economic and demographic statistical data and related economic development assistance to the County's residents, towns and businesses. Such resources include the Economic Development Department's website, statistical brochures, lectures and public presentations.
- Market 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.
- Promote the growth of the County's local agriculture and food system economy by supporting local producers, food entrepreneurs, the Piedmont Food & Agriculture Processing facility (PFAP) and the recruitment of food processing related light manufacturing business prospects.

**FY 2017-18 Outcomes**

- Increased the actual number of corporate investment inquiries the Department received from retail, commercial and light industrial prospects by 15% over the previous fiscal year. These investment leads were generated by national real estate developers, local realtors, utilities and State of North Carolina's site selection consultants. Increased the number of actual number of visits by prospects to tour Orange County sites and available buildings by 10% over the previous fiscal year. In FY 2017-18, the Economic Development Department received 90 separate investment inquiries from prospective light manufacturing, commercial and retail projects. The Department responded to 50 of those projects (a 25% increase over the previous fiscal year) and experienced a record increase in activity by hosting more than 15 actual prospect visits to the County.
- Continued to apply the use of the Article 46 funding to BOCC approved financial assistance programs (Orange County Small Business Loan, Small Business Investment Grant & Agriculture Economic Development Grant) that support the growth and retention of small businesses and farming operations through the County.
- Local agriculture and food systems support included (1) assisting Orange County Cooperative Extension to plan and conduct the annual Orange County Agriculture Summit in February, (2) leading the formation of a new Orange County Food Council; (3) receiving a grant from the North Carolina Department of Agriculture to set up a new "CROP" micro-loan program to assist Piedmont Food & Agriculture Processing (PFAP) tenants, (4) marketing the agriculture grant program, and (5) collaborating with the Carolina Farm Stewardship Association to implement "GAP" certification training for participating Orange County farmers.
- Created a first-ever comprehensive guide book of all known Federal, State of N.C. and Orange County-based agricultural resources, agencies, loans and grants, and related programs that are available to help Orange County farmers thrive in an agricultural business.
- Visited with all tenants of the "Chapel Hill LAUNCH Innovation Center" incubator, and the "Piedmont Food & Agriculture Food Processing Center" (PFAP) to assist in business retention and market the Department's small business loan and grant programs.
- 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.
- Updated and expanded the Department's inventory of site maps, statistical demographic reports, marketing materials, advertising, and joint business networking opportunities with the 3 Town economic developers.
- Routinely marketed available Orange County's available industrial buildings and sites in the 3 Economic Development Districts to prospective business prospects, giving regular emphasis on properties located in the Hillsborough, Efland and the Buckhorn regions. Also marketed retail and commercial office space in Chapel Hill, Carrboro and Hillsborough to visiting prospects.
- The Department's existing business/retention staff member made over 299 face-to-face visits with small and medium sized companies in the County, and marketed the loan and grant programs.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Service: Attract new economic ventures to Orange County.** | | | | | |
| # of investment inquiries received from commercial & light industrial prospects | 58 | 81 | 70 | 85 | 90 |
| Percent change in actual site visits by commercial, retail & light industrial prospects, compared to the previous year | 83% | 9% | 20% | 10% | 15% |
| **Service: Market Orange County's location advantages by tracking job growth & new business development.** | | | | | |
| Visitors to Department's social media sites | 75,200 | 71,675 | 80,000 | 72,000 | 72,500 |
| Number of businesses in Orange County | 3,972 | 3,928 | 4,000 | 3,972 | 4,000 |
| **Service: Provide guidance and financial resources to new & expanding businesses.** | | | | | |
| Small Business Loan Program (loans approved / total applications) | 6 / 7 | 3 / 5 | 8 / 9 | 1 / 5 | 3 / 5 |
| Business Investment Grant Program (grants approved / total applications) | 49 / 100 | 22 / 77 | 50 / 125 | 55 / 90 | 60 / 100 |
| Agriculture Grant Program (grants approved / total applications) | 23 / 31 | 9 / 17 | 25 / 35 | 7 / 10 | 8 / 12 |
| Percent increase in # of existing business (company visits / total interviewed) | 30% | 20% | 25% | 20% | 25% |
| # of industrial site selection proposals submitted to investment prospects. | 38 | 39 | 35 | 45 | 50 |
| **Service: Recruit and retain a skilled workforce and attract employment opportunities. Seek new job growth that brings stable employment and employee benefits for the high-tech business sectors being recruited.** | | | | | |
| Orange County's Unemployment Rate | 4.6% | 4.0% | 4.0% | 3.6% | 3.8% |
| Orange County's Available Workforce | 75,570 | 76,144 | 77,600 | 77,424 | 77,500 |

## FY 2018-19 Objectives

- Determine the feasibility to implement any of consultant recommendations derived from the now completed SWOT analysis of the County's industrial, commercial and retail locations in the 3 Economic Development Districts and commercial nodes, and redevelopment potential of portions of the Hillsborough & Efland communities.
- 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, and entrepreneurial start-ups.
- 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 current demographic statistics, linked marketing videos, and a summary of available building and green field industrial site data in the County which are suitable for retail, commercial, warehousing and light industrial operations.
- Form a recognition and appreciation program to showcase existing Orange County small and medium sized businesses, farms and larger manufacturers.

## Budget Highlights

The FY 2018-19 Manager's Recommended Budget moves the Administrative Assistant III position from the Economic Development Department to the Planning& Inspections Department.

## Economic Development: 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

- Position Orange County as a desirable visitor, conference, & events destination.
- Encourage longer stays; increased spending and repeat visits to Orange County
- Implement a comprehensive social media and tourism marketing plan
- Contribute to economic development and quality of life that comprises Orange County
- Operate the County's Visitor Center, six days a week, providing walk-in services to 9,000 visitors annually, highlighting the restaurants, hotels and attractions of Orange County.
- Produce a guide to Orange County neighborhoods, from downtown Chapel Hill to Cedar Grove, Lake Orange, Hillsborough and Schley. Convert guide to online format, providing visitors and retirees a close look at Orange County.

### FY 2017-18 Outcomes

- Anticipate a 4% increase in visitor spending; and an increase in qualified sales leads distributed to hotels and meeting facilities.
- Advertising: began collaboration with FleishmanHilllard marketing agency on digital strategies and tourism marketing throughout the Mid-Atlantic, including Washington DC and Atlanta. Tasks included increasing visitor inquiries, demand to website and social media sites, referrals to county establishments and events, and event attendance. Agency launched national public relations to impact positive editorials in media vehicles.
- Municipal efforts: Provided financial support to visitor related events in Orange County, Carrboro, Chapel Hill and Hillsborough.
- Contributed to attendance increases for special events in Orange County, including farm events, town events that bring in day-trips and overnight guests who contribute to restaurant, hotel and retail revenue.
- Positioned the amenities of Orange County farms through an on-line app produced in cooperation with the Department of Agriculture.

- Increased website visits through the introduction of search engine optimization (SEO) and search engine marketing (SEM).
- Maintained three new cooperative websites with Raleigh and Durham including: www.triangelcampusguide.com; www.artsinthetriangle.com and www,trianglegrown.com.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Tourism Sales** | | | | | |
| Conference, meeting books | 54 | 30 | 50 | 50 | 55 |
| Generate sales leads for hotels | 105 | 95 | 100 | 90 | 100 |
| Room nights generated from bureau | 3,865 | 1,766 | 2,500 | 2,500 | 3,000 |
| **Tourism Communications** | | | | | |
| Build attraction visitations (in millions) | 2.2 | 2.2 | 2.2 | 2.2 | 2.2 |
| Media stories on Orange County | 300 | 300 | 330 | 300 | 300 |
| Annual tourism impact * (in millions) Info Reported by NC Dept. of Commerce | 184.4 | 192.6 | 190 | 193 | 194 |
| **Social Media** | | | | | |
| Facebook likes | 12,958 | 12,958 | 20,000 | 20,000 | 25,000 |
| Facebook posts | 379 | 379 | 420 | 400 | 420 |
| Twitter follows | 2,936 | 2,936 | 4,300 | 4,100 | 4,300 |
| Twitter posts | 385 | 385 | 800 | 850 | 900 |
| Instagram followers | 1,581 | 1,581 | 3,550 | 3,200 | 3,500 |
| Instagram posts | 92 | 92 | 135 | 135 | 140 |

**FY 2018-19 Objectives**

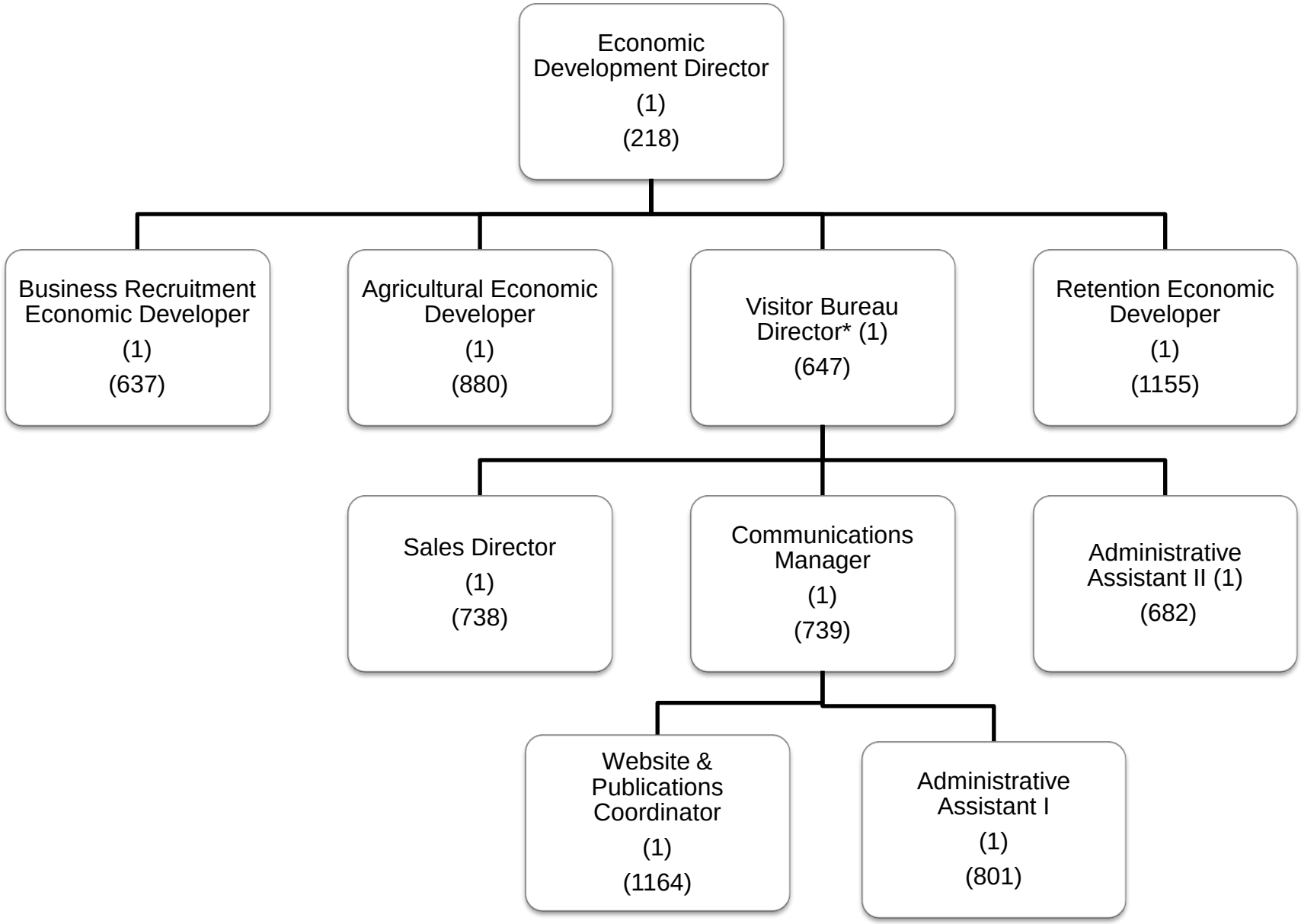
- Maximize tourism growth through strategic marketing initiatives focusing on proven and potential sources of visitation from regional and Atlantic coast markets.
- Increase marketing efforts in culinary tourism, LGBT marketing and hotel visitation.
- Continued emphasis on growing mid-week occupancy by increasing business travel and meeting space demands. Orange County now has 1735 sleeping rooms.
- Increase online engagement on website and through social media to boost engagement and, ultimately, demand.
- Implement Visitor Center marketing plan to increase visitors to walk in visitor center.
- Work with Orange County on Local Fest (county fair) and agricultural programs that focus on farm to food market segment.
- Continues to promote Orange County through neighborhood guides and rural assets program.

**Budget Highlights**

The FY 2018-19 Manager's Recommended Budget includes:

- Occupancy Tax Revenue: Increase of $64,633 due to strong travel economy and the addition of hotel room supply. In FY 2017-18, Orange County's 3% Occupancy Tax collections have increased overall and year-end revenues are expected to exceed FY 2016-17 by five percent ($74,610)
- Fund Balance Appropriation: In FY 2018-19 the Visitors Bureau will appropriate $302,517 in fund balance. This appropriation will fund several marketing initiatives including an Orange County Neighborhood Guide, marketing of local open space and trails through the Triangle Land Conservancy, and a new LGBTQ tourism campaign. These proposed initiatives have received support from the Visitors Bureau Advisory Board
- Operations: Increases in Advertising ($132,436), Publications ($52,975), Promotion & Events ($10,370), and Market Research ($5,000)
- Town Contributions: The Town of Chapel Hill's contribution will remain the same at $200,000
- Occupancy tax, collected by the Visitors Bureau, will support increased funding for the Orange County Arts Commission. Funding for the Orange County Arts Commission is equal to 10% of the previous year actual collection of occupancy tax.

# Economic Development
## (Including Orange County Visitors Bureau)




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

# Education

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***Local School Systems*** | | | | | | |
| **Current Expenses (General Fund)** | | | | | | |
| Orange County Schools | 30,812,435 | 32,215,326 | 32,215,326 | 32,215,326 | 35,396,291 | 33,365,815 |
| Chapel Hill/Carrboro City Schools | 46,388,977 | 48,530,521 | 48,530,521 | 48,530,521 | 52,600,136 | 51,591,855 |
| **Total Current Expenses (General Fund)** | **$ 77,201,412** | **$ 80,745,847** | **$ 80,745,847** | **$ 80,745,847** | **$ 87,996,427** | **$ 84,957,670** |
| **Recurring Capital** | | | | | | |
| Orange County Schools [1] | 1,197,300 | 1,197,000 | 1,197,000 | 1,197,000 | 0 | 0 |
| Chapel Hill-Carrboro City Schools[1] | 1,802,700 | 1,803,000 | 1,803,000 | 1,803,000 | 0 | 0 |
| **Total Recurring Capital Expenses** | **$ 3,000,000** | **$ 3,000,000** | **$ 3,000,000** | **$ 3,000,000** | **$ 0** | **$ 0** |
| **Long Range Capital** | | | | | | |
| School Capital [2] | 5,150,784 | 0 | 196,500 | 196,500 | 0 | 0 |
| **Total Long Range Capital Expenses** | **$ 5,150,784** | **$ 0** | **$ 196,500** | **$ 196,500** | **$ 0** | **$ 0** |
| **Debt Service** | | | | | | |
| Interest Non-GO Bonds | 2,212,705 | 1,990,896 | 1,990,896 | 1,990,896 | 2,028,686 | 2,028,686 |
| Principal & Interest GO Bonds | 8,159,599 | 7,432,314 | 7,432,314 | 7,432,314 | 9,838,510 | 9,838,510 |
| Principal Non-GO Bonds | 5,023,046 | 5,651,700 | 5,651,700 | 5,651,700 | 5,758,225 | 5,758,225 |
| School Debt Reserve | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total Debt Service Expenses** | **$ 15,395,349** | **$ 15,074,910** | **$ 15,074,910** | **$ 15,074,910** | **$ 17,625,421** | **$ 17,625,421** |
| **Other School-Related Programs** | | | | | | |
| School Health & Safety Contracts[3] | 3,390,336 | 3,354,000 | 3,354,000 | 3,488,655 | 3,558,428 | 3,558,428 |
| One-Time Discretionary | 0 | 2,100,000 | 2,100,000 | 2,100,000 | 0 | 0 |
| Deferred Maintenance Funds [4] | 0 | 0 | 0 | 0 | 0 | 3,000,000 |
| **Total Other School-Related Programs** | **$ 3,390,336** | **$ 5,454,000** | **$ 5,454,000** | **$ 5,588,655** | **$ 3,558,428** | **$ 6,558,428** |
| **Total Local School Systems Expenditures** | **$ 104,137,881** | **$ 104,274,757** | **$ 104,471,257** | **$ 104,605,912** | **$ 109,180,276** | **$ 109,141,519** |
| ***Durham Technical Community College (DTCC)*** | | | | | | |
| **Current Expenses (General Fund)** | | | | | | |
| Durham Technical Community College | 628,928 | 641,751 | 641,751 | 641,751 | 655,144 | 655,144 |
| **Total Current Expenses (General Fund)** | **$ 628,928** | **$ 641,751** | **$ 641,751** | **$ 641,751** | **$ 655,144** | **$ 655,144** |
| **Recurring Capital** | | | | | | |
| Durham Technical Community College | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 |
| **Total Recurring Capital Expens** | **$ 75,000** | **$ 75,000** | **$ 75,000** | **$ 75,000** | **$ 75,000** | **$ 75,000** |
| **Debt Service** | | | | | | |
| Principal & Interest Non-GO Bonds | 273,462 | 260,384 | 260,384 | 260,384 | 251,080 | 251,080 |
| **Total Debt Service Expenses** | **$ 266,001** | **$ 260,384** | **$ 260,384** | **$ 260,384** | **$ 251,080** | **$ 251,080** |
| **Total DTCC** | **$ 969,929** | **$ 977,135** | **$ 977,135** | **$ 977,135** | **$ 981,224** | **$ 981,224** |
| **Total Education Expenditures** | **$ 105,107,810** | **$ 105,251,892** | **$ 105,448,392** | **$ 105,583,047** | **$ 110,161,500** | **$ 110,122,743** |

[1] The FY 2018-19 Manager's recommended budget includes substituting $3,000,000 in pay-as-you-go funds to debt financing for School recurring capital. [2] includes substituting $3,933,463 in pay-as-you-go funds to a combination of two-thirds net debt bond financing and regular debt financing for School capital projects. [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. [4] includes $3,000,000 for deferred maintenance needs as addressed in both school districts' assessment of older facilities.

Note: In addition to the funding outlined here, in fiscal year 2018-19 Chapel Hill-Carrboro City Schools anticipate receiving approximately $23.7 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 2018-19 totals 7,345, a decrease of 199 students from the March 2017 projections. The district continues to experience a growing number of charter students, with a current enrollment of 769 students, as of March 2018, which represents an increase of 152 students. Out of district students are budgeted at 103 students. This brings the total district enrollment to 8,011 for FY 2018-19.

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

  The Chapel Hill-Carrboro City School District DPI projections total 12,474, an increase of 235 from the March 2017 projections. Charter students are budgeted at the current enrollment of 155, as of March 2018, and out of district students are budgeted at 242. This brings the total district enrollment to 12,387 for FY 2018-19.

**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% | |

**2018-19 Enrollment Projections**

| | CHCCS | OCS | Total |
|---|---|---|---|
| March 2018 Department of Public Instruction ADM Planning #s | 12,474 | 7,345 | 19,819 |
| *Less*: Out of District | (242) | (103) | (345) |
| | 12,232 | 7,242 | 19,474 |
| *Plus:* Budgeted Charter Students | 155 | 769 | 924 |
| **Total Budgeted Students** | **12,387** | **8,011** | **20,398** |
| | 60.73% | 39.27% | |

**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 2018-19 budget provides $4,165 per student for each of the 20,398 students in the two school systems. This represents a $174 per pupil increase from the $3,911 per pupil approved for fiscal year 2017-18. This increase is to help cover cost increases for both school systems for mandated increases related to State mandated teacher pay raises and all other locally paid school employees, and increases in Retirement and Health Insurance for FY 2018-19.

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

  The recommended budget increases the current year funding level by $1,150,489 and brings the total appropriation in current expense funding to $33,365,815.

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

  The recommended budget increases the current year funding level by $3,061,334 and brings the total current expense funding for the District to $51,591,855.

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

  The special district tax rate for the Chapel Hill Carrboro City Schools is recommended to remain at the current tax rate of 20.18 cents per $100 assessed value for FY 2018-19. Each penny on the Chapel Hill-Carrboro district tax rate for fiscal year 2018-19 is expected to produce $1,178,383. Anticipated revenue from this special tax is estimated to generate $1,920 per student for the district. Projected revenue from district tax proceeds for fiscal year 2018-19 totals $23,779,770.

**School Health and Safety Contracts**

The FY 2018-19 recommended budget includes funds totaling $3,558,428, outside of the per pupil funding, 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. These services are provided through a contractual agreement 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 2018-19, 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 $1,821,900 and Orange County Schools' allocation is $1,178,100. Instead of funding the recurring capital from pay-as-you-go funds, debt financing will be utilized in FY 2018-19.

**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 2018-19 includes $2,388,792 for Chapel Hill-Carrboro City Schools and $1,544,671 for Orange County Schools, for a total of $3,933,463 in FY 2018-19. Instead of funding the long-range capital from pay-as-you-go funds, a combination of two-thirds net debt bond financing and regular debt financing will be utilized in FY 2018-19.

**Deferred Maintenance Funds for School Capital Projects**

The FY 2018-19 Manager Recommended Budget includes $3,000,000 allocated by ADM towards deferred maintenance needs as addressed in both districts' assessment of older facilities in the following amounts: Chapel Hill-Carrboro City Schools' appropriation of $1,821,900, and Orange County Schools appropriation of $1,178,100.

**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) – Orange County Campus**

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.

## *Education - continued*

The FY 2018-19 Manager Recommended budget provides a total of $981,224 to DTCC. This includes current expense funding of $655,144, recurring capital of $75,000 and debt service of $251,080. DTCC's FY 2018-19 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.

April 16, 2018

TO: Ms. Bonnie Hammersley
Orange County Manager

FROM: Todd LoFrese
Assistant Superintendent, Support Services

RE: 2018-19 Chapel Hill – Carrboro City School's Budget Request

The Chapel Hill – Carrboro City School's (CHCCS) Board of Education is submitting its 2018-19 Budget Request documents to you for submission to the Orange County Board of Commissioners. The district is requesting $3,136,849 in additional revenue for the next school year which is estimated to be a $253 per pupil increase. Our budget book is attached.

The CHCCS Board authorized the Superintendent, during the budget approval on April 5, 2018, to include a request to the Orange County Commissioners to increase the district tax by $.0273 per $100 property valuation (up to a total assessment of $0.2281 per $100 of property valuation), as needed, to fully fund our budget request.

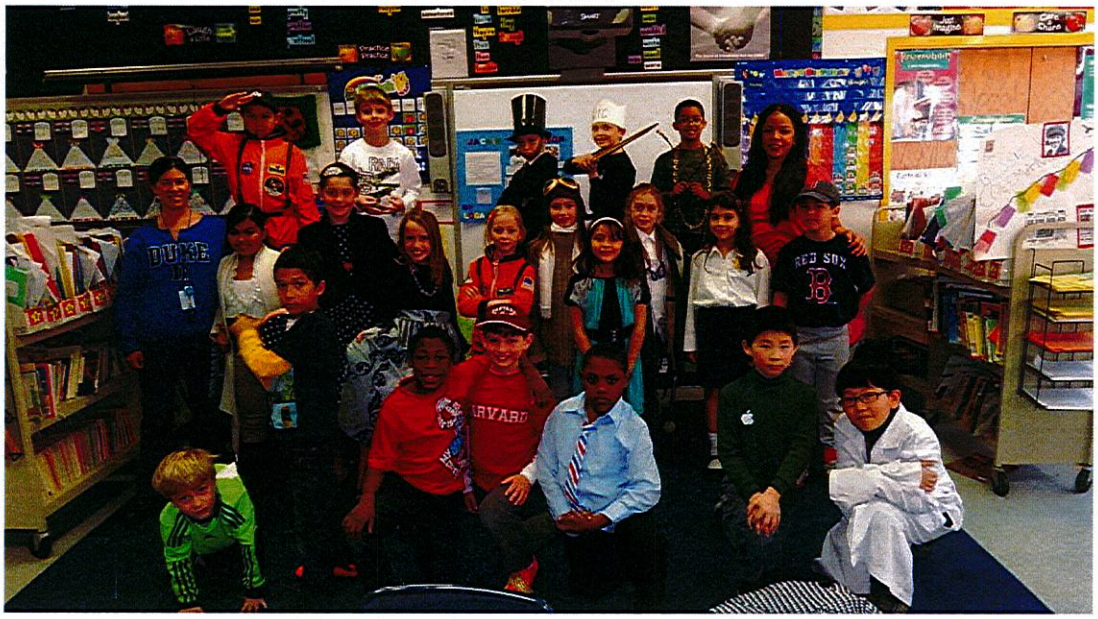
The Orange County Commissioners requested information about the living wage and contracted services in our district. Based on our 2017 bid, attached is a document which outlines the cost of converting our current custodial contracts to the Orange County living wage.

We will provide details of our budget request during our April 24th presentation to the Commissioners. Please let us know if additional information is needed.

cc: Gary Donaldson
Paul Laughton

Attachments: 2018-19 Board's Requested Budget Book
2017 Custodial Services Living Wage Bid Document

CHAPEL HILL-CARRBORO CITY SCHOOLS




# Board of Education's Budget Request

## 2018-2019

### April 5, 2018

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# BUDGET MESSAGE

# Chapel – Hill Carrboro City Schools
# 2018-19 Operating Budget Message

To date the General Assembly has not determined the 2018-19 State budget that will be allocated to the respective school systems. The district has developed its operational plan using projections of the state mandates and continuation needs. Expansion budget requests have been deliberated upon and are also included. The following information provides the details of our budget for 2018-19.

**Student Enrollment Levels, Special District Tax, and Other Revenue Changes**

We always begin our budget process considering our enrollment projections. State enrollment projections determine both state and local funding levels. We have now received the state projections and it is estimated that our enrollment will increase by 234 students next year. Assuming the county will fund this growth at the current per pupil, we would receive an additional $933,894 in our county appropriation next year. An additional $346,393 of revenue growth is also estimated from the inflationary increase in the special district tax. We are also anticipating an increase in our miscellaneous revenues of $175,000. Our estimated revenue increase for next year is $1,455,287.

**Mandated Cost Increases and Continuation of Current Services**

The Superintendent's recommended budget includes mandated cost increases and continuation expenses for medical insurance and retirement match, along with a placeholder for an anticipated state pay raise for teachers and other public school employees. We anticipate teachers receiving on average a 6.9% pay raise and all other employees receiving a $1,000 increase. Based on this increase all employees in the district will be paid at least the county's living wage rate. The district's budget request includes funding to provide the state mandated raise for locally paid teachers and all other locally paid employees, including the increase in the local supplement for state-paid personnel, classified employees, and administrators. At this time we have placed $2,345,731 in our request to fund these anticipated increases in the local portion of employees' salaries. Cost increases for the employer retirement match ($500,000) and health insurance payments ($211,500) for locally paid employees are also part of our request.

Anticipated state salary mandates, retirement matches, and health insurance matches total $3,057,231. This number represents our continuation budget which is the amount of additional funding necessary to continue current operations.

**Recommended Expansion Requests**

We received over $3 million in budget requests from our program managers and schools. While these all represent legitimate identified needs, we recommend holding the line on the majority of the requests since our anticipated continuation expenses are significant. In addition, we are also seeking county support for the next phases of our capital improvement plan and we are seeking increased capital funding to maintain our existing inventory of school facilities. We therefore limited our requests to priorities that support the four categories identified in our strategic planning process, whole child, human capital, family and community engagement, and organizational structure.

*Middle School Gifted Specialists (Strategic Plan Whole Child Goal):* Prior to the start of the 2016-17 school year, the number of middle school gifted education specialists (GES) were reduced from four to two. Although approximately 30% of middle school students are identified as academically or intellectually gifted (AIG), each school is now allotted .5 GES. Our current instructional focus is on shoring up core instruction to ensure we are meeting the academic needs of all students. Through providing on-going differentiation support to teachers, developing and supporting the implementation of differentiated education plans and working directly with students, GES play a significant role in ensuring AIG students grow academically. Having a full-time GES at each school would provide a much-needed structure to improve AIG service delivery and allow administrators to build teacher capacity in differentiation by leveraging the GES's expertise. We request funding to hire two additional specialists at an approximate cost of $164,944.

*Elementary Teacher Assistants (Strategic Plan Human Capital Goal):* Over the past several years, state cuts have been made to the teacher assistant allocation. Despite redirecting local funding to offset state reductions, we were eventually forced to make cuts to elementary teaching assistants at the upper grade levels (Grades 4 and 5). We once provided 1 teacher assistant for every 2 classrooms, whereas now we can only provide 1 teacher assistant for every 4 classrooms. While schools have been managing, the reduction in upper grade teacher assistants has created hardships in many areas including creating barriers to support classroom instruction. Reduced support levels impact our teachers' resources to provide small group instruction, participate in professional development, and receive adequate planning time. Principals also have to balance competing needs and, at times, have moved Grade 3 teacher assistants to cover upper grade classrooms based on the needs of the students. This reduces support for Grade 3 teachers and students during the critical "Read to Achieve" year.

In 2016-17 the Board also approved the elimination of each elementary school's media assistant position due to local budget shortfalls. At the time our principals felt this reduction was manageable and would not result in media center schedule changes or closures. Our Director of Digital Learning and Library Services worked with elementary principals and media specialists to ensure that our media centers continued to have flexible access and that media specialists received collaborative planning time. Teacher assistants were provided training to assist with book checks and other media functions and our volunteers department has helped coordinate additional support for the schools' media center. While these efforts have mitigated the loss, challenges exist for some schools and students, especially with circulation.

We are recommending that the Board request additional funding for each elementary school to receive a flex teacher assistant position. This position could be used to provide additional classroom teacher assistant support or to provide media center support. Employees in these positions would be required to be licensed bus drivers to provide additional support to transportation staffing challenges. The total estimated cost for 11 flex teacher assistant/drivers totals $427,761.

*Teacher Assistant Professional Days (Strategic Plan Human Capital Goal):* During the great recession, the district eliminated 5 days of employment for every teacher assistant. This means

that teacher assistants do not work on the majority of in-service days prior to the start of school. Opportunities for teacher assistant professional development are limited. Our most recent attempts to provide training in restorative practices, technology, and special populations (English language learners and exceptional children) were lost due to inclement weather. We recommend that the Board restore five teacher assistant professional days at an estimated cost of $231,700.

*Classified Local Hiring Supplement (Strategic Plan Human Capital Goal):* Years of stagnant wages for school employees have resulted in many district positions being below market rate, especially at the entry level. Combined with low unemployment, many classified positions remain unfilled, including technology positions, bus driver positions, and all categories of maintenance positions. The district currently offers classified employees a 5.5% local supplement after they have completed their first year of employment. It is recommended that we implement a 4.5% local supplement for all newly hired classified employees at an estimated cost of $200,000.

*Maintenance Budget Shortfalls (Strategic Plan Organizational Structure Goal):* Other essential operational costs have continued to experience inflationary increases over the past several years while our budgets have remained flat. A variety of areas including refuse removal, municipal fees, and maintenance service contracts (HVAC, Fire Systems, & Security) are now routinely running deficits which ultimately requires us to redirect funding designated for other purposes. Our budget request includes $133,000 to fund these operational budgets lines.

*Middle School Behavioral Support Program (Strategic Plan Whole Child Goal):* The district does not currently have a program to support students at the middle school level in need of an alternative setting due to significant and externalizing emotional behaviors. We are recommending establishing a district-wide program at one of our middle schools. This program will focus on providing supports and interventions to ensure that students can access the curriculum and engage in learning activities. The program will require a certified exceptional education teacher and 2 teacher assistants, in addition to needed supplies to start up a classroom. We recommend that the Board request funding for the middle school behavioral support program at an estimated cost of $158,500.

*Mental Health Professionals (Strategic Plan Whole Child Goal):* High Schools have requested additional funding for mental health professionals in our schools. These positions would help identify, assess, arrange for and/or provide services to students in need of mental health treatment and support. Depending on the specific needs of each school either school psychologists or clinical social workers would be hired to provide additional mental health services and support. We recommend that the Board request funding for 3 mental health professionals at an estimated cost of $219,000.

**Fund Balance**

We currently estimate our fiscal year end unassigned fund balance at $6.9 million which is approximately $2.7 million above our target of 5.5% or $4 million. The district historically has assigned $1 million to balance the budget. Over the past few years, that amount has varied as the Board and district navigated the recession and funding uncertainties. Our budget recommendation includes the historically assigned $1 million. We recommend reserving the

$2.7 million of undesignated fund balance for our major capital projects since construction costs continue to increase rapidly and we have tremendous capital infrastructure needs.

**Other Information**

Last year, the Board approved a new policy that ensures all CHCCS employees are paid a living wage. Employee wage increases were already implemented through the prior year's budget process. The new policy also includes a provision for service contracts that have displaced or may displace district staff. While legally we cannot require that contractors pay their employees a living wage, we can ask for proposals to include it. We included this provision in our custodial cleaning bids that were opened last spring and as part of our budget request to the County Commissioners. Unfortunately we did not receive sufficient county funding and were unable to implement this. We estimate that an additional $700,000 would be needed to fund a living wage for custodial and child nutrition service contracts

**Summary**

The Superintendent's recommended budget includes continuation and expansion requests totaling $4,592,136. After accounting for the inflationary increase to the special district tax and for other revenue changes, the total additional funding request to the county would be $3,136,849 or 2.93 cents on the tax rate. This would necessitate a $253 per pupil increase to fully fund our request.

Our district continues to be grateful to the Orange County Commissioners for their strong support of education. We will continue to be good stewards of our resources and maintain our commitment to provide a quality education for all the students we serve.

Respectfully,

CHCCS Superintendent and Board of Education

# 2018-2019 - Central Office Leadership Team (COLT)

**Superintendent's Office**

| | |
|---|---|
| **Pam Baldwin** | ***Superintendent*** |
| Erika Newkirk | ***Senior Executive Director, Human Resources*** |
| Sherri Morris | ***Director***, Talent Acquisition & HR Programming |
| Jeff Nash | ***Executive Director***, Community Relations |
| Scott Fearington | ***Director***, Community Schools (Elementary and Middle After-School) |
| Julie Hennis | ***Coordinator***, Volunteers |

**Instructional Services Division**

| | |
|---|---|
| **Rydell Harrison** | ***Assistant Superintendent, ISD & BRMA*** |
| Diane Villwock | ***Executive Director***, Assessment and Research |
| Sheldon Lanier | ***Director***, Equity and AVID |
| Darlene Ryan | ***Executive Director***, Elementary Schools & Special Programs |
| Debby Atwater | ***Director***, Digital Learning and Library Services |
| Elaine Watson-Grant | ***Director***, Elementary Instruction |
| Alisha Schiltz | ***Coordinator***, MTSS |
| Brenda Whiteman | ***Coordinator***, Arts (P/T) |
| Camille House | ***Coordinator***, Gifted Education/2e |
| Vacant | ***Coordinator***, Dual Language & World Language |
| LaVerne Mattocks | ***Executive Director***, Secondary Schools, Student Services, & Middle College |
| Christy Stanley | ***Director***, Secondary Instruction |
| Debby Atwater | ***Director***, Digital Learning and Library Services |
| Kathi Breweur | ***Director***, CTE |
| Scarlett Steinert | ***Director***, Athletics & Healthful Living |
| Alisha Schiltz | ***Coordinator***, MTSS |
| Phil Holmes | ***Executive Director***, Prof. Learning & Talent Development |
| Shauna Martin | ***Coordinator***, Professional Learning |
| Misti Williams | ***Executive Director***, Leadership & Federal Programs |
| Kerry Moore | ***Director***, HeadStart/Pre-K |
| Thea Wilson | ***Coordinator***, Preschool Disabilities/Early Intervention |
| Roslyn Moffitt | ***Director***, Title I, Family & Community Engagement |
| Helen Atkins | ***Coordinator***, ELL |
| Sharon Leplin, Interim | ***Senior Executive Director***, EC and System of Care |
| Janet Cherry | ***Director***, System of Care |
| Linda Joseph | ***Coordinator***, Nurses and Homebound |
| Angela Coachman | ***Coordinator***, EC General Curriculum |
| David Bouldin | ***Coordinator***, EC Compliance and Educational Programs |
| Thea Wilson | ***Coordinator***, Preschool Disabilities/Early Intervention |

**Support Services Division**

| | |
|---|---|
| **Todd LoFrese** | ***Assistant Superintendent, Support Services*** |
| Daniel Curry-Corcoran | ***Chief Technology Officer*** |
| Doug Noell | ***Director***, IT Operations |
| Debby Atwater | ***Director***, Digital Learning and Library Services |
| Dave Scott | ***Director***, Technical Services |
| *Ruby Pittman* | ***Senior Executive Director, Budget & Finance*** |
| Jonathan Scott | ***Director***, Accounting |
| Bill Mullin | ***Executive Director***, Facilities Management |
| Liz Cartano | ***Director***, Child Nutrition |
| Brad Johnson | ***Director***, Transportation |
| Catherine Mau | ***Coordinator***, Student Enrollment |

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

Rani Dasi, Chair

Margaret Samuels, Vice Chair

James Barrett

Joal Broun

Amy Fowler

Pat Heinrich

Mary Ann Wolf

Dr. Pamela Baldwin, Superintendent

Rydell Harrison, 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 5, 2018

# Chapel Hill –Carrboro City Schools
# Principals

**Principals**

| | |
|---|---|
| Jillian Laserna | Carrboro Elementary School |
| Arrica DuBose | Seawell Elementary School |
| Pamela McCann | Estes Hills Elementary School |
| Cheryl Carnahan, Interim | 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 |
| Monica Bintz | Culbreth Middle School |
| Robert Bales | McDougle Middle School |
| Drew Ware | Phillips Middle School |
| Stephon Goode | Smith Middle School |
| Beverly Rudolph | Carrboro High School |
| Eileen Tully | East Chapel Hill High School |
| Sulura Jackson | Chapel Hill High School |
| John Williams | Phoenix Academy High School |
| Marny Ruben | Hospital School, UNC Hospital |

# Chapel Hill-Carrboro City Schools
# 2018-19 Budget Development Calendar

| | |
|---|---|
| December 1, 2017 | Kick off budget request process with schools and departments |
| December 14, 2017 | Budget Subcommittee Meeting |
| January 17, 2018 | Schools and Administrative Department submit new budget requests |
| January 22, 2018 | District budget requests for 2018-19 presented to the Cabinet |
| February 13, 2018 | Superintendent presents preliminary budget information to Board of Education, Lincoln Center, Chapel Hill, NC at 7:00 pm |
| March 1, 2018 | Superintendent presents recommended budget on Superintendent Report, Lincoln Center, Chapel Hill, NC at 7:00 pm |
| March 15, 2018 | Board of Education work session and public hearing on the budget, Lincoln Center, Chapel Hill, NC at 7:00 pm |
| April 5, 2018 | Board of Education approves budget to be submitted to the County Commissioners, Lincoln Center, Chapel Hill, NC at 7:00 pm |
| April 24, 2018 | 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 3, 2018 | County Manager Presents 2018-19 Recommended Annual Operating Budget to County Commissioners, Southern Human Services, Chapel Hill, NC at 7:00 pm |
| May 10, 2018 | County Commissioners' Public Hearing, Hillsborough Commons (Whitted Bldg), Hillsborough, NC at 7:00 pm |
| May 17, 2018 | County Commissioners' Budget Public Hearing, Southern Human Services, Chapel Hill, NC at 7:00 pm |
| May 24, 2018 | County Commissioners' Budget Work Session, Hillsborough Commons (Whitted Bldg), Hillsborough, NC at 7:00 pm |

# Chapel Hill-Carrboro City Schools
# 2018-19 Budget Development Calendar

| | |
|---|---|
| May 31, 2018 | County Commissioners' Budget Work Session, Southern Human Services Center on Homestead Road, Chapel Hill at 7:00 pm |
| June 7, 2018 | County Commissioners' Budget Work Session, Southern Human Services Center on Homestead Road, Chapel Hill at 7:00 pm |
| June 12, 2018 | County Commissioners/Budget Work Session, Hillsborough Commons (Whitted Bldg) Hillsborough at 7:00 pm |
| June 19, 2018 | County Commissioners approve budget at regular meeting, Southern Human Services Center on Homestead Road, Chapel Hill at 7:00 pm |
| July, 2018 | Board of Education approves Budget resolutions for all Fund Codes |

# 2018-19 BUDGETS

# Combined Operating Budget
# Revenues and Expenditures

| REVENUE | 2016-17 BUDGET | 2016-17 ACTUAL | 2017-18 BUDGET | 2017-18 ESTIMATE | 2018-19 SUPT RECOM | 2018-19 BOARD REQ |
|---|---|---|---|---|---|---|
| Total Local Revenue | 74,772,735 | 76,217,743 | 76,373,370 | 76,373,370 | 80,965,506 | 80,965,506 |
| Total State Revenue | 62,781,623 | 63,809,549 | 65,592,230 | 65,592,230 | 68,734,536 | 68,734,536 |
| Total Federal Revenue | 4,584,314 | 4,219,124 | 4,213,178 | 4,213,178 | 4,109,000 | 4,109,000 |
| **TOTAL REVENUE** | $ 142,138,672 | $ 144,246,416 | $ 146,178,778 | $ 146,178,778 | $ 153,809,042 | $ 153,809,042 |

| **ALLOCATIONS** **INSTRUCTIONAL PROGRAMS** | 2016-17 BUDGET | 2016-17 ACTUAL | 2017-18 BUDGET | 2017-18 ESTIMATE | 2018-19 SUPT RECOM | 2018-19 BOARD REQ |
|---|---|---|---|---|---|---|
| Regular Instructional Programs | $ 66,976,283 | $ 64,747,507 | $ 67,894,633 | $ 67,894,633 | $ 71,589,310 | $ 71,589,310 |
| Special Programs | 22,290,542 | 23,056,460 | 23,126,554 | 23,126,554 | 24,292,976 | 24,292,976 |
| Alternative Prog. and Services | 5,816,493 | 5,936,127 | 6,268,408 | 6,268,408 | 6,595,143 | 6,595,143 |
| Co-Curricular Activities | 1,752,313 | 2,310,090 | 2,087,832 | 2,087,832 | 2,129,239 | 2,129,239 |
| School Leadership | 4,785,239 | 5,157,182 | 7,131,073 | 7,131,073 | 7,431,109 | 7,431,109 |
| School Based Support Services | 12,960,817 | 14,403,656 | 12,161,253 | 12,161,253 | 12,722,363 | 12,722,363 |
| Other | 950,408 | 1,227,669 | 956,003 | 956,003 | 965,053 | 965,053 |
| **TOTAL INSTRUCTIONAL PROG.** | 115,532,094 | 116,838,691 | 119,625,755 | 119,625,756 | 125,725,192 | 125,725,192 |

| **SUPPORT SERVICES** | 2016-17 BUDGET | 2016-17 ACTUAL | 2017-18 BUDGET | 2017-18 ESTIMATE | 2018-19 SUPT RECOM | 2018-19 BOARD REQ |
|---|---|---|---|---|---|---|
| Instructional Support Services | 3,217,304 | 3,405,333 | 3,242,929 | 3,242,929 | 3,599,024 | 3,599,024 |
| Administrative Leadership | 3,542,244 | 2,604,345 | 3,401,222 | 3,401,222 | 3,801,210 | 3,801,210 |
| Technology Support Services | 2,197,086 | 2,368,435 | 2,258,718 | 2,258,718 | 2,309,561 | 2,309,561 |
| Operational Support Services | 13,219,363 | 12,940,473 | 13,721,289 | 13,721,289 | 14,276,712 | 14,276,712 |
| Financial and Human Services | 2,217,730 | 2,142,846 | 2,283,925 | 2,283,925 | 2,304,576 | 2,304,576 |
| **TOTAL SUPPORT SERVICES** | 24,393,727 | 23,461,432 | 24,908,083 | 24,908,083 | 26,291,083 | 26,291,083 |

| **OTHER SERVICES** | 2016-17 BUDGET | 2016-17 ACTUAL | 2017-18 BUDGET | 2017-18 ESTIMATE | 2018-19 SUPT RECOM | 2018-19 BOARD REQ |
|---|---|---|---|---|---|---|
| Community Relations | 266,620 | 229,347 | 273,035 | 273,035 | 276,224 | 276,224 |
| Charter School Funds | 733,230 | 682,573 | 646,542 | 646,542 | 646,542 | 646,542 |
| Child Nutrition Supp./Transfers | 270,000 | 271,106 | 270,362 | 270,362 | 270,000 | 270,000 |
| State Textbooks | | | 355,000 | 355,000 | 400,000 | 400,000 |
| Other | 943,000 | 1,001,246 | 100,000 | 100,000 | 200,000 | 200,000 |
| **TOTAL OTHER SERVICES** | 2,212,850 | 2,184,272 | 1,644,939 | 1,644,939 | 1,792,766 | 1,792,766 |

| | | | | | | |
|---|---|---|---|---|---|---|
| TOTAL OPERATING EXPENSES | $ 142,138,672 | $ 142,484,395 | $ 146,178,778 | $ 146,178,778 | $ 153,809,042 | $ 153,809,042 |
| *Per Pupil Expenditures* | $ 11,614 | 11,784 | $ 12,021 | $ 12,021 | $ 12,410 | $ 12,410 |

Orange County Budget Office form

# CHAPEL HILL - CARRBORO CITY SCHOOLS
# 2018-2019 Local Fund Revenue Projections
# Requires a $253 Per Pupil Increase

| Projected Student Enrollment | 2016-17 BUDGET | 2016-17 ACTUAL | 2017-18 BUDGET | 2017-18 ESTIMATE | 2018-19 SUPT RECOM | 2018-19 BOARD REQ |
|---|---|---|---|---|---|---|
| State projection of Students | 12,017 | 12,130 | 12,239 | 12,239 | 12,348 | 12,474 |
| Less: Out-of-County Tuition Paid | (241) | (241) | (241) | (241) | (242) | (242) |
| Existing Charter School students | 217 | 217 | 162 | 162 | 162 | 162 |
| **Total County Resident Students** | 11,993 | 12,106 | 12,160 | 12,160 | 12,268 | 12,394 |

| | | | | | | |
|---|---|---|---|---|---|---|
| **County Appropriation** | 3,868 | 3,868 | 3,991 | 3,991 | 4,287 | 4,244 |
| **Special District Tax** | $ 1,870 | $ 1,876 | $ 1,899 | $ 1,899 | $ 1,911 | $ 1,891 |

| LOCAL REVENUES | 2016-17 BUDGET | 2016-17 ACTUAL | 2017-18 BUDGET | 2017-18 ESTIMATE | 2018-19 SUPT RECOM | 2018-19 BOARD REQ |
|---|---|---|---|---|---|---|
| County Appropriation | 46,388,977 | 46,388,977 | 48,530,521 | 48,530,521 | 52,592,916 | 52,600,136 |
| Special District Tax | 22,425,758 | 22,705,755 | 23,092,849 | 23,092,849 | 23,439,242 | 23,439,242 |
| Prior Year Special District Tax | 250,000 | 96,697 | 125,000 | 125,000 | 125,000 | 125,000 |
| Health and Safety Funding | 1,920,000 | 1,970,144 | 1,920,000 | 1,920,000 | 1,920,000 | 1,920,000 |
| | | | | | | |
| Sales Tax Revenue | 75,000 | 110,011 | 75,000 | 75,000 | 75,000 | 75,000 |
| Tuition - Regular School | 170,000 | 197,249 | 170,000 | 170,000 | 170,000 | 170,000 |
| Tuition - Preschool | 440,000 | 591,784 | 500,000 | 500,000 | 500,000 | 500,000 |
| Fines & Forfeitures | 330,000 | 389,666 | 330,000 | 330,000 | 330,000 | 330,000 |
| ABC Revenue | 40,000 | 45,000 | 45,000 | 45,000 | 45,000 | 45,000 |
| Interest Earned on Investments | 25,000 | 59,843 | 25,000 | 25,000 | 50,000 | 50,000 |
| Medicaid Reimbursements | 300,000 | 569,931 | 300,000 | 300,000 | 450,000 | 450,000 |
| Miscellaneous Revenue | 150,000 | 282,953 | 150,000 | 150,000 | 158,348 | 151,128 |
| Disp. of Fixed Asset | | 4,467 | | | | |
| Insurance Settlement | | | | | | |
| Indirect Cost | 110,000 | 107,266 | 110,000 | 110,000 | 110,000 | 110,000 |
| Trf. from other Fund Codes | | 250,000 | | | | |
| Appropriated Fund Balance | 2,148,000 | 2,448,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| TOTAL LOCAL REVENUES | $ 74,772,735 | $ 76,217,743 | $ 76,373,370 | $ 76,373,370 | $ 80,965,506 | $ 80,965,506 |
| | | | **Budget Increase** | | | **$ 4,592,136** |

## Budget Assumptions

1. Appropriation is based on district's projected student enrollment of 234 new students.
2. Appropriation is based on district's projected student enrollment for 18-19. Projections assume the County will fund growth.
3. The county ad valorem tax one cent valuation amount is $1,781,692. The special district tax rate will remain at $20.08.
4. Charter student funding will remain at 162 students.
5. Carol Woods contribution of $30,000 will be continued. It is reflected in the miscellaneous revenue budget.
6. The Board will appropriate $1,000,000 to balance the 2018-19 budget.
7. Alcohol and Beverage Commission grant in the amount of $45,000 is expected in 2018-19.

# Local Fund Budget Summary
## *Summary by Purpose Code*

| | 2016-17 | 2016-17 | 2017-18 | 2017-18 | 2018-19 | 2018-19 |
|---|---|---|---|---|---|---|
| **INSTRUCTIONAL** | BUDGET | ACTUAL | BUDGET | ESTIMATE | SUPT RECOM | BOARD REQ |
| 5110 Regular Instructional Services | 22,290,167 | 21,442,879 | 21,459,182 | 21,459,182 | 23,406,050 | 23,406,050 |
| 5112 Cultural Arts Services | 169,653 | 77,754 | 175,908 | 175,908 | 180,073 | 180,073 |
| 5113 Physical Education Curricular Services | 336,438 | 43,753 | 347,714 | 347,714 | 366,385 | 366,385 |
| 5114 Foreign Language Curricular Services | 38,393 | 37,986 | 39,734 | 39,734 | 41,800 | 41,800 |
| 5116 Homebound/Hospitalized Curricular Ser. | 150,020 | 135,775 | 153,758 | 153,758 | 160,733 | 160,733 |
| 5120 CTE Curricular Services | 465,997 | 497,250 | 486,327 | 486,327 | 509,666 | 509,666 |
| 5210 Special Populations Services | 9,235,583 | 9,300,037 | 9,579,738 | 9,579,738 | 10,074,315 | 10,074,315 |
| 5211 EC Homebound Curricular Services | 6,304 | 167 | 6,556 | 6,556 | 6,556 | 6,556 |
| 5220 CTE Children w/Disabillities Curricular | 14,035 | 65,845 | 14,401 | 14,401 | 14,529 | 14,529 |
| 5230 Pre-K Children w/Disabilities Curricular | 486,877 | 578,694 | 505,610 | 505,610 | 525,296 | 525,296 |
| 5240 Speech and Language | 561,447 | 921,164 | 582,818 | 582,818 | 610,631 | 610,631 |
| 5260 Academically Gifted | 1,138,441 | 1,009,322 | 1,078,350 | 1,078,350 | 1,309,607 | 1,309,607 |
| 5270 ESL Services | 1,441,962 | 1,944,151 | 1,807,631 | 1,807,631 | 1,883,739 | 1,883,739 |
| 5310 Alternative Instructional Services | 92,786 | 137,563 | 96,036 | 96,036 | 100,320 | 100,320 |
| 5320 Attendance/Social Work Services | 1,101,069 | 1,059,664 | 1,489,559 | 1,489,559 | 1,782,826 | 1,782,826 |
| 5330 Remedial and Supplemental | 475,448 | 459,797 | 452,775 | 452,775 | 395,842 | 395,842 |
| 5340 Pre-K Services | 644,160 | 643,220 | 950,064 | 950,064 | 987,674 | 987,674 |
| 5353 Summer School | 109,329 | 61,492 | 12,248 | 12,248 | 12,369 | 12,369 |
| 5404 School Building Support | 1,982,788 | 2,039,813 | 1,028,060 | 1,028,060 | 2,206,271 | 2,206,271 |
| 5410 Principal's Office | 1,225,024 | 1,241,177 | 2,089,769 | 2,089,769 | 1,238,013 | 1,238,013 |
| 5420 Assistant Principal | 1,004,292 | 1,232,747 | 1,226,998 | 1,226,998 | 1,061,267 | 1,061,267 |
| 5501 Athletics | 1,132,467 | 1,656,626 | 1,219,535 | 1,219,535 | 1,249,989 | 1,249,989 |
| 5502 Cultural Arts | 163,350 | 210,390 | 169,335 | 169,335 | 174,491 | 174,491 |
| 5503 School Clubs/Student Organizations | 307,829 | 323,116 | 310,295 | 310,295 | 313,255 | 313,255 |
| 5504 Before/After School Care | 148,667 | 119,958 | 388,667 | 388,667 | 391,504 | 391,504 |
| 5810 Education Media | 935,337 | 1,208,557 | 970,976 | 970,976 | 1,021,475 | 1,021,475 |
| 5820 Student Accounting | 546,835 | 765,506 | 569,258 | 569,258 | 594,506 | 594,506 |
| 5830 Guidance Services | 2,119,867 | 1,822,804 | 2,655,476 | 2,655,476 | 2,772,594 | 2,772,594 |
| 5840 Health Services | 2,347,152 | 2,654,005 | 2,430,503 | 2,430,503 | 2,568,659 | 2,568,659 |
| 5841 ABC/Health Services | 40,000 | 42,635 | 45,000 | 45,000 | 45,000 | 45,000 |
| 5850 Safety and Security | 1,364,912 | 1,346,842 | 1,399,526 | 1,399,526 | 1,422,981 | 1,422,981 |
| 5860 Instructional Technology | 393,756 | 529,425 | 410,262 | 410,262 | 435,383 | 435,383 |
| 5870 Staff Development | 591,892 | 636,589 | 592,099 | 592,099 | 592,443 | 592,443 |
| 5890 Volunteer Services | 303,516 | 332,023 | 308,904 | 308,904 | 317,610 | 317,610 |
| **5000 TOTAL INSTRUCT.SERVICES** | 53,365,792 | 54,578,727 | 55,053,071 | 55,053,071 | 58,773,850 | 58,773,850 |
| | | | | | | |
| **SUPPORT SERVICES** | | | | | | |
| | | | | | | |
| 6110 Regular Curricular Support | 1,163,458 | 1,261,481 | 1,179,674 | 1,179,674 | 1,443,110 | 1,443,110 |
| 6113 Physical Education Support | 102,193 | 103,881 | 104,377 | 104,377 | 106,670 | 106,670 |
| 6115 Technology Curricular Support | 115,260 | 115,541 | 117,680 | 117,680 | 120,095 | 120,095 |
| 6120 CTE Curricular Support | 114,446 | 120,258 | 116,837 | 116,837 | 119,252 | 119,252 |
| 6100 Sub-total Regular Instruction Support | 1,495,357 | 1,601,161 | 1,518,568 | 1,518,568 | 1,789,127 | 1,789,127 |

# Local Fund Budget Summary
## *Summary by Purpose Code*

| SUPPORT SERVICES (continued) | 2016-17 BUDGET | 2016-17 ACTUAL | 2017-18 BUDGET | 2017-18 ESTIMATE | 2018-19 SUPT RECOM | 2018-19 BOARD REQ |
|---|---|---|---|---|---|---|
| 6201 Children w/Disabilities Support | 203,948 | 110,470 | 210,653 | 210,653 | 217,907 | 217,907 |
| 6207 ESL Support | 144,080 | 148,355 | 145,431 | 145,431 | 147,202 | 147,202 |
| 6200 Sub-total Special Populations Support | 348,028 | 258,825 | 356,084 | 356,084 | 365,109 | 365,109 |
| | | | | | | |
| | | | | | | |
| 6304 Pre-K Readiness/Remedial Services | 55,846 | 41,640 | 57,433 | 57,433 | 59,125 | 59,125 |
| 6300 Sub-Total Admin. Staff/Alternative Prog. | 55,846 | 41,640 | 57,433 | 57,433 | 59,125 | 59,125 |
| | | | | | | |
| 6400 Technology Support | 2,197,086 | 2,192,582 | 2,258,718 | 2,258,718 | 2,309,561 | 2,309,561 |
| | | | | | | |
| 6510 Telephones | 509,951 | 258,943 | 509,951 | 509,951 | 509,951 | 509,951 |
| 6520 Printing and Copying Services | 511,749 | 446,330 | 511,767 | 511,767 | 511,788 | 511,788 |
| 6530 Public Utility and Energy Serv (new) | 3,308,586 | 3,001,777 | 3,264,376 | 3,264,376 | 3,264,376 | 3,264,376 |
| 6540 Custodial Services | 1,551,289 | 1,122,072 | 1,609,250 | 1,609,250 | 1,619,513 | 1,619,513 |
| 6550 Transportation | 890,554 | 1,159,121 | 1,083,063 | 1,083,063 | 1,304,564 | 1,304,564 |
| 6580 Maintenance of Plant | 2,948,044 | 2,907,628 | 3,046,198 | 3,046,198 | 3,295,903 | 3,295,903 |
| 6500 Sub-total Operational Support | 9,720,173 | 8,895,871 | 10,024,605 | 10,024,605 | 10,506,094 | 10,506,094 |
| | | | | | | |
| 6611 Financial Services | 945,171 | 1,046,113 | 975,886 | 975,886 | 987,926 | 987,926 |
| 6613 Risk Management | 311,000 | 325,616 | 315,665 | 315,665 | 315,665 | 315,665 |
| 6621 Human Resource Services | 961,559 | 771,117 | 992,374 | 992,374 | 1,000,985 | 1,000,985 |
| 6600 Sub-total Financial/Human Resources | 2,217,730 | 2,142,846 | 2,283,925 | 2,283,925 | 2,304,576 | 2,304,576 |
| | | | | | | |
| 6720 Research and Evaluation | 444,141 | 450,781 | 454,960 | 454,960 | 459,263 | 459,263 |
| 6700 Sub-total Student Accountability | 444,141 | 450,781 | 454,960 | 454,960 | 459,263 | 459,263 |
| | | | | | | |
| 6910 Board or Education | 65,594 | 76,880 | 65,658 | 65,658 | 65,658 | 65,658 |
| 6920 Legal Services | 100,000 | 148,140 | 100,000 | 100,000 | 100,000 | 100,000 |
| 6930 Audit Services | 60,000 | 60,121 | 60,000 | 60,000 | 60,000 | 60,000 |
| 6941 Office of the Superintendent | 320,209 | 318,897 | 818,423 | 818,423 | 830,588 | 830,588 |
| 6942 Assistant Supt of Instruction | 1,377,733 | 721,734 | 1,127,484 | 1,127,484 | 1,130,846 | 1,130,846 |
| 6943 Assistant Supt of Supp Serv | 937,195 | 796,866 | 849,863 | 849,863 | 863,944 | 863,944 |
| 6950 Public Relations | 266,620 | 229,347 | 273,035 | 273,035 | 276,224 | 276,224 |
| 6900 Sub-total Other Support | 3,127,351 | 2,351,985 | 3,294,463 | 3,294,463 | 3,327,260 | 3,327,260 |
| 7200 Nutrition Services | | | | | | |
| **6000 TOTAL SYSTEMWIDE SUPPORT** | 19,605,712 | 17,935,689 | 20,248,756 | 20,248,756 | 21,120,115 | 21,120,115 |
| | | | | | | |
| **TRANSFERS** | | | | | | |
| 8100 Charter School Funds | 733,230 | 682,573 | 646,542 | 646,542 | 646,542 | 646,542 |
| 8100 Child Nutrition Transfers | 225,000 | 225,000 | 225,000 | 225,000 | 225,000 | 225,000 |
| 8100 Other Transfers | 200,000 | 90,632 | 200,000 | 200,000 | 200,000 | 200,000 |
| 8400 Intrafund Transfers | 643,000 | 943,000 | | | | |
| **TOTAL LOCAL FUND BUDGET** | 74,772,735 | 74,455,624 | 76,373,370 | 76,373,370 | 80,965,506 | 80,965,506 |

Orange County Budget Office form

# CHAPEL HILL - CARRBORO CITY SCHOOLS
# 2018-2019 CONTINUATION/EXPANSION BUDGET REQUEST

| | |
|---|---|
| 2018-19 DPI Student Enrollment Projection | 12,474 |
| 2017-18 DPI Student Enrollment Projection | 12,239 |
| Projected Student Enrollment Growth | 235 |
| | |
| Add: Projected Charter Students | 162 |
| Less: Out-of-District Students | 242 |
| TOTAL STUDENT BILLING BASE | 12,394 |

**LOCAL FUND EXPENSES:**

| **State/Federal Mandates** | **Amount** |
|---|---|
| **Potential State pay raises:** | |
| 6.9% Teacher Pay raise - base pay including benefits | $ 1,488,731 |
| $1000 Pay Raise for all other Locally-paid employees ( incl. benefits, supplements, PFP) | 857,000 |
| Increase in employer state retirement match from 17.13% to 18.44% | 500,000 |
| Increase in employer health insurance match from $5,984 to $6,104;currently budget at $5869 | 211,500 |
| **Subtotal** | **$ 3,057,231** |
| | |
| **TOTAL CONTINUATION REQUESTS** | **$ 3,057,231** |
| | |
| **Priority Expansion Requests** | |
| Gifted Specialists - Additional .5 FTE for each middle school, 2.0 FTEs | $ 164,944 |
| Additional TA/Bus Driver position for each elementary school, 11 FTEs | 427,761 |
| Additional 5 days for teacher assistants | 231,700 |
| Implementation of classified hiring local supplement @ 4.5% | 200,000 |
| Inflationary budget increase for Facilities Department | 133,000 |
| Middle School Behavior Support Program | |
| 1 teacher and 2 teacher assistants | 158,500 |
| Clinical social workers for each traditional high school to provide mental health support | 219,000 |
| **TOTAL EXPANSION REQUESTS** | **$ 1,534,905** |
| | |
| **GRAND TOTAL OF CONTINUATION AND EXPANSION REQUESTS** | **$ 4,592,136** |
| | |
| **LESS PROJECTED LOCAL FUND REVENUE INCREASES:** | |
| County Appropriation for student growth (234 x $3,991) | $ 933,894 |
| 1.5% Inflationary increase in Special District Tax Revenue | 346,393 |
| Net Change in all other Local Revenues - estimate | 175,000 |
| **GRAND TOTAL - REVENUES** | **$ 1,455,287** |
| | |
| **BUDGET EXCESS/(DEFICIT)** | **$ (3,136,849)** |

The ad valorem tax rate for 2017-18 generates $1,781,692 per $.01 increase. The district receives 60% of the revenue increase or $1,069,015. A 2.93 cents tax rate would be required to fund the $3,136,849 shortfall. A $253 per pupil increase is required.

The special district tax rate for 2017-18 generates $1,150,042 per $.01 increase. The district tax would need to increase by $.0273 cents to a new rate of $.2281 to fully fund the revenue shortfall.

# 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 | 3,991 | 123.00 | 0.2008 | * | 1,899 |
| 2018-19 | | | | | |

For 2018-2019
A $.01 Special District Tax increase is estimated to generate $1,150,042 in additional revenue; same as 2017-18.

A $.01 County General Fund Property Tax rate increase is estimated to generate $1,781,692 of additional revenue; same as 2017-18. The ad valorem tax rate is 83.77 cents per $100 of assessed valuation.

* Re-valuation year of property tax values

# 2018-19 State Fund Revenue Projection

| | 2016-17 BUDGET | 2016-17 ACTUAL | 2017-18 BUDGET | 2017-18 ESTIMATE | 2018-19 SUPT RECOM | 2018-19 BOARD REQ |
|---|---|---|---|---|---|---|
| Revenue | $ 62,285,457 | $ 63,654,549 | $ 65,237,230 | $ 65,237,230 | $ 68,334,536 | $ 68,334,536 |
| State Textbook Revenue | 496,166 | 155,000 | 355,000 | 355,000 | 400,000 | 400,000 |
| | | | | | | |
| | | | | | | |
| Total Revenue | $ 62,781,623 | $ 63,809,549 | $ 65,592,230 | $ 65,592,230 | $ 68,734,536 | $ 68,734,536 |

Orange County Budget Office form

# State Fund Budget Summary
## *Summary by Purpose Code*

| INSTRUCTIONAL | 2016-17 BUDGET | 2016-17 ACTUAL | 2017-18 BUDGET | 2017-18 ESTIMATE | 2018-19 SUPT RECOM | 2018-19 BOARD REQ |
|---|---|---|---|---|---|---|
| 5110 Regular Instructional Services | 37,177,301 | 37,918,221 | 39,874,162 | 39,874,162 | 41,867,870 | 41,867,870 |
| 5112 Cultural Arts Services | 649,399 | 350,570 | 364,126 | 364,126 | 382,332 | 382,332 |
| 5113 Physical Education Curr. Serv. | 255,888 | 70,010 | 80,986 | 80,986 | 85,035 | 85,035 |
| 5114 Foreign Language Curr. Serv. | 326,402 | 206,339 | 217,399 | 217,399 | 228,269 | 228,269 |
| 5116 Homebound/Hospitalized Curr. | 823,630 | 584,338 | 591,367 | 591,367 | 620,935 | 620,935 |
| 5120 CTE Curricular Services | 3,880,768 | 3,303,750 | 3,723,970 | 3,723,970 | 3,910,169 | 3,910,169 |
| 5210 Children w/Disab. Curr. Serv. | 4,672,474 | 4,726,872 | 5,211,564 | 5,211,564 | 5,472,142 | 5,472,142 |
| 5230 PreK Children w/Disability | | 51,063 | - | - | - | - |
| 5240 Speech & Language Path. Ser. | 650,678 | 606,432 | 658,374 | 658,374 | 691,293 | 691,293 |
| 5260 Acad/Intell. Gifted Curricular | 630,506 | 720,996 | 647,916 | 647,916 | 680,312 | 680,312 |
| 5270 LEP Curricular Services | 1,243,928 | 1,294,925 | 1,303,596 | 1,303,596 | 1,368,776 | 1,368,776 |
| 5310 Alternative Instructional Prog. | 760,256 | 766,088 | 768,715 | 768,715 | 807,151 | 807,151 |
| 5320 Attendance and Social Work | 638,447 | 536,129 | 568,135 | 568,135 | 596,542 | 596,542 |
| 5330 Remedial & Suppl. K-12 Serv. | 183,829 | 562,383 | 406,425 | 406,425 | 426,746 | 426,746 |
| 5353 Summer School Instruction | 512,389 | 300,853 | 224,451 | 224,451 | 235,674 | 235,674 |
| 5404 School Building Support | - | 56,763 | 47,358 | 47,358 | 49,726 | 49,726 |
| 5410 Principal's Office | 1,616,731 | 1,630,786 | 1,745,760 | 1,745,760 | 1,833,048 | 1,833,048 |
| 5420 Assistant Principal | 939,192 | 1,052,472 | 993,128 | 993,128 | 1,042,784 | 1,042,784 |
| 5810 Educational Media Services | 666,273 | 371,894 | 422,032 | 422,032 | 443,134 | 443,134 |
| 5820 Attendance - Social Work | 194,232 | 193,865 | 211,130 | 211,130 | 221,687 | 221,687 |
| 5830 Guidance Services | 1,619,685 | 1,781,019 | 1,605,876 | 1,605,876 | 1,686,170 | 1,686,170 |
| 5840 Health Services | 795,730 | 668,363 | 676,298 | 676,298 | 710,113 | 710,113 |
| 5860 Instructional Technology | 170,870 | 858,979 | 714,916 | 714,916 | 750,662 | 750,662 |
| 5870 Staff Development | | | | | | |
| 5000 INSTRUCTIONAL SERVICES | 58,408,608 | 58,613,110 | 61,057,684 | 61,057,684 | 64,110,568 | 64,110,568 |

| SUPPORT SERVICES | 2016-17 BUDGET | 2016-17 ACTUAL | 2017-18 BUDGET | 2017-18 ESTIMATE | 2018-19 SUPT RECOM | 2018-19 BOARD REQ |
|---|---|---|---|---|---|---|
| 6110 Regular Curricular Support | 252,593 | 221,141 | 151,777 | 151,777 | 154,813 | 154,813 |
| 6120 CTE Support | 46,708 | 143,863 | 48,163 | 48,163 | 49,126 | 49,126 |
| 6201 Children w/Disability Support | 120,631 | 120,472 | 134,766 | 134,766 | 137,461 | 137,461 |
| 6207 LEP Support | - | | - | - | | |
| 6400 Technology Support | - | 175,853 | - | - | | |
| 6540 Custodial Services | 2,227,658 | 2,306,254 | 2,351,409 | 2,351,409 | 2,398,437 | 2,398,437 |
| | | | - | | | |
| 6550 Transportation | 1,271,532 | 1,738,350 | 1,345,275 | 1,345,275 | 1,372,181 | 1,372,181 |
| 6580 Maintenance | - | | - | - | | |
| 6941 Office of the Superintendent | 173,194 | 147,210 | 172,553 | 172,553 | 176,004 | 176,004 |
| 6942 Asst. Supt. for Instruction | 123,866 | 174,077 | 152,860 | 152,860 | 155,917 | 155,917 |

# State Fund Budget Summary
## *Summary by Purpose Code*

| SUPPORT SERVICES | 2016-17 BUDGET | 2016-17 ACTUAL | 2017-18 BUDGET | 2017-18 ESTIMATE | 2018-19 SUPT RECOM | 2018-19 BOARD REQ |
|---|---|---|---|---|---|---|
| 6943 Asst. Supt. for Support Serv. | 110,302 | 126,890 | 132,381 | 132,381 | 135,029 | 135,029 |
| 6000 SUPPORT SERVICES | 4,326,484 | 5,154,110 | 4,489,184 | 4,489,184 | 4,578,968 | 4,578,968 |
| | | | | | | |
| 7200 Child Nutrition Services | 45,000 | 46,106 | 45,362 | 45,362 | 45,000 | 45,000 |
| 8100 Transfers | | (3,677) | | | | |
| | | | | | | |
| TOTAL | $ 62,780,092 | $ 63,809,649 | $ 65,592,230 | $ 65,592,230 | $ 68,734,536 | $ 68,734,536 |

Orange County Budget Office form

# Summary of Changes
# State Fund
# 2018-2019

* The State retirement rate is projected to increase from 17.13% to 18.44%.
* The employer health insurance match rate is projected to increase from $5,984 to $6,104.
* DPI has projected that the district's student enrollment will increase by 235 students from 12,239 to 12,474 students
* Teacher pay raises have been projected at a 6.5% average. Other employee pay raises have been projected to increase by $1,000 per employee; the same as for 2017-18.

# 2018-2019 Federal Fund Revenue Projection

| | 2016-17 BUDGET | 2016-17 ACTUAL | 2017-18 BUDGET | 2017-18 ESTIMATE | 2018-19 SUPT RECOM | 2018-19 BOE REQ |
|---|---|---|---|---|---|---|
| Federal Revenue | $ 4,584,314 | $ 4,219,124 | $ 4,213,178 | $ 4,213,178 | $ 4,109,000 | $ 4,109,000 |

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

| Projected 2018-19 Federal Grant Allotments | | 2018-19 | 2017-18 Estimated Carryover Amount | Projected Total |
|---|---|---|---|---|
| PRC017 | Career Technical Education - Program Improvement | $ 82,000 | $ - | $ 82,000 |
| PRC049 | IDEA-VI-B - Preschool Handicapped | 37,000 | - | 37,000 |
| PRC050 | Title I | 1,050,000 | 100,000 | 1,150,000 |
| PRC060 | IDEA VI-B, Handicapped | 2,070,000 | 200,000 | 2,270,000 |
| PRC070 | IDEA - Early Intervening Services | 70,000 | | 70,000 |
| PRC103 | Improving Teacher Quality | 221,000 | 10,000 | 231,000 |
| PRC104 | Language Acquisition - State Grant | 223,000 | 20,000 | 243,000 |
| PRC111 | Language Acquisition | 26,000 | - | 26,000 |
| Total | | $ 3,779,000 | $ 330,000 | $ 4,109,000 |

Orange County Budget Office form

# Federal Fund Budget Summary
## *Summary by Purpose Code*

| INSTRUCTIONAL | 2016-17 BUDGET | 2016-17 ACTUAL | 2017-18 BUDGET | 2017-18 ESTIMATE | 2018-19 SUPT RECOM | 2018-19 BOE REQ |
|---|---|---|---|---|---|---|
| 5110 Regular Instructional Services | $ 332,227 | $ 240,627 | $ 300,000 | $ 300,000 | $ 320,700 | $ 320,700 |
| 5120 CTE Curricular Services | 80,000 | 85,034 | 80,000 | 80,000 | 85,520 | 85,520 |
| 5210 Children w/Disabilities Curriculum | 1,490,785 | 1,272,420 | 1,300,000 | 1,300,000 | 1,225,780 | 1,225,780 |
| 5230 Pre-K Children w/Disab. Curr. | 115,000 | 137,686 | 130,000 | 130,000 | 130,000 | 130,000 |
| 5240 Speech and Language Pathology | 155,000 | 165,043 | 160,000 | 160,000 | 160,000 | 160,000 |
| 5270 ESL Services | 447,522 | 124,099 | 140,000 | 140,000 | 140,000 | 140,000 |
| 5320 Attendance and Social Work | 100,000 | 123,361 | 100,000 | 100,000 | 100,000 | 100,000 |
| 5330 Remedial and Suppl. K-12 Serv. | 1,148,780 | 1,042,699 | 1,150,000 | 1,150,000 | 1,100,000 | 1,100,000 |
| 5350 Extended Day/Year Instruc. | 50,000 | 242,878 | 50,000 | 50,000 | 50,000 | 50,000 |
| 5840 Health Services | 50,000 | 63,186 | 50,000 | 50,000 | 50,000 | 50,000 |
| 5880 Parent Involvement Services | 55,000 | 89,192 | 55,000 | 55,000 | 55,000 | 55,000 |
| 5000 INSTRUCTIONAL SERVICES | 4,024,314 | 3,586,225 | 3,515,000 | 3,515,000 | 3,417,000 | 3,417,000 |

| SUPPORT SERVICES | 2016-17 BUDGET | 2016-17 ACTUAL | 2017-18 BUDGET | 2017-18 ESTIMATE | 2018-19 SUPT RECOM | 2018-19 BOE REQ |
|---|---|---|---|---|---|---|
| 6200 Instructional Staff | 170,000 | 233,231 | 256,178 | 256,178 | 250,000 | 250,000 |
| 6201 Children w/Disabilities Support | 174,000 | 152,727 | 190,000 | 190,000 | 190,000 | 190,000 |
| 6300 Alt Progs & Services Supp | 70,000 | 83,081 | 75,000 | 75,000 | 75,000 | 75,000 |
| 6550 Transportation | 40,000 | 98,411 | 70,000 | 70,000 | 70,000 | 70,000 |
| 6940 Leadership Services | 6,000 | 3,524 | 7,000 | 7,000 | 7,000 | 7,000 |
| 6000 SUPPORT SERVICES | 460,000 | 570,974 | 598,178 | 598,178 | 592,000 | 592,000 |

| | | | | | | |
|---|---|---|---|---|---|---|
| 7200 Child Nutrition Services | | | | | | |
| 8100 Transfers | 100,000 | 61,923 | 100,000 | 100,000 | 100,000 | 100,000 |
| 8200 Other - Unbudgeted | | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| TOTAL | $ 4,584,314 | $ 4,219,122 | $ 4,213,178 | $ 4,213,178 | $ 4,109,000 | $ 4,109,000 |

Orange County Budget Office form

# Summary of Changes
# Federal Fund
# 2018-2019

| | Projected Federal Planning Allotments: | PROJECTED AMOUNT |
|---|---|---|
| | PRC017 - Career and Technical | $ 82,000 |
| | PRC049 - IDEA Preschool | 37,000 |
| | PRC050 - Title I - Basic Programs | 1,050,000 |
| | PRC060 - IDEA VI-B Handicapped | 2,070,000 |
| | PRC070 - IDEA - Early Intervention | 70,000 |
| | PRC103 - Improving Teacher Quality | 221,000 |
| | PRC104 - Language Acquisition State Grant | 223,000 |
| | PRC111 - Language Acquisition | 26,000 |
| | Total | $ 3,779,000 |

* 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.

* To date the Federal Planning Allotments have not been received from DPI.

# Community Schools Fund Budget Summary

| | | 2016-17 ACTUAL | 2017-18 BUDGET | 2018-19 PROPOSED | Percent Change |
|---|---|---|---|---|---|
| REVENUE | | | | | |
| After-school program | $ | 1,405,734 | $ 1,431,875 | $ 1,433,610 | 0.1% |
| Summer Camp | | 156,713 | 165,400 | 155,272 | -6.1% |
| Summer Youth Enrichment | | 25,000 | 30,000 | 30,000 | 0.0% |
| 'District Tuition Assistance | | 50,000 | 50,000 | 50,000 | 0.0% |
| Interest Income | | - | - | - | |
| Fund Balance Appropriated | | - | - | - | 0.0% |
| Total Revenue | $ | 1,637,447 | $ 1,677,275 | $ 1,668,882 | -0.5% |
| | | | | | |
| OPERATING EXPENSES | | | | | |
| Salaries, wages and benefits | $ | 1,399,771 | $ 1,426,863 | $ 1,421,390 | -0.4% |
| Supplies | | 63,566 | 62,735 | 54,670 | -12.9% |
| Food | | 114,860 | 125,110 | 123,030 | -1.7% |
| Purchased services/activities | | 59,250 | 62,567 | 69,792 | 11.5% |
| Total Expenses | $ | 1,637,447 | $ 1,677,275 | $ 1,668,882 | -0.5% |
| | | | | | |
| After-school program enrollment | | 634 | 636 | 642 | 0.9% |

# Summary of Changes
# Community Schools Fund
# For 2018-19

## Changes in Revenue

* Changes in revenue are due to an expected enrollment increase in all programs.

## Changes in Expenses

* Changes in operating expenses are due to the expected 2 percent pay increase for employees, expected increases in the retirement rate to 18.44% and health insurance to $6,104 per FTE and anticipated annual leave payouts

# Child Nutrition Fund Budget Summary

| | 2016-17 ACTUAL | 2017-18 BUDGET | 2018-19 PROPOSED | Percent Change |
|---|---|---|---|---|
| REVENUE | | | | |
| Sales of meals and supplemental sales | $ 1,727,394 | $ 1,617,479 | $ 1,688,201 | 4.4% |
| Federal reimbursements | 2,220,678 | 2,406,140 | 2,442,106 | 1.5% |
| 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 | - | - | - | |
| | $ 4,481,772 | $ 4,557,319 | $ 4,664,007 | 2.3% |
| OPERATING EXPENSES | | | | |
| Food | $ - | $ - | $ - | |
| Salaries, wages and benefits | 1,124,554 | 1,109,530 | 1,001,529 | -9.7% |
| Supplies | 133,973 | 108,095 | 109,040 | 0.9% |
| Administrative expenses | 2,914,544 | 3,030,994 | 3,244,738 | 7.1% |
| Chartwells contract reimbursements | - | - | - | |
| Indirect cost | 308,700 | 308,700 | 308,700 | |
| TOTAL OPERATING EXPENSES | $ 4,481,771 | $ 4,557,319 | $ 4,664,007 | 2.3% |

# Child Nutrition Fund
# For 2018-19

## Changes in Revenue

* USDA commodity credit increase
* USDA Grant Increase
* Lunch revenue increased based on higher participation

## Changes in Expenses

* Labor decrease due to transition of district associates to Chartwells payroll
* Increase in contracted servicse to offset some of the labor decrease above

# Summary of Recurring Capital Budget

## *Chapel Hill - Carrboro City Schools*

### Fiscal Year 2018-2019

| 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 | | 5,577 | 5,577 |
| Ephesus Elementary | " | | X | | 4,550 | 4,550 |
| Estes Hills Elementary | " | | X | | 5,284 | 5,284 |
| FP Graham Elementary | " | | X | | 6,943 | 6,943 |
| Glenwood Elementary | " | | X | | 6,243 | 6,243 |
| McDougle Elementary | " | | X | | 6,424 | 6,424 |
| Morris Grove | | | X | | 6,029 | 6,029 |
| Northside Elementary | | | X | | 4,674 | 4,674 |
| Rashkis Elementary | " | | X | | 5,081 | 5,081 |
| Scroggs Elementary | " | | X | | 4,972 | 4,972 |
| Seawell Elementary | " | | X | | 6,029 | 6,029 |
| Culbreth Middle | " | | X | | 8,038 | 8,038 |
| McDougle Middle | " | | X | | 7,790 | 7,790 |
| Phillips Middle | " | | X | | 7,797 | 7,797 |
| Smith Middle | " | | X | | 10,229 | 10,229 |
| Carrboro High | " | | X | | 9,969 | 9,969 |
| Chapel Hill High | " | | X | | 18,120 | 18,120 |
| East Chapel Hill High | " | | X | | 16,540 | 16,540 |
| Phoenix Academy | " | | X | | 5,715 | 5,715 |
| Hospital School | " | | X | | 565 | 565 |
| **Total** | | | | | **146,567** | **146,567** |
| *District Projects* | | | | | | |
| Technology Equipment | MIS Department Expenses | | X | | 240,000 | 240,000 |
| 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** | | | | | **439,000** | **439,000** |
| *District Projects* | | | | | | |
| Site Development | Drainage/Safety Improvements | X | | | 107,733 | 107,733 |
| Renovations | Painting, IAQ, Electrical, etc. | X | | | 636,480 | 636,480 |
| Floor Coverings | Carpet/Tile Installations | X | | | 20,000 | 20,000 |
| Roof Replacement | CIP Supplement | X | | | | |
| Roof Repairs | District Repairs | X | | | 61,920 | 61,920 |
| Playgrounds/Playfields | Safety Comp./Major Maint. | X | | | 230,000 | 230,000 |
| **Total** | | | | | **1,056,133** | **1,056,133** |

# Summary of Recurring Capital Budget

***Chapel Hill - Carrboro City Schools***

**Fiscal Year 2018-2019**

| | | Category | | | Funding Amount | |
|---|---|---|---|---|---|---|
| **Capital Item** | **Justification/Description** | **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 | | | | 100,000 | 100,000 |
| Contingency | Unknown Expenses | | | | 25,000 | 25,000 |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| **Total** | | | | | **$ 161,000** | **$ 161,000** |
| | | | | | | |
| **Total Recurring Capital** | | | | | **$ 1,802,700** | **$ 1,802,700** |

# 2018-2028
# CAPITAL INVESTMENTS PLAN

CHAPEL HILL - CARRBORO CITY SCHOOLS
CAPITAL INVESTMENTS PLAN 2018 - 2028
**UNFUNDED - Major Expansions, Renovations and Projects**

**UNFUNDED MAJOR EXPANSIONS, RENOVATIONS and PROJECTS**

| | 10 YEAR UNFUNDED NEW SCHOOLS | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Year 1 2018-19 | Year 2 2019-20 | Year 3 2020-21 | Year 4 2021-22 | Year 5 2022-23 | Year 6 2023-24 | Year 7 2024-25 | Year 8 2025-26 | Year 9 2026-27 | Year 10 2027-28 | TEN YEAR TOTAL |
| **PROJECTS:** | | | | | | | | | | | |
| *REMAINING FACILITY ASSESSMENT PROJECTS:* | | | | | | | | | | | |
| Ephesus - inc. capacity +137 | BID 2023 | | | | 1,500,000 | 12,500,000 | 18,000,000 | 5,361,786 | | | 37,361,786 |
| Seawell - inc. capacity +119 | BID 2024 | | | | | 1,500,000 | 12,000,000 | 16,000,000 | 3,463,528 | | 32,963,528 |
| Estes Hills - inc. capacity +58 | BID 2024 | | | | | 1,500,000 | 14,000,000 | 17,000,000 | 3166754 | | 35,666,754 |
| Phillips MS | BID 2024 | | | | | 750,000 | 9,000,000 | 10,000,000 | 3,515,493 | | 23,265,493 |
| Carrboro Elm. - inc. capacity +52 | BID 2026 | | | | | | | 1,500,000 | 12,000,000 | 16,000,000 | 29,500,000 |
| FP Graham | BID 2027 | | | | | | | | 500,000 | 7,000,000 | 7,500,000 |
| Culbreth MS | BID 2028 | | | | | | | | | 750,000 | 750,000 |
| *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 | | | | | | 750,000 | | | | | 750,000 |
| ECHHS: Theater Lighting and Sound upgrade | | 900,000 | | | | | | | | | 900,000 |
| CarrboroHS: Chillers and Cooling Towers (at 20 years) | | | | | | | | | | 500,000 | 500,000 |
| Morris Grove: Chillers and Cooling Towers (at 20 years) | | | | | | | | | | 500,000 | |
| Rashkis: Roof Replacement and envelope (at 20 years) | | | | | | | 1,750,000 | | | | 1,750,000 |
| CarrboroHS: Roof Replacement and envelope (at 20 years) | | | | | | | | | | 2,250,000 | 2,250,000 |
| **Technology** | | | | | | | | | | | |
| Equity & Modernizing Classroom Instructional Technology | | 492,000 | 492,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 1,684,000 |
| **Building Additions** | | | | | | | | | | | |
| McDougle Middle School: Auditorium | | 500,000 | 4,000,000 | 600,000 | | | | | | | 5,100,000 |
| **TOTAL UNFUNDED PROJECTS** | - | **1,892,000** | **4,492,000** | **900,000** | **2,800,000** | **17,100,000** | **56,200,000** | **53,711,786** | **22,745,775** | **27,100,000** | **186,441,561** |

| PROJECT TITLE | PENDING 2017-18 Budgeted Lottery Funded Projects | Year 1 2018-19 | Year 2 2019-20 | Year 3 2020-21 | Year 4 2021-22 | Year 5 2022-23 | Five Year Total | | Years 6 to 10 2023-27 |
|---|---|---|---|---|---|---|---|---|---|
| **Mechanical Systems** | | | | 200,000 | | | 200,000 | | |
| McDougle: HVAC Systems - chiller replacements | 177,715 | | | | | | - | | |
| Rashkis: Chiller replacement | | | | | | | | | 626,727 |
| **Information Technology - IT** | | 1,090,057 | 961,761 | 1,619,281 | 1,607,179 | 787,074 | 6,065,352 | | 9,262,513 |
| **Article 46 Sales Tax - Funded Projects** | | | | | | | | | |
| -Technology: Student Access Computing Devices | | 527,602 | 548,706 | 570,654 | 593,480 | 617,219 | 2,857,661 | | 3,476,782 |
| -Improvements at Older Schools: | | | | | | 617,219 | 617,219 | | 3,476,782 |
| -Culbreth: Replace HVAC Roof top Units | | 150,000 | | | | | 150,000 | | |
| -MdDougleMdl: replace pneumatic controls | | | | | 397,614 | 49,514 | 447,128 | | |
| -CarrboroElm: cooling tower replacements | | 117,208 | | | | | 117,208 | | |
| -Ephesus: replace10 HVAC roof top units | | 72,601 | 277,148 | | | | 349,749 | | |
| -EstesHills/Glenwood/CarrboroElm: boiler replacements | | 180,000 | | | | | 180,000 | | |
| -Smith: chiller replacements | | | | 430,654 | 243,480 | | 674,134 | | |
| -Seawell: replace POD classroom HVAC units | | | 200,000 | 185,652 | | | 385,652 | | |
| -TransprotationCenter: HVAC replace gas pack units | | | 115,453 | | | | 115,453 | | |
| -FPG Intermediate Bld: air handler repalcement | | 50,000 | | | | | 50,000 | | |
| **Contingency** | | 1,094,573 | 1,240,512 | 600,900 | 631,179 | 868,833 | 4,435,997 | | |
| | | | | | | | - | | |
| **TOTAL CIP EXPENDITURES** | **815,038** | **4,865,908** | **4,945,091** | **5,026,559** | **4,509,490** | **4,595,766** | **23,942,814** | | **24,364,589** |

| **CAPITAL FUNDING SOURCES** | 2017-18 Budgeted | Year 1 2018-19 | Year 2 2019-20 | Year 3 2020-21 | Year 4 2021-22 | Year 5 2022-23 | Five Year Total | | Years 6 to 10 2023-27 |
|---|---|---|---|---|---|---|---|---|---|
| **Long Range Pay-As-You-Go Funds** | **2,317,894** | **2,352,423** | **2,387,709** | **2,423,525** | **2,459,878** | **2,496,776** | **12,120,311** | | **13,057,014** |
| **Lottery Funds - Budgeted** | **815,038** | **815,174** | **815,174** | **815,174** | **815,174** | **815,174** | **4,075,870** | | **4,075,870** |
| | | | | | | | - | | |
| **Facility Improvements - 5 Year Funding** | **600,900** | **600,900** | **600,900** | **600,900** | **-** | **-** | **1,802,700** | | **-** |
| **Article 46 Sales Tax - 1/4 Cent** | **1,055,203** | **1,097,411** | **1,141,307** | **1,186,960** | **1,234,438** | **1,283,816** | **5,943,932** | | **7,231,705** |
| | | | | | | | - | | |
| | | | | | | | - | | |
| **TOTAL CIP FUNDING** | **4,789,035** | **4,865,908** | **4,945,091** | **5,026,559** | **4,509,490** | **4,595,766** | **23,942,813** | | **24,364,589** |
| | | | | | | | | | |
| | | | | | | | | | |
| | | - | 0 | 0 | 0 | 0 | | | |

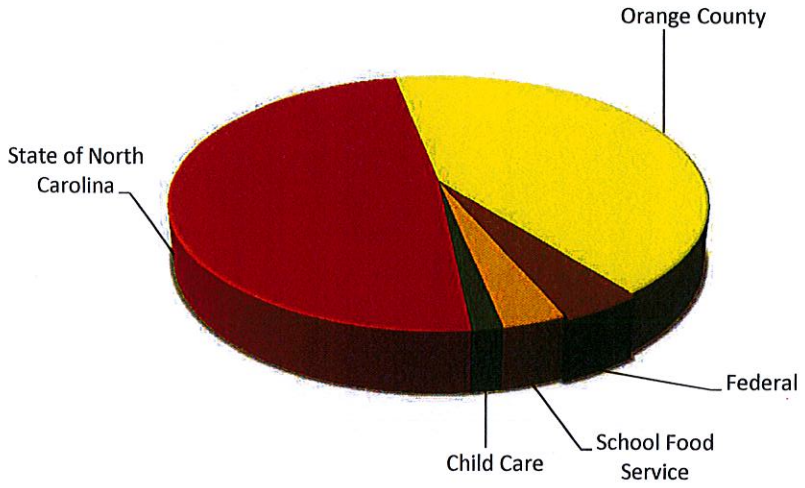
| **2016 SCHOOLS BOND** | through 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 2022-23 | Five Year Total |
|---|---|---|---|---|---|---|---|
| FUNDING | 24,036,000 | 24,036,000 | | 24,036,000 | | | 72,108,000 |
| | | | | | | | |
| PROJECTS: | | | | | | | |
| Chapel Hill High School: **Bid April '18 - start J** | 6,600,000 | 27,259,825 | 27,560,000 | 4,390,000 | | | 65,809,825 |
| Lincoln Center Campus | 1,613,900 | 1,000,000 | 3,684,275 | | | | 6,298,175 |

# STATISTICAL PROFILE

# Financial Perspective

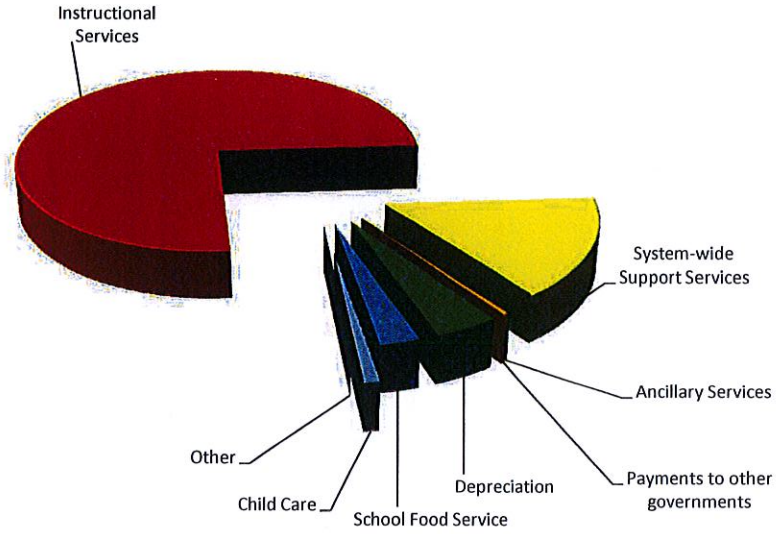
## Governmental and Business-type Activities for Fiscal Year 2016-2017

### Revenue Sources




| | |
|---|---|
| State of North Carolina | $ 64,424,499 |
| Orange County | 56,147,185 |
| Federal | 5,526,504 |
| School Food Service | 4,286,804 |
| Child Care | 2,109,648 |
| Other | 27,947,069 |
| Total | $ 160,441,709 |

### Expenses




| | |
|---|---|
| Instructional Services | $ 124,200,421 |
| System-wide Support Services | 26,185,198 |
| Ancillary Services | 65,179 |
| Payments to other governments | 682,572 |
| Depreciation | 7,090,769 |
| School Food Service | 4,438,518 |
| Child Care | 1,687,495 |
| Other | 8,476 |
| Total | $ 164,358,628 |

Source: Chapel Hill-Carrboro City Board of Education, North Carolina, Annual Financial Report for the year ended June 30, 2017.

# CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION

## Net Position by Component

## Last Ten Fiscal Years

| Year Ended June 30 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|---|---|---|---|
| Governmental activities: | | | | | | | | | | |
| Net investment in capital assets | $ 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 | $ 176,085,739 |
| Restricted | 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 | 4,149,855 |
| Unrestricted (deficit) | 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) | (23,893,751) |
| | $ 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 | $ 156,341,843 |
| Business-type activities: | | | | | | | | | | |
| Investment in capital assets | $ 12,508 | $ 17,486 | $ 42,980 | $ 351,474 | $ 340,873 | $ 329,853 | $ 595,469 | $ 662,343 | $ 599,209 | $ 574,753 |
| Unrestricted (deficit) | 41,283 | 96,627 | 282,203 | 203,985 | 336,611 | 363,478 | 252,864 | (192,193) | 10,783 | 209,146 |
| | $ 53,791 | $ 114,113 | $ 325,183 | $ 555,459 | $ 677,484 | $ 693,331 | $ 848,333 | $ 470,150 | $ 609,992 | $ 783,899 |
| Government-wide: | | | | | | | | | | |
| Net investment in capital assets | $ 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 | $ 176,660,492 |
| Restricted | 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 | 4,149,855 |
| Unrestricted (deficit) | 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) | (23,684,605) |
| | $ 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 | $ 157,125,742 |

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 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Expenses:** | | | | | | | | | | |
| Governmental Activities: | | | | | | | | | | |
| Instructional services | $ 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 | $ 124,200,421 |
| System-wide support services | 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 | 26,185,198 |
| Ancillary services | 50,456 | 3,826 | 34,044 | 237,408 | 136,883 | 106,706 | 90,470 | 61,433 | 61,697 | 65,179 |
| Payments to other governments | 463,074 | 416,950 | 492,838 | 575,187 | 527,076 | 508,313 | 649,613 | 819,752 | 691,229 | 682,572 |
| Interest on long-term debt | 51,977 | 39,912 | 31,171 | 16,154 | 675 | 20,142 | 32,455 | 24,695 | 16,704 | 8,476 |
| Unallocated depreciation expense | 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 | 7,090,769 |
| Total governmental activities | 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 | 158,232,615 |
| Business-type activities: | | | | | | | | | | |
| School food service | 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 | 4,438,518 |
| Child Care | 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 | 1,687,495 |
| Total business-type activities | 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 | 6,126,013 |
| Total government-wide | $ 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 | $ 164,358,628 |
| **Program Revenues:** | | | | | | | | | | |
| Governmental activities: | | | | | | | | | | |
| Charges for services: | | | | | | | | | | |
| Co-curricular | $ - | $ 2,739,392 | $ 2,665,684 | $ 2,655,827 | $ 2,712,319 | $ 2,900,197 | $ 2,626,915 | $ 2,434,363 | $ 2,578,856 | $ 2,511,886 |
| Operational support | 286,919 | 484,614 | 491,528 | 470,487 | 515,397 | 494,505 | 725,262 | 755,480 | 852,073 | 832,866 |
| Operating grants and contributions | 67,633,175 | 66,801,813 | 65,677,147 | 67,177,842 | 64,339,584 | 64,250,087 | 63,995,592 | 68,179,662 | 68,043,688 | 69,805,753 |
| Capital grants and contributions | 425,185 | 290,592 | 129,328 | 157,678 | 39,470 | 162,818 | 61,675 | 102,730 | 226,924 | 145,250 |
| Total governmental activities | 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 | 73,295,755 |
| Business-type activities: | | | | | | | | | | |
| Charges for services: | | | | | | | | | | |
| School food service | 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 | 1,714,143 |
| Child care | 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 | 2,109,648 |
| Operating grants and contributions | 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 | 2,449,659 |
| Capital grants and contributions | - | - | 31,955 | - | - | - | - | - | - | - |
| Total business-type activities | 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 | 6,273,450 |
| Total government-wide | $ 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 | $ 79,569,205 |
| **Net (Expense)/Revenue** | | | | | | | | | | |
| Governmental activities | $ (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) | $ (84,936,860) |
| Business-type activities | (514,144) | (351,641) | (366,747) | (273,454) | (19,629) | (51,628) | (157,748) | (27,304) | 105,051 | 147,437 |
| Total government-wide | $ (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) | $ (84,789,423) |

# CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION

**Changes in Net Position (Continued)**
**Last Ten Fiscal Years**

| Year Ended June 30 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|---|---|---|---|
| **General Revenues and Other Changes in Net Position** | | | | | | | | | | |
| Governmental activities: | | | | | | | | | | |
| Unrestricted county and city appropriations - operating | $ 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 | $ 71,161,573 |
| Unrestricted county appropriations - capital | 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 | 7,788,064 |
| Investment earnings, unrestricted | 450,995 | 248,970 | 113,561 | 102,977 | 86,429 | 42,140 | 38,313 | 23,785 | 32,149 | 59,843 |
| Miscellaneous, unrestricted | 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 | 1,863,024 |
| Transfers | (386,177) | (406,883) | (577,192) | (500,017) | (141,654) | (67,475) | (312,750) | (193,286) | (34,791) | (26,470) |
| Total governmental activities | 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 | 80,846,034 |
| Business-type activities: | | | | | | | | | | |
| Investment earnings, unrestricted | 25,555 | 5,079 | 625 | 3,713 | - | - | - | - | - | - |
| Transfers | 386,177 | 406,883 | 577,192 | 500,017 | 141,654 | 67,475 | 312,750 | 193,286 | 34,791 | 26,470 |
| Total business-type activities | 411,732 | 411,962 | 577,817 | 503,730 | 141,654 | 67,475 | 312,750 | 193,286 | 34,791 | 26,470 |
| Total government-wide | $ 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 | $ 80,872,504 |
| **Change in Net Position** | | | | | | | | | | |
| Governmental activities | $ 20,310,907 | $ 3,397,959 | $ (688,055) | $ 3,830,589 | $ 937,922 | $ 9,992,742 | $ 479,017 | $ 5,083,046 | $ 3,128,235 | $ (4,090,826) |
| Business-type activities | (102,412) | 60,321 | 211,070 | 230,276 | 122,025 | 15,847 | 155,002 | 165,982 | 139,842 | 173,907 |
| Total government-wide | $ 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 | $ (3,916,919) |

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

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

| Year Ended June 30 | 2008 | 2009 | 2010 | 2011 | 2012 |
|---|---|---|---|---|---|
| **Revenues** | | | | | |
| State of North Carolina | $ 59,630,771 | $ 60,922,569 | $ 55,475,547 | $ 55,543,828 | $ 58,808,280 |
| Orange County | 60,497,786 | 47,036,977 | 42,643,077 | 45,703,931 | 46,915,324 |
| U.S. Government | 5,293,013 | 5,726,314 | 9,864,399 | 11,791,692 | 5,570,774 |
| Other | 21,863,500 | 23,959,296 | 23,474,646 | 24,551,625 | 24,885,251 |
| Total revenues | 147,285,070 | 137,645,156 | 131,457,669 | 137,591,076 | 136,179,629 |
| **Expenditures** | | | | | |
| Instructional services | 101,462,067 | 106,935,971 | 102,689,608 | 103,771,701 | 105,498,842 |
| System-wide support services | 18,627,203 | 19,848,927 | 19,658,874 | 20,087,800 | 20,327,573 |
| Ancillary services | 50,456 | 46,025 | 34,044 | 237,408 | 136,883 |
| Non-programmed charges | 591,395 | 579,216 | 753,318 | 762,551 | 638,776 |
| Debt service - principal | 463,568 | 629,600 | 480,592 | 700,922 | 98,292 |
| Debt service - interest | 52,378 | 44,450 | 31,171 | 16,154 | 675 |
| Capital outlay | 26,649,049 | 9,150,703 | 5,118,725 | 8,071,720 | 10,097,491 |
| Total expenditures | 147,896,116 | 137,234,892 | 128,766,332 | 133,648,256 | 136,798,532 |
| Revenues over (under) expenditures | (611,046) | 410,264 | 2,691,337 | 3,942,820 | (618,903) |
| **Other financing sources (uses)** | | | | | |
| Transfers from other funds | - | - | - | 182,811 | 896,939 |
| Transfers to other funds | (386,177) | (398,639) | (577,192) | - | (1,004,309) |
| Installment purchase obligations | 209,328 | 387,981 | - | - | - |
| | (176,849) | (10,658) | (577,192) | 182,811 | (107,370) |
| Net change in fund balances | $ (787,895) | $ 399,606 | $ 2,114,145 | $ 4,125,631 | $ (726,273) |
| Ratio of debt service to non-capital expenditures | 0.43% | 0.53% | 0.42% | 0.57% | 0.08% |

| Year Ended June 30 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|
| **Revenues** | | | | | |
| State of North Carolina | $ 58,911,178 | $ 58,878,531 | $ 61,999,596 | $ 62,738,821 | $ 64,424,499 |
| Orange County | 63,241,889 | 51,422,939 | 53,064,569 | 52,627,490 | 56,147,185 |
| U.S. Government | 5,501,707 | 5,178,736 | 6,282,796 | 5,531,791 | 5,526,504 |
| Other | 25,157,529 | 27,375,623 | 27,977,875 | 28,264,396 | 28,133,506 |
| Total revenues | 152,812,303 | 142,855,829 | 149,324,836 | 149,162,498 | 154,231,694 |
| **Expenditures** | | | | | |
| Instructional services | 108,523,623 | 108,971,020 | 113,420,291 | 115,549,913 | 121,387,316 |
| System-wide support services | 22,260,008 | 22,987,200 | 23,595,307 | 24,343,796 | 24,189,919 |
| Ancillary services | 106,706 | 90,470 | 63,164 | 63,669 | 64,112 |
| Non-programmed charges | 636,315 | 793,774 | 1,006,307 | 840,540 | 789,838 |
| Debt service - principal | 435,540 | 322,084 | 370,899 | 503,084 | 429,638 |
| Debt service - interest | 20,142 | 32,455 | 24,695 | 16,704 | 8,476 |
| Capital outlay | 26,258,936 | 10,409,996 | 8,116,798 | 6,117,029 | 8,297,696 |
| Total expenditures | 158,241,270 | 143,606,999 | 146,597,461 | 147,434,735 | 155,166,995 |
| Revenues over (under) expenditures | (5,428,967) | (751,170) | 2,727,375 | 1,727,763 | (935,301) |
| **Other financing sources (uses)** | | | | | |
| Transfers from other funds | 850,425 | 293,373 | 341,610 | 1,154,000 | 1,283,632 |
| Transfers to other funds | (880,273) | (302,039) | (377,544) | (1,157,478) | (1,280,625) |
| Installment purchase obligations issued | 1,608,547 | - | 82,110 | 498,898 | - |
| Total other financing sources (uses) | 1,578,699 | (8,666) | 46,176 | 495,420 | 3,007 |
| Net change in fund balances | $ (3,850,268) | $ (759,836) | $ 2,773,551 | $ 2,223,183 | $ (932,294) |
| Ratio of debt service to non-capital expenditures | 0.35% | 0.26% | 0.28% | 0.36% | 0.30% |

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

# CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION

## Governmental Funds
## Fund Balances
## Last Ten Fiscal Years

| Year Ended June 30 | 2008 | 2009 | 2010 | 2011 | 2012 |
|---|---|---|---|---|---|
| General Fund | | | | | |
| Reserved | $ 1,210,499 | $ 1,569,752 | $ 1,034,519 | $ - | $ - |
| Unreserved | 4,333,818 | 5,160,768 | 7,135,658 | - | - |
| Nonspendable | - | - | - | 1,080,333 | 972,818 |
| Restricted | - | - | - | 443,625 | 528,824 |
| Assigned | - | - | - | 3,652,913 | 3,222,913 |
| Unassigned | - | - | - | 6,675,445 | 6,123,908 |
| Total General Fund | $ 5,544,317 | $ 6,730,520 | $ 8,170,177 | $ 11,852,316 | $ 10,848,463 |
| All Other Governmental Funds | | | | | |
| Reserved | $ 3,647,263 | $ 605,816 | $ 1,226,320 | $ - | $ - |
| Unreserved (deficit), reported in | | | | | |
| Special Revenue Funds | 880,818 | 899,663 | 875,082 | - | - |
| Capital Projects Fund | (3,167,944) | (480,904) | (402,339) | - | - |
| Nonspendable | - | - | - | - | 425 |
| Restricted | - | - | - | 2,580,114 | 2,875,070 |
| Assigned, reported in | | | | | |
| Special Revenue Funds | - | - | - | 28,970 | 11,169 |
| Unassigned, reported in | | | | | |
| Special Revenue Funds | - | - | - | - | - |
| Total all other governmental funds | $ 1,360,137 | $ 1,024,575 | $ 1,699,063 | $ 2,609,084 | $ 2,886,664 |

| Year Ended June 30 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|
| General Fund | | | | | |
| Reserved | $ - | $ - | $ - | $ - | $ - |
| Unreserved | - | - | - | - | - |
| Nonspendable | 941,271 | 1,120,202 | 1,051,690 | 1,134,291 | 1,194,588 |
| Restricted | 758,515 | 1,131,274 | 792,982 | 824,953 | 601,148 |
| Assigned | 3,222,913 | 1,000,000 | 1,868,000 | 2,148,000 | 1,000,000 |
| Unassigned | 2,841,362 | 3,458,330 | 5,947,241 | 6,554,954 | 7,180,587 |
| Total General Fund | $ 7,764,061 | $ 6,709,806 | $ 9,659,913 | $ 10,662,198 | $ 9,976,323 |
| All Other Governmental Funds: | | | | | |
| Reserved | $ - | $ - | $ - | $ - | $ - |
| Unreserved (deficit), reported in | | | | | |
| Special Revenue Funds | - | - | - | - | - |
| Capital Projects Fund | - | - | - | - | - |
| Nonspendable | - | - | - | - | - |
| Restricted | 2,184,666 | 2,602,427 | 2,267,525 | 3,488,422 | 3,548,707 |
| Assigned, reported in | | | | | |
| Special Revenue Funds | - | - | - | - | - |
| Unassigned, reported in | | | | | |
| Special Revenue Funds | (63,868) | (187,210) | (28,864) | (28,863) | (335,567) |
| Total all other governmental funds | $ 2,120,798 | $ 2,415,217 | $ 2,238,661 | $ 3,459,559 | $ 3,213,140 |

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

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

# CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION

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

Expressed in Nominal Dollars

| Year ended June 30 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|---|---|---|---|
| Food Sales | $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 | $1,714,143 |
| Federal Reimbursements | 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 | 2,184,617 |
| Federal Commodities | 170,504 | 193,434 | 299,074 | 159,160 | 161,631 | 187,786 | 234,534 | 220,602 | 251,491 | 260,164 |
| Other | 351,442 | 166,249 | 255,466 | 216,307 | 142,613 | 174,474 | 174,031 | 141,479 | 151,268 | 123,002 |
| State/Local Reimbursements | 386,177 | 505,161 | 668,556 | 248,848 | 270,470 | 236,610 | 257,124 | 258,563 | 5,156 | 4,878 |
| **Totals** | $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 | $4,286,804 |

Expressed in Constant Dollars

| Year ended June 30 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|---|---|---|---|
| Food Sales | $ 921,944 | $ 932,939 | $ 877,918 | $ 847,624 | $ 811,222 | $ 764,511 | $ 721,951 | $ 692,565 | $ 693,318 | $ 699,664 |
| Federal Reimbursements | 555,668 | 650,229 | 636,273 | 659,719 | 739,708 | 798,161 | 804,787 | 807,876 | 862,012 | 891,699 |
| Federal Commodities | 77,922 | 89,680 | 137,212 | 70,512 | 70,434 | 80,421 | 98,402 | 92,442 | 104,337 | 106,192 |
| Other | 160,611 | 77,077 | 117,205 | 95,829 | 62,147 | 74,720 | 73,017 | 59,286 | 62,757 | 50,206 |
| State/Local Reimbursements | 176,486 | 234,204 | 306,726 | 110,245 | 117,863 | 101,330 | 107,880 | 108,349 | 2,139 | 1,991 |
| **Totals** | $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 | $1,749,752 |

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

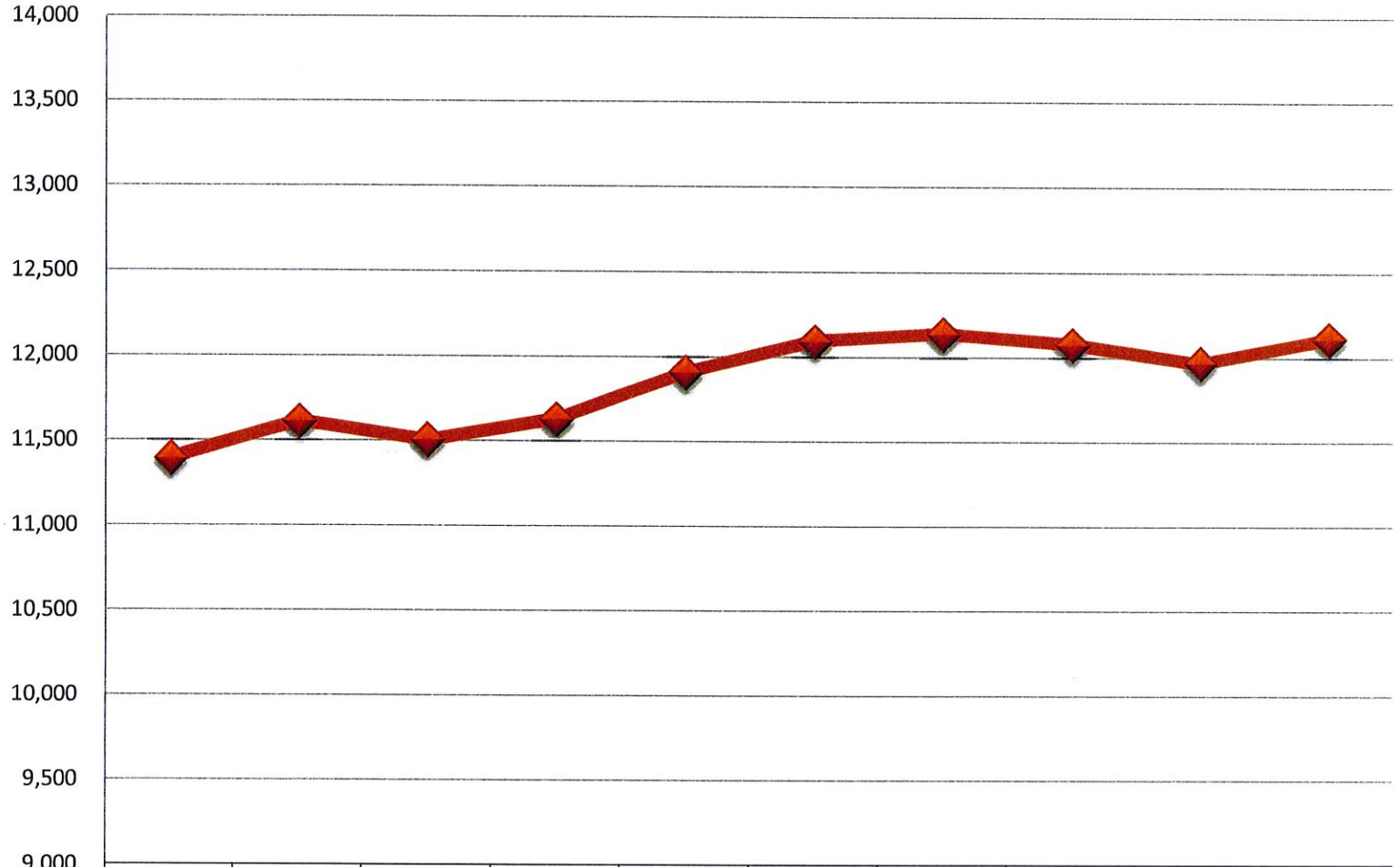
| Year ended June 30 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|---|---|---|---|
| Purchased Food | $ 1,466,999 | $ 1,599,210 | $ 1,658,249 | $ 26,124 | $ - | $ - | $ - | $ - | $ - | $ - |
| Salaries and Benefits | 1,528,029 | 1,519,284 | 1,441,004 | 1,482,891 | 1,284,983 | 1,211,722 | 1,191,652 | 1,043,464 | 1,052,796 | 1,104,337 |
| Management Fees | 589,711 | 699,652 | 704,798 | 2,360,167 | 2,590,338 | 2,837,669 | 2,902,209 | 2,964,019 | 2,954,241 | 3,145,099 |
| Other | 641,030 | 424,774 | 670,427 | 305,002 | 277,205 | 261,502 | 325,476 | 304,674 | 347,936 | 312,084 |
| **Totals** | $ 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 | $ 4,561,520 |

Expressed in Constant Dollars

| Year ended June 30 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|---|---|---|---|
| Purchased Food | $ 670,429 | $ 741,429 | $ 760,787 | $ 11,574 | $ - | $ - | $ - | $ - | $ - | $ - |
| Salaries and Benefits | 698,320 | 704,373 | 661,117 | 656,955 | 559,959 | 518,930 | 499,974 | 437,258 | 436,776 | 450,759 |
| Management Fees | 269,502 | 324,374 | 323,354 | 1,045,608 | 1,128,796 | 1,215,255 | 1,217,661 | 1,242,057 | 1,225,633 | 1,283,740 |
| Other | 292,955 | 196,935 | 307,585 | 135,123 | 120,798 | 111,990 | 136,558 | 127,672 | 144,349 | 127,384 |
| **Totals** | $ 1,931,206 | $ 1,967,111 | $ 2,052,843 | $ 1,849,260 | $ 1,809,553 | $ 1,846,175 | $ 1,854,193 | $ 1,806,987 | $ 1,806,758 | $ 1,861,883 |

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




| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|---|---|---|---|
| Avg Daily Membership | 11,395 | 11,614 | 11,504 | 11,629 | 11,905 | 12,094 | 12,138 | 12,076 | 11,965 | 12,113 |

## 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] |
|---|---|---|---|---|---|
| 2017 | 900 | 12,113 | 1/13 | 95.62% | 23.98% |
| 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% |

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 2017 obtained from Chapel Hill-Carrboro City Board of Education Student Data.

(3) North Carolina Public Schools Statistical Profile (2008-2017 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 | 2008 | 2009 | 2010 | 2011 | 2012 |
|---|---|---|---|---|---|
| Average Daily Membership | 11,395 | 11,614 | 11,504 | 11,629 | 11,905 |
| Instructional | $ 8,859 | $ 9,228 | $ 8,924 | $ 8,927 | $ 8,816 |
| Support | 1,845 | 1,900 | 1,999 | 1,951 | 1,976 |
| Ancillary | 4 | - | 3 | 20 | 11 |
| **Total Expenditures** | **$ 10,708** | **$ 11,128** | **$ 10,926** | **$ 10,898** | **$ 10,803** |

**EXPRESSED IN NOMINAL DOLLARS**

| Year Ended June 30 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|
| Average Daily Membership | 12,094 | 12,138 | 12,076 | 11,965 | 12,113 |
| Instructional | $ 9,055 | $ 9,028 | $ 9,024 | $ 9,272 | $ 10,253 |
| Support | 2,159 | 2,151 | 2,239 | 2,263 | 2,162 |
| Ancillary | 9 | 7 | 5 | 5 | 5 |
| **Total Expenditures** | **$ 11,223** | **$ 11,186** | **$ 11,268** | **$ 11,540** | **$ 12,420** |

**EXPRESSED IN CONSTANT DOLLARS**

| Year Ended June 30 | 2008 | 2009 | 2010 | 2011 | 2012 |
|---|---|---|---|---|---|
| Instructional | $ 4,049 | $ 4,278 | $ 4,094 | $ 3,955 | $ 3,842 |
| Support | 843 | 881 | 917 | 864 | 861 |
| Ancillary | 2 | - | 1 | 9 | 5 |
| **Total Expenditures** | **$ 4,894** | **$ 5,159** | **$ 5,012** | **$ 4,828** | **$ 4,708** |

**EXPRESSED IN CONSTANT DOLLARS**

| Year Ended June 30 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|
| Instructional | $ 3,878 | $ 3,788 | $ 3,781 | $ 3,847 | $ 4,185 |
| Support | 925 | 902 | 938 | 939 | 882 |
| Ancillary | 4 | 3 | 2 | 2 | 2 |
| **Total Expenditures** | **$ 4,807** | **$ 4,693** | **$ 4,721** | **$ 4,788** | **$ 5,069** |

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).

# CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION

## Full-Time Equivalent Governmental Employees by Function/Program

## Last Ten Fiscal Years

| Year ended June 30 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|---|---|---|---|
| Officials, Admins, Mgrs | 16 | 20 | 21 | 21 | 38 | 24 | 28 | 27 | 30 | 28 |
| Principals | 17 | 18 | 19 | 19 | 19 | 22 | 22 | 20 | 20 | 20 |
| Asst. Principals, Non-Teaching | 19 | 23 | 22 | 23 | 23 | 22 | 18 | 22 | 23 | 22 |
| Total Administrators | 52 | 61 | 62 | 63 | 80 | 68 | 68 | 69 | 73 | 70 |
| | | | | | | | | | | |
| Elementary Teachers | 439 | 434 | 431 | 431 | 459 | 415 | 408 | 388 | 387 | 377 |
| Secondary Teachers | 209 | 206 | 204 | 206 | 261 | 144 | 142 | 153 | 154 | 151 |
| Other Teachers | 249 | 236 | 257 | 266 | 273 | 376 | 344 | 376 | 376 | 372 |
| Total Teachers | 897 | 876 | 892 | 903 | 993 | 935 | 894 | 917 | 917 | 900 |
| | | | | | | | | | | |
| Guidance | 39 | 37 | 39 | 39 | 39 | 44 | 39 | 42 | 43 | 39 |
| Psychological | 9 | 11 | 9 | 9 | 9 | 8 | 7 | 8 | 9 | 8 |
| Librarian, Audiovisual | 14 | 18 | 32 | 32 | 32 | 33 | 32 | 35 | 34 | 35 |
| Consultant, Supervisor | 20 | 28 | 15 | 15 | 15 | 17 | 15 | 14 | 15 | 13 |
| Other Professionals | 85 | 94 | 126 | 126 | 127 | 149 | 157 | 157 | 161 | 169 |
| Total Professionals | 1,116 | 1,125 | 1,175 | 1,187 | 1,295 | 1,254 | 1,212 | 1,242 | 1,252 | 1,234 |
| | | | | | | | | | | |
| Teacher Assistants | 347 | 350 | 356 | 356 | 359 | 359 | 397 | 375 | 358 | 343 |
| Technicians | 45 | 23 | 28 | 28 | 26 | 13 | 14 | 14 | 14 | 12 |
| Clerical, Secretarial | 112 | 110 | 114 | 114 | 155 | 104 | 109 | 111 | 114 | 108 |
| Service Workers | 177 | 132 | 115 | 115 | 119 | 104 | 117 | 114 | 112 | 83 |
| Skilled Crafts | - | 27 | 26 | 26 | 26 | 27 | 31 | 30 | 30 | 27 |
| **Totals** | 1,797 | 1,767 | 1,814 | 1,826 | 1,980 | 1,861 | 1,880 | 1,886 | 1,880 | 1,807 |

Source: North Carolina Public Schools Statistical Profile (2008-2017 Editions)

# CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION

**School Building Data**

**June 30, 2017**

| Site | Year Built | Square Footage | Capacity | Current Membership | Over/(Under) Capacity | Condition |
|---|---|---|---|---|---|---|
| **ELEMENTARY SCHOOLS** | | | | | | |
| Carrboro Elementary | 1957 | 61,562 | 533 | 498 | (35) | Poor |
| Ephesus Elementary | 1972 | 73,096 | 448 | 410 | (38) | Poor |
| Estes Hills Elementary | 1958 | 57,989 | 527 | 505 | (22) | Poor |
| FP Graham Elementary | 1960 | 68,513 | 538 | 579 | 41 | Poor |
| Glenwood Elementary | 1952 | 55,372 | 423 | 483 | 60 | Poor |
| McDougle Elementary | 1996 | 99,920 | 564 | 512 | (52) | Good |
| Morris Grove Elementary | 2008 | 90,221 | 585 | 545 | (40) | Excellent |
| Northside Elementary | 2013 | 97,423 | 585 | 485 | (100) | Excellent |
| Rashkis Elementary | 2003 | 95,729 | 585 | 508 | (77) | Excellent |
| Mary Scroggs Elementary | 1999 | 92,900 | 575 | 504 | (71) | Good |
| Seawell Elementary | 1969 | 67,715 | 466 | 547 | 81 | Poor |
| **MIDDLE SCHOOLS** | | | | | | |
| Culbreth Middle | 1969 | 122,467 | 774 | 711 | (63) | Good |
| McDougle Middle | 1994 | 138,141 | 732 | 671 | (61) | Good |
| Phillips Middle | 1962 | 109,498 | 706 | 650 | (56) | Poor |
| Smith Middle | 2001 | 136,054 | 732 | 793 | 61 | Good |
| **HIGH SCHOOLS** | | | | | | |
| Carrboro High School | 2007 | 165,976 | 860 | 816 | (44) | Excellent |
| Chapel Hill High | 1966 | 254,551 | 1,520 | 1,496 | (24) | Poor |
| East Chapel Hill High | 1996 | 267,549 | 1,515 | 1,362 | (153) | Good |
| UNC Hospital School (School is a part of the UNC Hospitals Facilities) | | | | 5 | | |
| Phoenix Academy (Alternative School is a part of Lincoln) | | | | 33 | | |
| **ADMINSTRATIVE OFFICES** | | | | | | |
| Transportation Center | | 5,089 | | | | |
| Lincoln Center | | 72,932 | | | | |

# APPENDIX

**Chapel Hill- Carrboro Schools**
**Allotment Formula – 2018-2019**

| 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<br>2: 601- 1250 ADM<br>3: 1251 -1750 ADM<br>4: 1751- 2250 ADM<br>all @12 months | |
| Classroom teachers | | | | |
| Kindergarten-Third | 1:21 ADM | | | |
| Fourth- Fifth | 1:26 ADM | | | |
| Core subjects | | 1: 120 ADM<br>(teaching 5 classes at 1:24) | 1:140 ADM<br>(5 sections at 1:28) | |
| Mathematics | | | 1: 120 ADM<br>(teaching five 1:24) | |
| Vocational/ CTE | | Dictated by the program | Dictated by the program<br>MOE | |
| Electives | | 1: 140 ADM<br>(5 sections at 1:28) | 1: 140 ADM<br>(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<br>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<br>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:<br>Music, PE, Art | Music @1 FTE per 30 classes<br>PE @1 FTE per 20 classes<br>ART @ 1 FTE per 30 classes | elective allocation | elective allocation | |

| POSITION | ELEMENTARY | MIDDLE | HIGH SCHOOL | Proposed Changes TBD |
|---|---|---|---|---|
| Elem Foreign Language | Serving grades 1-5 in 09-10<br>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<br>1.5: 1001-1500 ADM<br>2: 1501+ ADM | |
| Math/Science Teacher | .5 FTE per school | | | |
| Intervention Specialist | .5 FTE | | | |
| Guidance | 1 FTE per school | 1 FTE per grade<br><br>1 @ 11 MOE<br>others @ 10.5 MOE | CHS ADM=3FTE<br>CHHS ADM=5FTE<br>ECHHS ADM =5FTE<br>1@ 12 MOE others @11 MOE | |
| School Social Worker | 1 FTE per school | 1 FTE per school | 1: up to 1000 ADM<br>1.5: 1001-1500 ADM<br>2: 1501+ ADM<br>.5 @ ECHHS 09-10 | |
| In School Suspension | | 1 FTE (Teacher Assistant) | 1 FTE (Teacher Assistant) per school | |
| Student Assistance | | | 1 FTE @CHHS<br>.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<br>Assigned 2 teaching periods | |

| POSITION | ELEMENTARY | MIDDLE | HIGH SCHOOL | Proposed Changes TBD |
|---|---|---|---|---|
| Instructional Tech Facilitator | 1 FTE per school<br>(11 MOE) | 1 FTE per school<br>(11 MOE) | 1 FTE per school<br>(12 MOE) | |
| 504 | | Extra duty supplement | 1 per school<br>.5 FTE @ CHS 09-10 | |
| Transition Facilitator | | | 1 per school | |
| Program Facilitator | .50 FTE per school | .50 FTE per school | 1 FTE per school | |
| Ex Ed - resource | 1 FTE per 15 - 20 caseload | 1 FTE per 20-25 caseload | 1 FTE per 20-25 caseload | |
| Speech-language Path | 1 FTE per 30 - 35 caseload | 1 FTE per 30 - 35 caseload | 1 FTE per 30 - 35 caseload | |
| Self-contained AIG (District - wide) | district program | | | |
| Gifted Specialist | 1 FTE per school | .5 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<br>.50 FTE per 4-5 @ 210 day school year | 1 per school | 2: up to 1000 ADM<br>3: 1001+ ADM<br>@ 210 day school year | |
| Ex Ed teacher assistant | per total student need<br>@ 210 day school year | per total school need<br>@ 210 day school year | per total school need<br>@ 210 day school year | |
| Media assistant | 1 FTE per school<br>@ 210 day school year | 1 FTE per school<br>@ 210 day school year | 1: up to 1000 ADM<br>1.5: 1001+ ADM<br>@ 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<br>1 FTE: 501+ ADM<br>@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<br>2: 1000+ ADM<br><br>1 @ 12 months<br>other = 11 months | |
| Online Learning Asst. | | | 1 FTE | |
| Athletic Trainer | | | 1 FTE<br>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 |

# 2018-19 NON-PERSONNEL BUDGET ALLOCATIONS TO SCHOOLS

| ACCOUNT | per | ELEM | MIDDLE | HIGH | HOSPITAL | No Changes for 2018-19 Budget |
|---|---|---|---|---|---|---|
| STATE FUNDS: | | | | | | |
| Instructional Supplies | per student | 30.12 | 30.12 | 30.12 | 30.12 | Initial allotment from state |
| Textbooks | per student | | | | | centrally managed by ISD |
| At-Risk | per student | 10.00 | 10.00 | 10.00 | 10.00 | ISD allotment |
| School Technology | per student | - | - | - | - | |
| | | - | - | - | - | |
| | | | | | | |
| LOCAL FUNDS: | | | | | | |
| Differentiated Pay | per cert staff | 75.00 | 75.00 | 75.00 | 75.00 | 11-12 allotment reduction |
| Field Trips | per student | 2.74 | 2.74 | 2.74 | 2.74 | Inflationary increase of .5% 17-18 |
| Staff Development | per teacher | 90.00 | 90.00 | 90.00 | 90.00 | same as 09-10 |
| Safe Schools/Violence Prevention | per school | - | 11,876 | 16,443 | - | Inflationary increase of .5% 17-18 |
| At Risk | per student | 3.01 | 3.01 | 3.01 | 3.01 | Inflationary increase of .5% 17-18 |
| Instructional Supplies | per student | 11.72 | 20.25 | 20.25 | 20.25 | Inflationary increase of .5% 17-18 |
| Cultural Arts | per school | 906.00 | 2,810.00 | 4,485.00 | | Inflationary increase of .5% 17-18 |
| 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 | | | | 13,533 | | Inflationary increase of .5% |
| Supplementary Books | per student | 2.28 | 2.28 | 2.28 | 2.28 | Inflationary increase of .5% 17-18 |
| Media Center Supplies | per student | 11.51 | 11.51 | 11.51 | 11.51 | Infationary increase of .5% 17-18 |
| Co-curricular Activities | per school | - | 14,400 | 48,600 | - | same as 09-10 |
| Co-curricular Activities | per student | - | - | 16.33 | - | Infationary increase of .5% 17-18 |
| 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 | 3.75 | 3.75 | 5.61 | 3.75 | Infationary increase of .5% 17-18 |
| 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 | | | | | | |
| | | | | | | |
| 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 2018-19

## State Fund Allotment Formulas

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

### Classroom Teachers

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.

### Academically or Intellectually Gifted Students

$1,322.28 per child for 4% of ADM.

### 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 ($89.10 per ADM) and 50% is distributed based on number of poor children, per the Federal Title I Low Income poverty data ($358.14 per poor child). Each LEA receives a minimum of the dollar equivalent of two teachers and two instructional support personnel ($272,812).

### Central Office Administration

Decreased by LEA from FY 16-17 Initial Allotment is -3.9%

### Classroom Materials/Instructional Supplies/Equipment

$30.12 per ADM plus $2.69 per 8$^{th}$ and 9$^{th}$ grade ADM for PSAT funding..

### Driver Education

$195.85 per public, private and federal 9th grade ADM.

## Children with Special Needs

$4,253.55 per funded headcount. Child count is comprised of the lesser of the April 1 handicapped headcount or 12.75% of the allotted ADM

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

Distributed based on ADM ($258.05 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

The number of classes is determined by a ratio of 1 21. K-2 TAs per every 3 classes; Grades 1-2-1TA for every 2 classes; and Grade 3-1 TA foe every 3 classes.

## Textbooks

$42.46 per ADM in grades K-12.

## Transportation

80% of the Governor's Recommended Allotment. The remaining funds will be allotted in December.

## Career Technical Education- Months of Employment (MOEs)

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

## Career Technical Education - Program Support

Base of $10,000 per LEA with remainder distributed based on 8-12 ADM ($3354)

# Federal Fund Allotment Formulas

## Career and Technical Education-Program Improvement

Funding to assist in developing the academic career and technical skills of post-secondary students who elect to enroll in career and technical education programs.

## IDEA Preschool

Funds to assist local education agencies in providing special education programs for children with disabilities ages 3-5.

## IASA Title 1 - Reading

One of the largest federal grants 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.

## Improving Teacher Quality, Title II, Part A

To increase student academic achievement through the hiring, ongoing training and retention of highly qualified teachers and principals.

## Language Acquisition State Grant

Assist school districts in teaching English to English learners and in helping these students meet the same challenging State standards required of all students.

# 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. |

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|---|---|
| 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

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. These activities also

include the work of clerical staff, in support of the teaching and leadership functions.

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

5410 School Principal

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

5420 School Assistant Principal

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

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

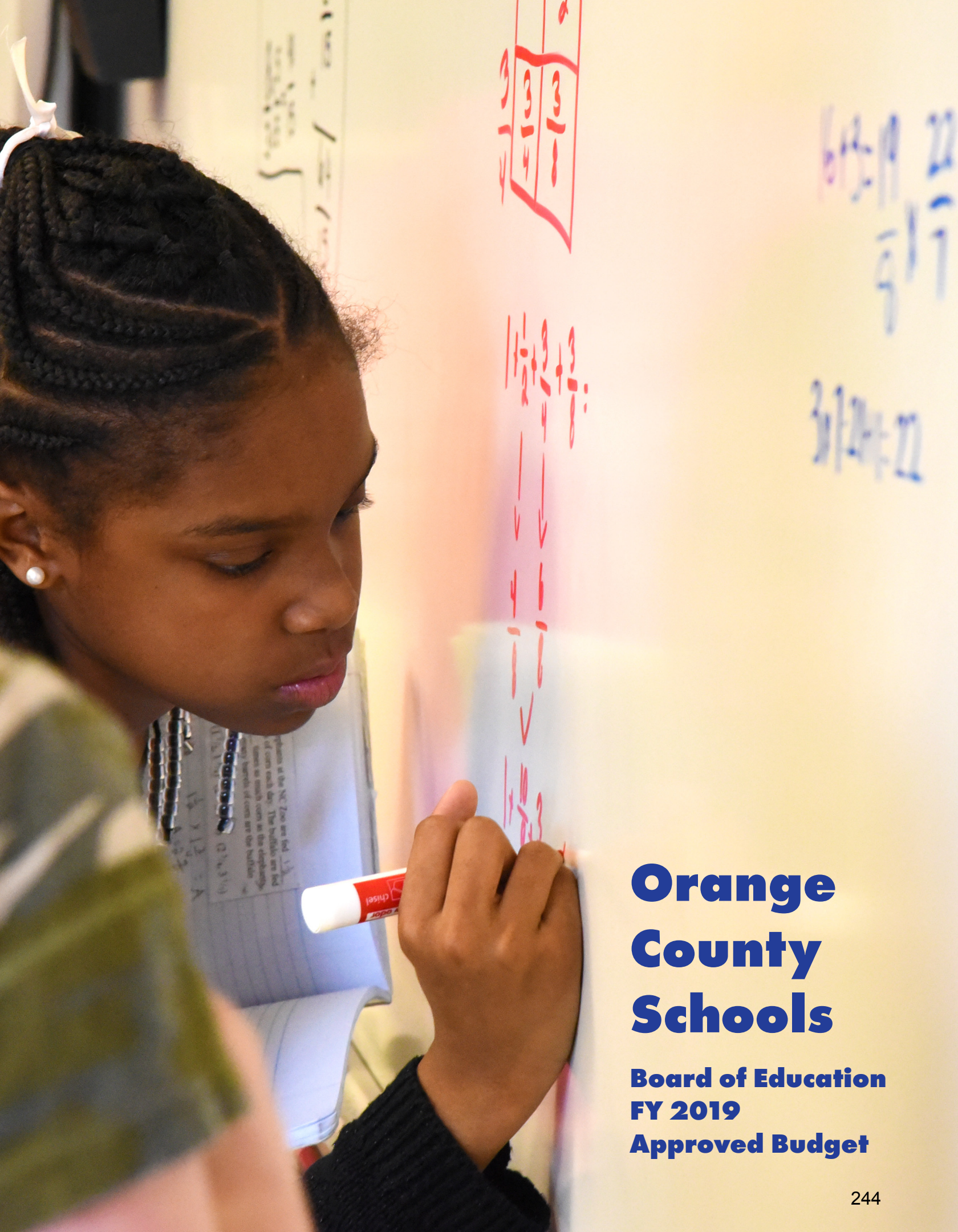
Include payments made by the school system on behalf of an education foundation for which the school system has fiscal responsibility

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

## Board of Education
## FY 2019
## Approved Budget

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# Board of Education

The Orange County Board of Education is the local governing board 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...

1. through the provision of engaging learning opportunities for all students to prepare them for citizenship, higher education, and careers.
2. through consistent and effective engagement with our diverse community.
3. through retaining, recruiting and developing a diverse professional team accountable for the learning opportunities for all students.
4. through the provision of safe and sustainable operations for all students.
5. through the accountable, equitable and transparent management of human and financial resources.



Orange County Schools
200 East King Street, Hillsborough, NC 27278
Phone: 919-732-8126 | Fax: 919-732-8120 | todd.wirt@orange.k12.nc.us
www.orangecountyfirst.com

Dr. Todd Wirt, Superintendent

April, 2018

In my third budget presentation as the **S**uperintendent of Orange County Schools, we find ourselves facing unique challenges to our school system. We currently are experiencing a decline in enrollment, and are on the verge of significant residential growth in our community. We also find ourselves facing continued state mandates that must be met.

Under the leadership of our Board of Education we have continued to improve academic achievement through the implementation of a new pre-K to eighth grade literacy framework and a renewed commitment to a deeper implementation of our 1:1 laptop program. We have a renewed focus on equity in our school system and have taken significant steps to improving outcomes and opportunities:

- Provide Universal Free Breakfast for all kindergarten through fifth grade students
- Implemented Restorative Justice in several schools with a long-term plan for implementation in all 13 schools
- Developed a new Academically or Intellectually Gifted (AIG) plan that created additional pathways for identification of students and a K-1 talent nurturing program aimed at identifying talent at an early age to create more diversity in our gifted program
- Implemented a new math placement process for middle school also aimed at providing more opportunities for students to take advanced level math
- Diversified staff recruitment efforts including a grow your own initiative aimed at creating a more diverse workforce that is representative of our community
- Implementing a dual-language program at New Hope Elementary to serve the diverse population and to create globally minded students
- Implemented poverty band funding allocation to Title 1 schools to ensure the funding is matched to need in our schools

Orange County Commissioners have and continue to be responsive to our educational needs, but we face new mandates from the state and possible changes at the federal level with regards to funding.

The mission of the Orange County Schools is to provide learning opportunities that develop resourceful citizens prepared to engage in an ever changing and diverse world. As we work to realize this mission, we should celebrate our accomplishments:

- 12 out of 13 schools met or exceeded growth as measured by EVAAS (Education Value Added Assessment System)
- 91.8% of our teachers met or exceeded growth as measured by EVAAS
- District Performance Composite grew by 1.2%
- 6,744 breakfasts, 11,133 lunches and 211 snacks served through our summer food service program

continued

- Summer offerings expanded to include full day Read to Achieve Camp, Culinary Camp, and STEM Camp, among others
- Self-funded dental program began with the goal of continuing to reduce out of pocket spending to our employees
- Leadership Development ongoing that is resulting in the promoting of internal candidates into higher level leadership positions
- Fire Tech Academy implemented at Orange High School and a Criminal Justice Academy at Cedar Ridge High School in partnership with local agencies

These accomplishments occurred through the outstanding leadership of the Board of Education and the continued local support from the Board of County Commissioners and the community at large. We recognize and appreciate the additional funding that we received from the Board of County Commissioners last fiscal year, however based on increased mandates from the state one-time funding will not prove to be sufficient or sustainable for our system. The budget proposal before you does not include expansion items such as new positions or programs. It is a pure continuation budget that is aimed at meeting the following challenges:

- Reduced enrollment due to additional students attending charter schools and a loss of state teacher funding
- Mandatory state salary and benefit increases
- Addition of the universal breakfast pilot program permanently into continuation
- Phase in of the mandatory K-3 class size legislation
- Local expectations

Our staff has worked closely with the Board of Education since August of 2017 in preparation of what we knew would be a challenging budget time. We believe that our budget request of $35,396,291 is strictly need-based and is reflective of our desire to continue our present level of service for the student families served by the Orange County Schools.

Sincerely,



Dr. Todd Wirt
Superintendent

# Budget Calendar Fiscal Year 2018-2019

| | | |
|---|---|---|
| **OCS – Board Presentation** | **December 11, 2017** | **OCS Board of Education presentation of Fiscal Year 2018-23 Capital Investment Plan** |
| **OCS – Board Approval** | **January 8, 2018** | **OCS Board of Education approval of Fiscal Year 2018-23 Capital Investment Plan** |
| **OCS – Approved Capital Investment Plan to County** | **Late January – Early February, 2018** | **Approved Capital Investment Plan due to County Commissioners** |
| **OCS – Budget Recommendation** | **March 26, 2018** | **Formal presentation made to Board of Education by the Superintendent on "Budget Recommendations"** |
| **OCS – Budget Consideration (Public Hearing)** | **March 26, 2018** | **Public Hearing – Capital Investment Plan And Local Current Expense Budget** |
| BOCC – Capital Investment Plan | April 3, 2018 | County Manager presents 2018-2023 Recommended Capital Investment Plan to Board of County Commissioners – Regular Work Session (Richard Whitted Meeting Facility) |
| **OCS – Board Approval** | **April 16, 2018** | **Board of Education Adopts Local Current Expense Budget** |
| **OCS – Budget Distribution** | **April 18, 2018** | **Budget due to County Commissioners From Orange County Schools** |
| BOCC – Work Session | April 24, 2018 | Boards of Education Fiscal Year 2018-19 Budget Presentations to BOCC – Joint Work Session (Southern Human Services Center) |
| BOCC – County Manager Presents | May 1, 2018 | County Manager presents Fiscal Year 2018-19 Annual Operating Budget to Board of County Commissioners (Richard Whitted Meeting Facility) |
| BOCC – Budget Consideration | May 10, 2018 | Public Hearing – Orange County Budget and Capital Investment Plan Public Hearings (Richard Whitted Meeting Facility) |
| BOCC – Budget Consideration | May 17, 2018 | 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 24, 2018<br>May 31, 2018<br>June 7, 2018<br>June 12, 2018 | Board of County Commissioners Participates in Board of Education Budget Work Session (@ one of these meetings (TBD) |
| BOCC – County Commissioners Adoption of Budget | June 19, 2018 | Board of County Commissioners adopts Fiscal Year 2018-19 Annual Operating Budget and 2018-23 Capital Investment Plan (Southern Human Services Center) |
| **OCS – Continuation Budget Approval** | **June 25, 2018** | **Board of Education adopts Continuation Budget** |

# Central Services Lead Administrators

## Superintendent's Office

Dr. H. Todd Wirt, Superintendent
Pam Jones, Deputy Superintendent

## Curriculum and Instruction

Michele Woodson, Chief Academic Officer, MTSS
Jason Johnson, Executive Director of Schools
Elementary Instruction/Federal Programs
Connie Crimmins, Director, Exceptional Children
Sherita Cobb, Director, Student Support Director
Patricia Harris, College and Career Readiness Director
Andrew Wiener, Testing & Accountability

## Operations

Patrick Abele, Chief Operations Officer
Roger Ivey, Director, Maintenance
Sara Pitts, Director, Environmental Health & Safety
Valerie Green, Director, Child Nutrition Services Director
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
Richard Lewis, Coordinator, School Community Relations

# FY 2019

# Approved Budget

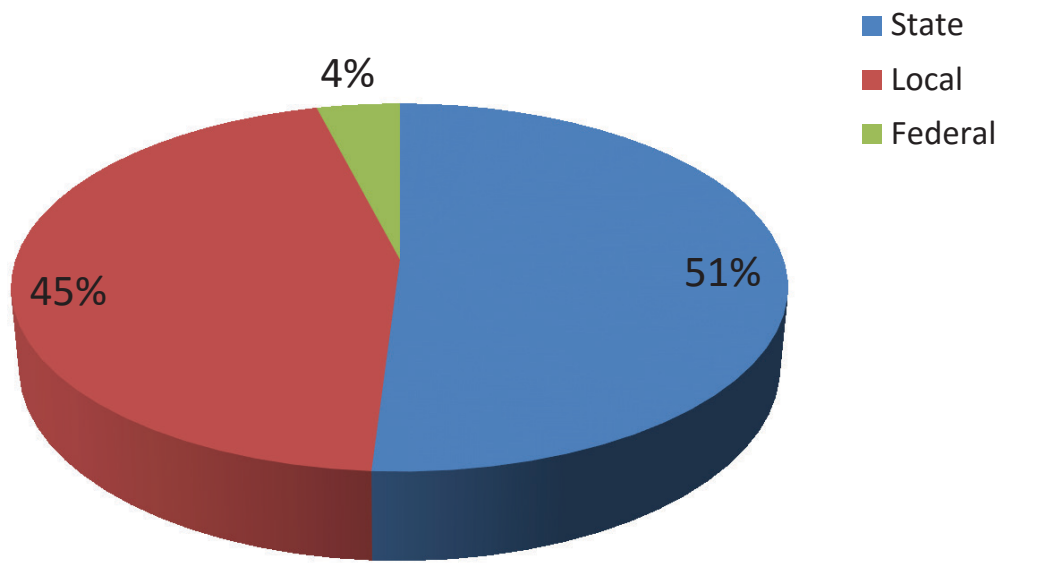
# *Revenues and Expenditures*



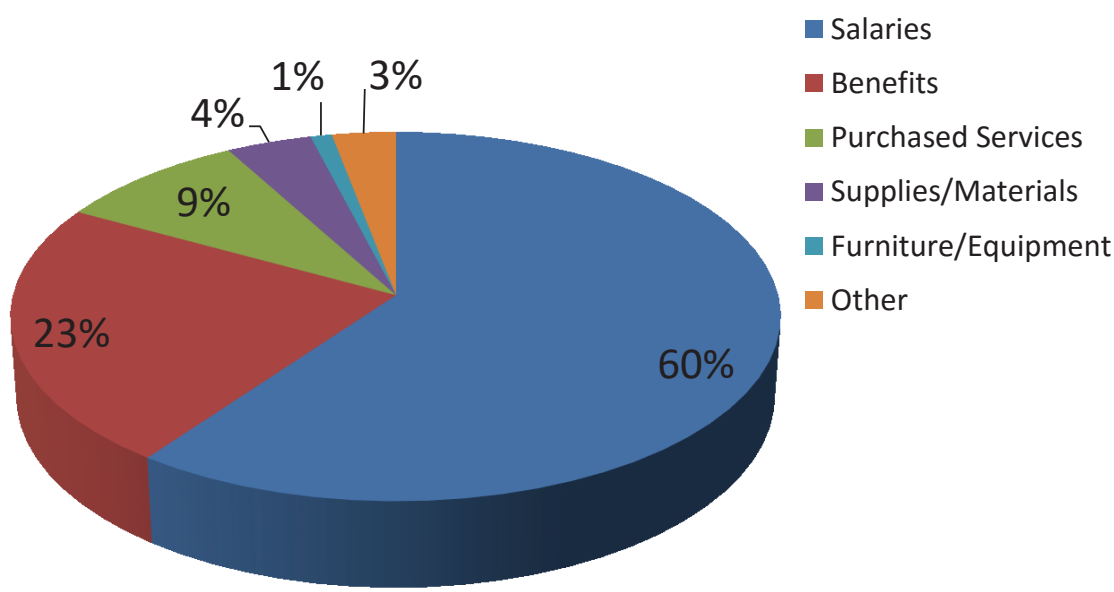


page 7

# FY 2019 FUNDING SOURCES




# FY 2019 FUNDING USES



# 2018 - 2019 Continuation/Expansion Budget Request

| | FY18 | FY19 | | DIFF |
|---|---|---|---|---|
| PROJECTED ENROLLMENT | **7,544** | **7,345** | | (199) |
| CHARTER SCHOOL Funded | 617 | 769 | | 152 |
| less out of district county estimate | 89 | 89 | | - |
| TOTAL STUDENT BILLING BASE | 8,072 | 8,025 | | (47) |
| Revenue at FY 2018 per pupil (3,991) | **$ 32,215,326** | **$ 32,027,775** | | **(187,551)** |
| County Appropriation | 32,215,326 | 32,027,775 | | (187,551) |
| 1x County Funding | 837,900 | - | | (837,900) |
| Fines & Forfeitures | 220,000 | 220,000 | | - |
| Interest | 7,000 | 7,000 | | - |
| **Total Local Revenue** | **$ 33,280,226** | **$ 32,254,775** | | (1,025,451) |
| Fund Balance Appropriations | 2,555,042 | - | | |
| Local Budget | 33,280,226 | 33,280,226 | (1) | |
| Continuation | | | | |
| Universal Breakfast | | 100,000 | (2) | |
| Loss of State Teacher Funding | - | 362,500 | (3) | |
| State Mandated Increases | - | 1,200,000 | (4) | |
| **Total Continuation Budget** | **$ 35,835,268** | **34,942,726** | | |
| **Estimated Continuation Shortfall** | **-** | **$ (2,687,951)** | | **$ 334 Per Pupil Increase** |
| **Additional Continuation budget to fund mandates and expectations** | | | | |
| Charter School Growth | | 215,514 | (5) | |
| HB 90 Class Size Mandate | - | 217,500 | (6) | |
| Living Wage | | 60,000 | | |
| **Grand Total Shortfall** | - | **$ (3,180,965)** | | **$ 396 Per Pupil Increase** |

| **FY2019 Fund Balance Appropriations** | | |
|---|---|---|
| Elementary Schools Environmental Enhancements | 175,000 | |
| Technology Operating Budget | 100,000 | |
| Corporate Drive Up Fit | 500,000 | (7) |
| Student Assignment | 41,000 | (8) |
| Safety/Security | 240,000 | (9) |
| **Total Fund Balance Apropriation** | **1,056,000** | |

**Notes**

(1) Includes 10% reduction taken in FY2018

(2) Previous Fund Balance Appropriation

(3) ADM reduction constitutes loss of 5 state funded positions

(4) Avg 6.9% certified increase; 1,000 classified increase; Retirement =18.44%; Hospitalization = 6,104

(5) Projected growth 54 over March actual. (769 less 823)

(6) 3 additional teachers

(7) Reappropriation of FY2018 approved fund balance appropriation

(8) Remaining Balance of FY2018 approved fund balance appropriation

# Summary of Changes
## State Allotment

- The State FY2019 enrollment projection for the district is 7,345; a 199 student decrease from the 2017-18 projection.
- Teachers and Instructional Support are projected to receive an average 6.9% increase.
- Non-certified and central office staff are projected to receive a $1,000 annual salary increase.
- Principal salary schedule based on average daily membership (ADM) in combination with school growth.
- Assistant Principal salary schedule tied to the Teacher "A" schedule.
- State Retirement rate projected at 18.44%.
- The employer health insurance match rate is projected to increase from an annual average of $5,869 to an annual cost of $6,104.

# 2018 - 2019 Federal Revenue Projection

| | 2016-2017 Budget | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Supt Recom | 2018-2019 Board Appvd. |
|---|---|---|---|---|---|---|
| Federal Revenue | $ 3,777,661 | $ 3,596,661 | $ 3,597,132 | $ 3,297,258 | $ 3,837,258 | $ 3,837,258 |

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

| Projected 2018-2019 Federal Grant Allotments | | 2017-18 Allotment | Carryover Amount | Projected Total |
|---|---|---|---|---|
| PRC 017 | CTE-Program Improvement | $ 75,380 | $ - | 75,380 |
| PRC 049 | IDEA-VI-B - Preschool Handicapped | 50,605 | - | 50,605 |
| PRC 050 | Title I - LEA Basic Program | 1,430,549 | 100,000 | 1,530,549 |
| PRC 053 | Child Nutrition Equipment Grant | 14,051 | - | 14,051 |
| PRC 060 | IDEA VI-B Handicapped | 1,680,633 | 150,000 | 1,830,633 |
| PRC 103 | Title II - Improving Teacher Quality | 176,141 | - | 176,141 |
| PRC 104 | Title III - Language Acquisition - State Grant | 94,984 | 20,000 | 114,984 |
| PRC 111 | Title III - Language Acquisition - Significant Increase | 2,144 | | 2,144 |
| PRC 114 | Children W/Disabilities - Risk Pool | 37,336 | - | 37,336 |
| PRC 118 | IDEA VI-B Targeted Assistance for Special Needs | 3,895 | | 3,895 |
| PRC 119 | IDEA - Targeted Assistance for Preschool | 1,540 | | 1,540 |
| Total | | $ 3,567,258 | $ 270,000 | $ 3,837,258 |

# 2018 - 2019 Local Current Expense Fund Revenue Projections

## $396 per pupil increase

| Projected Student Enrollment | 2016-2017 Budget | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Supt. Recom | 2018-2019 Board Appvd. |
|---|---|---|---|---|---|---|
| State Projection of Students | 7,551 | 7,551 | 7,544 | 7,544 | 7,345 | 7,345 |
| Less: Out-of-County Tuition Paid | 89 | 89 | 89 | 89 | 89 | 89 |
| Existing Charter School Students | 519 | 619 | 617 | 617 | 769 | 769 |
| Total County Resident Students | 7,981 | 8,081 | 8,072 | 8,072 | 8,025 | 8,025 |
| | | | | | | |
| County Appropriation | 3,868 | 3,868 | 3,991 | 3,991 | 4,387 | 4,387 |

| Local Revenues | 2016-2017 Budget | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Supt. Recom | 2018-2019 Board Appvd. |
|---|---|---|---|---|---|---|
| County Appropriation | 30,812,435 | 30,812,435 | 32,215,326 | 32,215,326 | 35,396,291 | 35,396,291 |
| County Appropriation Health & Safety | - | - | - | - | - | - |
| 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 |
| One Time Discretionary Funding | N/A | N/A | 837,900 | 837,900 | - | - |
| ABC Revenue | 32,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| Appropriated Fund Balance | 1,657,115 | 811,469 | 1,763,791 | 1,763,791 | 275,000 | 275,000 |
| Appropriated Fund Balance-Carryover | 849,157 | - | 926,460 | 926,460 | 1,138,000 | 1,138,000 |
| Burroughs Wellcome STEM Grant | - | 58,500 | - | - | - | - |
| Fines and Forfeitures | 220,000 | 265,052 | 220,000 | 220,000 | 220,000 | 220,000 |
| Indirect Cost | 128,000 | 142,783 | 128,000 | 128,000 | 128,000 | 128,000 |
| Interest Income on Investments | 10,000 | 24,597 | 7,000 | 7,000 | 7,000 | 7,000 |
| Math/Science Partnership Grant | 478 | - | - | - | - | - |
| Medicaid Reimbursement | 783,274 | 340,730 | 591,237 | 591,237 | 200,000 | 200,000 |
| Miscellaneous Revenue | 251,754 | 352,337 | 427,632 | 427,632 | 216,000 | 216,000 |
| National Pawn Band Grant | 5,104 | - | 3,188 | 3,188 | - | - |
| N.C. PreK | 575,107 | 221,628 | 220,000 | 220,000 | 220,000 | 220,000 |
| Nurses - County | 972,000 | 935,715 | 972,000 | 972,000 | 972,000 | 972,000 |
| Sales Tax Revenue | 60,000 | 106,728 | 60,000 | 60,000 | 95,000 | 95,000 |
| Tuition - PreK | 28,666 | 15,320 | 51,986 | 51,986 | 42,000 | 42,000 |
| Tuition - Regular School | 192,413 | 198,158 | 87,571 | 87,571 | 80,000 | 80,000 |
| Total Local Revenues | 36,581,412 | 34,315,452 | 38,542,091 | 38,542,091 | 39,019,291 | 39,019,291 |

# 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 |
| FY 2018 (a) | $3,991 | $123.00 |

(a) One time discretionary funding of $2.1 million by ADM was allocated to the school systems: CHCCS = $1.3 million; OCS = $838 thousand

*Re-evaluation year of property tax values

# Local Fund Expense/Budget Summary

## *Summary by Purpose Code*

| INSTRUCTIONAL SERVICES | 2016-2017 Budget | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Supt Recom | 2018-2019 Board Appvd. |
|---|---|---|---|---|---|---|
| 5110 Regular Instructional | $ 8,466,659 | $ 8,048,608 | $ 8,740,748 | $ 8,740,748 | $ 8,757,553 | $ 8,757,553 |
| 5111 Supplement - Tenured Teacher | 1,093,095 | 1,061,828 | 1,168,467 | 1,168,467 | 1,170,713 | 1,170,713 |
| 5112 Cultural Arts | 901,635 | 1,011,965 | 1,055,466 | 1,055,466 | 1,057,495 | 1,057,495 |
| 5113 Physical Education | 845,463 | 721,178 | 844,189 | 844,189 | 845,812 | 845,812 |
| 5114 Foreign Language | 100,274 | 115,695 | 126,380 | 126,380 | 126,623 | 126,623 |
| 5115 Technology | - | 653 | - | - | - | - |
| 5120 CTE | 6,963 | 6,647 | 6,947 | 6,947 | 6,961 | 6,961 |
| 5210 Children With Disabilities | 2,440,361 | 1,559,322 | 2,137,793 | 2,137,793 | 2,141,903 | 2,141,903 |
| 5220 Special Populations CTE | 359,742 | 9,354 | 341,187 | 341,187 | 341,843 | 341,843 |
| 5230 Pre-K Children With Disabilities | 53,069 | 78,816 | 77,108 | 77,108 | 77,256 | 77,256 |
| 5240 Speech and Language | 38,000 | 15 | - | - | - | - |
| 5260 Academically/Intellectually Gifted | 250,585 | 68,535 | 253,255 | 253,255 | 253,742 | 253,742 |
| 5270 Limited English Proficiency | 209,213 | 211,763 | 278,129 | 278,129 | 278,664 | 278,664 |
| 5310 Alternative Instructional | 32,503 | 34,496 | 41,451 | 41,451 | 41,531 | 41,531 |
| 5320 Attendance/Social Work | 241,679 | 345,354 | 360,677 | 360,677 | 361,371 | 361,371 |
| 5330 Remedial and Supplemental | 282,423 | 342,800 | 347,494 | 347,494 | 348,163 | 348,163 |
| 5340 Pre-K Services | 579,073 | 506,549 | 504,619 | 504,619 | 505,589 | 505,589 |
| 5350 Extended Day/Year | - | - | 217,980 | 217,980 | 218,399 | 218,399 |
| 5400 School Leadership | 35,440 | 40,839 | 36,290 | 36,290 | 36,360 | 36,360 |
| 5401 School Principal | 357,726 | 325,489 | 367,466 | 367,466 | 368,173 | 368,173 |
| 5402 School Assistant Principal | 846,348 | 900,882 | 851,368 | 851,368 | 853,005 | 853,005 |
| 5403 School Treasurer | 319,953 | 365,058 | 334,190 | 334,190 | 334,833 | 334,833 |
| 5404 School Clerical Support | 365,421 | 380,017 | 380,571 | 380,571 | 381,302 | 381,302 |
| 5500 Co-Curricular | 72,837 | 43,289 | 72,837 | 72,837 | 72,977 | 72,977 |
| 5501 Athletics | 605,965 | 651,743 | 696,834 | 696,834 | 698,174 | 698,174 |
| 5502 Cultural Arts | 132,547 | 116,323 | 130,631 | 130,631 | 130,882 | 130,882 |
| 5503 School Clubs/Student Organizations | 7,034 | 5,369 | 7,034 | 7,034 | 7,048 | 7,048 |
| 5504 Before/After School Care | 158,280 | 120,797 | 137,558 | 137,558 | 137,823 | 137,823 |
| 5810 Education Media | 117,272 | 166,010 | 124,105 | 124,105 | 124,344 | 124,344 |
| 5820 Student Accounting | 483,541 | 502,921 | 490,417 | 490,417 | 491,360 | 491,360 |
| 5830 Guidance | 616,396 | 684,780 | 607,763 | 607,763 | 608,932 | 608,932 |
| 5840 Health Support | 979,066 | 910,071 | 972,000 | 972,000 | 973,869 | 973,869 |
| 5850 Safety and Security | 200,617 | 537,150 | 200,617 | 200,617 | 201,003 | 201,003 |
| 5860 Instructional Technology | - | - | - | - | - | - |
| 5880 Parent Involvement | 23,666 | 604 | 46,986 | 46,986 | 47,076 | 47,076 |
| 5000 Total Instructional Services | $ 21,222,845 | $ 19,874,923 | $ 21,958,560 | $ 21,958,560 | $ 22,000,778 | $ 22,000,778 |
| | | | | | | |
| SUPPORT SERVICES | | | | | | |
| | | | | | | |
| 6110 Regular Curricular Support | $ 1,321,109 | $ 1,304,897 | $ 1,498,375 | $ 1,498,375 | $ 1,454,821 | $ 1,454,821 |
| 6113 Physical Education Support | 6,281 | 3,801 | - | - | - | - |
| 6120 CTE Curricular Support | - | 109,584 | - | - | - | - |
| 6200 Special Population Support | 168,954 | 174,751 | 166,156 | 166,156 | 166,475 | 166,475 |
| 6300 Alternative Programs | 62 | 30,758 | - | - | - | - |
| 6303 Remedial & Supplemental Svcs K-12 | 41,574 | 36,927 | 30,000 | 30,000 | 30,058 | 30,058 |
| 6400 Technology Support Service | 492,953 | 509,409 | 265,084 | 265,084 | 265,594 | 265,594 |
| 6401 Technology Service | 617,987 | 606,268 | 614,863 | 614,863 | 616,045 | 616,045 |

# Local Fund Expense/Budget Summary
## *Summary by Purpose Code*

| SUPPORT SERVICES (CONT.) | 2016-2017 Budget | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2017-2018 Supt Recom | 2017-2018 Supt Recom |
|---|---|---|---|---|---|---|
| 6510 Communication | $ 178,254 | $ 218,935 | $ 178,254 | $ 178,254 | $ 178,597 | $ 178,597 |
| 6520 Printing and Copying | 264,396 | 294,111 | 266,233 | 266,233 | 266,744 | 266,744 |
| 6530 Public Utility and Energy | 2,486,241 | 2,148,773 | 2,564,390 | 2,564,390 | 2,569,320 | 2,569,320 |
| 6540 Custodial/Housekeeping | 997,579 | 995,120 | 1,103,005 | 1,103,005 | 1,105,126 | 1,105,126 |
| 6550 Transportation | 826,958 | 840,019 | 820,579 | 820,579 | 822,157 | 822,157 |
| 6551 Non - Yellow Bus | 8,250 | 17,801 | 4,165 | 4,165 | 4,173 | 4,173 |
| 6560 Warehouse and Delivery | - | 23,034 | 19,507 | 19,507 | 19,544 | 19,544 |
| 6570 Facility Planning, Acquisition & Construction | - | - | 500,000 | 500,000 | 500,961 | 500,961 |
| 6580 Maintenance | 2,190,337 | 1,870,571 | 2,240,004 | 2,240,004 | 2,244,310 | 2,244,310 |
| 6610 Financial | 211,978 | 243,819 | 214,627 | 214,627 | 215,040 | 215,040 |
| 6613 Risk Management | 385,716 | 347,656 | 377,460 | 377,460 | 378,186 | 378,186 |
| 6620 Human Resource | 719,559 | 665,450 | 635,210 | 635,210 | 636,431 | 636,431 |
| 6621 Human Resource Management | 11,300 | 11,797 | 14,800 | 14,800 | 14,828 | 14,828 |
| 6622 Recruitment | 33,000 | 12,743 | 33,000 | 33,000 | 33,063 | 33,063 |
| 6623 Staff Development | 5,000 | 7,917 | 5,000 | 5,000 | 5,010 | 5,010 |
| 6624 Salary & Benefits | 1,000 | 81 | 1,000 | 1,000 | 1,002 | 1,002 |
| 6625 2015-16 Salary Study | - | - | - | - | - | - |
| 6626 Job Fair - Tables and Chairs | - | - | - | - | - | - |
| 6627 Additional Responsibility | 53,500 | 32,798 | 39,302 | 39,302 | 39,378 | 39,378 |
| 6710 Student Testing | 203,953 | 191,185 | 202,086 | 202,086 | 202,474 | 202,474 |
| 6840 Health Support | 28 | - | - | - | - | - |
| 6850 Safety and Security | 11,200 | 8,648 | 11,200 | 11,200 | 11,222 | 11,222 |
| 6910 Board of Education | 674,363 | 120,024 | 672,325 | 672,325 | 673,617 | 673,617 |
| 6920 Legal | 225,000 | 194,642 | 225,000 | 225,000 | 225,433 | 225,433 |
| 6930 Audit | 51,000 | 49,169 | 51,000 | 51,000 | 51,098 | 51,098 |
| 6940 Leadership | 327,227 | 255,628 | 332,761 | 332,761 | 333,401 | 333,401 |
| 6941 Office of the Superintendent | 110,025 | 130,631 | 116,435 | 116,435 | 116,659 | 116,659 |
| 6942 Deputy, Associate, and Assistants | 278,734 | 345,789 | 284,063 | 284,063 | 284,610 | 284,610 |
| 6950 Public Relations and Marketing | 126,510 | 123,211 | 128,652 | 128,652 | 128,900 | 128,900 |
| 6000 Total Support Services | $ 13,030,028 | $ 11,925,946 | $ 13,614,536 | $ 13,614,536 | $ 13,594,276 | $ 13,594,276 |
| | | | | | | |
| OTHER SERVICES | | | | | | |
| | | | | | | |
| 7100 Community Service | $ 6,449 | $ 6,302 | $ 6,332 | $ 6,332 | $ 6,344 | $ 6,344 |
| 7200 Nutrition Service | 302,090 | 146,373 | 133,044 | 133,044 | 133,300 | 133,300 |
| 8100 Pay to Other Gov. Units/Charter Sch. | 2,020,000 | 2,361,909 | 2,829,619 | 2,829,619 | 3,284,593 | 3,284,593 |
| 7000/8000 Total Other Services | $ 2,328,539 | $ 2,514,584 | $ 2,968,995 | $ 2,968,995 | $ 3,424,237 | $ 3,424,237 |
| | | | | | | |
| TOTAL LOCAL OPERATING EXPENSES | $ 36,581,412 | $ 34,315,452 | $ 38,542,091 | $ 38,542,091 | $ 39,019,291 | $ 39,019,291 |
| | | | | | | |
| Per Pupil Expenditures | 3,868 | 3,868 | 3,991 | 3,991 | 4,387 | 4,387 |

# FY 2019

# Approved Budget

# *Fund Balance*

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

| Year Ended June 30 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|---|---|---|---|
| General Fund: | | | | | | | | | | |
| Reserved | $ 338,976 | $ 283,772 | $ 42,261 | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| Unreserved | 1,388,852 | 2,473,105 | 3,376,690 | - | - | - | - | - | - | - |
| Restricted | - | - | - | 36,491 | 28,173 | 52,026 | 47,174 | 119,558 | 127,643 | 260,399 |
| Assigned | - | - | - | 170,582 | 2,850,000 | 3,263,999 | 2,666,206 | - | 2,604,067 | 2,555,042 |
| Unassigned | - | - | - | 4,875,245 | 4,207,417 | 2,543,699 | 2,498,886 | 5,321,833 | 1,930,624 | 1,283,855 |
| Total General Fund | $ 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 | $ 4,099,296 |
| All other governmental funds: | | | | | | | | | | |
| Reserved | $ 58,486 | $ 328,176 | $ 205,123 | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| Unreserved, reported in: | | | | | | | | | | |
| Special Revenue Funds | 381,979 | 376,204 | 589,139 | - | - | - | - | - | - | - |
| Capital Projects Fund | 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 | 2,000,483 |
| Assigned, reported in: | | | | | | | | | | |
| Other Special Revenue Fund | - | - | - | - | 45,660 | 208,537 | 269,281 | 784,989 | 1,043,483 | 1,413,961 |
| Total all other governmental funds | $ 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 | $ 3,414,444 |

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.

# FY 2019

# Approved Budget

# *Child Nutrition Services*

# Child Nutrition Services

| REVENUES | 2016/2017 Budget | 2016/2017 Actual | 2017/2018 Budget | 2017/2018 Estimate | 2018/2019 Budget |
|---|---|---|---|---|---|
| USDA- REGULAR | $ 1,650,000 | 1,803,669 | $ 1,740,000 | $ 1,740,000 | $ 1,805,000 |
| SALES AND USE TAX REVENUE | 1,000 | 871 | 1,000 | 1,000 | 1,000 |
| USDA- SUMMER FEED | 10,000 | 38,548 | 36,000 | 36,000 | 36,000 |
| USDA- COMMODITIES | 175,000 | 181,790 | 185,000 | 185,000 | 184,000 |
| SALES- BREAKFAST FULL | 33,000 | 115,123 | 70,000 | 70,000 | 115,000 |
| SALES- LUNCH FULL | 372,000 | 419,672 | 356,000 | 356,000 | 420,000 |
| SALES- LUNCH REDUCED | 17,000 | 15,970 | 10,000 | 10,000 | 16,000 |
| SALES- SUPPLEMENTAL | 393,000 | 225,582 | 260,000 | 260,000 | 260,000 |
| SALES-OTHER VENDING MACHINES | 25,000 | 11,588 | 12,000 | 12,000 | 8,000 |
| CATERED BREAKFAST | 3,000 | 5,003 | 4,000 | 4,000 | 6,000 |
| CATERED- LUNCHES | 2,500 | 5,674 | 1,500 | 1,500 | 6,000 |
| SUPPERS AND BANQUETS | 1,000 | 3,020 | 1,000 | 1,000 | 3,000 |
| CATERED- SUPPLEMENTS | 53,000 | 23,300 | 27,000 | 27,000 | 21,000 |
| AFTERSCHOOL SNACKS-REDUCED | - | - | 50 | 50 | 100 |
| STATE REIM - REDUCED PRICE BREAKFAST | 4,300 | 6,282 | 4,300 | 4,300 | 6,500 |
| INTEREST EARNED ON INVESTMENT | 1,000 | - | 500 | 500 | - |
| OTHER LOCAL OPERATING REVENUE | 300 | 2,148 | 300 | 300 | 300 |
| INDIRECT COST ALLOCATED | - | - | - | - | - |
| TRANSFER FROM LOCAL CURRENT | 195,000 | 189,040 | 45,000 | 45,000 | 45,000 |
| | | | | | |
| **TOTAL REVENUES** | $ 2,936,100 | $ 3,047,280 | $ 2,753,650 | $ 2,753,650 | $ 2,932,900 |

# Child Nutrition Services

| EXPENDITURES | 2016/2017 Budget | 2016/2017 Actual | 2017/2018 Budget | 2018/2019 Estimate | 2018/2019 Budget |
|---|---|---|---|---|---|
| SALARY- DIRECTOR | $ 55,000 | $ 67,084 | $ 56,560 | $ 56,560 | $ 67,000 |
| SALARY- OFFICE PERSONNEL | 56,650 | 49,508 | 60,000 | 60,000 | 55,000 |
| SALARY- CN SUBSTITUTES | 43,000 | 60,080 | 45,000 | 45,000 | 25,000 |
| SALARY- FOOD SERVICE EMPLOYEE | 589,000 | 500,582 | 545,000 | 545,000 | 587,100 |
| SALARY- MANAGER | 349,100 | 325,259 | 340,000 | 340,000 | 335,000 |
| SUPPLEMENT | - | 8,721 | - | - | - |
| BONUS PAY | | 29,368 | 5,000 | 5,000 | 5,000 |
| LONGEVITY | 13,000 | 14,896 | 13,000 | 13,000 | 14,000 |
| BONUS LEAVE PAYOFF | 1,500 | 933 | 1,000 | 1,000 | 1,000 |
| ANNUAL LEAVE | 6,000 | 7,043 | 6,000 | 6,000 | 6,000 |
| PAYMENT OF SHORT TERM DISABILITY-1sT | 11,000 | 4,191 | 6,000 | 6,000 | 6,000 |
| OVERTIME PAY | 5,000 | 4,037 | 5,000 | 5,000 | 5,000 |
| EMPLOYER'S SOCIAL SECURITY | 75,000 | 75,896 | 77,000 | 77,000 | 78,600 |
| EMPLOYER'S RETIREMENT | 155,680 | 151,487 | 150,000 | 150,000 | 181,200 |
| PENSION EXPENSE ADJUSTMENT - GASB 68 | | 20,050 | - | - | - |
| EMPLOYER'S HOSPITAL | 234,360 | 205,548 | 225,000 | 225,000 | 210,000 |
| WORKERS COMPENSATION | 60,000 | 35,703 | 60,000 | 60,000 | 60,000 |
| UNEMPLOYMENT | 1,000 | 59 | 1,000 | 1,000 | 1,000 |
| OTHER INSURANCE COST | 300 | - | 300 | 300 | 300 |
| CONTRACTED SERVICES | 11,500 | 5,627 | 10,000 | 10,000 | 10,000 |
| WORKSHOP EXPENSE | 1,500 | 521 | 2,500 | 2,500 | 2,500 |
| ADVERTISING FEES | 100 | - | 100 | 100 | 250 |
| PRINTING & BINDING | 2,000 | 4,793 | 2,000 | 2,000 | 600 |
| CONTRACTED REPAIRS & MAINT. | 1,000 | 10 | 1,000 | 1,000 | 1,000 |
| TRAVEL | 8,800 | 8,040 | 8,800 | 8,800 | 9,400 |
| POSTAGE | 550 | 731 | 750 | 750 | 750 |
| TELEPHONE - Mobile | 700 | 636 | 700 | 700 | 900 |
| MEMBERSHIP FEES AND DUES | 300 | - | 300 | 300 | 300 |
| BANK SERVICE CHARGES | | 814 | 500 | 500 | 500 |
| SUPPLIES & MATERIALS | 7,000 | - | 7,000 | 7,000 | 7,000 |
| COMPUTER SOFTWARE AND SUPPLIES | 10,000 | 13,302 | 11,000 | 11,000 | 11,000 |
| REPAIR PARTS | 500 | - | 700 | 700 | 700 |
| FOOD PURCHASE | 976,320 | 1,271,978 | 1,000,000 | 1,000,000 | 1,133,900 |
| FOOD PROCESSING SUPPLIES | 81,000 | 90,423 | 77,000 | 77,000 | 77,000 |
| OTHER FOOD PURCHASES | 7,000 | 6,731 | 7,000 | 7,000 | 7,000 |
| PURCHASED NON-CAPITAL EQUIP | 10,000 | - | 10,000 | 10,000 | 12,400 |
| COMPUTER EQUIPMENT-INVENTORIED | 2,400 | - | 2,400 | 2,400 | 1,500 |
| PURCHASE OF EQUIPMENT-CAPITALIZED | - | - | - | - | 10,000 |
| DEPRECIATION | 9,840 | 15,943 | 16,040 | 16,040 | 9,000 |
| INDIRECT COST | - | | - | - | |
| **TOTAL EXPENSES** | $ 2,786,100 | $ 2,979,995 | $ 2,753,650 | $ 2,753,650 | $ 2,932,900 |

FY 2019

Approved Budget

***School Community Relations***

# School Community Relations

| SCHOOL COMMUNITY RELATIONS | 2016-2017 Budget | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Budget |
|---|---|---|---|---|---|
| COORDINATOR SALARY | $ 56,201 | $ 55,383 | $ 59,011 | $ 59,011 | $ 72,626 |
| COMMUINITY OUTREACH COORDINATOR | - | - | - | - | 50,000 |
| AFTER SCHOOL/CLERICAL SALARY | 125,544 | 102,483 | 129,309 | 129,309 | 133,189 |
| CONTRACTED SERVICES | 2,000 | 1,797 | 2,000 | 2,000 | 2,000 |
| WORKSHOP EXPENSES / ALLOWABLE TRAVEL | 4,352 | 3,154 | 4,352 | 4,352 | 4,352 |
| ADVERTISING COST | 2,000 | 1,516 | 2,000 | 2,000 | 2,000 |
| PRINTING & BINDING FEES | 1,500 | - | 1,500 | 1,500 | 1,500 |
| REPRODUCTION COST (copier) | 2,000 | 2,116 | 2,000 | 2,000 | 2,000 |
| OTHER PROFESSIONAL & TECH SERVICES | 600 | - | 600 | 600 | 600 |
| CONTRACTED REPAIRS & MAINT. - EQUIPMENT | 609 | - | 609 | 609 | 609 |
| ELECTRICAL UTILITIES | 3,200 | 2,911 | 3,200 | 3,200 | 3,200 |
| TRAVEL | 4,000 | 2,252 | 4,000 | 4,000 | 4,000 |
| MEMBERSHIP & DUES | 500 | 228 | 500 | 500 | 500 |
| SUPPLIES/MATERIALS | 2,000 | 3,620 | 2,000 | 2,000 | 2,000 |
| COMPUTER/SOFTWARE & SUPPLIES | 500 | 125 | 500 | 500 | 500 |
| FURNITURE & EQUIPMENT - INVENTORIED | 1,124 | 333 | 1,126 | 1,126 | 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 | 5,435 | 4,811 | 5,635 | 5,635 | 7,804 |
| EMPLOYER'S SOCIAL SECURITY | 13,904 | 11,402 | 14,406 | 14,406 | 19,582 |
| EMPLOYER'S RETIREMENT | 30,038 | 24,809 | 31,569 | 31,569 | 47,172 |
| EMPLOYER'S HOSPITAL INSURANCE | 22,636 | 16,977 | 23,708 | 23,708 | 30,520 |
| **School Community Relations** | **$ 284,357** | **$ 233,914** | **$ 294,240** | **$ 294,240** | **$ 391,493** |

# School Community Relations

| | 2016-2017 | 2016-2017 | 2017-2018 | 2017-2018 | 2018-2019 |
|---|---|---|---|---|---|
| **AFTER SCHOOL PROGRAM** | Budget | Actual | Budget | Estimate | Budget |
| ACTIVITY BUS DRIVERS SALARIES | $ 300 | $ 68 | $ 300 | $ 300 | $ 300 |
| Bonus Pay | - | 736 | 800 | 800 | 800 |
| Employer's Social Security | 100 | 56 | 100 | 100 | 100 |
| PENSION EXPENSE ADJUSTMENT | - | 13,980 | | | |
| CONTRACTED SERVICES | 1,000 | 420 | 1,000 | 1,000 | 1,000 |
| Staff Development | - | 300 | 550 | 550 | 550 |
| Field Trips | 1,100 | 1,733 | 3,000 | 3,000 | 3,000 |
| Telephone (long distance) | 308 | 273 | 308 | 308 | 308 |
| MOBILE COMMUNICATION COSTS | 3,000 | 3,400 | 3,000 | 3,000 | 3,000 |
| Employee Education Reimbursement (BSAC training) | 200 | - | 200 | 200 | 200 |
| Bank Fees | - | 514 | 600 | 600 | 600 |
| SUPPLIES/MATERIALS | 1,500 | 1,511 | 1,500 | 1,500 | 1,500 |
| FOOD PURCHASES | 2,000 | 730 | 2,000 | 2,000 | 2,000 |
| Non Capital Equipment | - | 3,798 | 2,600 | 2,600 | 2,600 |
| COMPUTER EQUIPMENT - INVENTORIED | 4,600 | | 4,600 | 4,600 | 4,600 |
| **SUB-TOTAL:** | **$ 14,108** | **$ 27,519** | **$ 20,558** | **$ 20,558** | **$ 20,558** |
| | | | | | |
| **CAMERON PARK AFTER SCHOOL PROGRAM** | | | | | |
| AFTER SCHOOL SUB | $ 4,000 | $ 9,204 | $ 5,000 | $ 5,000 | $ 5,000 |
| AFTER SCHOOL STAFF SALARIES | 41,200 | 37,572 | 43,000 | 43,000 | 44,400 |
| STAFF OVERTIME | 9,000 | 7,177 | 10,000 | 10,000 | 10,000 |
| EMPLOYEES SOCIAL SECURITY | 4,146 | 3,983 | 4,146 | 4,146 | 4,146 |
| EMPLOYEES RETIREMENT | 8,989 | 7,184 | 8,989 | 8,989 | 8,989 |
| EMPLOYERS HOSPITAL INSURANCE | 7,300 | 6,111 | 8,000 | 8,000 | 8,000 |
| WORKSHOP EXPENSES / ALLOWABLE TRAVEL | 1,500 | 1,007 | 1,500 | 1,500 | 1,500 |
| LOCAL TRAVEL | 200 | | 200 | 200 | 200 |
| TUITION/SCHOLARSHIPS | 750 | | 750 | 750 | 750 |
| SUPPLIES/MATERIALS | 2,000 | 1,624 | 2,000 | 2,000 | 2,000 |
| FOOD PURCHASES (SNACKS) | 7,000 | 5,579 | 7,000 | 7,000 | 7,000 |
| FURNITURE & EQUIPMENT INVENTORIED | 1,000 | | 1,000 | 1,000 | 1,000 |
| **SUB-TOTAL:** | **$ 87,085** | **$ 79,442** | **$ 91,585** | **$ 91,585** | **$ 92,985** |
| | | | | | |
| **CENTRAL ELEM AFTER SCHOOL PROGRAM** | | | | | |
| AFTER SCHOOL SUB | $ 4,000 | $ 7,519 | $ 5,000 | $ 5,000 | $ 5,000 |
| AFTER SCHOOL STAFF SALARIES | 28,840 | 20,282 | 30,000 | 30,000 | 31,400 |
| STAFF OVERTIME | 2,000 | 1,230 | 2,000 | 2,000 | 2,000 |
| EMPLOYEES SOCIAL SECURITY | 2,665 | 2,112 | 2,665 | 2,665 | 2,665 |
| EMPLOYEES RETIREMENT | 5,763 | 1,440 | 5,763 | 5,763 | 5,763 |
| EMPLOYERS HOSPITAL INSURANCE | 3,200 | 1,381 | 3,200 | 3,200 | 3,200 |
| WORKSHOP EXPENSES / ALLOWABLE TRAVEL | 1,500 | 1,047 | 1,500 | 1,500 | 1,500 |
| LOCAL TRAVEL | 200 | - | 200 | 200 | 200 |
| TUITION/SCHOLARSHIPS | 750 | - | 750 | 750 | 750 |
| SUPPLIES/MATERIALS | 2,000 | 1,563 | 2,000 | 2,000 | 2,000 |
| FOOD PURCHASES (SNACKS) | 1,000 | 37 | 1,000 | 1,000 | 1,000 |
| FURNITURE & EQUIPMENT INVENTORIED | 1,000 | - | 1,000 | 1,000 | 1,000 |
| **SUB-TOTAL:** | **$ 52,918** | **$ 36,612** | **$ 55,078** | **$ 55,078** | **$ 56,478** |

# School Community Relations

| | 2016-2017 | 2016-2017 | 2017-2018 | 2017-2018 | 2018-2019 |
|---|---|---|---|---|---|
| **EFLAND CHEEKS AFTER SCHOOL PROGRAM** | Budget | Actual | Budget | Estimate | Budget |
| AFTER SCHOOL SUB | $ 3,000 | $ 1,365 | $ 4,000 | $ 4,000 | $ 4,000 |
| AFTER SCHOOL STAFF SALARIES | 37,000 | 25,521 | 42,000 | 42,000 | 43,400 |
| STAFF OVERTIME | 2,500 | 532 | 2,500 | 2,500 | 2,500 |
| EMPLOYEES SOCIAL SECURITY | 3,500 | 2,088 | 3,500 | 3,500 | 3,500 |
| EMPLOYEES RETIREMENT | 7,030 | 636 | 7,030 | 7,030 | 7,030 |
| EMPLOYERS HOSPITAL INSURANCE | 3,000 | 851 | 3,000 | 3,000 | 3,000 |
| WORKSHOP EXPENSES / ALLOWABLE TRAVEL | 1,500 | 131 | 1,500 | 1,500 | 1,500 |
| LOCAL TRAVEL | 200 | - | 200 | 200 | 200 |
| TUITION/SCHOLARSHIPS | 750 | - | 750 | 750 | 750 |
| SUPPLIES/MATERIALS | 2,000 | 1,487 | 2,000 | 2,000 | 2,000 |
| FOOD PURCHASES (SNACKS) | 1,000 | 281 | 1,000 | 1,000 | 1,000 |
| FURNITURE & EQUIPMENT INVENTORIED | 1,000 | - | 1,000 | 1,000 | 1,000 |
| **SUB-TOTAL:** | **$ 62,480** | **$ 32,893** | **$ 68,480** | **$ 68,480** | **$ 69,880** |
| | | | | | |
| **GRADY BROWN AFTER SCHOOL PROGRAM** | | | | | |
| AFTER SCHOOL SUB | $ 4,000 | $ 5,576 | $ 5,000 | $ 5,000 | $ 5,000 |
| AFTER SCHOOL STAFF SALARIES | 36,050 | 24,959 | 43,000 | 43,000 | 44,400 |
| STAFF OVERTIME | 5,000 | 4,294 | 5,000 | 5,000 | 5,000 |
| EMPLOYEES SOCIAL SECURITY | 3,446 | 2,568 | 3,446 | 3,446 | 3,446 |
| EMPLOYEES RETIREMENT | 7,451 | 2,264 | 7,451 | 7,451 | 7,451 |
| EMPLOYERS HOSPITAL INSURANCE | 4,000 | 3,030 | 7,300 | 7,300 | 7,300 |
| WORKSHOP EXPENSES / ALLOWABLE TRAVEL | 1,500 | 302 | 1,500 | 1,500 | 1,500 |
| LOCAL TRAVEL | 200 | - | 200 | 200 | 200 |
| TUITION/SCHOLARSHIPS | 750 | - | 750 | 750 | 750 |
| SUPPLIES/MATERIALS | 2,000 | 1,862 | 2,000 | 2,000 | 2,000 |
| FOOD PURCHASES (SNACKS) | 7,000 | 92 | 7,000 | 7,000 | 7,000 |
| FURNITURE & EQUIPMENT INVENTORIED | 1,000 | 605 | 1,000 | 1,000 | 1,000 |
| **SUB-TOTAL:** | **$ 72,398** | **$ 45,552** | **$ 83,647** | **$ 83,647** | **$ 85,047** |
| | | | | | |
| **HILLSBOROUGH AFTER SCHOOL PROGRAM** | | | | | |
| AFTER SCHOOL SUB | $ 8,000 | $ 4,221 | $ 8,000 | $ 8,000 | $ 8,000 |
| AFTER SCHOOL STAFF SALARIES | 74,000 | 66,503 | 76,000 | 76,000 | 77,400 |
| STAFF OVERTIME | 10,000 | 8,190 | 12,000 | 12,000 | 12,000 |
| EMPLOYEES SOCIAL SECURITY | 7,038 | 6,255 | 8,000 | 8,000 | 8,000 |
| EMPLOYEES RETIREMENT | 15,217 | 8,198 | 15,217 | 15,217 | 15,217 |
| EMPLOYERS HOSPITAL INSURANCE | 13,000 | 7,627 | 13,000 | 13,000 | 13,000 |
| WORKSHOP EXPENSES / ALLOWABLE TRAVEL | 1,500 | - | 1,500 | 1,500 | 1,500 |
| LOCAL TRAVEL | 200 | - | 200 | 200 | 200 |
| TUITION/SCHOLARSHIPS | 750 | - | 750 | 750 | 750 |
| SUPPLIES/MATERIALS | 3,000 | 2,645 | 3,000 | 3,000 | 3,000 |
| FOOD PURCHASES (SNACKS) | 11,000 | 9,340 | 11,000 | 11,000 | 11,000 |
| FURNITURE & EQUIPMENT INVENTORIED | 1,000 | - | 1,000 | 1,000 | 1,000 |
| **SUB-TOTAL:** | **$ 144,705** | **$ 112,978** | **$ 149,667** | **$ 149,667** | **$ 151,067** |

# School Community Relations

| | 2016-2017 | 2016-2017 | 2017-2018 | 2017-2018 | 2018-2019 |
|---|---|---|---|---|---|
| **NEW HOPE ELEM AFTER SCHOOL PROGRAM** | Budget | Actual | Budget | Estimate | Budget |
| AFTER SCHOOL SUB | $ 3,000 | $ 1,149 | $ 3,000 | $ 3,000 | $ 3,000 |
| AFTER SCHOOL STAFF SALARIES | 40,000 | 32,980 | 42,000 | 42,000 | 43,400 |
| LONGEVITY PAY | | 123 | | | |
| STAFF OVERTIME | 5,000 | 4,438 | 6,000 | 6,000 | 6,000 |
| EMPLOYEES SOCIAL SECURITY | 3,672 | 2,818 | 3,672 | 3,672 | 3,672 |
| EMPLOYEES RETIREMENT | 7,939 | 4,730 | 7,939 | 7,939 | 7,939 |
| EMPLOYERS HOSPITAL INSURANCE | 6,200 | 4,964 | 7,000 | 7,000 | 7,000 |
| WORKSHOP EXPENSES / ALLOWABLE TRAVEL | 1,500 | 1,158 | 1,500 | 1,500 | 1,500 |
| LOCAL TRAVEL | 200 | - | 200 | 200 | 200 |
| TUITION/SCHOLARSHIPS | 750 | - | 750 | 750 | 750 |
| SUPPLIES/MATERIALS | 2,000 | 939 | 2,000 | 2,000 | 2,000 |
| FOOD PURCHASES (SNACKS) | 1,000 | 397 | 1,000 | 1,000 | 1,000 |
| FURNITURE & EQUIPMENT INVENTORIED | 1,000 | - | 1,000 | 1,000 | 1,000 |
| **SUB-TOTAL:** | **$ 72,261** | **$ 53,696** | **$ 76,061** | **$ 76,061** | **$ 77,461** |
| | | | | | |
| **PATHWAYS AFTER SCHOOL PROGRAM** | | | | | |
| AFTER SCHOOL SUB | $ 4,000 | $ 3,516 | $ 4,000 | $ 4,000 | $ 4,000 |
| AFTER SCHOOL STAFF SALARIES | 31,991 | 27,895 | 36,000 | 36,000 | 37,400 |
| LONGEVITY PAY | 500 | 69 | 700 | 700 | 700 |
| STAFF OVERTIME | 7,000 | 4,222 | 8,000 | 8,000 | 8,000 |
| EMPLOYEES SOCIAL SECURITY | 3,327 | 2,577 | 4,000 | 4,000 | 4,000 |
| EMPLOYEES RETIREMENT | 7,193 | 5,469 | 7,500 | 7,500 | 7,500 |
| EMPLOYERS HOSPITAL INSURANCE | 7,000 | 4,395 | 8,000 | 8,000 | 8,000 |
| WORKSHOP EXPENSES / ALLOWABLE TRAVEL | 1,500 | 1,519 | 1,500 | 1,500 | 1,500 |
| LOCAL TRAVEL | 200 | - | 200 | 200 | 200 |
| TUITION/SCHOLARSHIPS | 750 | - | 750 | 750 | 750 |
| SUPPLIES/MATERIALS | 2,000 | 1,055 | 2,000 | 2,000 | 2,000 |
| FOOD PURCHASES (SNACKS) | 7,000 | 2,073 | 7,000 | 7,000 | 7,000 |
| FURNITURE & EQUIPMENT INVENTORIED | 1,000 | - | 1,000 | 1,000 | 1,000 |
| **SUB-TOTAL:** | **$ 73,461** | **$ 52,790** | **$ 80,650** | **$ 80,650** | **$ 82,050** |
| | | | | | |
| **AFTERSCHOOL PROGRAM TOTAL** | **$ 579,416** | **$ 441,483** | **$ 625,726** | **$ 625,726** | **$ 635,526** |

# School Community Relations

| | 2016-2017 | 2016-2017 | 2017-2018 | 2017-2018 | 2018-2019 |
|---|---|---|---|---|---|
| **SUMMERCAMP/INTERSESSIONS PROGRAMS** | Budget | Actual | Budget | Estimate | Budget |
| SUMMER CAMP BUS DRIVERS SALARIES | $ 1,500 | $ 1,405 | $ 1,500 | $ 1,500 | $ 1,500 |
| SUMMER CAMP STAFF SALARIES | 2,500 | 179 | 2,500 | 2,500 | 2,500 |
| SUMMER CAMP OVERTIME | 500 | 8 | 500 | 500 | 500 |
| EMPLOYER'S SOCIAL SECURITY | 344 | 122 | 344 | 344 | 344 |
| EMPLOYER'S RETIREMENT | 744 | 31 | 800 | 800 | 800 |
| EMPLOYER'S HOSPITALIZATION | - | 4 | - | - | - |
| CONTRACTED SERVICES | - | 510 | - | - | - |
| ADVERTISING | 500 | | 2,000 | 2,000 | 2,000 |
| LOCAL TRAVEL | 700 | 124 | 700 | 700 | 700 |
| TRANSPORTATION COST- FIELD TRIPS/BUS COST | 7,500 | 4,754 | 8,500 | 8,500 | 8,500 |
| OTHER INSURANCE AND JUDGMENTS | 4,500 | 2,132 | 5,000 | 5,000 | 5,000 |
| SUPPLIES/MATERIALS | 1,500 | 2,155 | 2,000 | 2,000 | 2,000 |
| FOOD PURCHASES | 1,267 | 1,163 | 1,500 | 1,500 | 1,500 |
| **SUB-TOTAL:** | **$ 21,556** | **$ 12,588** | **$ 25,344** | **$ 25,344** | **$ 25,344** |

| **CAMERON PARK'S SUMMER CAMP** | | | | | |
|---|---|---|---|---|---|
| SUMMER STAFF SALARIES | $ - | $ - | $ 30,000 | $ 30,000 | $ 30,000 |
| OVERTIME | - | - | 150 | 150 | 150 |
| EMPLOYER'S SOCIAL SECURITY | - | - | 2,300 | 2,300 | 2,300 |
| EMPLOYER'S RETIREMENT | - | - | 4,300 | 4,300 | 4,300 |
| EMPLOYER'S HOSPITALIZATION | - | - | 600 | 600 | 600 |
| CONTRACTED SERVICES | - | - | 1,500 | 1,500 | 1,500 |
| TRANSPORTATION COST- FIELD TRIPS ADMISSION | - | - | 3,000 | 3,000 | 3,000 |
| SUPPLIES/MATERIALS | - | - | 1,500 | 1,500 | 1,500 |
| FOOD PURCHASES | - | - | 1,500 | 1,500 | 1,500 |
| **SUB-TOTAL:** | **$ -** | **$ -** | **$ 44,850** | **$ 44,850** | **$ 44,850** |
| | | | | | |
| **CENTRAL'S SUMMER CAMP** | | | | | |
| SUMMER STAFF SALARIES | $ 25,000 | $ 22,467 | $ 30,000 | $ 30,000 | $ 30,000 |
| OVERTIME | 150 | 95 | 150 | 150 | 150 |
| EMPLOYER'S SOCIAL SECURITY | 1,924 | 1,726 | 2,300 | 2,300 | 2,300 |
| EMPLOYER'S RETIREMENT | 4,160 | 1,789 | 4,300 | 4,300 | 4,300 |
| EMPLOYER'S HOSPITALIZATION | 600 | | 600 | 600 | 600 |
| CONTRACTED SERVICES | 1,500 | | 1,500 | 1,500 | 1,500 |
| TRANSPORTATION COST- FIELD TRIPS ADMISSION | 2,500 | 1,245 | 3,000 | 3,000 | 3,000 |
| SUPPLIES/MATERIALS | 1,500 | 1,058 | 1,500 | 1,500 | 1,500 |
| FOOD PURCHASES | 1,500 | 335 | 1,500 | 1,500 | 1,500 |
| **SUB-TOTAL:** | **$ 38,834** | **$ 28,715** | **$ 44,850** | **$ 44,850** | **$ 44,850** |

# School Community Relations

| | 2016-2017 | 2016-2017 | 2017-2018 | 2017-2018 | 2018-2019 |
|---|---|---|---|---|---|
| **PATHWAY'S SUMMER CAMP** | Budget | Actual | Budget | Estimate | Budget |
| SUMMER STAFF SALARIES | $ - | $ 3,284 | $ 30,000 | $ 30,000 | $ 30,000 |
| OVERTIME | - | 66 | 150 | 150 | 150 |
| EMPLOYER'S SOCIAL SECURITY | - | 256 | 2,300 | 2,300 | 2,300 |
| EMPLOYER'S RETIREMENT | - | 407 | 4,300 | 4,300 | 4,300 |
| EMPLOYER'S HOSPITALIZATION | - | - | 600 | 600 | 600 |
| CONTRACTED SERVICES | - | - | 1,500 | 1,500 | 1,500 |
| TRANSPORTATION COST- FIELD TRIPS ADMISSION | - | 50 | 3,000 | 3,000 | 3,000 |
| SUPPLIES/MATERIALS | - | - | 1,500 | 1,500 | 1,500 |
| FOOD PURCHASES | - | 313 | 1,500 | 1,500 | 1,500 |
| **SUB-TOTAL:** | **$ -** | **$ 4,376** | **$ 44,850** | **$ 44,850** | **$ 44,850** |
| | | | | | |
| **MIDDLE SCHOOL SUMMER CAMP** | | | | | |
| SUMMER STAFF SALARIES | - | - | $ 6,016 | $ 6,016 | $ 15,154 |
| EMPLOYER'S SOCIAL SECURITY | - | - | 460 | 460 | 1,380 |
| EMPLOYER'S RETIREMENT | - | - | 995 | 995 | 2,985 |
| EMPLOYER'S HOSPITALIZATION | - | - | 500 | 500 | 1,500 |
| SUPPLIES/MATERIALS | - | - | 1,000 | 1,000 | 3,000 |
| FOOD PURCHASES | - | - | 500 | 500 | 15,000 |
| INSURANCE | - | - | 100 | 100 | 300 |
| **SUB-TOTAL:** | **$ -** | **$ -** | **$ 9,571** | **$ 9,571** | **$ 39,319** |
| | | | | | |
| **TOTAL SUMMER CAMP** | $ 216,326 | $ 148,511 | $ 349,765 | $ 349,765 | $ 379,513 |
| | | | | | |
| **TOTAL PROGRAM AREAS** | **$ 1,080,099** | **$ 823,907** | **$ 1,269,731** | **$ 1,269,731** | **$ 1,406,532** |
| | | | | | |
| DEPRECIATION | $ 9,422 | $ 3,230 | $ 9,422 | $ 9,422 | $ 9,422 |
| INDIRECT COST | - | - | - | 1 | 2 |
| TOTAL EXPENSES | $ 9,422 | $ 3,230 | $ 9,422 | $ 9,423 | $ 9,424 |
| | | | | | |
| **TOTAL PROGRAM EXPENSE** | **$ 1,089,521** | **$ 827,137** | **$ 1,279,153** | **$ 1,279,153** | **$ 1,415,954** |

# School Community Relations

| REVENUES | 2016-2017 Budget | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Budget |
|---|---|---|---|---|---|
| TUITION AFTER SCHOOL CARE | $ 836,414 | $ 657,375 | $ 917,729 | $ 917,729 | $ 972,782 |
| SUMMER CAMP/INTERSESSIONS | 197,011 | 113,742 | 305,330 | 305,330 | 387,078 |
| FUND EQUITY ACCOUNT | 56,094 | 56,020 | 56,094 | 56,094 | 56,094 |
| **TOTAL REVENUE** | **$ 1,089,519** | **$ 827,137** | **$ 1,279,153** | **$ 1,279,153** | **$ 1,415,954** |
| | | | | | |
| **EXPENSES** | | | | | |
| COMMUNITY SCHOOLS PROGRAM | $ 284,357 | $ 233,914 | $ 294,240 | $ 294,240 | $ 391,493 |
| AFTER SCHOOL PROGRAM | 579,416 | 441,483 | 625,726 | 625,726 | 635,526 |
| SUMMER CAMP PROGRAM | 216,326 | 148,511 | 349,765 | 349,765 | 379,513 |
| DEPRECIATION | 9,422 | 3,230 | 9,422 | 9,422 | 9,422 |
| INDIRECT COST | - | - | - | - | - |
| **TOTAL EXPENSES** | **$ 1,089,519** | **$ 827,137** | **$ 1,279,153** | **$ 1,279,153** | **$ 1,415,954** |

# FY 2019

# Approved Budget

# *Capital Investment Plan*

ORANGE COUNTY SCHOOLS
FY2019--2028 CAPITAL INVESTMENT PLAN
COMBINED SCHEDULE

MODIFIED | NEW

| DEBT FINANCED | ADDTL PG | ART 46 | OLD FAC | BOND | DESCRIPTION | LOCATION | Year 1 2018-2019 (FY 19) | Year 2 2019-2020 (FY20) | Year 3 2020-2021 (FY 21) | Year 4 2021-2022 (FY22) | Year 5 2022-2023 (FY 23) | FIVE YEAR TOTAL | Year 6 2023-2024 (FY 24) | YEAR 7 2024-2025 (FY25) | YEAR 8 2025-2026 (FY26) | YEAR 9 2026-2027 (FY27) | YEAR 10 2027-2028 (FY28) | YEAR 6-10 SUMMARY | TEN YEAR TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | X | | | | ABATEMENT PROJECT: CARPET/MASTIC CAMPUS WIDE: A L STANBACK | ALS | | | $225,000 | | | **$225,000** | | | | | | $0 | $225,000 |
| X | | | | | RESERVE: CENTRAL ELEMENTARY BUILDING ENVELOPE IMPROVEMENTS BASED ON ENGINEERING ANALYSIS | CENTRAL | | $172,564 | | | | **$172,564** | | | | | | $0 | $172,564 |
| X | | | | | ROOF REPLACEMENT PER 2016 ASSESSMENT | CENTRAL | $264,520 | $84,320 | $48,535 | | | **$397,375** | | | | | | $0 | $397,375 |
| | X | | | | EXTERIOR RESURFACING | CP | $250,000 | $250,000 | | | | **$500,000** | | | | | | $0 | $500,000 |
| X | | | | | ROOF REPLACEMENT PER 2016 ASSESSMENT | CP | | | $500,000 | $175,000 | $130,000 | **$805,000** | $8,720 | | | | | $8,720 | $813,720 |
| | | | X | | ROOF REPLACEMENTS PER 2016 ASSESSMENT (SEE BOND FOR BALANCE) | CP | | $75,000 | | | | **$75,000** | | | | | | $0 | |
| X | | | | | WINDOW REPLACEMENT (phase 1 envelope project) | CP | $220,258 | | | | | **$220,258** | | | | | | $0 | $220,258 |
| X | | | | | METAL ROOF RECOAT | CRHS | | | | | | | $500,000 | | | | | $500,000 | $500,000 |
| X | | | | | NEW SERVING LINE COUNTERS | CRHS | | | $35,000 | | | **$35,000** | | | | | | $0 | $35,000 |
| X | | | | | C W STANFORD ROOF PER 2016 ASSESSMENT | CWS | $76,075 | | | | $18,068 | **$94,143** | $10,395 | $422,475 | $1,012,389 | $163,245 | | $1,608,504 | $1,702,647 |
| X | | | | | CANOPY IMPROVEMENTS | CWS | | | $50,000 | $50,000 | | **$100,000** | | | | | | $0 | $100,000 |
| X | | | | | FOOD SERVICE FACILITY IMPROVEMENTS | CWS | | $99,150 | | | | **$99,150** | | | | | | $0 | $99,150 |
| | | | X | | REPLACE COLD STORAGE UNIT | CWS | | $50,000 | | | | **$50,000** | | | | | | $0 | $50,000 |
| | | | X | | REPLACE HOOD AND FIRE SUPPRESSION SYSTEM | CWS | | $20,000 | | | | **$20,000** | | | | | | $0 | $20,000 |
| | | | X | | REPLACE STEAMER | CWS | | $35,000 | | | | **$35,000** | | | | | | $0 | $35,000 |
| X | | | | | AED REPLACEMENT (8 YEAR CYCLE PER UNIT) | DISTRICT | | | | | | **$0** | | $25,000 | $25,000 | | | $50,000 | $50,000 |
| X | | | | | ATHLETIC FACILITIES RESERVE | DISTRICT | | $200,000 | | | | **$200,000** | | | | | $200,000 | $200,000 | $400,000 |
| | | | X | | CORPORATE DRIVE PROPERTY UPFIT/INFRASTRUCTURE | DISTRICT | $31,500 | | | | | **$31,500** | | | | | | $0 | $31,500 |
| | X | | | | DISTRICT: TECHNOLOGY UPGRADES | DISTRICT | $163,292 | $163,292 | $163,292 | $163,292 | $163,292 | **$816,460** | $163,292 | $163,292 | $163,292 | $163,292 | | $653,168 | $1,469,628 |
| X | | | | | EMERGENCY GENERATORS FOR CRITICAL LIGHTING AND KITCHEN EQUIPMENT | DISTRICT | | | $50,000 | $50,000 | | **$100,000** | | | | | | $0 | $100,000 |
| X | | | | | INDUSTRIAL WASHER AND DRYERS FOR HIGH SCHOOLS | DISTRICT | | | | | | **$0** | $25,000 | | | | | $25,000 | $25,000 |
| X | | | | | PAVING PARKING LOTS/DRIVEWAYS/WALKWAYS | DISTRICT | $150,000 | $300,000 | $165,000 | | | **$615,000** | | | | | | $0 | $615,000 |
| X | | | | | REPLACE WRESTLING MATS/SAFETY PADDING (MULTI-YEAR FUNDING) | DISTRICT | | $25,000 | | | | **$25,000** | | | | | | $0 | $25,000 |
| | X | | | | RESERVE: DEFERRED MAINTENANCE | DISTRICT | | | | $152,896 | | **$152,896** | $150,000 | $150,000 | $150,000 | $150,000 | | $600,000 | $752,896 |
| X | | | | | RESERVE: CLASSROOM/BUILDING IMPROVEMENTS--FUTURE FACILITIES PLANNING | DISTRICT | $0 | $100,000 | | | | **$100,000** | | $399,815 | $25,188 | $50,565 | $1,586,147 | $2,061,715 | $2,161,715 |
| | | | X | | RESERVE: IMPLEMENTATION-FACILITIES USAGE ASSESSMENT | DISTRICT | | $104,000 | $399,000 | | | **$503,000** | | | | | | $0 | $503,000 |
| X | | | | | RESERVE: SCHOOL SAFETY INITIATIVES--FACILITY IMPROVEMENTS (E.G. SECURITY VESTIBULES) | DISTRICT | $0 | $244,979 | $93,580 | $228,763 | $0 | **$567,322** | | | | | | $0 | $567,322 |
| | X | | | | SCHOOL SAFETY INITIATIVES | DISTRICT | $127,896 | $127,896 | $152,896 | | | **$408,688** | | | | | | $0 | $408,688 |
| | | X | | | TECHNOLOGY DEBT SERVICE | DISTRICT | $570,079 | $570,079 | $570,079 | $600,000 | $600,000 | **$2,910,237** | $600,000 | $600,000 | $600,000 | $600,000 | $600,000 | $3,000,000 | $5,910,237 |
| | | X | | | TECHNOLOGY UPGRADES | DISTRICT | $158,486 | $187,628 | $217,937 | $219,536 | $252,317 | **$1,035,904** | $286,410 | $321,866 | $358,741 | $397,090 | $436,974 | $1,801,081 | $2,836,985 |
| | X | | | | RESERVE: FUTURE FACILITIES PLANNING | DISTRICT | | | | | $377,896 | **$377,896** | $227,896 | $227,896 | $227,896 | $227,896 | $541,188 | $1,452,772 | $1,830,668 |

ORANGE COUNTY SCHOOLS
FY2019--2028 CAPITAL INVESTMENT PLAN
COMBINED SCHEDULE

| | | | | | | | | | | | | | | | | MODIFIED | NEW |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| DEBT FINANCED | ADDTL PG | ART 46 | OLD FAC | BOND | DESCRIPTION | LOCATION | Year 1 2018-2019 (FY 19) | Year 2 2019-2020 (FY20) | Year 3 2020-2021 (FY 21) | Year 4 2021-2022 (FY22) | Year 5 2022-2023 (FY 23) | FIVE YEAR TOTAL | Year 6 2023-2024 (FY 24) | YEAR 7 2024-2025 (FY25) | YEAR 8 2025-2026 (FY26) | YEAR 9 2026-2027 (FY27) | YEAR 10 2027-2028 (FY28) | YEAR 6-10 SUMMARY | TEN YEAR TOTAL |
| X | | | | | ROOF REPLACEMENTS PER 2016 ASSESSMENT | EFLAND | | | $2,958 | | $45,152 | **$48,110** | $564,434 | | | | | $564,434 | $612,544 |
| | | | X | | ADD 1-COMPARTMENT COMBI-OVEN | GAB | $22,500 | | | | | **$22,500** | | | | | | $0 | $22,500 |
| | | | X | | REPLACE COLD STORAGE UNIT | GAB | $35,000 | | | | | **$35,000** | | | | | | $0 | $35,000 |
| X | | | | | ROOF REPLACEMENTS PER 2016 ASSESSMENT | GAB | | | | $102,800 | | **$102,800** | | | | | | $0 | $102,800 |
| X | | | | | ROOF REPLACEMENT PER 2016 ASSESSMENT | GHMS | | | | | | **$0** | | | $305,928 | | | $305,928 | $305,928 |
| X | | | | | FOOD SERVICE FACILITY IMPROVEMENTS | HES | | $63,950 | | | | **$63,950** | | | | | | $0 | $63,950 |
| | | | X | | REPLACE COLD STORAGE UNIT | HES | | $55,000 | | | | **$55,000** | | | | | | $0 | $55,000 |
| | | | X | | REPLACE COOKING EQUIPMENT | HES | | $60,000 | | | | **$60,000** | | | | | | $0 | $60,000 |
| X | | | | | ROOF REPLACEMENT PER 2016 ASSESSMENT | HES | | | $328,865 | | | **$328,865** | | | | | | $0 | $328,865 |
| X | | | | | VEHICLE REPLACEMENT--DUMP TRUCK | MAINT | $0 | | | | | **$0** | | | | | | $0 | $0 |
| | X | | | | ABATEMENT PROJECT: CARPET/MASTIC CAMPUS WIDE: NEW HOPE | NH | | | | $225,000 | | **$225,000** | | | | | | $0 | $225,000 |
| | | | X | | MECHANICAL SYSTEM | NH | $100,000 | | | | | **$100,000** | | | | | | $0 | $100,000 |
| X | | | | | ROOF REPLACEMENT PER 2016 ASSESSMENT | NH | | | $200,000 | | $384,607 | **$584,607** | $424,600 | $424,600 | | | | $849,200 | $1,433,807 |
| X | | | | | ROOF REPLACEMENT PER 2016 ASSESSMENT | OHS | $600,905 | $295,222 | $135,025 | $740,430 | $632,922 | **$2,404,504** | $149,308 | | | | | $149,308 | $2,553,812 |
| X | | | | | TENNIS COURT RECONSTRUCTION | OHS | $150,000 | | | | | **$150,000** | | | | | | $0 | $150,000 |
| X | | | | | TRACK RESURFACING | OHS | $100,000 | | | | | **$100,000** | | | | | | $0 | $100,000 |
| | | | X | | UPGRADE SCIENCE CLASSROOMS | OHS | $160,000 | | | | | **$160,000** | | | | | | $0 | $160,000 |
| | | | X | | DRAINAGE ISSUES ADDRESSED | PE | $50,000 | | | | | **$50,000** | | | | | | $0 | $50,000 |
| X | | | | | HVAC REPLACEMENT | PE | | | | | | **$0** | | | $189,805 | $1,545,499 | | $1,735,304 | $1,735,304 |
| X | | | | | MECHANICAL SYSTEM REPLACEMENT DESIGN | PE | | | | | | | | | $175,000 | | | $175,000 | $175,000 |
| X | | | | | ROOF REPLACEMENT PER 2016 ASSESSMENT | PE | | | | $286,104 | $446,844 | **$732,948** | | $435,804 | | | | $435,804 | $1,168,752 |
| | | | | | **SUB TOTAL ALL EXCEPT BOND PROJECTS** | | **$3,230,511** | **$3,283,080** | **$3,337,167** | **$2,993,821** | **$3,051,098** | | **$3,110,055** | **$3,170,748** | **$3,233,239** | **$3,297,587** | **$3,364,309** | | |
| | | | | | DEBT FINANCED REPLACEMENT FOR IMPACT FEES | CRHS | $3,100,000 | | | | | | | | | | | | |

ORANGE COUNTY SCHOOLS
FY2019--2028 CAPITAL INVESTMENT PLAN
COMBINED SCHEDULE

MODIFIED NEW

| DEBT FINANCED | ADDTL PG | ART 46 | OLD FAC | BOND | DESCRIPTION | LOCATION | Year 1 2018-2019 (FY 19) | Year 2 2019-2020 (FY20) | Year 3 2020-2021 (FY 21) | Year 4 2021-2022 (FY22) | Year 5 2022-2023 (FY 23) | FIVE YEAR TOTAL | Year 6 2023-2024 (FY 24) | YEAR 7 2024-2025 (FY25) | YEAR 8 2025-2026 (FY26) | YEAR 9 2026-2027 (FY27) | YEAR 10 2027-2028 (FY28) | YEAR 6-10 SUMMARY | TEN YEAR TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | X | MECHANICAL SYSTEM | ALS | | | | $4,000,000 | | $4,000,000 | | | | | | | |
| | | | | X | ROOF REPLACEMENTS | ALS | $382,575 | $296,420 | | $240,015 | | $919,010 | | | | | | | |
| | | | | X | MECHANICAL SYSTEM | CENTRAL | | | | $1,638,200 | | $1,638,200 | | | | | | | |
| | | | | X | ROOF REPLACEMENTS | CENTRAL | $608,940 | | | | | $608,940 | | | | | | | |
| | | | | X | MECHANICAL SYSTEM | CP | | | $1,047,007 | $239,993 | | $1,287,000 | | | | | | | |
| | | | | X | ROOF REPLACEMENTS | CP | $233,714 | $274,764 | | | | $508,478 | | | | | | | |
| | | | | X | 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 | | | | | | | |
| | | | | X | CORPORATE DRIVE PROPERTY ACQUISITION | DISTRICT | | | | | | $0 | | | | | | | |
| | | | | X | HAZ MATERIAL MITIGATION: SOFFITS | DISTRICT | | | | | | $0 | | | | | | | |
| | | | | X | IMPLEMENTATION OF SCHOOL SAFETY INITATIVES | DISTRICT | $1,000,000 | $1,500,000 | | | | $2,500,000 | | | | | | | |
| | | | | X | MECHANICAL SYSTEM | EFLAND | | | | $2,034,000 | | $2,034,000 | | | | | | | |
| | | | | X | ROOF REPLACEMENTS | EFLAND | | | | $350,821 | | $350,821 | | | | | | | |
| | | | | X | MECHANICAL SYSTEM | GAB | | $704,000 | | | | $704,000 | | | | | | | |
| | | | | X | REPLACE WINDOWS /DOORS | GAB | $220,000 | | | | | $220,000 | | | | | | | |
| | | | | X | ROOF REPLACEMENTS | GAB | $199,648 | $27,416 | $539,393 | | | $766,457 | | | | | | | |
| | | | | X | MECHANICAL SYSTEM | HES | | | | $458,233 | | $458,233 | | | | | | | |
| | | | | X | ROOF REPLACEMENTS | HES | | $175,000 | | | | $175,000 | | | | | | | |
| | | | | X | MECHANICAL SYSTEM | NEW HOPE | | | | $2,002,738 | | $2,002,738 | | | | | | | |
| | | | | X | MECHANICAL SYSTEM REPLACEMENT--GEOTHERMAL | OHS | $4,641,764 | | | | | $4,641,764 | | | | | | | |
| | | | | X | REPLACE TRANSPORTATION FACILITY (JOINT PROJECT WITH CHCCS--ASSUMES $3MILLION CONTRIBUTION, NOT INCLUDED IN THIS AMOUNT) | TRANSP | | | | $5,000,000 | | $5,000,000 | | | | | | | |
| | | | | | | | $7,286,641 | $9,777,600 | $6,186,400 | $15,964,000 | $0 | | | | | | | | |

ORANGE COUNTY SCHOOLS
FY2019--2028 CAPITAL INVESTMENT PLAN
COMBINED SCHEDULE

| DEBT FINANCED | ADDTL PG | ART 46 | OLD FAC | BOND | DESCRIPTION | LOCATION | Year 1 2018-2019 (FY 19) | Year 2 2019-2020 (FY20) | Year 3 2020-2021 (FY 21) | Year 4 2021-2022 (FY22) | Year 5 2022-2023 (FY 23) | FIVE YEAR TOTAL | Year 6 2023-2024 (FY 24) | YEAR 7 2024-2025 (FY25) | YEAR 8 2025-2026 (FY26) | YEAR 9 2026-2027 (FY27) | YEAR 10 2027-2028 (FY28) | MODIFIED YEAR 6-10 SUMMARY | NEW TEN YEAR TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | **TOTAL AVAILABLE FUNDING FROM COUNTY:** | | | | | | | | | | | | | | |
| | | | | | DEBT FINANCING (AKA: PAY-AS-YOU-GO) | | $746,336 | $1,585,185 | $1,608,963 | $1,633,097 | $1,657,594 | **$7,231,175** | $1,682,458 | $1,707,694 | $1,733,310 | $1,759,310 | $1,785,699 | **$15,771,540** | **$23,002,714** |
| | | | | | 2/3 NET DEBT BONDS (AKA: PAY-AS-YOU-GO) | | $815,422 | | | | | **$815,422** | | | | | | | **$815,422** |
| | | | | | ADDITIONAL PAY AS YOU GO (AKA: LOTTERY) | | $541,188 | $541,188 | $541,188 | $541,188 | $541,188 | **$2,705,940** | $541,188 | $541,188 | $541,188 | $541,188 | $541,188 | **$5,411,880** | **$8,117,820** |
| | | | | | ARTICLE 46 SALES TAX | | $728,565 | $757,707 | $788,015 | $819,536 | $852,317 | **$3,946,140** | $886,410 | $921,867 | $958,741 | $997,091 | $1,036,974 | **$4,801,083** | **$8,747,224** |
| | | | | | FACILITY IMPROVEMENTS TO OLDER SCHOOLS (5-YR ALLOCATION) | | $399,000 | $399,000 | $399,000 | $0 | $0 | **$1,197,000** | $0 | $0 | $0 | $0 | $0 | **$0** | **$1,197,000** |
| | | | | | ***SUB TOTAL ANNUAL ALLOCATION*** | | ***$3,230,511*** | ***$3,283,080*** | ***$3,337,166*** | ***$2,993,821*** | ***$3,051,099*** | | | | | | | | |
| | | | | | DEBT FINANCED (AKA: SCHOOL CONSTRUCTION IMPACT FEES) | CRHS | $3,100,000 | | | | | | | | | | | | **$3,100,000** |
| | | | | | BOND REFERENDUM PROJECTS | | $7,286,641 | $9,777,600 | $6,186,400 | $15,964,000 | | | | | | | | | |
| | | | | | GRAND TOTAL ANNUAL ALLOCATION | | $13,617,152 | $13,060,680 | $9,523,566 | $18,957,821 | | | $3,110,056 | $3,170,749 | $3,233,239 | $3,297,588 | $3,363,862 | | |

# FY2019 Recurring Capital

| Funding Code | Description | FY'19 Allocation |
|---|---|---|
| 4.5110.901.327.000.117 | Mobile Units | $140,000.00 |
| 4.5110.901.461.000.001 | New Classroom Setup | $160,000.00 |
| 4.5110.901.522.000.260 | Science Lab Maintenance | $3,000.00 |
| 4.5500.901.529.000.000 | Gym Floors | $15,000.00 |
| 4.5500.901.529.000.150 | Bleacher/Basket ball Goal Maintenance | $15,000.00 |
| 4.550.901.532.000.233 | Grounds Care/Maintenance | $30,000.00 |
| 4.5850.901.311.000.252 | Bloodborne Pathogens Standards | $0.00 |
| 4.5850.901.461.000.000 | Safety Initiatives | $0.00 |
| 4.5850.901.461.000.255 | Training & Safety Equipment | $15,000.00 |
| 4.6580.901.311.000.160 | Energy Management | $30,000.00 |
| 4.6580.901.311.000.250 | Pest Control | $0.00 |
| 4.6580.901.422.000.000 | Lawn Equipment Maintenance | $30,000.00 |
| 4.6580.901.461.000.259 | Safety Padding | $5,000.00 |
| 4.6580.901.522.000.000 | Environmental Maintenance | $100,000.00 |
| 4.6580.901.523.000.000 | HVAC | $180,000.00 |
| 4.6580.901.524.000.000 | Emergency Equipment & Supplies | $10,000.00 |
| 4.6580.901.529.000.000 | Asbestos Inspections/Abatement | $10,000.00 |
| 4.6580.901.529.000.000.01 | Painting | $70,000.00 |
| 4.6580.901.529.000.000.02 | Restroom Maintenance | $15,000.00 |
| 4.6580.901.529.000.109 | Fire Alarm Maintenance | $30,000.00 |
| 4.6580.901.529.000.133 | Playground Maintenance | $60,000.00 |
| 4.6580.901.529.000.273 | Floor Coverings | $50,000.00 |
| 4.6580.901.532.000.114 | Roof Repairs | $104,000.00 |
| 4.6580.901.532.000.248 | Parking Lot/Sidewalk Maintenance | $10,000.00 |
| 4.6580.901.532.000.268 | Fencing | $10,000.00 |
| 4.6610.901.311.000.000 | Computer Equipment Maintenance | $100,000.00 |
| 4.7200.901.326.000.249 | Cafeteria Hood Cleaning | $5,000.00 |
| | **Total Recurring Capital Outlay** | **$1,197,000.00** |

FY 2019

Approved Budget

***Business Cases***

Initiative: Move primary data center from OHS to Annex. Move secondary data center from CRHS to OHS. Retrofit space at Annex for data center

## Implementation Timeline and Budget Needed

| 2018-2019 | Amount | Notes |
|---|---|---|
| **July 2018** | **$100,000** | Equipment and services to move and site primary and secondary data centers |

## Expected Results

Ensure IT can provide quick response for any data center issues, provide safety systems for the preservation of equipment and personnel to minimize downtown of network and business continuity

## Evidence or Reasoning for this Recommendation

The Information Technologies group needs immediate access to data center equipment, including:

- Servers
- Storage Area Network
- Backup devices
- Core Switch
- Firewall
- Primary networking equipment

This access is critical to ensure rapid response to system issues and proper oversight of district critical infrastructure.

The Data Center needs certain equipment in place to protect hardware, maximize uptime and ensure business continuity in the case of a disaster. This equipment and services will include:

- Dedicated Data Center grade cooling system
- Dedicated fire suppression system rated for equipment preservation
- Enterprise Uninterruptable Power Supply
- Refurbishing and configuring the diesel generator for automated fail-over in the event of power loss.
- Timely movement and re-configuration of equipment from existing locations (CRHS and OHS) to new primary (Annex) and secondary (OHS) locations.
- Wiring

The Data Center will be geographically situated to leverage multiple Internet Service providers, should our current arrangement of free access from MCNC change.

Without the Data Center move

- Information Technologies will have to travel the seven miles between IT offices and the Orange High data center to perform routine maintenance and critical troubleshooting. During high traffic times of day, this could add 15 minutes or more to IT's response time. Given the need to go from office to Data Center multiple times in outages, this could add significantly to the recover times of critical outages.
- The District will continue to have inadequate safety controls in its primary data center and no generator failover for its secondary data center
- The District will continue to have poor physical security controls for its secondary data center

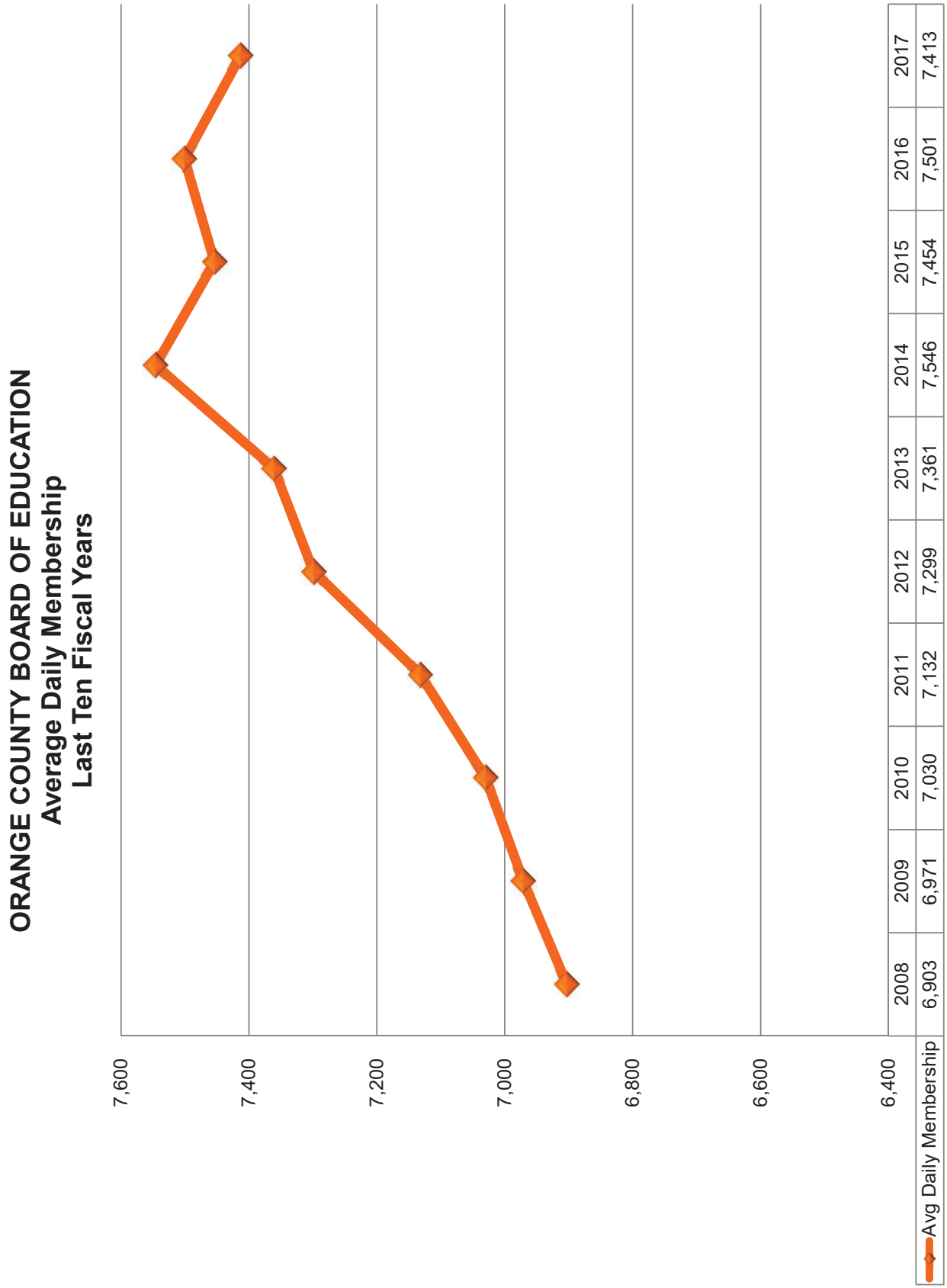
# FY 2019

# Approved Budget

## *Supplemental Information*

- *10 - Year Average Daily Membership*
- *School Building Data*
- *Purpose Codes*

# Average Daily Membership - Last Ten Fiscal Years



# School Building Data

## ORANGE COUNTY BOARD OF EDUCATION

**School Building Data**
**June 30, 2017**

| Site | Year Built | Square Feet | Capacity | Current Membership | Over/(Under) Capacity |
|---|---|---|---|---|---|
| Cameron Park Elementary | 1956 | 70,812 | 502 | 642 | 27.9% |
| Central Elementary | 1952 | 61,382 | 428 | 277 | -35.3% |
| Efland Cheeks Elementary | 1952 | 65,084 | 455 | 410 | -9.9% |
| Grady Brown Elementary | 1974 | 75,016 | 490 | 502 | 2.4% |
| Hillsborough Elementary | 1952 | 72,872 | 420 | 468 | 11.4% |
| New Hope Elementary | 1991 | 100,164 | 526 | 602 | 14.4% |
| Pathways Elementary | 2000 | 85,282 | 540 | 383 | -29.1% |
| A L Stanback Middle | 1995 | 136,000 | 723 | 630 | -12.9% |
| Charles W Stanford Middle | 1968 | 107,620 | 686 | 608 | -11.4% |
| Gravelly Hill Middle | 2006 | 123,600 | 602 | 481 | -20.1% |
| Cedar Ridge High | 2002 | 217,500 | 1,000 | 1,137 | 13.7% |
| Orange High | 1962 | 213,509 | 1,403 | 1,237 | -11.8% |
| Partnership Academy | 2006 | 6,600 | 48 | 36 | -25.0% |

Source: Orange County Schools N. C. Public Schools Facility Needs Report; 2017.

# 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 Resources 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 post-secondary 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

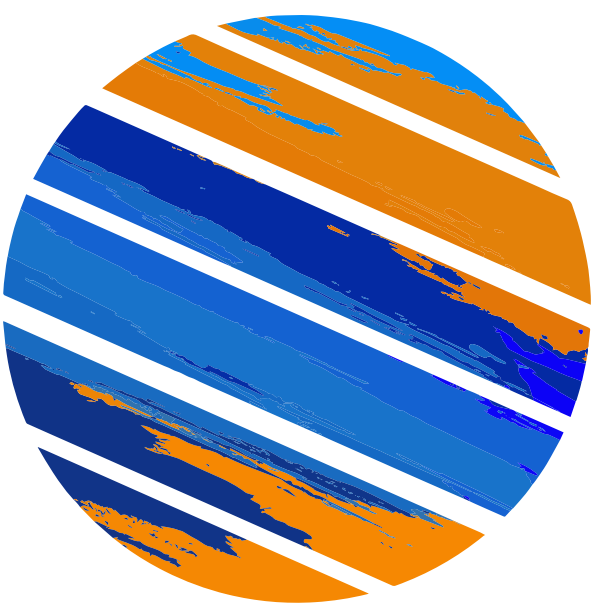
Include payments made by the school system on behalf of an education foundation for which the school system has fiscal responsibility

## 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, North Carolina 27278
www.orangecountyfirst.com

# Emergency Services

Phone Number: (919) 245-6100 Website: orangecountync.gov/departments/emergency_services

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Category (General Fund)*** | | | | | | **Account: 750** |
| Personnel Services | 8,515,536 | 9,443,494 | 9,443,494 | 8,941,501 | 9,640,242 | 9,640,242 |
| Operations | 1,142,737 | 1,369,072 | 1,537,619 | 1,329,636 | 1,047,061 | 1,047,061 |
| Capital Outlay | 7,094 | 163,358 | 204,242 | 187,786 | 124,326 | 90,074 |
| **Total Expenditures** | **$ 9,665,367** | **$ 10,975,924** | **$ 11,185,354** | **$ 10,458,922** | **$ 10,811,628** | **$ 10,777,377** |
| *Offsetting Revenues* | *(2,974,833)* | *(2,525,868)* | *(2,525,868)* | *(2,731,403)* | *(2,782,153)* | *(2,782,153)* |
| **County Costs (net)** | **$ 6,690,534** | **$ 8,450,056** | **$ 8,659,486** | **$ 7,727,519** | **$ 8,029,475** | **$ 7,995,224** |

## *Division Summary*

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Program (General Fund)*** | | | | | | |
| Administration | 1,214,042 | 1,331,712 | 1,375,218 | 1,329,972 | 652,585 | 652,585 |
| Emergency Management | 0 | 0 | 0 | 0 | 464,761 | 434,761 |
| Fire Marshal | 289,040 | 327,354 | 345,836 | 331,452 | 302,300 | 302,300 |
| Telecommunications | 2,721,625 | 2,995,274 | 2,998,438 | 2,743,107 | 3,094,525 | 3,090,273 |
| Emergency Medical Services | 5,440,661 | 6,321,584 | 6,465,863 | 6,054,392 | 6,297,458 | 6,297,458 |
| **Total Expenditures** | **$ 9,665,367** | **$ 10,975,924** | **$ 11,185,354** | **$ 10,458,922** | **$ 10,811,628** | **$ 10,777,377** |
| *Offsetting Revenue* | *(2,974,833)* | *(2,525,868)* | *(2,525,868)* | *(2,731,403)* | *(2,782,153)* | *(2,782,153)* |
| **County Costs (net)** | **$ 6,690,534** | **$ 8,450,056** | **$ 8,659,486** | **$ 7,727,519** | **$ 8,029,475** | **$ 7,995,224** |
| **Total Expenditures** | **$ 9,665,367** | **$ 10,975,924** | **$ 11,185,354** | **$ 10,458,922** | **$ 10,811,628** | **$ 10,777,377** |
| ***Emergency Telephone Fund*** | | | | | | |
| Emergency Telephone System | 532,751 | 753,460 | 772,539 | 710,763 | 919,145 | 919,145 |
| **Total Expenditures** | **$ 532,751** | **$ 753,460** | **$ 772,539** | **$ 710,763** | **$ 919,145** | **$ 919,145** |
| *Offsetting Revenue* | *(557,929)* | *(753,460)* | *(772,539)* | *(753,460)* | *(919,145)* | *(919,145)* |
| **County Costs (net)** | **$ (25,178)** | **$ 0** | **$ 0** | **$ (42,697)** | **$ (0)** | **$ 0** |
| **Total Expenditures** | **$ 10,198,118** | **$ 11,729,384** | **$ 11,957,893** | **$ 11,169,685** | **$ 11,730,773** | **$ 11,696,522** |

### Mission Statement

To provide a prepared, coordinated, and integrated Emergency Services System.

## Emergency Services: Administration Division

### Major Services

- *Administrative Division*: Responsible for providing budgetary and logistical support to the entire department. They are responsible for delivering superior customer service and support to our emergency response partners and external customers.

- *Emergency Management Division*: Emergency Management is responsible for coordinating Orange County's preparation for and response to emergency situations. To adequately address these potential threats, whether manmade or natural, the Emergency Services Department maintains the County's emergency management framework, which outlines emergency response functions. When Orange County activates the Emergency Operations Center (EOC), staff works with County departments as well as various city, state and federal agencies to respond effectively and quickly to provide for the continuity of services to the public.
- *Fire Marshal Division*: The Emergency Services Fire Marshal Division is responsible for enforcing the North Carolina Fire Prevention Code, conducting fire inspections, reviewing plans for new building construction, fire/arson investigations, county fire department coordination, hazardous materials response, and SARA Title III reporting in the unincorporated areas of Orange County. The Fire Marshal's Division operates during business hours for routine services, but is on call 24 hour every day.
- *9-1-1 Communications Division*: The 9-1-1 Communications Center serves as the vital link between the community and emergency response partners. This division provides Enhanced 9-1-1 call services for Orange County. The Telecommunications Center is the public safety answering point and is the link for citizens to access law enforcement and emergency service agencies. The telecommunications center is fully staffed 24 hours of every day.
- *Emergency Medical Services Division*: Responsible for deploying highly educated, well-trained emergency medical personnel committed to improving customer service and relationships with internal staff and partner agencies. Nicknamed "EMS", Emergency Medical Services crews assess and treat medical emergencies throughout Orange County and transport sick and injured patients to area hospitals when necessary. EMS is staffed 24 hours of every day. Care is provided according to the treatment protocols.

**FY 2017-18 Outcomes**

- ESO Solutions for Administrative Staff for Patient Care Reports (PCRs) will be completely operational and all training completed. The transition of data from the previous software will be completed.
- Emergency Operation Center (EOC) will be completely renovated and all technologies in place and operational.
- The 9-1-1 Backup Center, to be utilized in the event of a failure to the Primary PSAP (Public Safety Answering Point), as well as to handle surge increase during a critical event, will be fully functional by June of 2018.
- The first phase of the County Radio Project, exploring all options, including the existing radio system (VIPER) will be completed and ready to move into Phase II in 18-19. FY18-19 will include presenting a detailed analysis of the cost and a conceptual plan of what the system design will look like.
- Currently working with a consultant to establish a more robust communication process with clarity and understanding between South Orange Rescue Squad (SORS) and moving towards establishing SORS as a BLS provider within the Orange County EMS System.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Assure all performance reviews are submitted in a timely manner and thoroughly reviewed with each employee.** | | | | | |
| WPPRs submitted on time (based on 133 full time positions) | NA | 89% (15 of 132) | NA | 92% (9 of 111) | 95% |
| **Improve hiring through reviewing incentives, open house, and job fairs.** | | | | | |
| Department Retention Rate (133 Positions) | | 9.02% (12 Separated) | NA | 7.52 (10 Separated) | 6.02 (8 Separated) |
| Open Houses | NA | NA | NA | NA | 2 |
| Job Fairs | NA | 5 | NA | 5 | 7 |
| **Diversity and Sensitivity Training** | | | | | |
| On-Line Training | NA | NA | NA | 2 | 66 (New/Existing) |
| In House/Vendor Training | NA | 20 (New Hires) | NA | 20 (New Hires) | 67 (New/Existing) |

**FY 2018-19 Objectives**

- Reevaluate and update the OCES Strategic Plan to incorporate more measurable and attainable goals. Create a status report to identify the needs and progress of each Division goal to assure follow-through and completion.
- Work Plan Performance Reviews – Assure that all WPPRs are complete within 2 weeks of review date and no later than within 2 weeks of extended/final submission date. All WPPRs above proficiency will be completed and reviewed with Division Lead and Director 1 month prior to WPPR due date and submitted for County Manager approval.
- Joint Public Safety Training Facility – Create the RFP with Scope of Work and submit for bids. Select a vendor and complete Phase I of the consulting process.
- County Radio Project – Continue working with Federal Engineering to select the recommended radio infrastructure approved and create the concept design for the next phase.
- Providing diversity and sensitivity training for all divisions to provide the right tools and support to maximize every employee's development and performance.
- Create a more robust recruiting program for EMS and 9-1-1 by establishing open house concept and public outreach to potential candidates.
- Continue support of South Orange Rescue Squad

**Budget Highlights**

The FY 2018-19 Manager Recommended Budget includes:

- Increased telephone costs of $33,175 to correct County chargebacks previously charged to Communications. The phone system was upgraded in 2017 at an increased per-line cost.
- Decreased uniform costs of $10,000 due to uniform purchases in FY 17-18.
- Decreased training costs $7,500.
- A one-time purchase of $1,000 to replace five (5) broken chairs.
- A reduction in personnel costs and other related expenses due to five (5) positions being moved to newly-created Emergency Management Division.

**Emergency Services: Emergency Management Division**

**Major Services**

- Comprehensive, All-hazards Emergency Management program (mitigation, preparedness, response, and recovery).
- Emergency planning with whole community partners and coordinating the Orange County EOC response to such emergencies.
- Annual disaster training and exercises.
- Fleet and supply chain management.
- Radio and Radio System Maintenance/Operation.

**FY 2017-18 Outcomes**

- Finalize consultant work for the countywide radio system improvements and options.
- Coordinated the response to multiple special events and incidents including several high-profile protests. Deployed mutual aid resources to major incidents throughout the state, including Hurricane Irma and Scotland County SAR event.
- Launched a new preparedness initiative aimed at assisting neighborhood in developing emergency plans – "5 Steps to Neighborhood Preparedness."
- Concluded the in-depth after-action report for the Feb 2017 Water Crisis incident.
- Anticipated to finalize a major renovation to the Orange County EOC that significantly improves capabilities and enhances workflow within the facility.
- Finalize guiding the development of Departmental Continuity of Operations Plans (COOP) plans.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Emergency Management (Prevention, Mitigation, Preparedness, Response, and Recovery)** | | | | | |
| Number of Disaster/Emergency Exercises Conducted | 5 | 6 | 4 | 5 | 5 |
| Number of Emergency Plans Update/Developed | 3 (large plans) | 3 | 3 | 12 | 2 |

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| Percentage of County Departments that were provided one-on-one consultation on disaster responsibilities. | 75% | 100% | 100% | 95% | 100% |
| **Number of Training Opportunities for County Staff and Stakeholders** | | | | | |
| Local Emergency Planning Committee (LEPC) Meetings | 2 | 4 | 4 | 1 | 4 |
| Number of times the EOC was activated before the hazard/event occurred | N/A | 5 | 4 | 6 | 5 |
| ICS/Incident Management Training | N/A | N/A | 12 | 8 | 6 |
| Community Emergency Response Team Activities (CERT) | 22 Trained | 45 Trained<br>17 Events | 60 Trained<br>15 Events | >100 Trained<br>5 events | >100 Trained<br>5 Events |

**FY 2018-19 Objectives**

- 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 by implementing and training on Crisis Track.
- EM will continue to validate the feasibility of identified options for improving radio communications throughout the county.
- Working with regional partners, EM will continue the planning, training, and preparedness processes to improve operational coordination and other capabilities.
- EM will continue to strengthen community resiliency by completing the final phases of the Triangle Regional Resiliency Plan and begin updating the Orange County Hazard Mitigation Plan.
- EM will finalize conducting the Threat and Hazards Identification Risk Assessment (THIRA) for fire/rescue services and develop a strategic 5 year capability improvement plan.

**Budget Highlights**

The FY 2018-19 Manager Recommended Budget includes:

- Five (5) positions and select operating expenses moved from Administration Division.
- An increase of $20,069 for Everbridge Public Notification System. These costs are offset by revenue from partner agencies.

**Fire Marshal Division**

**Major Services**

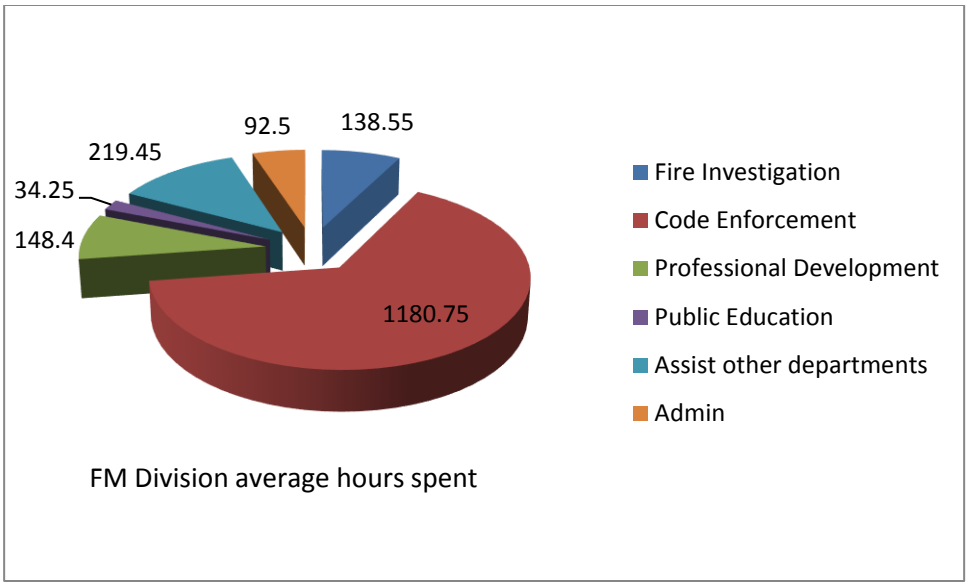
- Administer fire protection enforcement program using the NC Fire Prevention Code and National Fire Protection Association Standards by conducting fire inspections, issuing permits, reviewing architectual blueprints through plan review, providing design guidance through code intrepretation.
- Administer life safety/fire prevention programs for Orange County employees and residents.
- Assists fire departments with long-range planning and insurance certification and guidance with reporting requirements per the NC General Statutes.
- Investigate fires to determine cause and origin and provide emergency response to incidents.

**FY 2017-18 Outcomes**

- Began effort to implement central permitting.
- Continue to develop a strategic plan for rescue with stakeholders.
- Developed 12 month accountability of time spent for services provided as a performance measure of the major duties in office.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Measurement of time spent on responsibilities of office** | | | | | |
| Average Code Enforcement over 12 month period in the division | N/A | N/A | N/A | 1180.75 | 1200 |
| Average Fire Investigation over a 12 month period in the division | N/A | N/A | N/A | 138.55 | 140 |
| Average Dedicated Public Education over a 12 month period in the division | N/A | N/A | N/A | 34.25 | 40 |

- 2017-18 data is from February 10, 2017 to February 10, 2018.
- The department is accounting for hours spent for three main services provided (fire prevention education, code enforcement, and fire investigation).
- Code enforcement includes all work related to plan review, construction meetings/phone calls, research, data entry and inspections




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**FY 2018-19 Objectives**

- Continue to locate and inspect properties that have not been identified as having an inspection.
- Continue to account for accurate performance measures
- Increase time spent delivering dedicated public education
- Implement central permitting.

**Budget Highlights**

The FY 2018-19 Manager Recommended Budget includes:

- Decreased costs for Rescue items as the department delays select purchases while a Threats and Hazard Identification and Risk Assessment (THIRA) Committee reviews and assesses the overall needs of County Fire Departments.
- A decrease of $26,635 for rescue services. The current request reflects only the amount of the South Orange Rescue Squad (SORS) stipend. Other purchases are delayed while assessing county-wide needs.

## 9-1-1 Communications

**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 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 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 2017-18 Outcomes**

- The 9-1-1 Backup Center, to be utilized in the event of a failure to the Primary PSAP (Public Safety Answering Point), as well as to handle surge increase during a critical event, will be fully functional by March 13, 2018.
- 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.
- Completed Academy retaining four new telecommunicators. One trainee is currently finishing training, and six new trainees are beginning the Academy.
- Retention rate is at 90.3%.The national average is at 81%. The department lost an experienced staff member and two trainees. One employee left the department for a position at the UNC Department of Public Safety. Another left the department for a position at Orange County Animal Services. Three were released from the training program.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **In compliance with NC 9-1-1 Board's operating standards for all 9-1-1 PSAPS, ninety (90) percent of emergency 911 calls received on emergency lines shall be answered within ten 14 (10) seconds, and ninety-five (95) percent of emergency 911 calls received on emergency lines shall be answered within twenty (20) seconds. Compliance shall be evaluated monthly using data from the previous month via EcATS.** | | | | | |
| Outcome Measure | 97.47% | 97.15% | 98% | 98% | 98% |
| Performance Measures (EcATS (9-1-1 State Funded Statistics Software) | Yes | Yes | Yes | Yes | Yes |
| **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 | 106.94 | 105 | 108 | 105 |

**FY 2018-19 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 working with our partner agencies in trying to reduce dispatch times by looking at new processes and automating paging processes.

**Budget Highlights**

The FY 2018-19 Manager Recommended Budget includes:

- An increase of $45,791.66 to replace all servers and workstations consistent with NC Gen. Stat. 143B. This is a computer-aided design (CAD) Hardware Refresh Project for the 9-1-1 Communications Division, which will include replacement of all servers and workstations. The County is responsible for 20% of the cost. Remaining amounts are covered by the Emergency Telephone Fund (ETF).
- A decrease of $11,500 due to correction of county telephone chargebacks.
- An increase of $21,570 for Airbus Maintenance Backup Center, Priority Dispatch extended service plan, and increased maintenance costs.
- A decrease of $12,900 for computer support and software licenses as upgrades complete in FY 2017-18.
- A one-time purchase of $5,000 for four (4) chairs for 24/7 use by telecommunicators in 9-1-1 Center.

**Emergency Medical Services**

**Major Services**

- Provide treatment for persons with medical or traumatic emergencies and if necessary 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 entertainment.
- Manage EMS Medical Services providers throughout the county through ordinance franchise process.
- Prepare for and respond to EMS Surge and/or Mass Casualty incidents providing medical services throughout the region.
- Provide public outreach via community CPR classes, community medicine, school outreach, health literacy, and job fairs.

**FY 2017-18 Outcomes**

- EMS is projected to respond to 14,909 calls for service, provide evaluation and treatment to 12,997 patients, and transport 8,828 of those patients to area hospitals by June 30, 2018.
- As of March 1, 2018 Orange County paramedics completed 19 “Stay Up, Stay Active” visits with 13 follow up visits from the Department on Aging. The departments are projected to reach 29 patients by June 30, 2018. Two patients who frequently fell and necessitated EMS assistance over 132 times in FY 2017-18 greatly reduced their number of falls post-visit by paramedics, the Department on Aging, and Department of Social Services.

- Due to the cessation of the paramedic continuing education program at Durham Technical Community College, EMS explored other options for recruiting and training new paramedics. The FY 2017-18 Paramedic Academy will recruit two additional full time paramedics through a partnership with Lenoir Community College.
- EMS began its colocation with Chapel Hill Fire Department at Fire/EMS Station at Glen Lennox. EMS has continued to work with the Orange Rural Fire Department, the Town of Hillsborough, and Asset Management Services to construct a new Fire/EMS/Police station in the Waterstone Subdivision.
- With guidance and assistance from EMS Division, five fire departments increased their level of Medical First Responder services to EMT level. The departments include White Cross Fire Department, Chapel Hill Fire Department, Orange Grove Fire Department, Efland Fire Department, and Caldwell Fire Department.
- The EMS Division outfitted all responding paramedics and EMTs with extrication personnel protective equipment. This vital equipment will improve provider safety and expand opportunities to engage in on-duty training with fire department partners.
- Three paramedics participated in the Sheriff's Office initiated Coordinated Opioid Overdose Reduction Effort (COORE) program and completed training through the Criminal Justice Resource Center. Through partnership with the Sheriff's Office, Criminal Justice Resource Center, and the Orange County Health Department, these paramedics are able to provide services to individuals who have had a recent overdose reversal. The paramedics are equipped with naloxone, access to clean needles, drug lockboxes, and COORE information pamphlets because of these strong partnerships.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Emergency Medical Services utilizes the number of calls for service with direct impact to EMS response time and Move Up. As calls 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 | 14159 | 14894 | 15000 | 14909 | 15500 |
| Number of Ambulance Move Up Calls | 1160 | 1386 | 1400 | 1700 | 2000 |
| Standby or Special Events (includes South Orange Rescue Squad) | 309 | 336 | N/A | 586 | 550 |
| **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 also 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) | 9:40 | 09:57 | 09:47 | 09:24 | 09:30 |
| Response Time (90th percentile) | 16:14 | 16:27 | 16:30 | 16:11 | 16:30 |
| Average Wheels Rolling Time | 00:48 | 00:48 | 00:48 | 00:50 | 00:49 |
| **Stay Up Stay Active** | | | | | |

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| Paramedic Initiated Visits | 110 | 40 | 180 | 29 | 200 |

**FY 2018-19 Objectives**

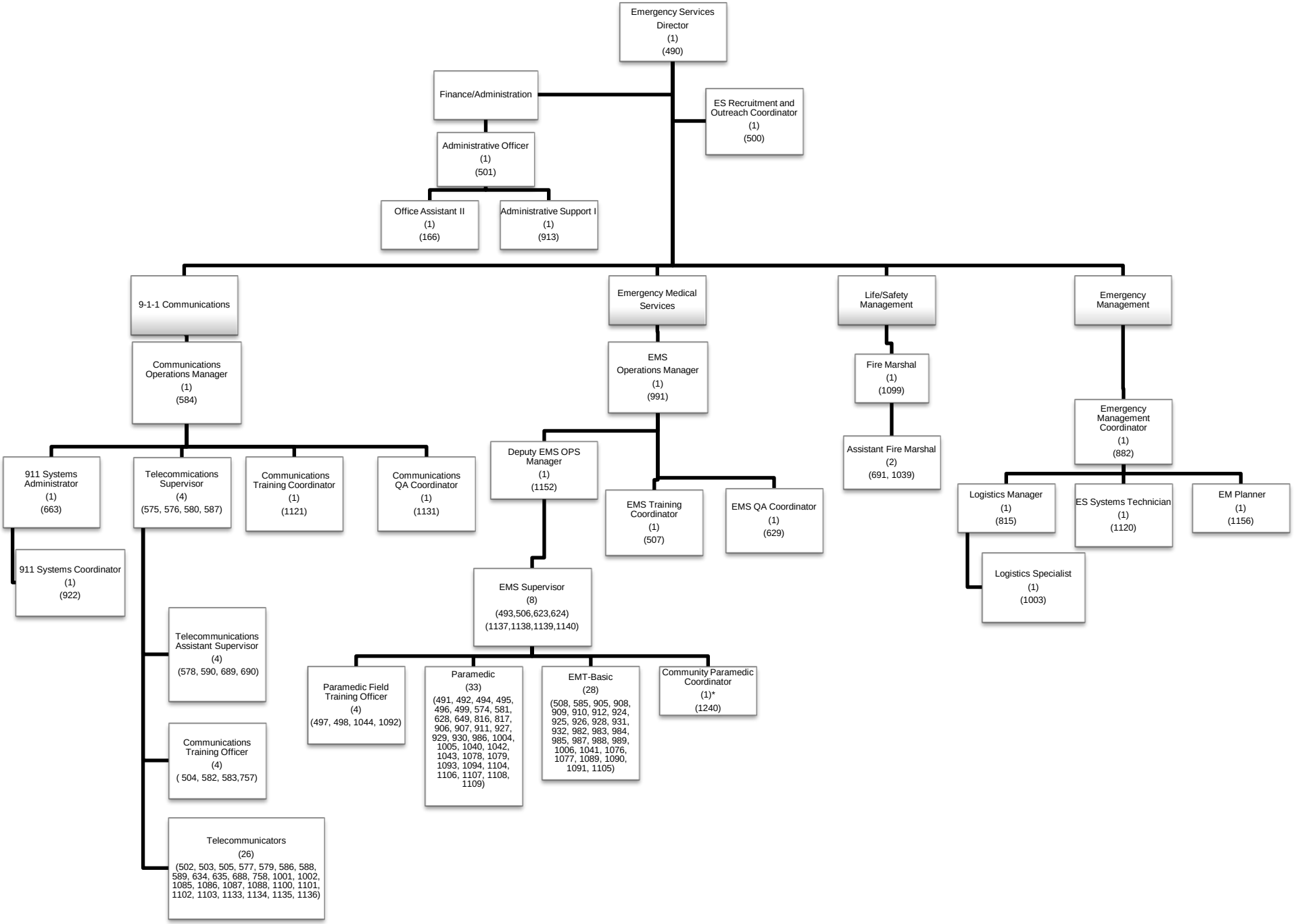
- The 2018-19 Paramedic Academy will recruit three additional full time paramedics
- In 2017-18, the Community Paramedic position was approved contingent on outside funding. In February 2018, Emergency Services initiated discussion on expansion of the Community Paramedicine program to include congestive heart failure referrals from UNC Hospitals. Emergency Services is currently pursuing a funding model through the UNC Senior Alliance, LLC.
- Asset Management Services and Emergency Services will continue the remounting process of two Excellance, Inc. Ambulances in 2018-19. Remounting recycles the exceptionally constructed patient care compartment by repurposing it onto a new ambulance chassis.
- EMS will continue the Waterstone Fire/EMS construction project and begin construction of its first standalone EMS station on Highway 70 in Efland.
- Three paramedics were selected in 2017-18 to provide medical support to three special teams from the Orange County Sheriff's Office, Carrboro Police Department, and Chapel Hill Police Department. These tactical paramedics are in the process of specialized training and outfitting to provide EMS services in high risk environments, rendering important lifesaving care rapidly at the site of the high risk activity.

**Budget Highlights**

The FY 2018-19 Manager Recommended Budget includes:

- An increase of $11,000 for a new paramedic academy.
- A decrease of $6,000 due to maintenance of an Automated External Defibrillator (AED) being transferred to Asset Management Services.
- A one-time purchase of $40,282 for new medical supply cabinets, carbon monoxide detectors, automated external defibrillators, replacement defibrillator and oximeter cables, and replacement furniture.

# Emergency Services



# Finance & Administrative Services

Phone Number: (919) 245-2151

Website: [www.orangecountync.gov/departments/finance_and_administrative_services.php](www.orangecountync.gov/departments/finance_and_administrative_services.php)

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Category (General Fund)*** | | | | | | **Account: 230** |
| Personnel Services | 1,174,663 | 1,189,455 | 1,189,455 | 1,189,455 | 1,220,943 | 1,220,943 |
| Operations | 244,582 | 216,430 | 212,830 | 204,981 | 214,912 | 284,662 |
| Capital Outlay | 3,452 | 0 | 3,600 | 0 | 0 | 0 |
| **Total Expenditures** | **$ 1,422,697** | **$ 1,405,885** | **$ 1,405,885** | **$ 1,394,436** | **$ 1,435,855** | **$ 1,505,605** |
| **County Costs (net)** | **$ 1,422,697** | **$ 1,405,885** | **$ 1,405,885** | **$ 1,394,436** | **$ 1,435,855** | **$ 1,505,605** |
| **Total Finance and Administrative Services and Related Expenditures** | **$ 1,422,697** | **$ 1,405,885** | **$ 1,405,885** | **$ 1,394,436** | **$ 1,435,855** | **$ 1,505,605** |

## *Division Summary*

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Program (General Fund)*** | | | | | | |
| Budget Office | 379,303 | 370,468 | 370,468 | 367,742 | 373,619 | 373,619 |
| Finance Office | 1,043,394 | 1,035,417 | 1,035,417 | 1,026,694 | 1,062,236 | 1,131,986 |
| **Total Expenditures** | **$ 1,422,697** | **$ 1,405,885** | **$ 1,405,885** | **$ 1,394,436** | **$ 1,435,855** | **$ 1,505,605** |
| **County Costs (net)** | **$ 1,422,697** | **$ 1,405,885** | **$ 1,405,885** | **$ 1,394,436** | **$ 1,435,855** | **$ 1,505,605** |
| **Total Expenditures** | **$ 1,422,697** | **$ 1,405,885** | **$ 1,405,885** | **$ 1,394,436** | **$ 1,435,855** | **$ 1,505,605** |

### 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 internal controls, in accordance with the Generally Accepted Accounting Principles (GAAP) and North Carolina General Statutes.
- Prompt and efficient payment of all County obligations.
- Adhere to County fiscal policies and department standard operating procedures.

### FY 2017-18 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.
- Continue facilitating additional professional development and training resources for staff.
- 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 General Obligation Bond Referendum.
- Implement second phase of Kronos enhancements which includes timekeeping reporting, compensatory time enhancements, and labor distribution activities.
- Enhance customer service delivery through collaboration with Human Resources and Information Technology on Employee Self-Service.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| Unassigned Fund Balance, as percent of General Fund Expenditures (Target: ≥ 16%) | 16.2 % | 16.8 % | 16.0 % | 16.0% | 16.0% |
| Debt Service, as a percent of General Fund Expenditures (Target: ≤ 15%) | 12.6 % | 12.6 % | 12.1 % | 12.2% | 13.8% |

**FY 2018-19 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.

**Budget Highlights**

The FY 2018-19 Manager's Recommended Budget includes additional funding of $69,750 for Cash Handling Audits for all county departments.

**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 and coordinate the logistics of the Outside Agency and Fire Districts funding processes.

**FY 2017-18 Outcomes**

- Implemented New General Fund Financial Model developed by Management Partners.
- Published the FY 2017-18 Approved Operating and Capital Investment Plan Budgets and delivered to the Board of County Commissioners prior to their first meeting in September, 2017 and posted on the County website.
- Completed the submittal requirements and received the Distinguished Budget Presentation Award from the Government Finance and Officers Association for the twenty-sixth year.
- Upgrade to KRONOS version 8 scheduled for implementation in May 2018.
- Provided the Board of County Commissioners with a detailed Financial Report of Revenues and Expenditures on a quarterly basis.

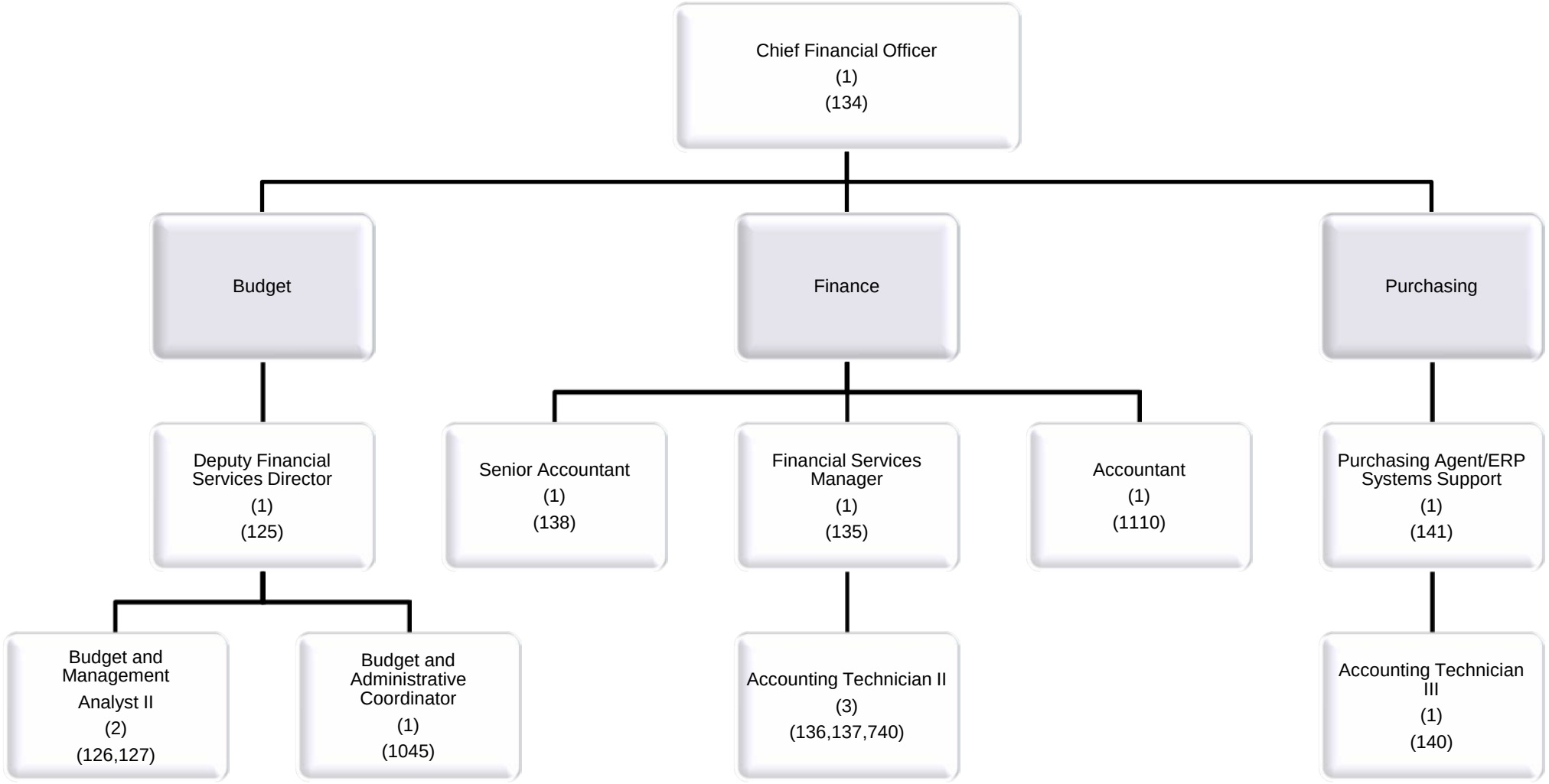
**FY 2018-19 Objectives**

- Publish the FY 2018-19 Approved Operating and Capital Investment Plan Budgets to the Board of County Commissioners at their meeting in September, 2018.
- Continue utilizing new forecasting model for Five Year Forecast of Revenues and Expenditures
- Quarterly Reporting of Revenues and Expenditures to the Commissioners, as well as Economic Outlook reports.
- Expand multi-year forecasting to include Proprietary, Special Revenue and Internal Service funds.

**Budget Highlights**

The FY 2018-19 Manager's Recommended Budget includes no significant budget changes.

# Finance and Administrative Services



# Fire Districts

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| **Fire Districts *(Fire District Fund)*** | | | | | | |
| Cedar Grove | 214,379 | 247,659 | 247,659 | 247,659 | 260,316 | 260,316 |
| Chapel Hill | 278,550 | 272,664 | 272,664 | 272,664 | 267,256 | 267,256 |
| Damascus | 97,214 | 98,895 | 98,895 | 98,895 | 98,157 | 98,157 |
| Efland | 574,871 | 501,796 | 501,796 | 501,796 | 519,934 | 519,934 |
| Eno | 603,321 | 693,273 | 693,273 | 693,273 | 798,623 | 798,623 |
| Little River | 179,565 | 227,309 | 227,309 | 227,309 | 280,696 | 280,696 |
| New Hope | 651,421 | 627,958 | 627,958 | 627,958 | 661,408 | 661,408 |
| Orange Grove | 547,299 | 552,907 | 552,907 | 552,907 | 566,139 | 566,139 |
| Orange Rural | 1,155,723 | 1,268,521 | 1,268,521 | 1,268,521 | 1,314,043 | 1,314,043 |
| South Orange | 535,522 | 548,153 | 548,153 | 548,153 | 567,376 | 567,376 |
| Southern Triangle | 210,339 | 220,100 | 220,100 | 220,100 | 232,706 | 232,706 |
| White Cross | 437,201 | 466,833 | 466,833 | 466,833 | 493,220 | 493,220 |
| **Total Fire District Expenditures** | **$ 5,485,405** | **$ 5,726,068** | **$ 5,726,068** | **$ 5,726,068** | **$ 6,059,874** | **$ 6,059,874** |
| *Offsetting Revenue* | *$ (5,574,443)* | *$ (5,726,068)* | *$ (5,726,068)* | *$ (6,004,669)* | *$ (6,059,874)* | *$ (6,059,874)* |
| **Net Cost** | **$ (89,038)** | **$ 0** | **$ 0** | **$ (278,601)** | **$ 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 540 firefighters and first responders contributing more than 60,000 training and service hours in Orange County.

## *Fire Districts - continued*

**Cedar Grove Fire District** **$260,316**

- The tax rate for this district is recommended to remain at the current tax rate of 8.10 cents for FY 2018-19.
- In FY 2017-18, the department lowered its ISO rating from a 9 to a 6; purchased two new 800 mhz portable radios; hired two part-time personnel in August; continue to provide certified training for its members; received delivery of a new fire engine; completed work on the addition at Station #2; and purchased a new turn out gear washer to be able clean contaminated gear.
- In FY 2018-19, the department plans to add iPads in tankers for Pagetrac; purchase replacement air packs; apply for grants to help pay for older equipment; install more water points; consider replacing a 1985 squad truck; and replacement of the roof at Station #1.
- Their Five-Year plan includes continue working toward replacing a 32 year old brush truck with a larger style truck; replace a 2002 Engine to keep it on a 15-20 year rotation; and continue to recruit additional members.

**Greater Chapel Hill Fire Service District** **$267,256**

- This is one of three new Fire Service Districts that replaced existing Fire Protection Districts in FY 2013-14.
- The Town of Chapel Hill provides fire protection for the Greater Chapel Hill Fire Service District.
- On February 27, 2013, the Chapel Hill Town Council voted unanimously to enter into a service agreement to extend the Town's current fire district into the affected neighborhoods for a period of 5 years with a 15.00 cent tax levy per one-hundred dollar valuation of real and personal property.
- The tax rate for this district is recommended to remain at the current tax rate of 14.91 cents for FY 2018-19.

**Damascus Fire District** **$98,157**

**Southern Triangle Fire Service District** **$232,706**

- The North Chatham Fire Department will continue to contract with Orange County to provide fire services to the citizens in both the Damascus Fire Protection District and the new Southern Triangle Fire Service District within Orange County. There will be a separate agreement for the Damascus Fire Protection District since a different NC General Statute provides the County authority to contract for Fire Protection.
- The Southern Triangle Fire Service District was one of three new Fire Service Districts that replaced Fire Protection Districts in FY 2013-14. There were no changes to the Damascus Fire Protection District.
- The tax rate for both the Damascus Fire Protection District and the Southern Triangle Fire Service District is recommended to remain at the current tax rate of 10.30 cents for FY 2018-19. This tax rate is consistent with the Chatham County tax rate.

**Efland Fire District** **$519,934**

- The tax rate for this district is recommended to remain at the current tax rate of 6.78 cents for FY 2018-19.
- In FY 2017-18, the department received delivery on a new Tanker, increasing their ability to provide water to fires in rural areas; added Thermal Imaging Cameras to their self-contained air breathing apparatus; replace four radios that were ten years old, which puts them on schedule to upgrade all radios over the next two years; install new equipment to test and certify their gas measurement equipment; replaced old hoses with new hoses, as well as some older nozzles; and continue to train responders and keep certifications.
- In FY 2018-19, the department plans to purchase additional radios to replace older ones that cannot be repaired; update spare/training air packs with thermal imagers; upgrade rescue equipment to meet the medium rescue standards; and replace the Fire Chief's vehicle, which is currently 9 years old.
- Their Five-Year plan includes continuing to work on a new station at their Station #2 location to include a decontamination corridor, incorporate features that can be used for pump testing, indoor apparatus training, a room for a small drill tower, and a meeting room to be used for class training.

**Eno Fire District** **$798,623**

- The tax rate for this district is recommended to increase from a current tax rate of 8.68 cents to 9.68 cents for FY 2018-19. This rate increase will be used to help pay off an Elliptical Tanker, the installation of a generator at Station #1 and the new building behind Station #1, paving behind Station #1, replacing self-contained breathing apparatus fill station, and start the purchase of equipment for the new Rescue Engine that will arrive in December 2018.
- In FY 2017-18, the department certified one additional driver; completed remodeling project at Station #1, and constructed a new building behind Station #1.
- In FY 2018-19, the department will receive delivery of a new Rescue Engine; purchase equipment for the new Engine; increase weekend staff from 2 to 3 firefighters per day; replace self-contained breathing apparatus fill station, and paving of parking lot behind Station #1.
- Their Five-Year plan includes acquiring additional land; purchase a boat for water rescue; and begin the process of replacing two 2000 year model Fire Engines.

**Little River Fire District** **$280,696**

- The tax rate for this district is recommended to increase from a current tax rate of 4.92 cents to 5.92 cents for FY 2018-19. 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 1994 front line engine, which will be moved to Station #2 after completion.
- In FY 2017-18, the department replaced an outdated HVAC system in the fire station; lowered its ISO rating from a 7 to a 5; received a Rescue Grant to purchase six new portable radios; added iPads to trucks; held a Senior Day at the fire station and other community outreach events for its residents; received a Fire Grant to replace outdated equipment; certified additional firefighters and EMTs; and replaced the fire station roof.

- In FY 2018-19, the department plans to maintain their ISO rating of a 5; recruit additional volunteers; apply for additional grants to upgrade and replace outdated equipment; purchase land for Station #2; pave parking lot at Station #1; build Station #2; update outdated self-contained breathing apparatus; purchase personal protective equipment; replace a 1994 model year Fire Engine; and purchase equipment for the new Fire Engine.
- Their Five-Year plan includes continuing to apply for grants; maintain current ISO rating; recruit additional volunteers; upgrade equipment to meet standards; review feasibility of hiring part-time staff; install additional water points; and continue community outreach and fire prevention efforts.

**New Hope Fire District** **$661,408**

- The tax rate for this district is recommended to remain at the current tax rate of 9.94 cents for FY 2018-19.
- In FY 2017-18, the department received new members and have six potential new members; members continue to train for firefighter certification and have completed four new courses; members attended area fire schools for technical rescue training and other specialized courses; provided fire prevention and fire safety classes to over 200 children and 50 adults at schools, fire station tours, and burn survivor camp at Camp New Hope; ordered a new Tanker to replace an aging Tanker with mechanical problems; added a paid Deputy Chief position to help with administration and manage paid staff; and replaced garage at Station #2.
- In FY 2018-19, the department will receive delivery of new Tanker to enhance fire protection services in the district; continue to train for firefighter certification; train new fire drivers; offer mandatory Emergency Vehicle Driver training; send members to area fire schools for specialized training and ensure that all members receive hazmat and bloodborne pathogens training to meet OSHA requirements; host training events for mutual aid departments to meet ISO training requirements; continue to apply for grants to enhance service delivery and offset operational costs; increase volunteer membership; provide mandatory Traffic Incident Management System training for all members; and install new insulation and repaint Station #2.
- Their Five-Year plan includes replacing a Tanker at Station #2; continue certification training and offer specialized training courses; continue OSHA required training; apply for grants for personal protective equipment and communications equipment; revise strategic plans for the department to increase efficiency; maintain a viable volunteer membership; recruit and maintain volunteers; refurbish body and pump, and install a new chassis on a Fire Engine.

**Orange Grove Fire District** **$566,139**

- The tax rate for this district is recommended to remain at the current tax rate of 6.81 cents for FY 2018-19.
- In FY 2017-18, the department worked to pay off a truck; ordered a replacement truck consistent with their replacement schedule; focused on membership issues by recruiting new members, and reducing inactive members; purchased radios; and obtained automobile extrication rescue equipment.
- In FY 2018-19, the department plans to receive their next truck and integrate it into operations; add eight new members; and purchase handheld VHF radios and turnout gear equipment.
- 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; acquire equipment to comply with NFPA recommendations and update aging equipment; and begin planning for 24 hour EMS base.

**Orange Rural Fire District** **$1,314,043**

- The tax rate for this district is recommended to remain at the current tax rate of 9.15 cents for FY 2018-19.
- In FY 2017-18, the department replaced the Fire Chief's vehicle; replaced an aged Brush Truck; completed renovations to the inside of Station #3; added three new personnel to become fully staffed; fifteen members attended Trench Rescue; four attended Fire Investigator training; four certified in Structural Collapse Rescue; seven members certified as Level I & II Firefighters; the Hillsborough Firefighter's Association raised funds to purchase a Drone for search and rescue; and performed a live burn on an old hotel to provide training for department, as well as mutual aid partners.
- In FY 2018-19, the department plans to certify fifteen firefighters in Water Rescue; create driver positions; continue to work with Orange County to co-locate a fire/police/EMS station in the Waterstone development; certify all staff as Child Passenger Safety Seat Technicians; certify four staff members to become Level I&II firefighter instructors; perform repairs to Station #1; increase retirement employer contribution as a tool to increase retention; adjust salaries of staff to be more competitive in hiring and retention.
- Their Five-Year plan includes constructing a fourth fire station, in conjunction with the Town and County, hire a full-time Fire Chief; and upgrade ISO classification.

**South Orange Fire Service District** **$567,376**

- The Town of Carrboro will continue to provide fire protection for the South Orange Fire Insurance District. Fire protection for residents in this district is provided under contract between the County and the Town of Carrboro Fire Department.
- On December 4, 2012, the Town of Carrboro Board of Alderman voted to approve a resolution to modify the existing South Orange Fire Insurance District. This is one of three new Fire Service Districts that replaced existing Fire Protection Districts in FY 2013-14.
- The tax rate for this Service District is recommended to remain at the current tax rate of 9.68 cents for FY 2018-19.

**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** **$493,220**

- The tax rate for this district is recommended to remain at the current tax rate of 11.37 cents for FY 2018-19.
- In FY 2017-18, the department received a 2008 Pumper Tanker for Station #2; added 7 new volunteers; engaged with the Chapel Hill High School EMT and Firefighter program; added two

30kw portable generators for the district; received two swift water rescue boats from Federal Surplus and plans to have them in service by the end of July 2018; continued extensive training program with Durham Technical Community College providing additional training; and hosted a regional grant for a training structure.

- In FY 2018-19, the department plans to put into service the swift water rescue boats; refurbish a 1996 Brush Truck; continue hosting monthly certification trainings for firefighters; replace 15-20 sets of turnout gear; purchase 5 new sets of water rescue personal protective equipment; purchase an additional AED for the department; purchase training aids for the department; and identify and install an additional dry hydrant within the district.
- Their Five-Year plan includes the replacement of a service vehicle in FY 2019-20; continue replacing extrication equipment to meet the automotive 2025 steel strength requirements; begin the planning process for replacement of an Engine; replace self-contained breathing apparatus; and continue their annual replacement of turnout gear and radios.

## ISO Grades for each Fire District

| Fire Districts | 0-5 miles | 5 to 6 miles | 6 miles or greater |
|---|---|---|---|
| **Cedar Grove** | 6 | 9E | 10 |
| **Greater Chapel Hill** | 2 | 9E | 10 |
| **Damascus** | 6 | 9E | 10 |
| **Efland** | 6 | 9E | 10 |
| **Eno** | 7 | 9E | 10 |
| **Little River** | 5 | 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, 2018

# Health Department

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

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Category (General Fund)*** | | | | | | **Account: 410** |
| Personnel Services | 7,375,073 | 7,631,730 | 7,725,291 | 7,510,671 | 7,928,345 | 7,928,345 |
| Operations | 1,746,644 | 2,274,197 | 2,541,819 | 2,251,701 | 2,238,597 | 2,270,972 |
| Capital Outlay | 18,087 | 6,172 | 16,328 | 20,541 | 4,766 | 0 |
| **Total Expenditures** | **$ 9,139,804** | **$ 9,912,099** | **$ 10,283,438** | **$ 9,782,913** | **$ 10,171,708** | **$ 10,199,317** |
| *Offsetting Revenues* | *(2,966,133)* | *(3,141,740)* | *(3,363,345)* | *(3,219,050)* | *(3,292,490)* | *(3,292,490)* |
| **County Costs (net)** | **$ 6,173,672** | **$ 6,770,359** | **$ 6,920,093** | **$ 6,563,863** | **$ 6,879,218** | **$ 6,906,827** |
| **Total Health Department and Related Expenditures** | **$ 9,166,051** | **$ 9,970,748** | **$ 10,342,087** | **$ 9,782,913** | **$ 10,171,708** | **$ 10,199,317** |

## *Division Summary*

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Program (General Fund)*** | | | | | | |
| Financial & Admin Services | 1,114,784 | 1,112,974 | 1,124,277 | 1,176,066 | 1,128,853 | 1,128,853 |
| Dental Health | 1,222,719 | 1,217,530 | 1,220,905 | 1,202,269 | 1,372,526 | 1,372,526 |
| Promotion and Education | 944,437 | 1,239,815 | 1,425,649 | 1,230,710 | 1,344,810 | 1,340,044 |
| Environmental Health | 1,516,651 | 1,547,940 | 1,547,890 | 1,454,164 | 1,481,625 | 1,481,625 |
| Personal Health | 4,341,214 | 4,793,840 | 4,964,716 | 4,719,704 | 4,843,894 | 4,876,269 |
| **Total Expenditures** | **$ 9,139,804** | **$ 9,912,099** | **$ 10,283,438** | **$ 9,782,913** | **$ 10,171,708** | **$ 10,199,317** |
| *Offsetting Revenue* | *(2,966,133)* | *(3,141,740)* | *(3,363,345)* | *(3,219,050)* | *(3,292,490)* | *(3,292,490)* |
| **County Costs (net)** | **$ 6,173,672** | **$ 6,770,359** | **$ 6,920,093** | **$ 6,563,863** | **$ 6,879,218** | **$ 6,906,827** |
| **Total Expenditures** | **$ 9,139,804** | **$ 9,912,099** | **$ 10,283,438** | **$ 9,782,913** | **$ 10,171,708** | **$ 10,199,317** |

## 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.
- Process all birth and death certificates, burial transit permits and other vital records in compliance with state general statutes.
- Coordinate Health Department HIPAA privacy and security policies, training requirements, strategic planning, and accreditation standards.

### FY 2017-18 Outcomes

- Contracted with Carolinas IT to conduct a successful, informative HIPAA Security analysis of all electronic personal health information.

- Held a training session for Orange County Funeral Home Directors in April 2018 to improve death certificate accuracy rates.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Improve efficiency, effectiveness, and accuracy of Vital Records processing.**<br>**(Vital Records is charged with completing, verifying information, and obtaining the signature of the Health Director on all birth and death certificates before they are sent to the Register of Deeds.)** | | | | | |
| Percentage of errors on death certificates sent to the state | 0.9% | 1% | 0% | 1% | 0% |
| Death Certificates Processed | 1,539 | 1,534 | 1,400 | 1,830 | 1,600 |
| Birth Certificates Processed | 3,907 | 4,079 | 3,600 | 4,972 | 4,500 |
| **Improve timely, performance feedback loop between supervisors and staff.**<br>**(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.)** | | | | | |
| Performance Measures: Percentage of WPPR's submitted to HR by the specified due date | 96% | 98% | 100% | 96% | 100% |

### FY 2018-19 Objectives

- Increase percentage of Work Plan and Performance Reviews (WPPR) submitted to HR by the specified due date to 100%. The department plans to achieve this by providing regular reminders to supervisors and holding periodic WPPR trainings for staff and supervisors.
- Decrease death certificate error rate to 0%.

### Budget Highlights

The FY 2018-19 Manager Recommended Budget includes:

- Department-wide reallocation of funds and efficiencies resulting in cost savings and improved financial monitoring.
- An increase of $5,800 for credit card transaction fees.

## 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 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 2017-18 Outcomes**

- Provided oral health screenings in Orange County schools identified as having a higher percentage of children on free or reduced lunch programs.
- Continued implementation of the baby and prenatal oral health programs (bOHP and pOHP).
- Continued presentations at county's New Employee Orientation to promote Dental Clinic services for Orange County employees.
- Continued collaboration with WIC and Access Care of NC to provide dental home for underserved children and pregnant women.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Provide oral health screening and sealants to children of Orange County** | | | | | |
| Number of children received oral health screenings in schools | 295 | 450 | 300 | 600 | 700 |
| Number of children from screenings that participated in sealant day at clinic | 19 | 15 | 15 | 16 | 30 |
| **Provide dental care to economically disadvantaged Orange County Residents** | | | | | |
| Number of total dental patient visits | 6,940 | 6,924 | 7,500 | 7,100 | 7,200 |
| Percent of Medicaid/Health Choice visits | 32% | 32% | 40% | 32% | 35% |
| **Increase total percentage of pediatric patients served** | | | | | |
| Percent of pediatric patient visits age 0 to 17 | 37% | 38% | 45% | 40% | 40% |
| Average monthly pediatric procedures (new measure) | 780 | 900 | 850 | 950 | 1000 |
| **Increase services to prenatal patients** | | | | | |
| Total number of prenatal patients seen | 104 | 153 | 120 | 130 | 150 |

**FY 2018-19 Objectives**

- Conduct dental screenings at four Orange County schools identified as having a higher percentage of children on free or reduced lunch programs.

- Decrease nine month hygiene waiting period to six months by adding third dental hygienist.
- Increase total patient visits and monthly procedures by adding third dental hygienist.
- Increase number of Medicaid and Health Choice pediatric patients that receive dental care.
- Increase number of prenatal initial and follow up visits.

**Budget Highlights**

The FY 2018-19 Manager Recommended Budget includes:

- Funding for a new dental hygienist position in the Dental Health Division. This position is fully supported by earned revenue and will be able to help the Division address a patient appointment backlog.
- A net revenue increase of $20,000 due to new fees and a new hygienist.
- An increase of $26,683 for contracted dentistry services to ensure full staffing levels.

**Health Promotion and Education Services**

**Major Services**

- Lead community assessment, engagement, and coalition building.
- Plan, develop, implement, and evaluate policies and interventions for community health priorities and social determinants of health.
- Collaborate with community partners to provide support on health-related grants, program development, and referral services.
- Prioritize equity, diversity, and inclusion across the breadth of the department's work.

**FY 2017-18 Outcomes**

- *Healthy Carolinians*: Held a Suicide Prevention effort in September 2017 yielded a kickoff event that held close to 40 participants; a day of prayer among local faith-based churches/organization; a "Be the Light Awareness Walk" that had close to 100 students, professionals and residents; and a QPR (Question Persuade Refer) gatekeeper training that had 9 participants.
- *Tobacco Prevention and Control* : Completed 8 Freshstart group tobacco treatment sessions with 48 participants and 2 Freshstart *Live!* Presentations to UNC Carolina Association of Pharmacy Students with more than 50 participants, dispensed 163 packages of Nicotine Replacement Therapy to Orange County residents and employees, and designed and purchased bilingual Tobacco Free Schools signs for all 34 properties of Orange and Chapel Hill Carrboro Schools.
- *Healthy Homes:* Served 20 families in environmental home assessments and medication management; provided each family with green cleaning supplies and prevention materials to assist them in taking corrective action in the home environment as it pertains to asthma; and provided four asthma trainings for medical providers, health practitioners, and school district personnel.
- *Family Success Alliance*: Enrolled over 120 families with over 500 family members; expanded out of school programming to reach almost 300 zone children, with external evaluators

demonstrating gains in attention, cognition, and social skills and 88% of families stating their child has performed better in school since joining FSA; lifted community voice through surveying 100 mobile home residents in 8 parks to inform policy and funding allocation; recognized by Triangle Community Foundation and GSK, through partnership with Empowerment, Inc., with the 2018 Impact Award.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Community Health Assessment** | | | | | |
| Community Health Assessment/State of the County Health Report | 1 | 1 | 1 | 1 | 1 |
| **Policy Development** | | | | | |
| New health-related policy or practice implemented | 4 | 4 | 4 | 4 | 3 |
| **Family Success Alliance** | | | | | |
| FSA zone families enrolled in the navigator program | 34 | 77 | 120 | 120 | 165 |

**FY 2018-19 Objectives**

- *2019 CHA Preparation*: Develop and create the survey instrument, produce the CHA implementation plan, develop the methodology, coordinate survey teams, create and coordinate CHA Leadership Team.
- *Implement Individualized Tobacco Treatment*: Plan for the piloting of an individualized tobacco treatment program which will require the development of protocol, budget, evaluation tools, data management tools, and a timeline for full implementation.
- *Healthy Communities Contract Addendum*: Plan, implement, and evaluate two strategies per contract addendum deliverables.
- *Navigator Program Enrollment*: Enroll an additional 45 FSA zone families in the navigator program, maintaining engagement with a total of 165 FSA families and approximately 700 family members, and evaluate impact on school readiness and family goals.
- *Clinical Screening Tool*: With the Board of Health, research and explore a clinical screening tool for children and adults that will identify and address social determinants in an upstream manner to improve health outcomes.

**Budget Highlights**

The FY 2018-19 Manager Recommended Budget includes:

- An increase of $51,344 in revenue from donations and state funds.
- A decrease of $32,999 due to efficiencies in non-profit health insurance purchases.
- No additional General Fund appropriation to Family Success Alliance.

## Environmental Health

### Major Services

- Assuring proper construction and operation of septic systems and wells through permitting, evaluation, and inspection.
- Providing water sampling services for private water supply wells.
- Assuring proper food handling and food safety in restaurants and other businesses through permitting, evaluation, 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 2017-18 Outcomes

- Increased efforts to accomplish goal of 100% inspection rate of required septic system inspections enrolled in monitoring program (WTMP) by hiring temporary employees. Worked with County Attorney to submit delinquent accounts to debt setoff to increase collection rate.
- 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.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Inspection and permitting of on-site wastewater systems (septic systems)** | | | | | |
| Collection rate for WTMP fees | 95% | 97% | 97% | 97% | 95% |
| Failure rate of septic systems observed during WTMP inspections | 8.7% | 5% | 7.5% | 5% | 5% |
| **Inspection and permitting of restaurants and other establishments** | | | | | |
| New restaurant permits issued | 47 | 30 | 33 | 42 | 60 |
| Review time for new restaurant plans (in days) | 21 | 30 | 21 | 5.3 | 7 |
| Public Swimming Pools Inspected | 138 | 140 | 140 | 134 | 140 |

**FY 2018-19 Objectives**

- Implement new central permitting software.
- Initialize new online database of well and septic records to allow for citizens, realtors and researchers independent 24 hour access.
- Purchase tablets or touch-screen laptops for use by onsite staff in the field to improve inspection efficiency and faster permitting after go-live with new permitting software.
- Obtain data plans/air cards/mobile phone hot spots for FLI staff in order to increase functionality of CDP software for records searches, inspection submittals and permit issuance for new clients.

**Budget Highlights**

The FY 2018-19 Manager Recommended Budget includes:

- Department-wide reallocation of funds and efficiencies resulting in cost savings and improved financial monitoring.
- A revenue increase of $61,394 due to projected revenue collection and an amended fee schedule.
- Funding for Temporary Environmental Health Specialists to decrease inspection wait times during peak inspection volume.

**Personal Health**

**Major Services**

- Medical services: Immunizations, Family Planning, Breast and Cervical Cancer Screening, Prenatal and Well Child care, diagnosis and treatment of acute and chronic health conditions, integrated Behavioral Health.
- Investigation, prevention and control of communicable diseases.
- Care coordination/management services for at-risk pregnant women and children with special health care needs; post-partum/newborn home visiting services.
- Medical Nutrition Therapy and Diabetes Self-Management Education.
- Management of language services, training, policies, and outreach.

**FY 2017-18 Outcomes**

- Increase access and delivery of integrated behavioral health/mental health care services to patients by 30%.
- Increase the number of MNT appointments and DSME program completion rates to improve outcome measures.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Integrated Behavioral Health Services** | | | | | |
| Number of patients seen for behavioral health care services | N/A | 193 | 342 | 450 | 450 |

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Provide Medical Nutrition Therapy and Diabetes Self-Management Education Services to Residents** | | | | | |
| # of MNT appointments | 789 | 794 | 791 | 726 | 762 |
| % completing 9 of 10 hours of DSME program | 83% | 82% | 83% | 83% | 85% |
| % with improved blood glucose control at the 3mos f/u appointment (completing all 10 hours of DSME) | 75% | 74% | 75% | 74% | 75% |

**FY 2018-19 Objectives**

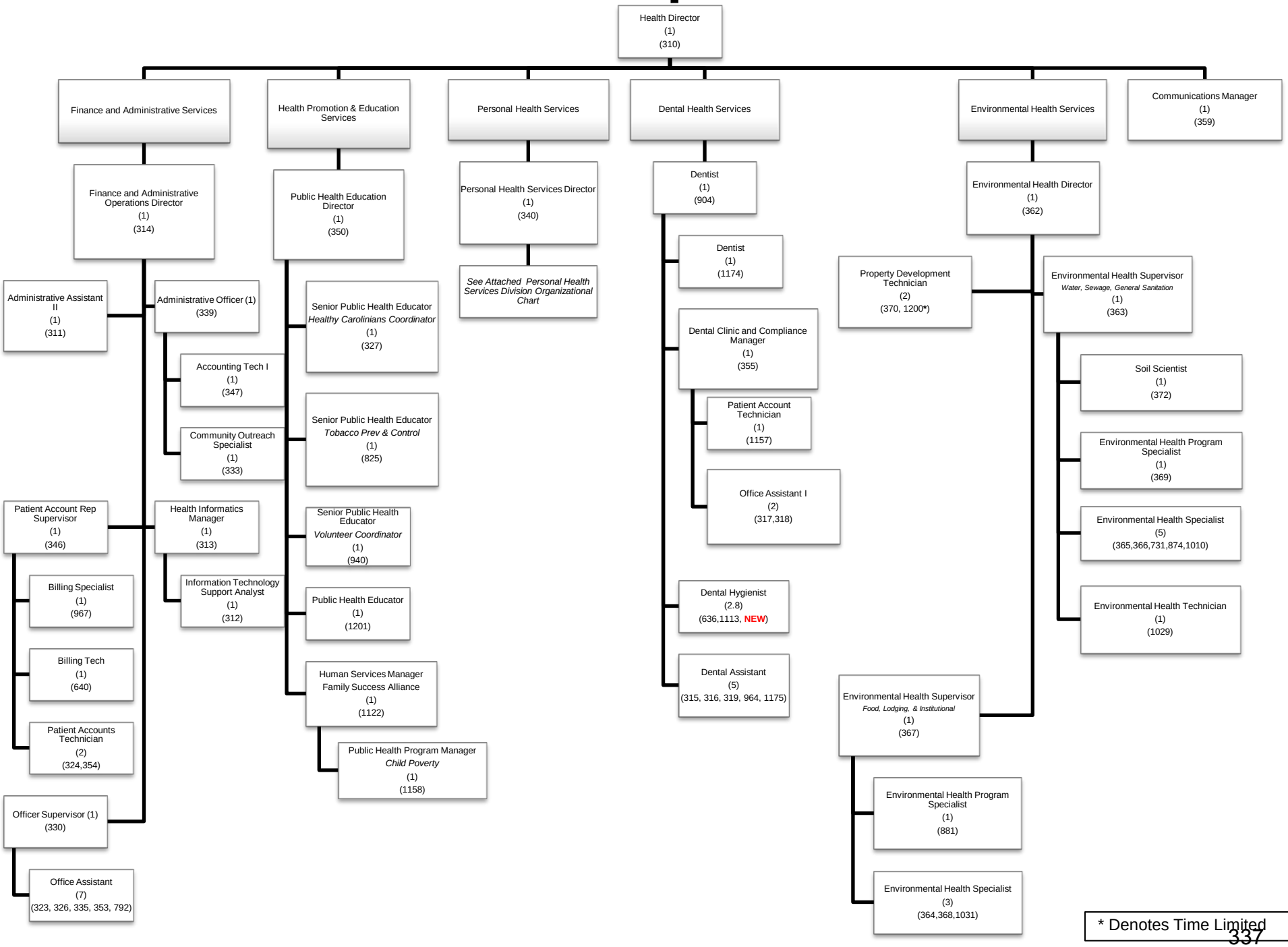
- Increase the number of women who complete a post-partum visit.
- Increase the OCHD immunization rates for required childhood vaccines.
- Increase the number of women using long-acting contraception.
- Increase the number of women served in the Breast and Cervical Cancer Prevention Program.

**Budget Highlights**

The FY 2018-19 Manager Recommended Budget includes:

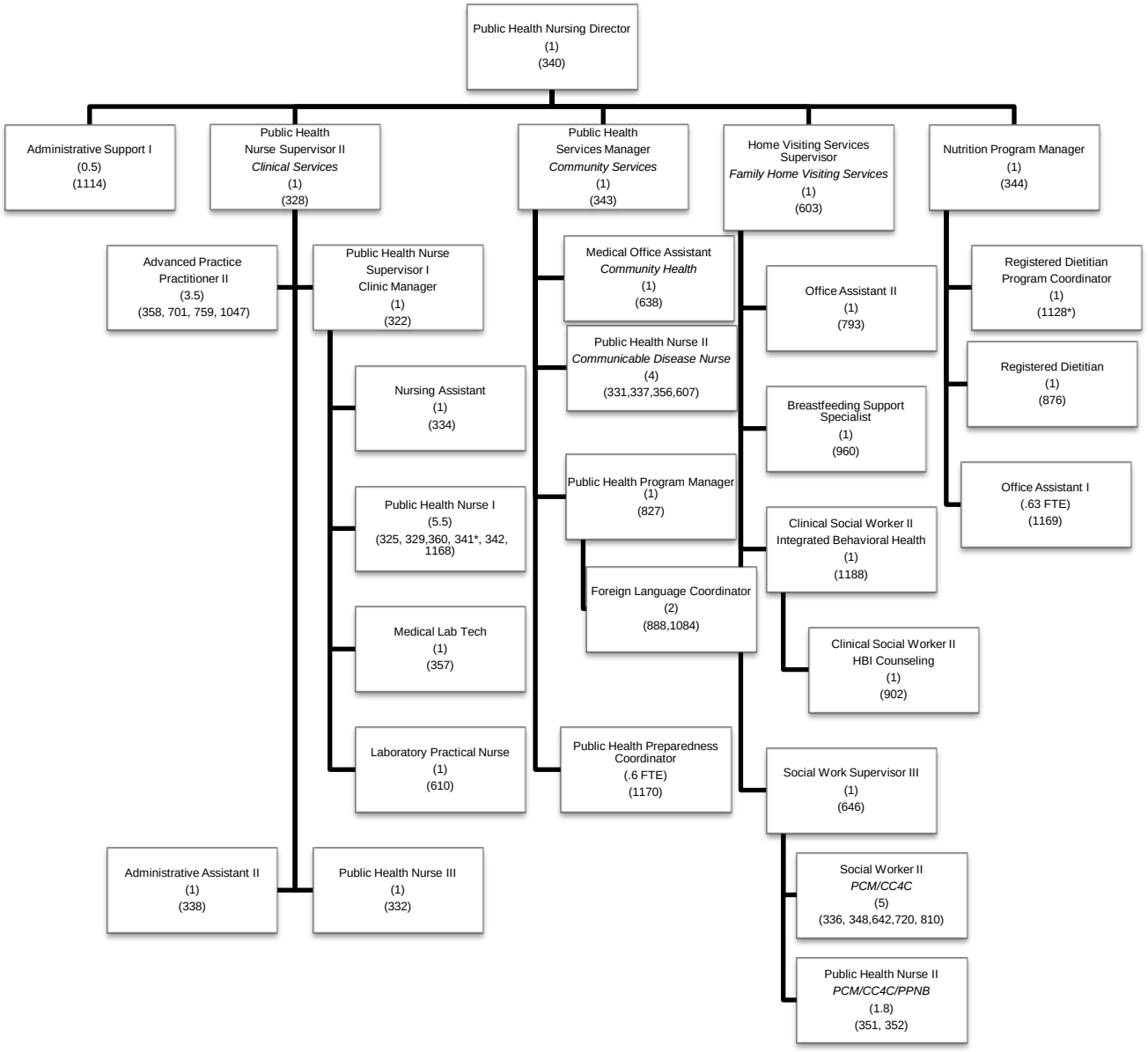
- An increase to contracted services in the amount of $32,375 for El Futuro based on outside agency recommendations.
- A decrease of $24,961 in Medicaid revenue.
- A decrease of $30,200 to pharmacy supplies based on actual spending and efficiencies identified by the department.
- An increase of $7,600 in insurance reimbursements.
- An increase of $37,500 based on funding from the Duke Endowment grant. This funding supports the Formerly Incarcerated Transition (FIT) Program, a joint opportunity with the UNC Department of Family Medicine.
- A decrease of $17,353, based on revenue projections for the Refugee health fund and federal cuts to the Family Planning health fund. The department expects to maintain current levels of service as a result of cost savings identified by department staff in other programs.

# Health Department




* Denotes Time Limited

# Health Department – Personal Health Services Division




* Denotes Time Limited

# Housing and Community Development Department

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

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Category (General Fund)*** | | | | | | **Account: 460** |
| Personnel Services | 66,317 | 99,082 | 0 | 0 | 162,102 | 162,102 |
| Operations | 40,833 | 30,650 | 2,500 | 19,003 | 69,360 | 169,360 |
| Capital Outlay | 0 | 0 | 35,054 | 35,054 | 0 | 0 |
| **Total Expenditures** | **$ 107,150** | **$ 129,732** | **$ 37,554** | **$ 54,057** | **$ 231,462** | **$ 331,462** |
| *Offsetting Revenues* | *0* | *0* | *0* | *0* | *0* | *0* |
| **County Costs (net)** | **$ 107,150** | **$ 129,732** | **$ 37,554** | **$ 54,057** | **$ 231,462** | **$ 331,462** |
| ***By Category (Community Development Fund)*** | | | | | | **Accounts: 4703 & 4730** |
| Personnel Services | 145,192 | 238,098 | 238,098 | 160,804 | 361,947 | 361,947 |
| Operations | 159,967 | 1,023,159 | 1,023,159 | 116,880 | 532,557 | 532,557 |
| Capital Outlay | 0 | 2,775 | 2,775 | 14,014 | 0 | 0 |
| **Total Expenditures** | **$ 305,159** | **$ 1,264,032** | **$ 1,264,032** | **$ 291,698** | **$ 894,504** | **$ 894,504** |
| *Offsetting Revenues* | *(146,625)* | *(757,494)* | *(757,494)* | *(173,772)* | *(342,760)* | *(342,760)* |
| **County Costs (net)** | **$ 158,534** | **$ 506,538** | **$ 506,538** | **$ 117,926** | **$ 551,744** | **$ 551,744** |
| ***By Category (Housing Fund)*** | | | | | | **Account: 4800** |
| Personnel Services | 477,588 | 450,903 | 500,985 | 515,289 | 450,017 | 450,017 |
| Operations | 68,543 | 84,749 | 152,249 | 115,099 | 100,099 | 100,099 |
| Capital Outlay | 0 | 22,185 | 22,185 | 23,585 | 0 | 0 |
| Rental Assistance | 3,989,097 | 3,915,393 | 3,915,393 | 3,915,393 | 3,915,393 | 3,915,393 |
| **Total Expenditures** | **$ 4,535,228** | **$ 4,473,230** | **$ 4,590,812** | **$ 4,569,366** | **$ 4,465,509** | **$ 4,465,509** |
| *Offsetting Revenues* | *(4,400,059)* | *(4,211,164)* | *(4,229,664)* | *(4,201,664)* | *(4,201,264)* | *(4,201,264)* |
| **County Costs (net)** | **$ 135,169** | **$ 262,066** | **$ 361,148** | **$ 367,702** | **$ 264,245** | **$ 264,245** |
| **Total Housing & CD and Related Expenditures** | **$ 4,947,537** | **$ 5,866,994** | **$ 5,892,398** | **$ 4,915,121** | **$ 5,591,475** | **$ 5,691,475** |

## *Division Summary*

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Program (General Fund)*** | | | | | | |
| Housing & CD Administration | 107,150 | 129,732 | 37,554 | 54,057 | 231,462 | 331,462 |
| **Total Expenditures** | **$ 107,150** | **$ 129,732** | **$ 37,554** | **$ 54,057** | **$ 231,462** | **$ 331,462** |
| *Offsetting Revenue* | *0* | *0* | *0* | *0* | *0* | *0* |
| **County Costs (net)** | **$ 107,150** | **$ 129,732** | **$ 37,554** | **$ 54,057** | **$ 231,462** | **$ 331,462** |
| **Total Expenditures** | **$ 107,150** | **$ 129,732** | **$ 37,554** | **$ 54,057** | **$ 231,462** | **$ 331,462** |
| ***By Program (Community Development Fund)*** | | | | | | |
| Urgent Repair Program | 120,621 | 598,785 | 598,785 | 189,818 | 257,388 | 257,388 |
| Housing Displacement | 0 | 67,778 | 67,778 | 5,898 | 75,000 | 75,000 |
| HOME Program | 184,538 | 597,469 | 597,469 | 95,982 | 562,116 | 562,116 |
| **Total Expenditures** | **$ 305,159** | **$ 1,264,032** | **$ 1,264,032** | **$ 291,698** | **$ 894,504** | **$ 894,504** |
| *Offsetting Revenue* | *(146,625)* | *(757,494)* | *(757,494)* | *(173,772)* | *(342,760)* | *(342,760)* |
| **County Costs (net)** | **$ 158,534** | **$ 506,538** | **$ 506,538** | **$ 117,926** | **$ 551,744** | **$ 551,744** |
| **Total Expenditures** | **$ 305,159** | **$ 1,264,032** | **$ 1,264,032** | **$ 291,698** | **$ 894,504** | **$ 894,504** |
| ***By Program (Housing Fund)*** | | | | | | |
| Section 8 Housing | 4,535,228 | 4,473,230 | 4,590,812 | 4,569,366 | 4,465,509 | 4,465,509 |
| **Total Expenditures** | **$ 4,535,228** | **$ 4,473,230** | **$ 4,590,812** | **$ 4,569,366** | **$ 4,465,509** | **$ 4,465,509** |
| *Offsetting Revenue* | *(4,400,059)* | *(4,211,164)* | *(4,229,664)* | *(4,201,664)* | *(4,201,264)* | *(4,201,264)* |
| **County Costs (net)** | **$ 135,169** | **$ 262,066** | **$ 361,148** | **$ 367,702** | **$ 264,245** | **$ 264,245** |
| **Total Expenditures** | **$ 4,535,228** | **$ 4,473,230** | **$ 4,590,812** | **$ 4,569,366** | **$ 4,465,509** | **$ 4,465,509** |

**Mission Statement**

The primary mission of the Orange County Housing and Community Development Department is to promote adequate and affordable housing, economic opportunity and a suitable living environment for County residents.

**Housing and Community Development: Administration**

**Major Services**

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

**FY 2017-18 Outcomes**

- Hired one (1) additional Housing Choice Voucher (HCV) Inspector/Rehab Specialist per the department's approved FY 2017-2018 budget.
- Re-advertised for the HCV Program Manager's vacant position. Recruitment still in process.
- Preparing to advertise for the Housing & Community Development Specialist, formerly known as the *Housing Resource Specialist.*
- Used local, state and federal funds to assist low/moderate income families and individuals in obtaining and maintaining safe, decent, sanitary and affordable housing.
- Demonstration Project: Launched the *Risk Mitigation/Housing Displacement Fund* with $67,000 in an effort to maintain landlords in various Orange County Voucher Programs; assist with housing stabilization and mitigate displacement of program participants, as well as prevent homelessness. At the time of this writing, served three (3) families. Will begin the hard launch of the program in May and should serve an additional five (5) landlords and families by June 30, 2018.
- Provided coordinated housing rehabilitation services. Closed-out the FY 2014 NCHFA Single-Family Grant. Two (2) homes were renovated under this state grant program. Also, to date, completed two (2) homes under the 2017 NCHFA Urgent Repair and identified seven (7) homes to be addressed under the 2017 NCHFA Essential Rehabilitation Grant Program. Completed an additional seven (7) homes under the County's Local Urgent Repair Program.
- Worked to get all award agreements developed and signed as it relates to the 2016 Affordable Housing Bond Funds, which the BOCC approved awards in June 2017, as well as the surplus properties award, which the BOCC approved one (1) award in November 2017.
- Working with the County's Planning Department and the Affordable Housing Land Banking/Manufactured Home Park Initiative to secure BOCC approval for programmatic recommendations, as well as the creation of the County's *Rapid Response Protocol* and

*Displacement Mitigation Assistance Program (DMAP)* as it relates to manufactured home park closures and re-development.

**FY 2018-2019 Objectives**

- Use local, state and federal funds to assist low and moderate income families and individuals in obtaining and maintaining safe, decent, sanitary and affordable housing.
- Continue to provide coordinated housing rehabilitation services.
- Administer the second round of RFPs for the Affordable Housing Bond Program.
- Administer the Risk Mitigation/Housing Displacement Fund. Anticipate providing assistance to ten (10) landlords and a total of thirty (30) low and very low income families and individuals.
- Administer the new Displacement Mitigation Assistance Program as it relates to manufactured home park closures, including the new Revolving Loan Pool for Manufactured Home Park Owners.

**Budget Highlights**

- $10,000 is recommended for program administration funds as it relates to the Affordable Housing Bond Program. These funds will be used to defray environmental assessments and other ancillary costs associated with administering a Bond Program.

- $20,000 is recommended for administration of the new Revolving Loan Fund under the Affordable Housing Land Banking/Mobile Home Park Initiative.

- The Risk Mitigation/Housing Displacement Fund is recommended to increase to $75,000. The funds will be used according to the following eligible activities:
    - Risk Mitigation -- $33,750
    - Displacement Activities -- $22,500
    - Direct Assistance -- $18,750 (*for individuals and families displaced by a manufactured home park closure*)

- $100,000 is recommended for a pilot program to provide locally funded rent subsidies, based on income.

**Housing and Community Development: Housing Choice Voucher Program Division (formerly Section 8)**

**Major Services**

- Assists low income families and individuals in obtaining decent, safe, sanitary and affordable housing in the County at reasonable rental rates by providing rent subsidies to qualified low income families and individuals.
- Ensures that housing obtained meet minimum standards of health and safety as provided in the Orange County Housing Authority Administrative Plan.
- Administers a Homeless Demonstration Voucher Preference.

- Collaborates w/the Durham Veterans Administration as it relates to the HUD-VASH Program.
- Offers a Housing Choice Voucher Homeownership Program.
- Undertakes activities to enhance landlord participation and engagement.
- Hosts workshops and other activities to spur HCV participants' self-sufficiency.

**FY 2017-18 Outcomes**

- Projected to provide rent subsidies to 580 low-income families, including sixteen (16) homeless individuals, to enable them to obtain standard, affordable rental housing in the County.
- Projected to provide rent subsidies to an additional five (5) HUD-VASH participants (veterans).
- Hosted two (2) briefings for participating and interested landlords, thereby, increasing the number of units available for rent by program participants.
- Projected that one (1) Housing Choice Voucher holder will purchase a home during the year.
- Hosted two (2) engagement activities and workshops for HCV participants, as well as hosted two (2) summer camps for HCV children and youth during the 2017 Spring Break.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 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 | 588 | 581 | 600 | 590 | 600 |
| **Service: Ensure housing procured by voucher holders meet minimum standards of health and safety** | | | | | |
| Number of annual housing inspection conducted | 588 | 581 | 600 | 590 | 600 |
| **Service: Housing Choice Voucher Holder to Homeownership Program** | | | | | |
| Number of Housing Choice Voucher Holders to qualified for Homeownership | N/A | 11 | N/A | 10 | 11 |
| Number of Housing Choice Voucher Holders moved to Homeownership | 0 | 1 | 2 | 1 | 3 |

**FY 2018-2019 Objectives**

- Increase the number of rent subsidies provided to low income families to 600, including providing a Voucher to individuals and families with a homeless preference.
- Increase the number of landlords participating in the Housing Choice Voucher Program by utilizing enhanced engagement efforts.
- Increase the number of Housing Choice Voucher holders who utilize the Voucher to purchase a home by three (3) additional individuals.

**Housing and Community Development: Community Development Division**

*The second work area division in the department is community development. The Community Development Division includes several programs that promote affordable housing in Orange County and they include the HOME Program, Urgent Repair Program and Single-Family Housing Rehabilitation Program. These programs are capitalized with local County dollars, as well as federal and state grants. In addition, the department has oversight responsibilities for the Risk Mitigation/Housing Displacement Fund, Affordable Housing Bond Program and the Affordable Housing Land Banking/Manufactured Home Park Initiative, inclusive of a new Displacement Mitigation Assistance Program and new Revolving Loan Program for Manufactured Home Park Owners. All of these programs are capitalized with local dollars. Information on these programs was included under the section on General Administration.*

**Major Services – HOME Program**

- 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 2017-18 Outcomes**

- Provided, to date, homeownership assistance to six (6) first-time homebuyers earning between 30% and 65% of area median income.
- Continue to 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. No units have been completed to date. One (1) unit should be completed by June 30, 2018.
- Provided acquisition funds for one (1) affordable rental unit to provide housing for a low income family.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Service: First Time Homebuyers Programs** | | | | | |
| Number of First-time homebuyer programs | 11 | 12 | 10 | 10 | 3 |
| **Service: Housing Rehabilitation Programs** | | | | | |
| Number of substandard housing units repaired | 0 | 10 | 8 | 1 | 7 |
| **Service: Acquisition of Existing House** | | | | | |
| Number of homes purchased for affordable housing | 1 | 0 | 1 | 1 | 2 |
| **Service: New Construction Partnership Homeowner Partnership** | | | | | |
| Number of units constructed for purchase by low-moderate income families | 11 | 12 | 0 | 0 | 0 |
| **Services: Tenant Base Rental Assistance** | | | | | |
| Number of rental assistance, rent deposits and utility payments | 40 | 0 | 0 | 0 | 25 |

**FY 2018-19 Objectives**

- Provide homeownership assistance to three (3) first-time homebuyers earning between 30% and 80% 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. It is anticipated that seven (7) homes will be completed.
- Provide acquisition funds for one (1) affordable rental unit and one (1) unit for homeownership to provide housing for low and moderate income families and individuals.
- Provide rental assistance, including security and utility deposits for low and very low income families and individuals. .

**Budget Highlights**

- The Housing Community Development Department anticipates receiving $289,693 in a federal HOME grant, as well as $13,306 in Program Income and $65,181 in Local Match.

**Major Services – Urgent Repair and Single-Family Housing Rehabilitation Programs**

- The Housing Rehabilitation Initiative under the department's Community Development Division addresses the great need in Orange County to preserve the existing housing stock. Many low and moderate income families and individuals do not have the resources to maintain their homes, many of which are old and substandard. There are four (4) programs under this initiative that provide assistance as it relates to the preservation of the existing housing stock occupied by low and moderate income individuals and families.
    - Urgent Repair (limited to addressing health, safety or life threats and is available only to low income senior and/or disabled home owners)
    - North Carolina Housing Finance Agency Grant – Urgent Repair (provides assistance for low income senior and/or disabled home owners who are at 50% AMI)
    - Orange County Single-Family Housing Rehabilitation (provides comprehensive housing rehabilitation assistance for low and moderate income home owners)
    - North Carolina Housing Finance Trust Fund Grant – Essential Single Family Rehabilitation (provides moderate housing rehabilitation assistance for low income home owners)

**FY 2017-18 Outcomes**

- Hired a new HCV Inspector/Rehab Specialist who mainly focuses on the Housing Choice Voucher Program inspections. This allows the two (2) Housing Rehabilitation Specialists to concentrate more on urgent repairs and housing rehabilitations in order to increase the number of substandard dwellings renovated.
- In the process of hiring a Housing & Community Development Specialist (*formerly known as the Housing Resource Coordinator*) to coordinate the County's housing rehabilitation and

Affordable Land Banking/Manufactured Home Park Initiative, as well as collect data on all County housing efforts.

- Ongoing review of eligibility requirements and programmatic of the County's housing rehabilitation program to identify barriers to providing repairs in a timely manner. The assessment is sixty percent (60%) complete and will be completed by June 30, 2018.
- In process of working with other applicable County departments and community partners who receive County housing rehabilitation funds to develop a single portal for low income homeowners to receive necessary housing repairs and to leverage funds and services for housing rehabilitation.
- Complete, by June 30th, the repair or rehabilitation of fifteen (15) homes occupied by low and moderate income individuals and families.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Service: Urgent Repair - Repair needs that pose a threat to the life, safety and/or health of low-income occupants, or that addresses accessibility modifications for a disabled occupant.** | | | | | |
| Number of dwelling units repairs with immediate health, safety or accessibility issues. | 21 | 10 | 40 | 15 | 25 |
| **Service: Single-Family Housing Rehabilitation – Comprehensive and moderate rehab activities for low and moderate income individuals and families.** | | | | | |
| Number of dwelling units renovated | 0 | 0 | 0 | 0 | 15 |

**FY 2018-19 Objectives**

- Based on the programmatic assessment, develop or revise programmatic guidelines and policies for all housing rehabilitation programs.
- Increase the total number of houses rehabilitated with County and other funds to forty (40) units in FY 2018-2019; sixty (60) units in FY 2019-2020 and 100 (100) units in FY 2020-2021.
- Finalize implementation of the Home Preservation Coalition and develop a single portal for low income homeowners to receive necessary housing repairs and to leverage funds and services for the County's housing rehabilitation efforts.

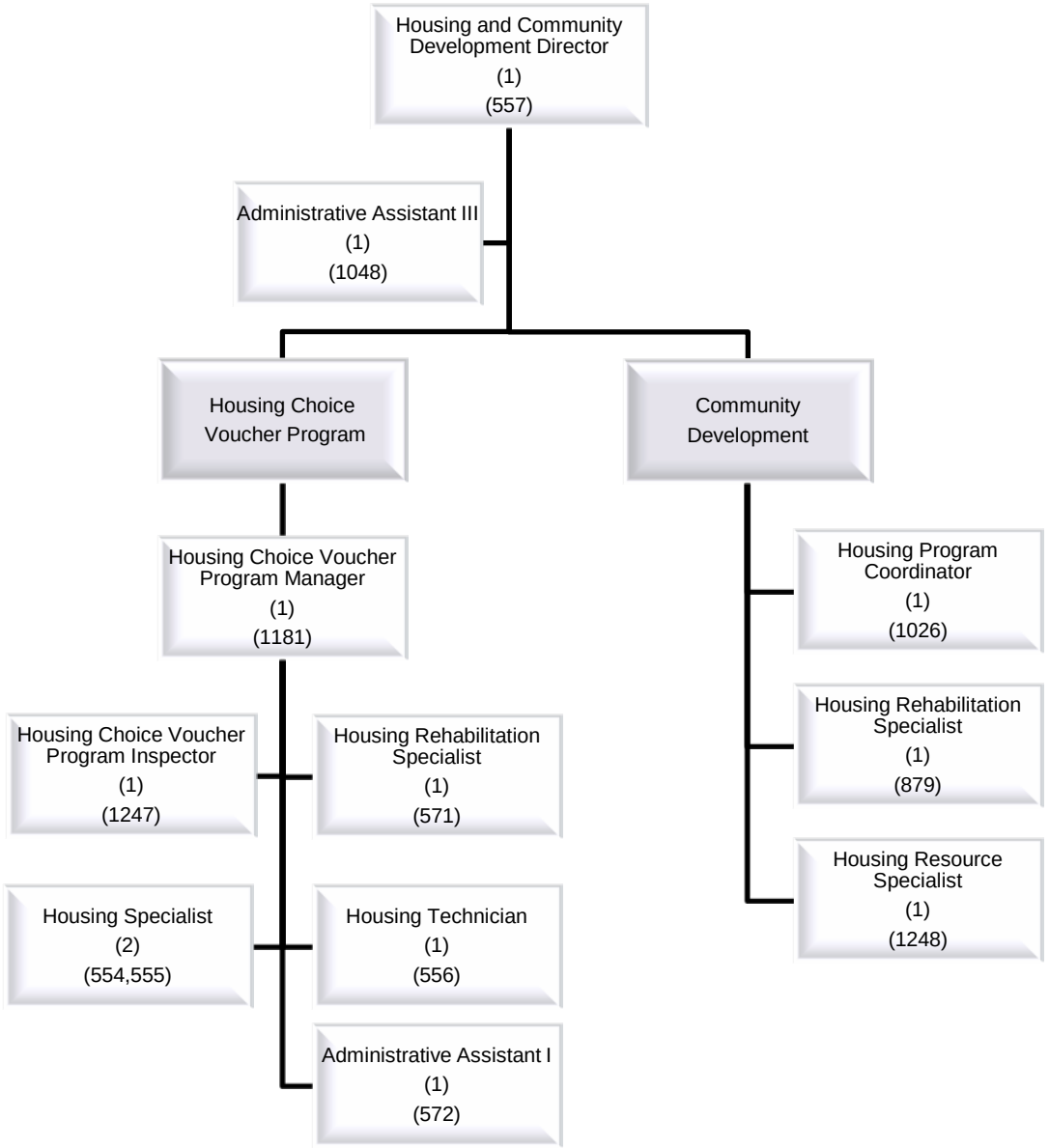
**Budget Highlights**

The FY 2018-19 Manager's Recommended Budget includes:

- Continue realignment of current staff, among divisions, based on funding streams.
- Funds in the current Urgent Repair Account were split between the Urgent Repair and Single-Family program components. This is a multi-year fund. After the segmentation of the account, there is a balance of $160,000 in the Urgent Repair component. The recommended budget includes an additional $40,000 for Urgent Repair, which increases the total amount available to $200,000 for use in FY 2018-19.

- After the segmentation of the Urgent Repair Account, there is a balance of $243,000 in the Single-Family program component. The department will be seeking approval from the State for use of existing Program Income funds for Single Family Rehabilitation programs, so no additional funds are budgeted in FY 2018-19.

# Housing & Community Development



# Human Resources

Phone Number: (919) 245-2550

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

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Category (General Fund)*** | | | | | | **Account: 250** |
| Personnel Services | 810,871 | 819,264 | 819,264 | 808,621 | 840,585 | 840,585 |
| Operations | 106,362 | 113,229 | 127,320 | 120,235 | 145,018 | 116,200 |
| Capital Outlay | 0 | 2,950 | 3,224 | 3,224 | 0 | 0 |
| **Total Expenditures** | **$ 917,233** | **$ 935,443** | **$ 949,808** | **$ 932,080** | **$ 985,603** | **$ 956,785** |
| **County Costs (net)** | **$ 917,233** | **$ 935,443** | **$ 949,808** | **$ 932,080** | **$ 985,603** | **$ 956,785** |
| **Total Human Resources and Related Expenditures** | **$ 917,233** | **$ 935,443** | **$ 949,808** | **$ 932,080** | **$ 985,603** | **$ 956,785** |

## Mission Statement

The Human Resources Department of Orange County provides a full-range of human resource services and programs supporting and promoting an inclusive culture and work environment that is characterized by fair treatment of staff, open communications, personal accountability, trust and mutual respect. Areas of service include competitive recruitment and selection for all County positions (excluding the Sheriff's Department), position classification and pay administration, staff development and training, employee and retiree benefit administration and employee relations.

## Major Services

- Maintaining a viable workforce by making sure that we have the right people with the right skills in the right jobs.
- 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 2017-18 Outcomes

- Convene focus groups and launch the new Performance Management System (NEOGOV Perform) to pilot departments.
- Complete compensation and salary grade studies through salary grade 16 and apply appropriate compression adjustments when applicable.
- Provide recommendations for performance pay and the salary schedule.

- Complete updates to Employee Handbook and Supervisor Handbook.
- Implement time schedule to address consistency with practices and policies.

**FY 2018-19 Objectives**

- Workforce Planning and Staffing
  - Focus on defining career expectations for employees.
  - Examine current pay structures to discern if there are inequities in salary and promotional opportunities among employees in protected classes.
  - Focus on setting objectives relative to performance indicators such as turnover rate, retention and current retirement risk.
- Employee Development and Training and Performance Management
  - Provide means of teaching in-demand skills to employees.
  - Create a culture of development and leadership.
- Employee Relations
  - Define and measure employee engagement by creating employee satisfaction surveys bi-annually and setting objectives accordingly. Subjects of measure will include commitment to organization, trust in management, cooperation and effort and involvement.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Service: Workforce Planning and Staffing** | | | | | |
| Turnover Rate | 10.40% | 10.09% | 10.00% | 10.00% | 10.00% |
| Retention Rate | 11.89% | 12.74% | 10.00% | 10.21% | 10.00% |
| Retirement Risk | | | | | |
| **Service: Employee Development and Training and Performance Management** | | | | | |
| Training Participation Rate | 9.00% | 8.66% | 9.00% | 10.00% | 15.00% |
| Total # of training courses offered | 89 | 81 | 135 | 100 | 100 |
| Performance Review Completion Rate | | 84.42% | 77.05% | 85.00% | 90% |
| Performance Rating Distribution | | | | | |
| Exceptional Rating | | 28.18% | 29.51% | | |
| Proficient with Superior Rating | | 18.95% | 22.13% | | |
| Proficient Rating | | 51.25% | 46.99% | | |
| Needs Improvement / Unsatisfactory Rating | | 1.62% | 1.37% | | |
| **Service: Classification and Compensation** | | | | | |
| Average Compa-ratio (internal comparison) | | 89.00% | 90.39% | | |
| **Service: Employee Relations and Employee Satisfaction** | | | | | |
| Employee Satisfaction Survey | | | | | |

- Review the Orange County Code of Ordinances Chapter 28 and other County Administrative Policies to determine if changes are warranted and make recommendation to the Manager and the Board of County Commissioners.
- Transition County Health Insurance benefits to the North Carolina Health Insurance Pool and report quarterly to the Manager and Finance Director.
- Transition all employees to the NEO GOV performance management system.
- Provide Racial Equity Training to employees.
- Contract to do a pay equity study among all employees.
- Provide assessment of onboarding practices.
- Continue classification and salary grade reviews.

**Health and Dental Insurance Budget Summary**

The County offers two health plan options: a traditional Point of Service (POS) plan, and a High Deductible Plan paired with a Health Savings Account (HDP/HSA) for employees. Retirees under age 65 are eligible for enrollment in the same group plans offered to active County employees. The County pays for 100 percent of employee only health coverage for both medical plan options and pays a percentage of the premium equivalent for dependent coverage. Employees and pre-65 retirees contribute for dependent coverage. In addition, the County offers medical coverage for retirees eligible for Medicare coverage at the age of 65. This benefit is provided by a Medicare Supplement (Plan F) and a Medicare Part D prescription drug plan, and the cost is shared by the County and the retiree. The chart below demonstrates the cost sharing for active, and both pre-65 and post 65 retirees:

## Health and Dental Insurance Fund

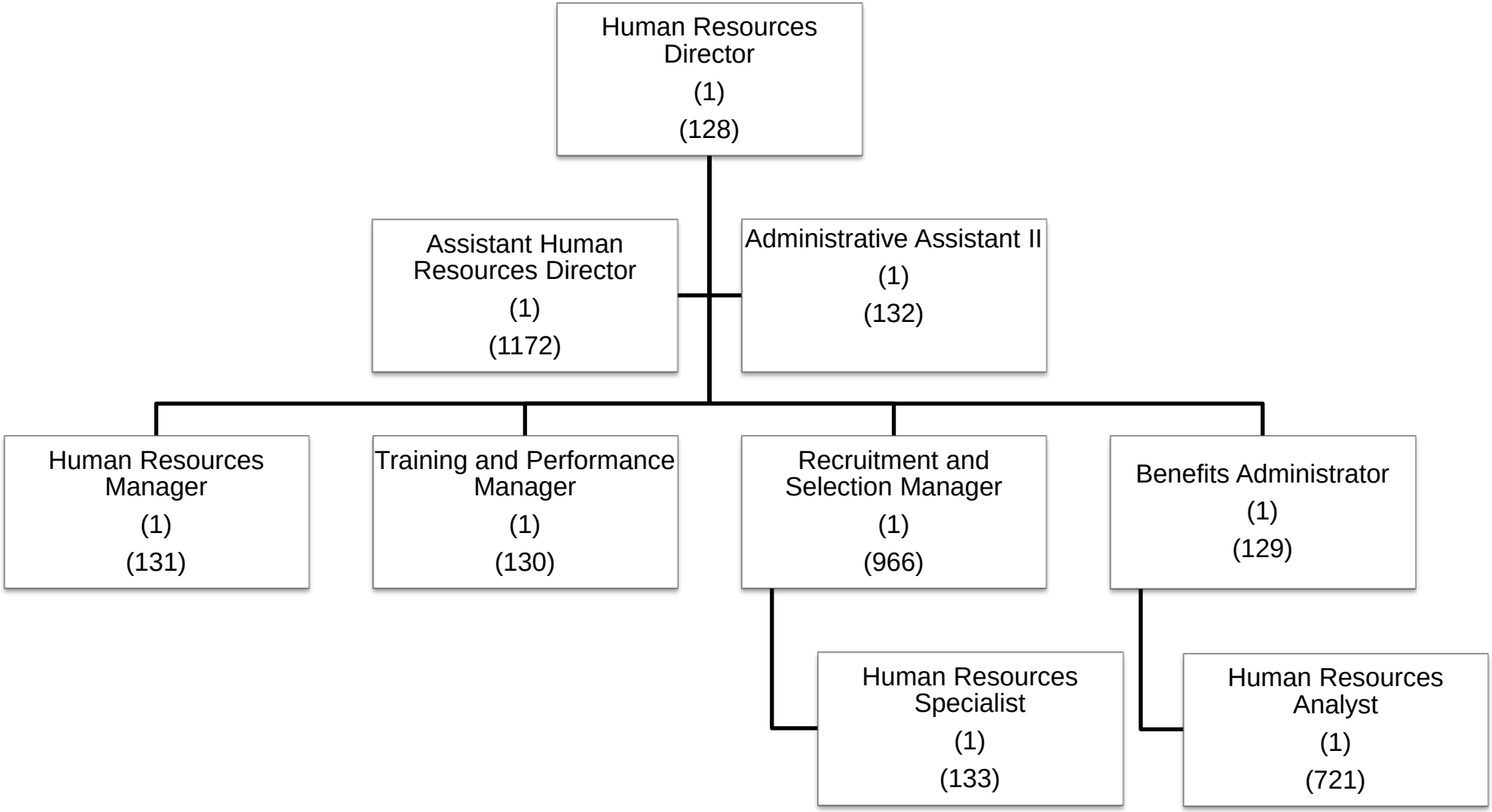
| | REVENUE | | FY 2018-19 Budget |
|---|---|---|---|
| **Active/COBRA Premiums:** | | | |
| Premium - County Paid | | Premium - County Paid | 11,204,832 |
| Premium - Employee Paid | | Premium - Employee Paid | 1,860,197 |
| Other Revenue - Wellness Funds | | Other Revenue | 25,000 |
| | | *Total* | **13,090,029** |
| **Pre-65 Retiree Premiums:** | | | |
| Premium - County Paid | | Premium - County Paid | 1,634,588 |
| Premium - Employee Paid | | Premium - Employee Paid | 162,380 |
| | | *Total* | **1,796,968** |
| **Post-65 Retiree Premiums:** | | | |
| Premium - County Paid | | Premium - County Paid | 991,932 |
| Premium - Employee Paid | | Premium - Employee Paid | 18,100 |
| | | *Total* | **1,010,032** |
| **Beginning Cash:** | | | **2,000,000** |
| | | **TOTAL REVENUE** | **17,897,029** |

| | EXPENSE | | FY 2018-19 Budget |
|---|---|---|---|
| **Active/COBRA:** | | | |
| Contract Services | | | 100,392 |
| Insurance | | | 12,462,612 |
| Claims | | | 2,130,000 |
| Taxes & Assessments | | | 3,614 |
| | | *Active/COBRA Total* | **14,696,618** |
| **Pre-65 Retiree:** | | | |
| Insurance | | | 1,796,968 |
| Taxes & Assessments | | | 457 |
| | | *Pre-65 Retiree Total* | **1,797,425** |
| **Post-65 Retiree:** | | | |
| Insurance | | | 1,010,033 |
| | | *Post-65 Retiree Total* | **1,010,033** |
| | | **TOTAL EXPENSE** | **17,504,076** |
| **Ending Cash:** | | | **392,953** |

### Budget Highlights

The FY 2018-19 Manager's Recommended Budget includes no significant budget changes.

# Human Resources Department



# Human Rights & Relations

Phone Number: ***919-245-2487*** Website:
*http://www.orangecountync.gov/departments/human_rights_and_relations/index.php*

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Category (General Fund)*** | | | | | | **Account: 460** |
| Personnel Services | 211,101 | 228,193 | 249,795 | 228,193 | 244,544 | 244,544 |
| Operations | 35,533 | 28,373 | 59,023 | 24,100 | 32,925 | 32,925 |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total Expenditures** | **$ 246,634** | **$ 256,566** | **$ 308,818** | **$ 252,293** | **$ 277,469** | **$ 277,469** |
| *Offsetting Revenues* | 0 | (31,650) | (31,650) | (31,650) | (31,650) | (31,650) |
| **County Costs (net)** | **$ 246,634** | **$ 224,916** | **$ 277,168** | **$ 220,643** | **$ 245,819** | **$ 245,819** |
| **Total HHR and Related Expenditures** | **$ 246,634** | **$ 256,566** | **$ 308,818** | **$ 252,293** | **$ 277,469** | **$ 277,469** |

### Mission Statement

The Orange County Department of Human Rights and Relations is dedicated to fostering positive human relations and eliminating discrimination based on race, color, religion, sex, national origin, age, disability, familial status, and veteran status in Orange County. The Department does this by enforcing the Orange County Civil Rights Ordinance, community education, training, and targeted outreach on anti-discrimination laws and the promotion of human relations in the community.

## Human Rights & Relations

### 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)
- Prevent and Address discriminatory practices though enforcement of the Civil rights Ordinance.
- Promote community dialogue, address community concerns and improve human relations.
- Identify Limited English Proficient (LEP) communities in Orange County; assess their needs, and conduct outreach to those communities to enable improves access to county government services.
- Record, investigate, or conciliate matters in which an Orange County residents feels they were discriminated against under the Fair Housing Act
- Act as an administrative and supportive body to the Human Relations Committee

### FY 2017-18 Outcomes

- Outline up to 5 measurable results anticipated, by June 30, 2018.
- Received seven (7) fair housing complaint inquires and five (5) were accepted for investigation.

- Participated in seven (7) LEP Outreach activities
- Conducted three (3) workshops or presentations
- Assisted the Human Relations Commission with 1) Human Relations Month activities (forum on Sexual harassment and Sexual assault); 2) 28th Annual Pauli Murray Award Ceremony; 3) Monitoring human rights and relations issues and advising the Board of County Commissioners as necessary.
- Assist community partners with the facilitation of the Orange County Annual "Community Dinner".

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Service: Prevent discriminatory practices in housing and public accommodations.** | | | | | |
| Number of Complaints Received | 10 | 13 | 10 | 11 | 10 |
| Number of Cases Initiated | 10 | 10 | 10 | 8 | 10 |
| Number of Workshops & Presentations | 20 | 16 | 20 | 3 | 20 |
| **Service: Assess the needs and conduct outreach to Limited English Proficient communities.** | | | | | |
| Number of LEP Outreach Activities | 10 | 6 | 10 | 7 | 10 |

**FY 2018-19 Objectives**

- Outline up to 5 measureable goals, for next fiscal year.
- Receive, investigate and seek to resolve discrimination complaints in the areas of housing, public accommodation and bias related incidents;
- Increase educational outreach in the community regarding Fair Housing and the Orange County Civil Rights Ordinance.
- Promote dialogue and interaction among diverse sectors of the community.
- Improve non-English speaking population access to Orange County Government Services
- Conduct Conciliation Agreement trainings with housing providers or respondents.
- Assist the Human Relations Commission with 1) Planning Human Relations Month activities including Pauli Murray Awards Program; 2) Monitoring human rights and relations issues and advising the Board of County Commissioners as necessary.
- Assist community partners with the facilitation of the Orange County Annual "Community Dinner".

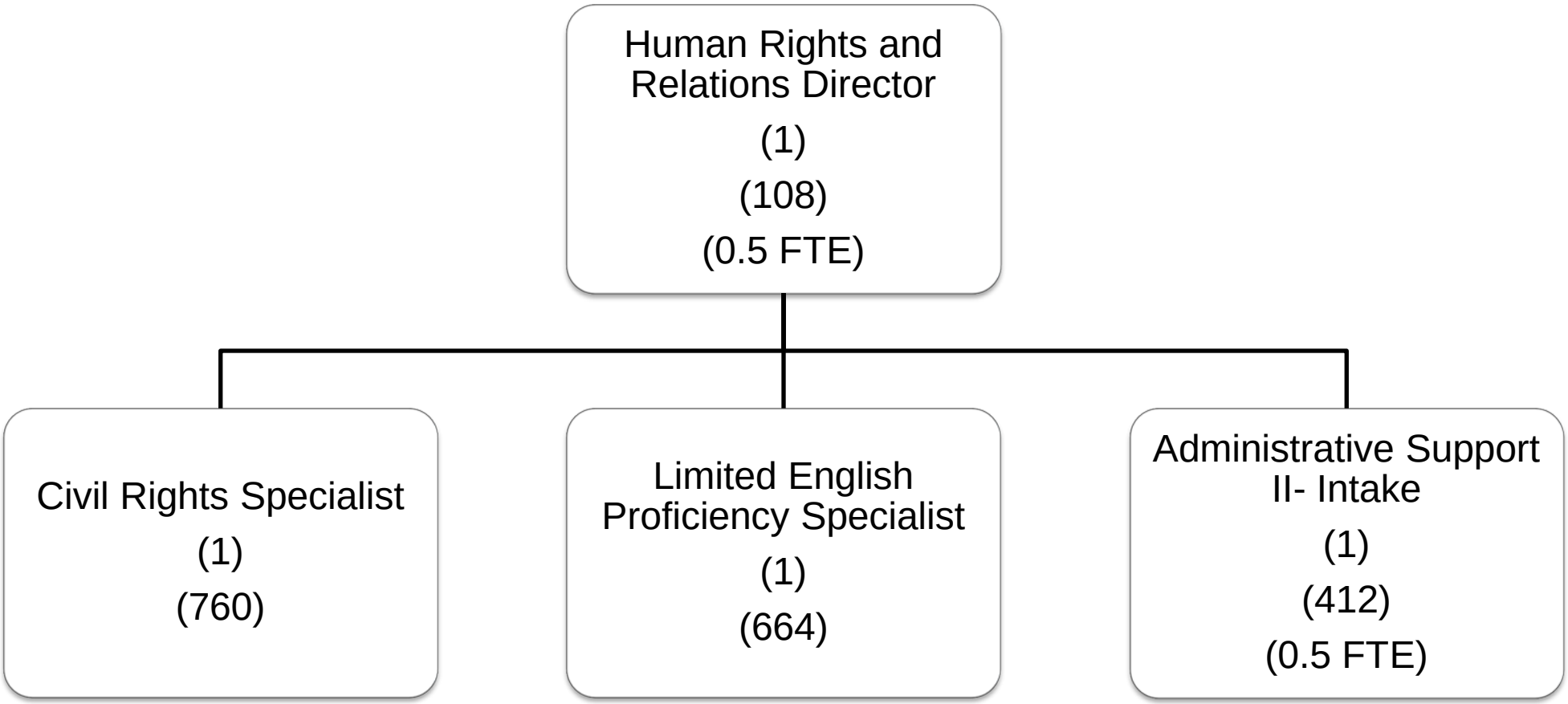
**Budget Highlights**

The FY 2018-19 Manager's Recommended Budget is consistent with a Base budget. The difference between FY 2017-18 Original budget and FY 2018-19 Recommended is due to the restructuring of the Human Rights and Relations function, from a division of the Housing, Human Rights and Relations, and Community Development department, to a standalone department. In FY 2017-18, a new department head was appointed with a dual capacity as Senior Staff Attorney; position costs are shared with the County Attorney's Office. Cost for the Administrative Assistant II-Intake position will also be shared with the County Attorney's Office. Budgeted increase in operations is due to splitting of

## *Human Rights and Relations – continued*

FY 2017-18 budgeted funds in the administration division of the former Housing, Human Rights and Relations, and Community Development department.

# Human Rights and Relations Office




FY 2018-19 Manager Recommended
Note: 0.5 FTE's split between County Attorney's Office and Human Rights and Relations Department

# Information Technologies

Phone Number: (919) 245-2280 Website: *intranet.orangecountync.gov/IT/*

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Category (General Fund)*** | | | | | | **Account: 315** |
| Personnel Services | 1,487,995 | 1,589,364 | 1,589,364 | 1,586,509 | 1,651,565 | 1,651,565 |
| Operations | 1,640,097 | 1,738,771 | 1,783,534 | 1,732,352 | 1,882,451 | 1,796,451 |
| Capital Outlay | 1,469 | 0 | 3,600 | 0 | 0 | 0 |
| **Total Expenditures** | **$ 3,129,561** | **$ 3,328,135** | **$ 3,376,498** | **$ 3,318,861** | **$ 3,534,016** | **$ 3,448,016** |
| *Offsetting Revenues* | *0* | *(19,645)* | *(19,645)* | *(19,645)* | *(19,645)* | *(19,645)* |
| **County Costs (net)** | **$ 3,129,561** | **$ 3,308,490** | **$ 3,356,853** | **$ 3,299,216** | **$ 3,514,371** | **$ 3,428,371** |
| **Total Information Technologies and Related Expenditures** | **$ 3,129,561** | **$ 3,328,135** | **$ 3,376,498** | **$ 3,318,861** | **$ 3,534,016** | **$ 3,448,016** |

### Mission Statement

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

### Major Services

- Ensure all Orange County staff members have access to efficient and effective technology.
- Provision and support Orange County staff computers, servers, data and voice networking equipment.
- Coordinate technology procurement for all Orange County departments.
- Protect and preserve Orange County's digital data assets.
- Establish security and best practices policies for Orange County computing.
- VoIP Phone System.
- Inter-local IT Engineering Support (Hillsborough, Carrboro and Chapel Hill Police Departments connecting back through the Computer Aided Dispatch System).
- Maintain public wireless Internet services in and around county facilities.
- Broadband Education and Statistics

### FY 2017-18 Outcomes

- PC Replacements 280 units.
- Printer replacements 20 units.
- Migrated Financial Server into the Cloud for access anywhere during disaster recovery operations.

- Backup Data move to Southern Human Services.
- Continuing to move away from old storage area network systems (SAN) and traditional servers into the hyper-converged model where storage and computing technology are merged rather than separate to allow for a better centralized management model. Forty percent is complete.
- Animal Services and Solid Waste VoIP phone system upgrade.
- Continue Land Records Central Permitting Project (June 2018 completion).
- PC replacements 200 units (100 laptops + 100 desktops).
- Expand Internet availability to Orange County residents.
- Library Hotspot Loaner Program.
- Increase to 130 units.
- Explore a long term loaner program.
- Kronos service improvements.
- Fiber Project started. Phase 1 estimated to complete in FY19.
- Broadband Request for Proposals. Distribution of county funds earmarked for rural broadband expansion should commence FY18 and complete in FY19.

The chart below highlights both the break-fix service levels of the Information Technologies and the more proactive project completion rates. While the much Operations Division proactively works to reduce down time, it is often defined by its ability to quickly react to the very small percent of outages incurred during the business year as well as how fast it processes customer requests at the Help Desk level. The Applications Division tends to be defined by its application programming, project management expertise and its ability to work with other business units to help analyze, manage and track of departmental business needs.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Network and VoIP** | | | | | |
| Network Uptime | 99.40% | 99.90% | 99.90% | 99.90% | 99.90% |
| **Help Desk** | | | | | |
| Incoming Trouble Tickets | 15,000 | 10,155 | 13,000 | 10,679 | 12,000 |
| Service Call Resolution within Targets | 61% | 75.94% | 80% | 75.37% | 80% |
| **Disaster Recovery** | | | | | |
| Data Backup Success Rates | 99.90% | 99.90% | 99.90% | 99.90% | 99.90% |
| **Applications & Operations Projects** | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| All projects in queue | 123 | 118 | 110 | 78 | 60 |
| New projects added to queue | 43 | 121 | 45 | 55 | 20 |
| Closed/completed Projects | 80 | 97 | 75 | 73 | 36 |
| On Hold/Waiting | 43 | 27 | 35 | 15 | 3 |
| Canceled | 0 | 14 | 2 | 5 | 0 |

**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 and on connecting the Southern Branch Library.
- 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.
- Work and coordinate with the Town of Carrboro to ensure their new EnerGov permitting software works with Orange County's EnerGov product.

**FY 2018-19 Objectives**

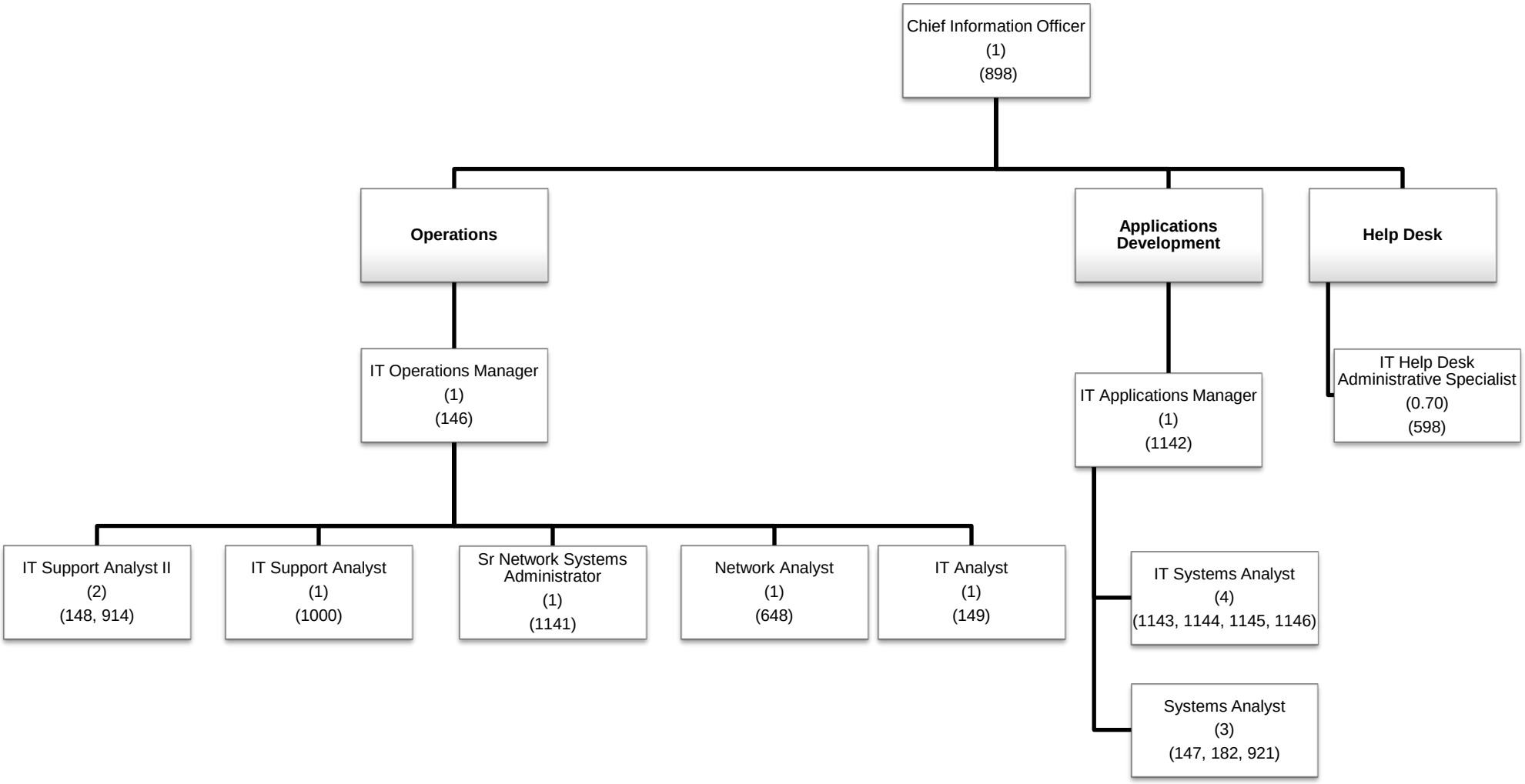
- PC and printer replacements.
- Central Permitting Project completed and moved into the IT support phase.
- Broadband Grant / Request for Proposals.
- Complete Phase 1 of Town of Hillsborough Orange County fiber buildout.

**Budget Highlights**

The FY 2018-19 County Manager Recommended Budget includes:

- A decrease of roughly $36,000 for the transfer of seventy-five (75) hotspots from the Library Hotspot Loaner Program. The program is moved to the Library Services' department budget effective FY 2018-19.
- An increase of $114,504 for maintenance and licensing consistent with 116 software agreements for County departments.
- An increase of $10,000 reallocated from other departmental budgets to consolidate County IT expenses.

# Information Technologies



# Library Services

Phone Number: (919)245-2525 Website: *www.orangecountync.gov/departments/library*

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Category (General Fund)*** | | | | | | **Account: 500** |
| Personnel Services | 1,780,258 | 1,799,990 | 1,799,990 | 1,876,153 | 1,881,192 | 1,881,192 |
| Operations | 469,471 | 443,727 | 449,427 | 452,609 | 441,867 | 477,867 |
| Capital Outlay | 18,324 | 0 | 0 | 0 | 0 | 0 |
| **Total Expenditures** | **$ 2,268,054** | **$ 2,243,717** | **$ 2,249,417** | **$ 2,328,762** | **$ 2,323,059** | **$ 2,359,059** |
| *Offsetting Revenues* | *(221,333)* | *(138,297)* | *(143,997)* | *(140,772)* | *(138,597)* | (138,597) |
| **County Costs (net)** | **$ 2,046,721** | **$ 2,105,420** | **$ 2,105,420** | **$ 2,187,990** | **$ 2,184,462** | **$ 2,220,462** |
| ***By Category (Multi-year Grant Fund)*** | | | | | | **Account: 5000** |
| Personnel Services | 63,618 | 65,148 | 65,148 | 65,148 | 66,766 | 66,766 |
| Operations | 20,010 | 16,050 | 16,050 | 16,050 | 16,660 | 16,660 |
| Capital Outlay | 5,113 | 0 | 0 | 0 | 0 | 0 |
| **Total Expenditures** | **$ 88,741** | **$ 81,198** | **$ 81,198** | **$ 81,198** | **$ 83,426** | **$ 83,426** |
| *Offsetting Revenues* | *(73,628)* | *(71,198)* | *(71,198)* | *(71,198)* | *(73,426)* | *(73,426)* |
| **County Costs (net)** | **$ 15,113** | **$ 10,000** | **$ 10,000** | **$ 10,000** | **$ 10,000** | **$ 10,000** |
| **Total Library Services and Related Expenditures** | **$ 2,356,795** | **$ 2,324,915** | **$ 2,330,615** | **$ 2,409,960** | **$ 2,406,485** | **$ 2,442,485** |

## *Division Summary*

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Program (General Fund)*** | | | | | | |
| Carrboro Library | 162,897 | 157,883 | 152,832 | 158,175 | 154,805 | 154,805 |
| Cybrary | 59,431 | 68,605 | 73,656 | 71,078 | 75,536 | 75,536 |
| Main Library | 2,045,561 | 2,017,229 | 2,022,929 | 2,099,509 | 2,092,718 | 2,128,718 |
| **Total Expenditures** | **$ 2,267,890** | **$ 2,243,717** | **$ 2,249,417** | **$ 2,328,762** | **$ 2,323,059** | **$ 2,359,059** |
| *Offsetting Revenue* | *(221,333)* | *(138,297)* | *(143,997)* | *(140,772)* | *(138,597)* | *(138,597)* |
| **County Costs (net)** | **$ 2,046,557** | **$ 2,105,420** | **$ 2,105,420** | **$ 2,187,990** | **$ 2,184,462** | **$ 2,220,462** |
| **Total Expenditures** | **$ 2,267,890** | **$ 2,243,717** | **$ 2,249,417** | **$ 2,328,762** | **$ 2,323,059** | **$ 2,359,059** |
| ***Other Related Programs (Multi-year Grant Fund)*** | | | | | | |
| Outreach Grant | 88,741 | 81,198 | 81,198 | 81,198 | 83,426 | 83,426 |
| **Total Expenditures** | **$ 88,741** | **$ 81,198** | **$ 81,198** | **$ 81,198** | **$ 83,426** | **$ 83,426** |
| *Offsetting Revenue* | *(73,628)* | *(71,198)* | *(71,198)* | *(71,198)* | *(73,426)* | *(73,426)* |
| **County Costs (net)** | **$ 15,113** | **$ 10,000** | **$ 10,000** | **$ 10,000** | **$ 10,000** | **$ 10,000** |
| **Total Expenditures** | **$ 88,741** | **$ 81,198** | **$ 81,198** | **$ 81,198** | **$ 83,426** | **$ 83,426** |

### Mission Statement

Our mission statement reflects the commitment we are making to the residents of Orange County.

The Orange County Public Library will set an example for other public libraries by providing safe and welcoming spaces where the people of our community and their ideas can flourish. We will focus our

efforts on listening and learning from a broader audience, expanding our reach throughout the county, ensuring that our partnerships are in service to our strategic goals, making our spaces more inclusive, and strengthening our internal and external support systems and relationships.

**Strategic Vision**

- Engage with Ideas
    - We will ensure that the library is engaging targeted audiences throughout our community
- Partner for Impact
    - We will focus and strengthen our strategic partnerships to create opportunities for change in our community
- Build Inclusive Spaces
    - We will establish physical and digital spaces where all people can come together to connect with each other, share ideas and learn
- Create Stronger Connections
    - We will strengthen the systems and connections that enable us to better serve our customers

## Library Services: Main Library, Hillsborough

**Major Services**

- Select and provide access to a broad selection of high-interest print and non-print materials for popular reading, watching and listening (books, DVDs and music) and basic information gathering (research).
- Provide public access to free wi-fi and up-to-date computers with basic software, internet access and printing capabilities
- Help customers find and utilize library materials and technology.
- Develop and host diverse programming to support literacy and learning at all stages of life.
- Serve as a safe public gathering spot.
- Provide meeting and study space to the general public.

**FY 2017-18 Outcomes**

- Launched assistive technology for vision and hearing impaired communities through an Library Services and Technology Act (LSTA) grant that supports training, equipment and marketing.
- Partnered with local school systems by setting up Student Easy Access (SEA) accounts for Orange County School children grades K-12 and laying ground work to do the same with the Chapel Hill/Carrboro City Schools.
- Continued our collaborative partnership with The Expedition School (TES), providing school visits and library services to the students year round, as well as Student Easy Access (SEA) accounts to upper grade level TES students.

- Launched *Motheread* an additional early literacy effort by partnering with the Orange County Partnership for Young Children. Through *Motheread*, the library delivers early childhood teacher training and parent education classes for participants at Early Head Start in the Fairview Community and Tiny Tots and Tiny Tots, Too in southern Hillsborough.
- Prepared for the Orange County Southern Branch by merging into one catalog all items at CBL (Carrboro McDougle) Main Library and Cybray; added items in the kiosk to the catalog. Noted immediate uptick in circulation of items for all three branches and surge in items being sent between locations via courier.
- Reinvigorated adult and teen engagement at Main by relaunching our Teen Advisory Board and offering adult-centered programming, such as financial literacy, writing and poetry workshops and Frederick Douglass celebration events.
- Nurtured stronger staff connections through encouraging participation in strategic planning teams and workgroups such as a social media team and by offering quarterly training on issues such as homelessness, the opioid crisis, safety protocols and monthly skills training on library services.
- Increased digital collection offerings to include hoopla, books, movies, comics, music and more 24/7 no waiting.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 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 | 223,500 | 240,610 | 245,000 | 245,000 | 255,000 |
| Annual Collaborations | 25 | 25 | 26 | 25 | 27 |
| Number of Volunteers | 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 | 10,540 | 10,672 | 9,500 | 9,000 | 9,000 |
| Programming attendance per capita (NC Average =.38 ) | .15 | .13 | .14 | .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 | 900 | | 1200 | 4000 | 5000 |
| Catalog visits annually | 361,093 | 353,230 | 325,000 | 350,000 | 350,000 |
| Number of Wifi-to-Go | 15 | 125 | 125 | 125 | 75 |
| **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 | 23,409 | 38,665 | 26,000 | 26,000 | 30,000 |
| Friends of the Library financial support annually | $12,750 | $23,936 | $1500 | $10,000 | $10,000 |

**FY 2018-19 Objectives**

- Working the 2017-2020 strategic plan to include major milestones within the 4 broad areas of Engagement, Partnerships, Inclusiveness, and Connections.
- Conducting prep work for the Orange County Southern Branch Library, including enhancing system wide processes, as well as researching best-practice library design, programming, and operations.

**Budget Highlights**

The FY 2018-19 Manager's Recommended Budget includes:

- Fee Change
    - Reduction of fines for overdue children's materials, $2 maximum charge, down from $5 maximum
    - Reduction of interlibrary loan charge, $3 charge, down from $4
    - Ensure that Out of County Card fee is only applicable to counties outside of Alamance, Caswell, Chatham, Durham, and Person counties
    - New fee for replacement cards, $1
    - Book club kits overdue charge, $1 per day
    - Notary fee, $5
- Award of $32,760 grant from Orange County Partnership for Young Children to support the *Time to Read* and *Motheread* project focusing on early childhood literacy in local child care facilities with teacher and parent training. The Partnership grant included a match from the county of $10,000 and support from the Friends of the Orange County Library of $12,550 to supply educational and reading materials.
- $36,000 moved from Information Technology Department budget to Library Services Department budget, for 75 wifi units available for loan, to Library patrons

**Main Library (FY 2017-18, 68 Hours per week)**

| Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday |
|---|---|---|---|---|---|---|
| 9am-8pm | 9am-8pm | 9am-8pm | 9am-8pm | 9am-6pm | 9am-6pm | 12-6pm |

**Library Services:: 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, watching and listening (books, DVDs and music) and basic information gathering (research).
- Provide public access to free wi-fi and up-to-date computers with basic software, internet access and printing capabilities
- Help customers find and utilize library materials and technology.
- Develop and host diverse programming to support literacy and learning at all stages of life.

- Serve as a safe public gathering spot.

**Carrboro Branch Library – (FY 2017-18, 26 hours per week)**

| Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday |
|---|---|---|---|---|---|---|
| 3:30pm – 8pm | 3:30pm – 8pm | 3:30pm – 8pm | 3:30pm – 8pm | | 10am – 2pm | 1pm – 5pm |

**FY 2017-18 Outcomes**

- Contract with CCHSS includes pre-determined set hours of operation and stipends for janitorial services and technology support.
- Provide support for ongoing work with the Manager's Office toward building and planning for the Orange County Southern Branch Library.
- Consolidated on-shelf collection, weeding out items that had not circulated in 4 years. Noticed immediate uptick in circulation of remaining items.
- Launched assistive technology for vision and hearing impaired communities through an Library Services and Technology Act (LSTA) grant that supports training, equipment and marketing.
- Prepared for the Orange County Southern Branch by merging into one catalog all items at CBL (Carrboro McDougle) Main Library and Cybray; added items in the kiosk to the catalog. Noted immediate uptick in circulation of items for all three branches and surge in items being sent between locations via courier.
- Reinvigorated adult and teen engagement at Main by relaunching our Teen Advisory Board and offering adult-centered programming, such as financial literacy, writing and poetry workshops and Frederick Douglass celebration events.
- Nurtured stronger staff connections through encouraging participation in strategic planning teams and workgroups such as a social media team and by offering quarterly training on issues such as homelessness, the opioid crisis, safety protocols and monthly skills training on library services.
- Increased digital collection offerings to include hoopla, books, movies, comics, music and more 24/7 no waiting.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Service: Track and support usage of CBL** | | | | | |
| Circulation of materials | 20,230 | 29,846 | 25,000 | 24,000 | 25,000 |
| Annual number of library visits | 15,176 | 19,111 | 18,000 | 16,000 | 17,000 |

**Budget Highlights**

The FY 2018-19 Manager's Recommended Budget includes no significant budget changes.

## Library Services: Cybrary Branch Library

### Major Services

- Select and provide access to a broad selection of high-interest print and non-print materials for popular reading, watching and listening (books, DVDs and music) and basic information gathering (research).
- Provide public access to free wi-fi and up-to-date computers with basic software, internet access and printing capabilities
- Help customers find and utilize library materials and technology.
- Develop and host diverse programming to support literacy and learning at all stages of life.
- Serve as a safe public gathering spot.

### Cybrary Branch Library – (FY 2017-18, 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 | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Service: Support library services including technology and research assistance.** | | | | | |
| Technology assistance at Cybrary | 2,093 | 2,268 | 1700 | 1700 | 1800 |
| Annual number of library visits | 14,328 | 14,934 | 14,000 | 15,000 | 15,000 |

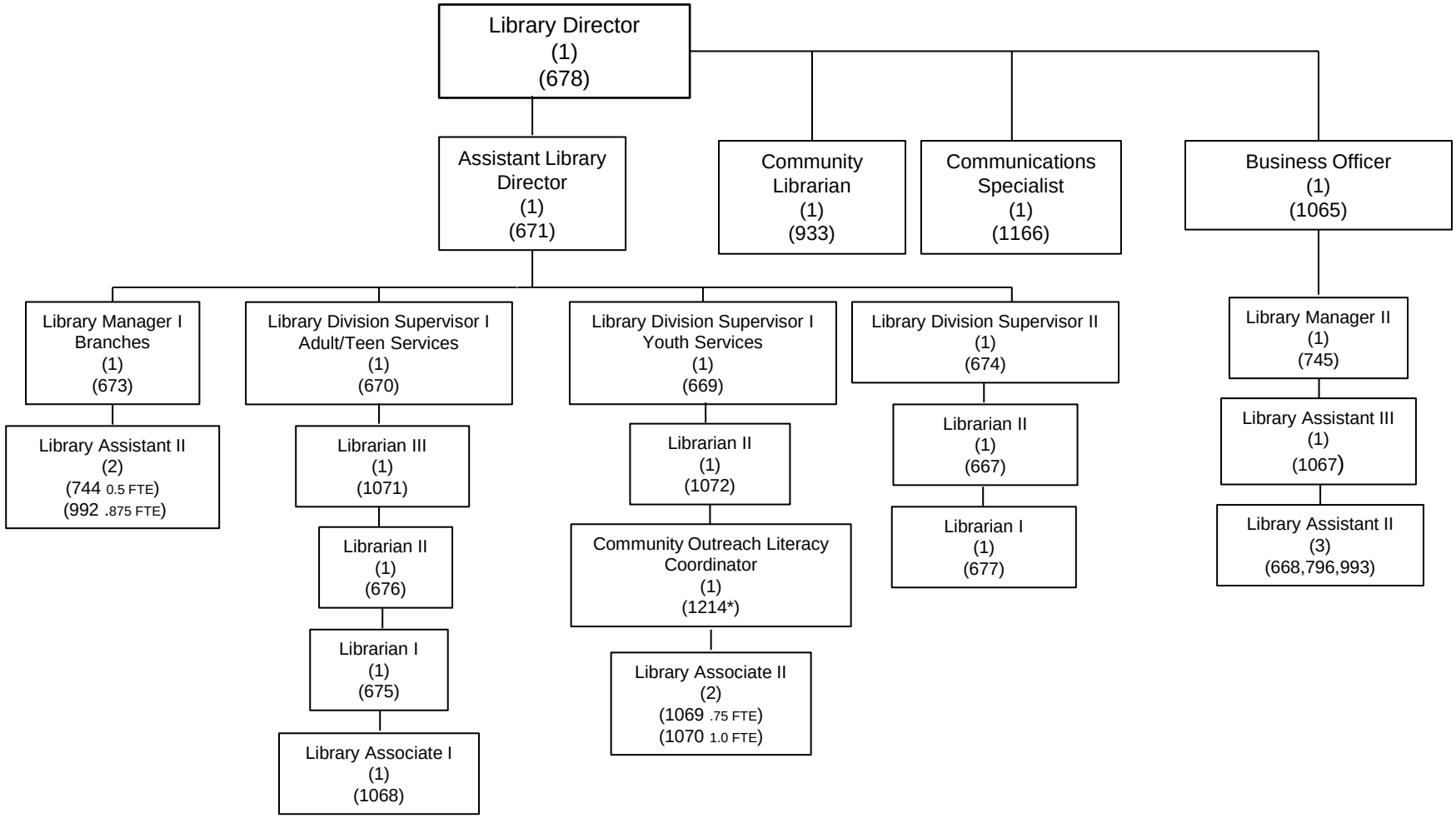
### FY 2017-18 Outcomes

- Provided support for ongoing work with the Manager's Office toward construction of the Orange County Southern Branch Library.
- Visited Club Nova on multiple occasions to sign up members for library cards. Saw an increase of library use by Club Nova members. Recycled Cybrary newspapers for use at the Club Nova Thrift Store.

### Budget Highlights

The FY 2018-19 Manager's Recommended Budget includes no significant budget changes.

# Orange County Public Libraries




FY 2018-19 Manager Recommended

*Time-Limited/Grant Funded Positions

# Non-Departmental Summary

*Community Services*

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

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| **Community Services** | | | | | | |
| Big Brothers Big Sisters | 4,000 | 5,800 | 5,800 | 5,800 | 10,000 | 6,430 |
| Bike Safety | 0 | 10,000 | 10,000 | 10,000 | 5,000 | 5,000 |
| Boys & Girls Club-Eastern Piedmc | 5,000 | 6,500 | 6,500 | 6,500 | 5,000 | 5,000 |
| Bridge II Sports | 5,250 | 5,438 | 5,438 | 5,438 | 11,000 | 6,272 |
| Collaborative Conservation Plan | 0 | 3,000 | 3,000 | 0 | 0 | 0 |
| Contribution for Sanitation Svs. | 1,284,719 | 1,896,247 | 1,896,247 | 1,000,000 | 1,000,000 | 500,000 |
| Forest Service | 51,808 | 55,863 | 55,863 | 55,863 | 58,963 | 58,963 |
| Historic Hillsborough Commission | 8,857 | 9,028 | 9,028 | 9,028 | 9,200 | 9,054 |
| Historical Foundation | 6,600 | 6,699 | 6,699 | 6,699 | 16,388 | 8,152 |
| DCHC Metropolitan Planning ORg | 26,147 | 25,622 | 25,622 | 25,622 | 23,121 | 23,121 |
| Econ Dev Partnership Of Nc | 15,000 | 0 | 0 | 0 | 0 | 0 |
| Farmer Foodshare | 2,500 | 6,250 | 6,250 | 6,250 | 10,000 | 7,375 |
| Hillsborough Arts Council | 7,500 | 9,750 | 9,750 | 9,750 | 16,500 | 10,763 |
| Jordan Lake Partnership Dues | 14,926 | 8,000 | 19,204 | 19,200 | 10,800 | 10,800 |
| Jordan Lake Water Storage Dues | 3,339 | 2,700 | 2,700 | 2,528 | 4,050 | 4,050 |
| Kidzu Children's Museum | 0 | 10,460 | 10,460 | 10,460 | 27,339 | 12,992 |
| Lake Orange | 12,619 | 38,800 | 50,780 | 35,000 | 38,500 | 38,500 |
| Parks Payment In Lieu Update | 4,229 | 0 | 41,500 | 41,500 | 10,000 | 0 |
| Pied. Conservation Council Dues | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| Piedmont Wildlife Center | 3,500 | 4,475 | 4,475 | 4,475 | 0 | 0 |
| Previously Unfunded Organiza | 0 | 0 | 0 | 0 | 23,000 | 0 |
| Public Gallery of Carrboro | 1,000 | 1,000 | 1,000 | 1,000 | 0 | 0 |
| Resrve For Planning Initiatves | 13,281 | 0 | 0 | 0 | 0 | 0 |
| Rogers Eubanks Rd Neighborhoo | 20,000 | 0 | 0 | 0 | 0 | 0 |
| Rural Planning Organization | 7,500 | 7,500 | 7,500 | 7,500 | 7,500 | 7,500 |
| Solid Waste Program Fee For County Property | 7,597 | 8,000 | 8,000 | 7,500 | 8,000 | 8,000 |
| Solid Waste Program Fee Payments in Lieu of Taxes | 89,559 | 90,000 | 90,000 | 90,000 | 90,000 | 90,000 |
| The ArtsCenter | 10,000 | 12,500 | 12,500 | 12,500 | 15,000 | 13,250 |
| TJCOG Water Quality | 13,119 | 15,365 | 15,365 | 15,365 | 15,500 | 15,500 |
| Triangle Bikeworks | 1,000 | 2,200 | 2,200 | 2,200 | 7,500 | 3,790 |
| Upper Neuse River Basin Dues | 104,282 | 109,268 | 109,268 | 108,532 | 115,732 | 115,732 |
| **Community Services Total** | **$ 1,725,331** | **$ 2,352,465** | **$ 2,417,149** | **$ 1,500,710** | **$ 1,540,093** | **$ 962,244** |

# Community Services
# Non-Departmentals

**Big Brothers Big Sisters of the Triangle** **$6,430**

Big Brothers Big Sisters of the Triangle provides children facing adversity with strong and enduring professionally supported one-to-one relationships that change their lives for the better, forever. Big Brothers Big Sisters (BBBS) of the Triangle offers two services: community-based and school-based mentoring.

**Boys and Girls Club of Durham & Orange County** **$5,000**

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.

**Bike Safety** **$5,000**

The Bicycle Safety Task Force, appointed by the Board of County Commissioners, will use these funds, along with an additional $5,000 in the Visitor's Bureau Fund FY 2018-19 Manager Recommended Budget, to develop a campaign for bicycle safety education and research, including implementation of recommendations of the Bicycle Safety and Pedestrian Safety Report.

**Bridge II Sports** **$6,272**

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.

**Contribution for Recycling and Sanitation Services** **$500,000**

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.

**Durham-Chapel Hill-Carrboro (DCHC) Metropolitan Planning Organization** **$23,121**

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.

**Farmer Foodshare** **$7,375**

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.

**Hillsborough Arts Council** **$10,763**

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 and (2) Expand Revenue-generating art lessons and retail opportunities.

**Historic Hillsborough Commission** **$9,054**

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** **$9,606**

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.

**Jordan Lake Partnership Dues** **$10,800**

Orange County joined an 11-local government coalition with a goal of "collaboratively defining Jordan Lake's role in a long term sustainable and secure regional water supply for the Research Triangle Region." Funds in this account are used to pay Jordan Lake Partnership dues.

**Jordan Lake Water Storage Allocation Dues** **$4,050**

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.

**Kidzu Children's Museum** **$12,992**

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.

**Lake Orange** **$38,500**

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.

**N.C. Forest Service** **$58,963**

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

**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.

**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** **$0**

Piedmont Wildlife fosters healthy connections among people, wildlife and nature through nature education, conservation and a wildlife assistance program. The center’s education programs are geared to school-aged children, their families and the general public; it works to instill awareness and deeper appreciation for nature and the wildlife that share the community’s environment. This agency did not apply for funds through the Outside Agency process in FY 2018-19.

**Public Gallery of Carrboro (WCOM-LP Radio)** **$0**

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. This agency did not apply for Outside Agency funding in FY 2018-19. The Community Relations department will contract with this agency to provide necessary services.

**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 2018-19 Manager 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** **$13,250**

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** **$15,500**

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** **$3,790**

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.

**Upper Neuse River Basin Dues** **$115,732**

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).

**WHUP** **$0**

WHUP is a Hillsborough based radio station. This agency did not apply for funds through the Outside Agency process in FY 2018-19. The Community Relations department will contract with this agency to provide necessary services.

# Non-Departmental Summary

*Education*

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

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| **Education** | | | | | | |
| Fair Funding - Chccs | 0 | 0 | 0 | 0 | 0 | 0 |
| Fair Funding - Ocs | 0 | 0 | 0 | 0 | 0 | 0 |
| School Hlth & Safety Contracts | 3,390,336 | 3,354,000 | 3,354,000 | 3,488,655 | 3,558,428 | 3,558,428 |
| **Education Total** | **$ 3,390,336** | **$ 3,354,000** | **$ 3,354,000** | **$ 3,488,655** | **$ 3,558,428** | **$ 3,558,428** |

# Non-Departmental Summary

*General Government*

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

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| **General Government** | | | | | | |
| DMV Collection Charges | 303,119 | 0 | 0 | 200,000 | 0 | 0 |
| Manager's Miscellaneous | 12,705 | 20,000 | 20,891 | 15,000 | 20,000 | 20,000 |
| Meeting Supplies | 0 | 10,500 | 10,500 | 10,500 | 10,500 | 10,500 |
| Referendum Education | 50,232 | 0 | 0 | 0 | 0 | 0 |
| School Collaboration Consultant | 1,855 | 2,000 | 2,000 | 1,700 | 2,000 | 2,000 |
| Stormwater Fees For Co. Property | 16,867 | 40,500 | 40,500 | 26,850 | 40,500 | 40,500 |
| Tax Bill Inserts | 0 | 4,000 | 4,000 | 0 | 4,000 | 4,000 |
| Triangle J Dues | 25,156 | 25,500 | 25,500 | 25,500 | 25,500 | 25,500 |
| **General Government Total** | **$ 409,933** | **$ 102,500** | **$ 103,391** | **$ 279,550** | **$ 102,500** | **$ 102,500** |

# 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.

**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.

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| **Human Services** | | | | | | |
| A Helping Hand | 5,000 | 6,500 | 6,500 | 6,500 | 6,500 | 6,500 |
| Art Therapy Institute | 0 | 300 | 300 | 300 | 2,000 | 555 |
| Behavioral Insights, Inc. | 4,000 | 9,400 | 9,400 | 9,400 | 7,000 | 7,000 |
| *Centre For Homeownership | 0 | 0 | 0 | 0 | 25,000 | 0 |
| CH/Carrboro Human Rights Cente | 2,000 | 8,750 | 8,750 | 8,750 | 15,500 | 10,775 |
| CH/Carrboro Meals on Wheels | 15,000 | 15,000 | 15,000 | 15,000 | 18,000 | 15,900 |
| CH/Carrboro Public School Found | 0 | 563 | 563 | 563 | 0 | 0 |
| CH/Carrboro YMCA Boomerang | 10,000 | 11,725 | 11,725 | 11,725 | 16,000 | 13,008 |
| Charles House | 20,000 | 22,500 | 22,500 | 22,500 | 25,000 | 23,250 |
| Child Care Services Assocation | 0 | 5,250 | 5,250 | 5,250 | 35,000 | 0 |
| *Club Nova | 0 | 12,500 | 12,500 | 12,500 | 25,000 | 16,250 |
| Communities in Schools-OC | (1,575) | 0 | 0 | 0 | 0 | 0 |
| Community Empowerment Fund | 7,500 | 13,750 | 13,750 | 13,750 | 20,000 | 15,625 |
| Community Home Trust | 200,026 | 205,353 | 205,353 | 205,353 | 208,680 | 208,680 |
| Compass Center | 64,500 | 65,200 | 65,200 | 65,200 | 90,458 | 72,777 |
| Dispute Settlement Center | 80,000 | 81,500 | 81,500 | 81,500 | 85,000 | 81,850 |
| Duke Homecare & Hospice | 1,000 | 1,100 | 1,100 | 1,100 | 1,200 | 1,115 |
| El Centro Hispano | 28,810 | 31,905 | 31,905 | 31,905 | 35,000 | 32,834 |
| *El Futuro | 0 | 0 | 0 | 0 | 35,000 | 0 |
| EmPOWERment | 25,000 | 27,500 | 27,500 | 27,500 | 30,000 | 28,250 |
| Freedom House | 35,000 | 36,000 | 36,000 | 36,000 | 37,000 | 36,300 |
| Habitat for Humanity | 25,000 | 37,500 | 37,500 | 37,500 | 50,000 | 41,250 |
| Impact Fee Reimbursement | 33,738 | 0 | 0 | 0 | 0 | 0 |
| Inter-Faith Council for Social Serv | 50,000 | 50,000 | 50,000 | 50,000 | 101,500 | 55,150 |
| KidSCope | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 |
| Ligo Dojo Of Budo Karate | 2,000 | 3,000 | 3,000 | 3,000 | 4,000 | 0 |
| Marian Cheek Jackson Center | 10,000 | 11,250 | 11,250 | 11,250 | 40,000 | 19,875 |
| Medical Examiner | 48,050 | 42,000 | 42,000 | 45,000 | 42,000 | 42,000 |
| Movement of Youth | 0 | 20,213 | 20,213 | 20,213 | 88,986 | 30,529 |
| OC County Literacy Council | 15,000 | 15,600 | 15,600 | 15,600 | 17,000 | 15,810 |
| OC County Rape Crisis Center | 35,000 | 52,500 | 52,500 | 52,500 | 60,000 | 54,750 |
| OC Disability Awareness Council | 7,000 | 8,250 | 8,250 | 8,250 | 10,000 | 8,425 |
| OE Enterprises, Inc. | 51,100 | 54,550 | 54,550 | 54,550 | 54,550 | 54,550 |
| Orange Congregation in Mission | 50,415 | 71,415 | 71,415 | 71,415 | 92,415 | 77,715 |
| Orange County Food Council | 0 | 20,376 | 49,376 | 45,376 | 20,376 | 0 |
| Orange County Prtrshp for Young | 3,500 | 5,500 | 5,500 | 5,500 | 7,000 | 5,950 |
| Orange County Rural Alliance | 0 | 12,500 | 12,500 | 12,500 | 40,000 | 20,750 |
| Piedmont Health Services | 0 | 16,500 | 16,500 | 16,500 | 16,500 | 16,500 |
| Planned Parenthood | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| Previously Unfunded Organiza | 0 | 0 | 0 | 0 | 45,885 | 0 |
| Senior Care of Orange County | 30,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 |
| Social Justice Reserve Fund | 0 | 250,000 | 100,000 | 0 | 250,000 | 250,000 |
| St. Joseph CME Church | 0 | 3,750 | 3,750 | 0 | 0 | 0 |
| TABLE | 5,000 | 8,500 | 8,500 | 8,500 | 15,000 | 10,450 |
| The Arc of the Triangle | 6,000 | 6,450 | 6,450 | 6,450 | 7,500 | 6,608 |
| *The Exchange Club-Child Abuse | 0 | 9,638 | 0 | 0 | 22,390 | 0 |
| Tides Center - Youth Forward | 0 | 750 | 750 | 750 | 7,500 | 0 |
| United Way of the Triangle | 12,023 | 0 | 0 | 0 | 0 | 0 |
| Voices Together | 15,000 | 17,500 | 17,500 | 17,500 | 20,000 | 17,875 |
| Volunteers For Youth | 7,500 | 8,750 | 8,750 | 8,750 | 12,000 | 9,075 |
| WHUP Radio | 0 | 1,000 | 0 | 250 | 0 | 0 |
| Youth Community Project | 4,750 | 7,038 | 7,038 | 7,038 | 0 | 0 |
| **Human Services Total** | **$ 1,002,336** | **$ 1,419,326** | **$ 1,287,688** | **$ 1,183,188** | **$ 1,871,940** | **$ 1,437,931** |

* In FY 2018-19, 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.

**Boomerang Youth Inc.** **$13,008**

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** **$15,900**

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** **$0**

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. This agency did not apply for Outside Agency funding in FY 2018-19.

**Charles House** **$23,250**

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** **$0**

Child Care Services Association mission is to ensure that affordable (no more than 10% of a family's gross earnings are used to purchase childcare for one child), accessible, high quality childcare is available for all young children and their families. This agency is not recommended for funding in FY 2018-19.

**Club Nova** **$16,250**

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 ($16,250).

**Community Empowerment Fund** **$15,625**

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** **$208,680**

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 and Community Development administers the contract.

**Compass Center for Women and Families** **$72,777**

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** **$81,850**

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** **$1,115**

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** **$32,834**

El Centro Hispano is a grassroots community-based organization dedicated to strengthening the Latino community and improving the quality of life of Latino residents in Carrboro, Chapel Hill, and the surrounding area. El Centro Hispano in Carrboro creates programs to build community strengths and skills through referral/resource services, translation/interpretation, employment services, legal consultations and mediation; and English for speakers of other languages (ESOL) literacy.

**El Futuro** **$0**

El Futuro addresses the behavioral health needs of North Carolina's Latino community by promoting behavioral health awareness, enhancing existing services, and developing a model clinic. Funds will support mental health and substance abuse services, for uninsured Orange County residents, for whom there are no other available services. The Health Department – Public Health division will administer and oversee this agencies grant. MOE funds of ($27,500) will be associated with the agency's funding.

**EmPOWERment** **$28,250**

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** **$36,300**

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** **$41,250**

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** **$10,775**

The Human Rights Center dba Refugee Community Partnership builds a powerful community support infrastructure to enable and sustain the complex process of rebuilding home. Through relationship-based support, opportunity development, and cultural stewardship, RCP bridges the gap between local refugee communities and the services, resources, and opportunities they need. 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)** **$55,150**

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** **$0**

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. Ligo Dojo of Budo Karate will contract directly with Social Services and funds will be administered from Social Services' Youth Enhancement funds.

**Marian Cheek Jackson Center** **$19,875**

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.** **$30,529**

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)** **$77,715**

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** **$8,513**

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** **$0**

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. This agency did not apply for funds during the Outside Agency process. A new division is recommended in The County Manager's Office.

**Orange County Literacy Council** **$15,810**

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** **$5,950**

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** **$54,750**

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** **$20,750**

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.

**Pathways to Change** **$7,000**

A pathway to Change, 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, Pathways to Change intends to provide other services to identify client needs and link clients to needed services. This agency requested a reduction in funding for FY 2018-19. Behavioral Insights Inc. changed their agency name to Pathways to Change in August, 2017.

**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 2018-19.

**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.

**Refugee Support Center** **$5,000**

The Refugee Support Center (RSC) is a volunteer-based organization established to facilitate the transition of Orange County refugees in their adjustment and integration into American culture. Our goal is to help refugees develop the skills and access the tools they need to thrive in their new home and allow them to become self-sufficient, contributing members of our society. This agency did not apply for Outside Agency funds in FY 2017-18, but was awarded Social Justice funds in the amount of $11,340.

**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** **$0**

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. This agency did not apply for funds through the Outside Agency process in FY 2018-19.

**TABLE** **$10,450**

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** **$6,608**

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** **$555**

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 ($555).

**The Exchange Club Child Abuse Prevention Center of NC/Alamance Family Ctr.** **$0**

The Exchange Club seeks to prevent and treat child abuse and neglect. The Parent Aide program will provide in-home visitation services to 18 families at-risk for and/or involved in child abuse and neglect. Provision of services will be offered to all Orange County residents, for free. The Department of Social Services will budget and administer the contract funds, in FY 2018-19.

**Tides Center – Youth Forward** **$0**

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. This agency is not recommended for funding in FY 2018-19.

**Voices Together** **$18,250**

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** **$9,075**

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.

**WHUP Radio** **$0**

WHUP is a Hillsborough based radio station

**Youth Community Project** **$0**

Youth Community Project strives to create youth-run cultural center /café, where all teens can gather to discover and nurture their passions, in an open, respectful environment that celebrates the unique contributions of all people. This agency did not apply for funds through the Outside Agency process in FY 2018-19.

# Non-Departmental Summary

*Other Agencies - Library*

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

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| **Other Agencies - Library** | | | | | | |
| Contribution - CH Library | 568,139 | 568,139 | 568,139 | 568,139 | 568,139 | 568,139 |
| Contribution - Mebane Library | 700 | 700 | 700 | 700 | 700 | 700 |
| **Other Agencies - Library Total** | **$ 568,839** | **$ 568,839** | **$ 568,839** | **$ 568,839** | **$ 568,839** | **$ 568,839** |

# Human Services – Other Non-Departmentals

**Other Agencies – Libraries** **$568,839**

General Fund contributions to the Chapel Hill Public Library total $568,139, which represents the same funding as in FY 2017-18. The Mebane Public Library will receive $700.

# Non-Departmental Summary

*Other Agencies - Recreation*

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

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 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

*Support Services*

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

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| **Support Services** | | | | | | |
| 401 K Plan Enhancement | 0 | 600,000 | 600,000 | 0 | 600,000 | 600,000 |
| ASCAP | 1,363 | 1,341 | 1,341 | 1,401 | 1,341 | 1,341 |
| Drug Testing | 15,088 | 20,000 | 24,682 | 20,522 | 20,000 | 20,000 |
| Employee Development | 42,635 | 60,500 | 67,500 | 53,559 | 216,322 | 60,400 |
| Health Incentives Program | 6,910 | 40,000 | 40,000 | 20,000 | 40,000 | 40,000 |
| Health Insurance Increase | 0 | 524,433 | 524,433 | 0 | 875,521 | 875,521 |
| Living Wage Adjustment | 0 | 131,425 | 131,425 | 0 | 0 | 27,194 |
| OC Living Wage | 16,750 | 17,725 | 17,725 | 17,725 | 20,000 | 18,408 |
| Recruitment/Selection | 26,050 | 28,500 | 28,500 | 22,000 | 48,500 | 28,500 |
| Retiree Health Insurance | 2,264,171 | 2,338,017 | 2,338,017 | 2,338,017 | 0 | 0 |
| Salary - Wage Increase | 0 | 1,506,824 | 1,506,824 | 0 | 1,654,615 | 1,654,615 |
| Salary Compression Adjustment | 0 | 250,000 | 250,000 | 0 | 250,000 | 0 |
| Salary Savings | 0 | (2,000,000) | (2,000,000) | 0 | (2,000,000) | (2,000,000) |
| Sportsplex Mbrship - Co. Share | 40,999 | 40,000 | 40,000 | 37,000 | 40,000 | 40,000 |
| Tuition Refunds | 29,507 | 40,000 | 40,000 | 33,000 | 40,000 | 40,000 |
| **Support Services Total** | **$ 2,443,472** | **$ 3,598,765** | **$ 3,610,447** | **$ 2,543,224** | **$ 1,806,299** | **$ 1,405,979** |

# 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** **$60,400**
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.

**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).

**Health and Dental Insurance Increase** **$875,521**
An increase of $750,000 is projected in Health Insurance premiums and $125,521 in Dental Insurance premiums for FY 2018-19. See Appendix A for more details.

**Living Wage Adjustment** **$27,194**
The FY 2018-19 Manager Recommended Budget includes an increase in the living wage from $13.75/hour to $14.25/hour, effective July 1, 2018. See Appendix A for more details.

**Orange County Living Wage** **$18,408**
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.

**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** **$0**
The FY 2018-19 Manager Recommended budget includes funds totaling $2,626,520 for pre-65 and post-65 retiree healthcare benefits in the Transfers to Other Funds section of the budget document. *See Appendix A for more details.*

**Salary – Wage Increase and Merit Pay Adjustments** **$1,654,615**
Funds for a Wage increase of 2.00%, effective July 1, 2018, and an employee performance award of $500, $750 or $1,000, effective with WPPR Review Dates from July 1, 2018 to June 30, 2019. For FY 2018-19, the Manager recommends that all employees subject to a performance evaluation receive their WPPR bonus on their base salary. The effective date of receiving the performance award on base salary will continue to be effective on an employee's anniversary date. See Appendix A for more details.

**Salary Compression Adjustment** **$0**
With the WPPR performance award recommended to be added to an employee's base salary, no additional Salary Compression adjustments will need to be budgeted in FY 2018-19.

**Salary Savings** **($2,000,000)**
Implements a Salary attrition savings of $2,000,000 in FY 2018-19.

**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.

# Non-Departmental Summary

*Public Safety*

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

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| **Public Safety** | | | | | | |
| Boomerang | 36,041 | 27,312 | 28,131 | 28,131 | 28,131 | 27,312 |
| Child & Adolescent Services | 0 | 0 | 4,030 | 4,030 | 4,030 | 0 |
| Dispute Settlement Center | 27,061 | 27,061 | 27,718 | 27,718 | 27,718 | 27,061 |
| Fire Districts Audits | 36,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 |
| Governor's Crime Commission | 7,767 | 16,995 | 16,995 | 8,000 | 16,995 | 9,826 |
| Intensive Services Program | 7,528 | 11,294 | 8,063 | 8,063 | 8,063 | 11,294 |
| JCPC Administration | 16,222 | 15,500 | 8,834 | 8,834 | 15,500 | 15,500 |
| Mental Health America of the Triad | 40,722 | 40,722 | 40,722 | 40,722 | 40,722 | 40,722 |
| OCJCPC Matching Funds | 79,086 | 83,321 | 83,321 | 83,321 | 83,321 | 83,321 |
| Vol For Youth - Teen Court | 40,155 | 39,155 | 40,330 | 40,330 | 40,330 | 39,155 |
| Volunteers For Youth | 88,224 | 88,224 | 90,870 | 90,870 | 90,870 | 88,224 |
| Wrenn/Haven House | 9,459 | 9,459 | 10,029 | 10,029 | 10,029 | 9,459 |
| Young Warriors | 19,004 | 19,004 | 19,004 | 19,004 | 19,004 | 19,004 |
| **Public Safety Total** | **$ 407,269** | **$ 418,047** | **$ 418,047** | **$ 409,052** | **$ 424,713** | **$ 410,878** |

# 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** **$9,826**

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.

# Orange County Public Transportation

Phone Number: (919) 245 - 2007 Website: *www.orangecountync.gov/transit*

| | 2017-18 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Category (General Fund)*** | | | | | | **Account: 325** |
| Personnel Services | 830,530 | 1,195,551 | 1,195,551 | 939,496 | 1,317,651 | 1,317,651 |
| Operations | 318,996 | 299,642 | 317,791 | 306,989 | 370,481 | 370,481 |
| Capital Outlay | 7,723 | 91,750 | 91,750 | 81,750 | 65,000 | 65,000 |
| **Total Expenditures** | **$ 1,157,249** | **$ 1,586,943** | **$ 1,605,092** | **$ 1,328,235** | **$ 1,753,132** | **$ 1,753,132** |
| *Offsetting Revenues* | *(681,236)* | *(954,915)* | *(971,864)* | *(1,351,079)* | *(1,657,388)* | *(1,657,388)* |
| **County Costs (net)** | **$ 476,014** | **$ 632,028** | **$ 633,228** | **$ (22,844)** | **$ 95,744** | **$ 95,744** |
| **Total Orange County Public Transportation and Related Expenditures** | **$ 1,157,249** | **$ 1,586,943** | **$ 1,605,092** | **$ 1,328,235** | **$ 1,753,132** | **$ 1,753,132** |

### Mission Statement

It is the mission of Orange County Public Transportation to provide safe, customer focused, and reliable transit services; that are an accessible and viable means of mobility to the residents and visitors in need of public transportation in Orange County, NC.

**Department Name: OCPT**

### Major Services

- Rural Area Transportation
- Urbanized Area Fixed Route
- Complementary ADA Service
- Non- Emergency Medical transportation (DSS/ Medicaid)
- Enhanced Mobility of Seniors and Individual with Disabilities (Dept. on Aging)

### FY 2017-18 Outcomes

- Hired 5 fulltime transit operators
- Hired new Dispatch/ scheduler
- Hired new Transit Demand Coordinator
- Implemented (I) Fixed Route- Orange Alamance Connector
- Rebranding of buses with new logo and marketing materials
- Procured Remix software for transit route planning projects.

## *Orange County Public Transportation – continued*

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Service: OCPT provides safe courteous and reliable public transportation services throughout Orange County** | | | | | |
| Revenues from fares and grants | $884,494 | $952,557 | $954,883 | $960,000 | $1,657,388 |
| Cost per trip | 15.65 | 17.18 | 15.91 | 17.81 | 26.73 |
| Total number of daily routes | 24 | 26 | 34 | 36 | 36 |
| Incidents per 200K miles | .54 | 1.6 | 1.50 | 2.1 | 1.8 |
| Ridership | 57,456 | 60,976 | 60,000 | 53,888 | 62,000 |

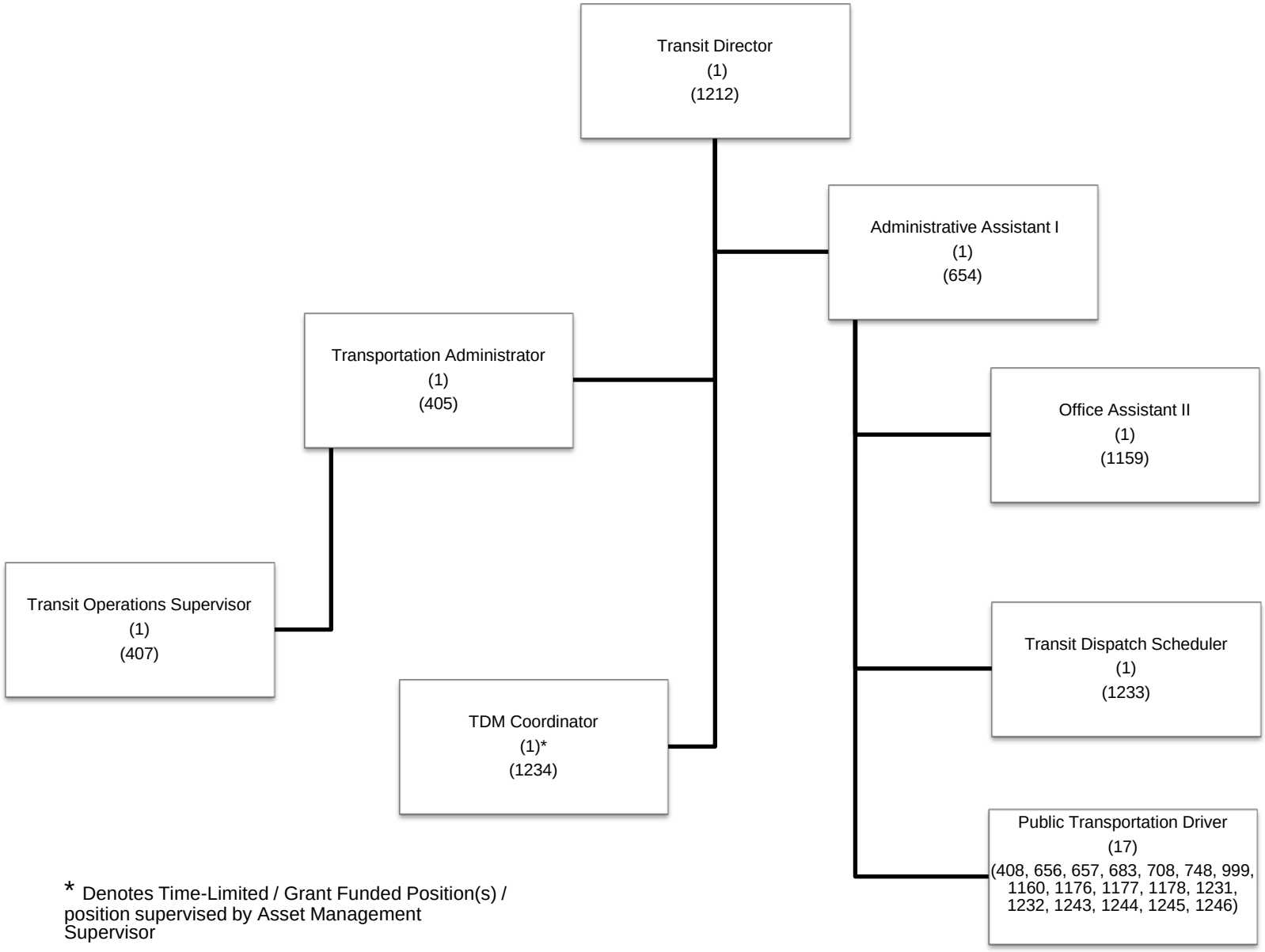
### FY 2018-19 Objectives

- Deploy expansion routes such as: Hillsborough Circulator II, Flex Routes (micro-transit), and Efland Commuter Loop or alternative route.
- Procure expansion smaller vans/buses for expansion routes and replace vehicles that have reached useful life.
- Upgrade or Procure new transit software for dispatching/ scheduling/ customer service.
- Procure Automated Passenger Counters and associated AVL equipment for reliable accounting for compliance reporting, grants, and customer service, offset by anticipated transit tax proceeds.
- Procure GO Pass fare media readers for fixed route fleet, offset by anticipated transit tax proceeds.

### Budget Highlights

- Due to unrealized revenue from prior years the department is to see a significant increase in grant funding. To realize these revenues, projects and initiatives listed above should be allowed to meet the increasing demand of accounting and meeting reporting requirements for federal and state programs.

# Orange Public Transportation




* Denotes Time-Limited / Grant Funded Position(s) / position supervised by Asset Management Supervisor

# Outside Agencies

County Manager Recommendations

Synopsis

- In FY 2017-18, the Board of County Commissioners appropriated $1,354,401 for 58 agencies, an increase of $213,638 above the FY 2016-17 appropriation. This included funding for eight new or previously unfunded agencies, which totaled $54,486.
    - Refugee Support Center did not apply for Outside Agency funds in FY 2017-18, but was awarded Social Justice funds in the amount of $11,340.
- 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.
- **Application Process**: For the FY 2018-19 Funding Process, the County received applications from 59 agencies. Requests totaled $1,828,491, an increase of $462,750 above the current year's appropriation. Seven, currently unfunded agencies requested $88,885. Seven, currently funded agencies did not apply in FY2018-19; ($38,202).
- The County Manager recommends funding for 50 agencies, in FY 2018-19. The recommendation totals $1,401,173, an increase of $35,432 from the FY 2017-18 Approved Budget. Seven agencies will be contracted through specific county departments. Based on the County Manager's FY 2018-19 Recommended Budget (Less Education Appropriation), 1.2% equates to $1,400,896.

  The budget includes the following recommendations:
    - Increases (+$35,432): Additional funding for fifty (50) currently funded agencies.
    - Seven agencies, new or previously unfunded, will be paired with appropriate County departments as these agencies represent closely related programs provided by the County.
- 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 2018-19 Manager Recommended Budget
# Outside Agency Recommendations

| Agency | FY 2017-18 Approved Budget | FY 2018-19 Agency Request | FY 2018-19 Manager Recommended | Change from Approved Budget |
|---|---|---|---|---|
| **1. FY 2017-18 Funded Agencies** | | | | |
| A Helping Hand | 6,500 | 6,500 | 6,500 | - |
| Big Brothers Big Sisters of the Triangle | 5,800 | 10,000 | 6,430 | 630 |
| Boomerang Youth Inc. [1] | 11,725 | 16,000 | 13,008 | 1,283 |
| Boys and Girls Club of Durham & Orange Co. | 6,500 | 5,000 | 5,000 | (1,500) |
| Bridge II Sports | 5,438 | 11,000 | 6,272 | 834 |
| Chapel Hill - Carrboro Meals on Wheels | 15,000 | 18,000 | 15,900 | 900 |
| Chapel Hill - Carrboro Public School Foundation | 563 | - | - | (563) |
| Charles House | 22,500 | 25,000 | 23,250 | 750 |
| Child Care Services Association | 5,250 | 35,000 | - | (5,250) |
| Club Nova [2] | 107,500 | 120,000 | 111,250 | 3,750 |
| Community Empowerment Fund | 13,750 | 20,000 | 15,625 | 1,875 |
| Community Home Trust [2,3] | 205,353 | 208,680 | 208,680 | 3,327 |
| Compass Center for Women and Families | 65,200 | 90,458 | 72,777 | 7,577 |
| Dispute Settlement Center [1] | 81,500 | 85,000 | 81,850 | 350 |
| Duke Homecare & Hospice | 1,100 | 1,200 | 1,115 | 15 |
| El Centro Hispano | 31,905 | 35,000 | 32,834 | 929 |
| El Futuro [2] | 31,250 | 35,000 | 32,375 | 1,125 |
| EmPOWERment | 27,500 | 30,000 | 28,250 | 750 |
| Farmer Foodshare | 6,250 | 10,000 | 7,375 | 1,125 |
| Freedom House | 36,000 | 37,000 | 36,300 | 300 |
| Habitat for Humanity | 37,500 | 50,000 | 41,250 | 3,750 |
| Hillsborough Arts Council | 9,750 | 16,500 | 10,763 | 1,013 |
| Historic Hillsborough Commission | 9,028 | 9,200 | 9,054 | 26 |
| Historical Foundation | 6,699 | 16,388 | 9,606 | 2,907 |
| Human Rights Center of Chapel Hill & Carrboro | 8,750 | 15,500 | 10,775 | 2,025 |
| Interfaith Council | 50,000 | 101,500 | 55,150 | 5,150 |
| KidSCope | 75,000 | 75,000 | 75,000 | - |
| Kidzu Children's Museum | 10,460 | 27,339 | 12,992 | 2,532 |
| Ligo Dojo of Budo Karate [1,2] | 3,000 | 4,000 | 3,000 | - |
| Marian Cheek Jackson Center | 11,250 | 40,000 | 19,875 | 8,625 |
| Movement of Youth Inc. | 20,213 | 88,986 | 30,529 | 10,316 |
| OE Enterprises, Inc. | 54,550 | 54,550 | 54,550 | - |
| Orange Congregations in Missions | 71,415 | 92,415 | 77,715 | 6,300 |
| Orange County Disability Awareness Council | 8,250 | 10,000 | 8,513 | 263 |
| Orange County Food Council [4] | 20,376 | - | - | (20,376) |
| Orange County Literacy Council | 15,600 | 17,000 | 15,810 | 210 |
| Orange County Living Wage | 17,725 | 20,000 | 18,408 | 683 |
| Orange County Partnership for Young Children | 5,500 | 7,000 | 5,950 | 450 |
| Orange County Rape Crisis Center | 52,500 | 60,000 | 54,750 | 2,250 |
| Orange County Rural Alliance | 12,500 | 40,000 | 20,750 | 8,250 |

# FY 2018-19 Manager Recommended Budget
# Outside Agency Recommendations

| Agency | FY 2017-18 Approved Budget | FY 2018-19 Agency Request | FY 2018-19 Manager Recommended | Change from Approved Budget |
|---|---|---|---|---|
| **1. FY 2017-18 Funded Agencies (cont'd)** | | | | |
| Pathways to Change [5] | 9,400 | 7,000 | 7,000 | (2,400) |
| Piedmont Health Services, Inc. [2] | 16,500 | 16,500 | 16,500 | - |
| Piedmont Wildlife Center | 4,475 | - | - | (4,475) |
| Planned Parenthood | 20,000 | 20,000 | 20,000 | - |
| Public Gallery of Carrboro - WCOM-LP Radio | 1,000 | - | - | (1,000) |
| Refugee Support Center | 11,340 | 5,000 | 5,000 | (6,340) |
| Senior Care of Orange County | 35,000 | 35,000 | 35,000 | - |
| St. Joseph CME Church | 3,750 | - | - | (3,750) |
| TABLE | 8,500 | 15,000 | 10,450 | 1,950 |
| The Arc of the Triangle | 6,450 | 7,500 | 6,608 | 158 |
| The Art Therapy Institute [2] | 3,300 | 5,000 | 3,555 | 255 |
| The Arts Center | 12,500 | 15,000 | 13,250 | 750 |
| The Exchange Club Child Abuse Prevention [2] | 9,638 | 22,390 | 13,464 | 3,826 |
| Tides Center - Youth Forward | 750 | 7,500 | - | (750) |
| Triangle Bikeworks | 2,200 | 7,500 | 3,790 | 1,590 |
| Voices Together | 17,500 | 20,000 | 18,250 | 750 |
| Volunteers for Youth [1] | 8,750 | 12,000 | 9,075 | 325 |
| WHUP Radio | 1,000 | - | - | (1,000) |
| Youth Community Project | 7,038 | - | - | (7,038) |
| **1. Total - FY 2017-18 Funded Agencies** | **$ 1,365,741** | **$ 1,739,606** | **$ 1,401,173** | **$ 35,432** |
| **2. New or Previously Unfunded Agencies** | | | | |
| Centre for Homeownership | - | 25,000 | - | - |
| Diaper Bank of NC | - | 10,000 | - | - |
| Josh's Hope Foundation | - | 13,600 | - | - |
| Orange Partnership for Alcohol and Drug Free Youth | - | 5,385 | - | - |
| Our Wild Neighbors | - | 23,000 | - | - |
| Ronald McDonald House | - | 10,000 | - | - |
| SKJAJA Fund | - | 1,900 | - | - |
| **2. Total - New or Previously Unfunded Agencies** | **$ -** | **$ 88,885** | **$ -** | **$ -** |
| **Grand Total** | **$ 1,365,741** | **$ 1,828,491** | **$ 1,401,173** | **$ 35,432** |

**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), Ligo Dojo of Budo Karate (Social Services - Youth Enhancement Funds), 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 2018-19. This increase is based on an interlocal agreement formula.
4. Orange County Food Council did not apply for funding through the Outside Agency process. A new division is recommended in The County Manager's Office. Please reference The County Manager's Office section of this document.
5. Behavioral Insights changed their agency name to Pathways to Change in August, 2017.

# Outside Agency Summaries

## 1. FY 2017-18 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.

**Big Brothers Big Sisters of the Triangle** **$6,430**

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.** **$13,008**

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** **$5,000**

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** **$6,272**

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** **$15,900**

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** **$0**

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. This agency did not apply for Outside Agency funding in FY 2018-19.

**Charles House** **$23,250**

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** **$0**

Child Care Services Association mission is to ensure that affordable (no more than 10% of a family's gross earnings are used to purchase childcare for one child), accessible, high quality childcare is available for all young children and their families. This agency is not recommended for funding in FY 2018-19.

**Club Nova** **$111,250**

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 ($16,250).

**Community Empowerment Fund** **$15,625**

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** **$208,680**

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 and Community Development administers the contract.

**Compass Center for Women and Families** **$72,777**

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** **$81,850**

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** **$1,115**

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** **$32,834**

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** **$32,375**

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 ($27,500).

**EmPOWERment** **$28,250**

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** **$7,375**

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** **$36,300**

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** **$41,250**

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** **$10,763**

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** **$9,054**

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** **$9.606**

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** **$10,775**

The Human Rights Center dba Refugee Community Partnership builds a powerful community support infrastructure to enable and sustain the complex process of rebuilding home. Through relationship-based support, opportunity development, and cultural stewardship, RCP bridges the gap between local refugee communities and the services, resources, and opportunities they need. 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)** **$55,150**

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.

**Kidzu Children's Museum** **$12,992**

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.

**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. Ligo Dojo of Budo Karate will contract directly with Social Services and funds will be administered from Social Services' Youth Enhancement funds.

**Marian Cheek Jackson Center** **$19,875**

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.

**Movement of Youth, Inc.** **$30,529**

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)** **$77,715**

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** **$8,513**

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** **$0**

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. This agency did not apply for funds during the Outside Agency process. A new division is recommended in The County Manager's Office.

**Orange County Literacy Council** **$15,810**

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** **$18,408**

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** **$5,950**

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** **$54,750**

The Orange County Rape Crisis Center works to stop sexual violence and its impact through support, education, and advocacy. The agency provides residents with 24-hour crisis intervention services, community education, training, and provides educational programs for students, in Chapel Hill-Carrboro City Schools and Orange County Schools.

**Orange County Rural Alliance** **$20,750**

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.

**Pathways to Change** **$7,000**

A pathway to Change, 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, Pathways to Change intends to provide other services to identify client needs and link clients to needed services. This agency requested a reduction in funding for FY 2018-19. Behavioral Insights Inc. changed their agency name to Pathways to Change in August, 2017.

**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 2018-19.

**Piedmont Wildlife Center** **$0**

Piedmont Wildlife fosters healthy connections among people, wildlife and nature through nature education, conservation and a wildlife assistance program. The center's education programs are geared to school-aged children, their families and the general public; it works to instill awareness and deeper appreciation for nature and the wildlife that share the community's environment. This agency did not apply for funds through the Outside Agency process in FY 2018-19.

**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)** **$0**

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. This agency did not apply for Outside Agency funding in FY 2018-19. The Community Relations department will contract with this agency to provide necessary services.

**Refugee Support Center** **$5,000**

The Refugee Support Center (RSC) is a volunteer-based organization established to facilitate the transition of Orange County refugees in their adjustment and integration into American culture. Our goal is to help refugees develop the skills and access the tools they need to thrive in their new home and allow them to become self-sufficient, contributing members of our society. This agency did not apply for Outside Agency funds in FY 2017-18, but was awarded Social Justice funds in the amount of $11,340.

**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.

**St. Joseph CME Church** **$0**

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. This agency did not apply for funds through the Outside Agency process in FY 2018-19.

**TABLE** **$10,450**

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** **$6,608**

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** **$3,555**

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 ($555).

**The Arts Center** **$13,250**
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. $13,464**
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 2018-19.

**Tides Center – Youth Forward** **$0**
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. This agency is not recommended for funding in FY 2018-19.

**Triangle Bikeworks** **$3,790**
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.

**Voices Together** **$18,250**
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** **$9,075**
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.

**WHUP** **$0**
WHUP is a Hillsborough based radio station. This agency did not apply for funds through the Outside Agency process in FY 2018-19. The Community Relations department will contract with this agency to provide necessary services.

**Youth Community Project** **$0**
Youth Community Project strives to create youth-run cultural center /café, where all teens can gather to discover and nurture their passions, in an open, respectful environment that celebrates the unique contributions of all people. This agency did not apply for funds through the Outside Agency process in FY 2018-19.

## 2. New or Previously Unfunded Agencies

**Centre for Homeownership** **$0**

The mission of Centre for Homeownership is to enrich, empower, and invest in the economic growth of the community by providing housing counseling services, financial capability, homebuyer education, affordable housing opportunities, and small business training. The Manager does not recommend funding for this agency in FY 2018-19. However, the Housing and Community Development department will collaborate with this agency on programs not currently offered by the County to enhance services.

**Diaper Bank of NC** **$0**

The mission of the Diaper Bank of North Carolina is to promote and protect dignity of each resident by improving access to personal hygiene products and other basic necessities, thereby removing barriers to education, employment, and personal fulfillment. The Manager does not recommend funding for this agency in FY 2018-19. However, the department of Social Services will collaborate with this agency on programs not currently offered by the County to enhance services.

**Josh's Hope Foundation** **$0**

Josh's Hope Foundation bridges gaps in services to young adults 18-35 years old with mental illness or substance abuse issues which help reduce risk factors around unemployment, homelessness, poverty, and incarceration, substance use, suicide and isolation from family friends while improving outcomes which increase a participants quality of life, resiliency, successful independent living and appropriate inclusion in the community. The Manager does not recommend funding for this agency in FY 2018-19. However, the Criminal Justice Resources department will collaborate with this agency on programs not currently offered by the County to enhance services.

**Orange Partnership for Alcohol and Drug Free Youth** **$0**

OPADFY is a community coalition working to prevent underage drinking and substance abuse in Hillsborough and surrounding areas through community collaboration, education, policy advocacy and youth empowerment. The Manager does not recommend funding for this agency in FY 2018-19.

**Our Wild Neighbors** **$0**

The mission of Our Wild Neighbors is to strive to promote the understanding of nature and the protection of wildlife. We seek to meet our mission by dedicating ourselves to the care of orphaned and injured wildlife, and by actively engaging in the community as educators and advisors. The Manager does not recommend funding for this agency in FY 2018-19. However, the Animal Services department is developing a Request for Proposal (RFP) for Wildlife services.

**Ronald McDonald House** **$0**

The Ronald McDonald House of Chapel Hill (RMH) enables access to quality health care by providing a home-away-from-home for families of seriously ill or injured children who are receiving treatment at area hospitals. The House offers families of pediatric patients a safe and comfortable place to rest during their child's treatment. The Manager does not recommend funding for this agency in FY 2018-19.

**SKJAJA Fund** **$0**

SKJAJA Fund provides kids in families with limited resources in Chapel Hill and Carrboro, NC, the opportunity to participate in social and education enrichment activities including, but not limited to: team sports, art or dance classes, private music lessons, academic tutoring, summer camps, and school band/orchestra. Each child who receives funding is required to "pay it forward" – i.e., do a good deed for someone else without expecting anything in return. The Manager does not recommend funding for this agency in FY 2018-19 as this program is closely related to Social Services Youth Enhancement Fund.

# Planning and Inspections

Phone Number: (919) 245-2600 Website: orangecountync.gov/departments/planning_and_inspections/

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Category (General Fund)*** | | | | | | **Account: 620** |
| Personnel Services | 2,501,482 | 2,778,092 | 2,758,092 | 2,758,092 | 2,889,972 | 2,959,108 |
| Operations | 375,868 | 356,769 | 378,903 | 283,579 | 248,990 | 248,990 |
| Capital Outlay | 31,835 | 0 | 1,327 | 1,325 | 1,325 | 0 |
| **Total Expenditures** | **$ 2,909,185** | **$ 3,134,861** | **$ 3,138,322** | **$ 3,042,996** | **$ 3,140,287** | **$ 3,208,098** |
| *Offsetting Revenues* | *(1,651,666)* | *(1,437,050)* | *(1,437,050)* | *(1,500,300)* | *(1,586,420)* | *(1,586,420)* |
| **County Costs (net)** | **$ 1,257,519** | **$ 1,697,811** | **$ 1,701,272** | **$ 1,542,696** | **$ 1,553,867** | **$ 1,621,678** |
| ***Efland Sewer Fund*** | | | | | | **Account: 3601** |
| Operations | 312,683 | 359,385 | 375,345 | 353,354 | 156,750 | 156,750 |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total Expenditures** | **$ 312,683** | **$ 359,385** | **$ 375,345** | **$ 353,354** | **$ 156,750** | **$ 156,750** |
| *Offsetting Revenues* | *(324,601)* | *(359,385)* | *(375,345)* | *(367,854)* | *(156,050)* | *(156,750)* |
| **County Costs (net)** | **$ (11,918)** | **$ 0** | **$ 0** | **$ (14,500)** | **$ 700** | **$ 0** |
| **Total Planning and Inspections and Related Expenditures** | **$ 3,221,868** | **$ 3,494,246** | **$ 3,513,667** | **$ 3,396,350** | **$ 3,297,037** | **$ 3,364,848** |

## *Division Summary*

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Program (General Fund)*** | | | | | | |
| Planning | 1,362,613 | 1,308,399 | 1,310,699 | 1,249,556 | 1,284,519 | 1,353,655 |
| Engineering | 78,324 | 0 | 0 | 0 | 0 | 0 |
| Inspections | 1,117,132 | 1,350,987 | 1,352,148 | 1,351,304 | 1,336,186 | 1,334,861 |
| Erosion Control | 351,116 | 475,475 | 475,475 | 442,136 | 519,582 | 519,582 |
| **Total Expenditures** | **$ 2,909,185** | **$ 3,134,861** | **$ 3,138,322** | **$ 3,042,996** | **$ 3,140,287** | **$ 3,208,098** |
| *Offsetting Revenue* | *(1,651,666)* | *(1,437,050)* | *(1,437,050)* | *(1,500,300)* | *(1,586,420)* | *(1,586,420)* |
| **County Costs (net)** | **$ 1,257,519** | **$ 1,697,811** | **$ 1,701,272** | **$ 1,542,696** | **$ 1,553,867** | **$ 1,621,678** |
| **Total Expenditures** | **$ 2,909,185** | **$ 3,134,861** | **$ 3,138,322** | **$ 3,042,996** | **$ 3,140,287** | **$ 3,208,098** |

### 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.

**Planning & Inspections: Planning Division | *Administration***

**Major Services**

- Develops planning studies, area plans and/or regulatory measures to implement BOCC Goals. (BOCC Goal Three linkage: Implement planning and economic development policies which create a balanced, dynamic local economy, and which promote diversity, sustainable growth and enhanced revenue while embracing community values. Also supports other goals of health, safety and welfare.)
- Administration of Planning Board agendas/meetings.
- 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 Orange County Public Transportation on Public Transit initiatives.
- Manage Engineering initiatives such as Economic Development zone, water, sewer, infrastructure and coordinate with gas, telecommunication (wired fiber and wireless) and roadway construction.
- Interacts with regional, state and federal agencies such as North Carolina Department of Transportation (NCDOT), Army Corps of Engineers (ACOE), North Carolina Department of Environment and Natural Resources (NCDENR), Environmental Protection Agency (EPA), multiple Metropolitan Planning Organizations (MPO), Triangle J Council of Governments (TJCOG), etc.
- Supports economic development department and leads coordinated infrastructure development before and during industrial recruitment and office/retail opportunities.
- Participates in intergrovernmental coordination at the local, state, and federal levels.

**FY 2017-18 Outcomes**

- SAPFO Administration, including presentations on the annual technical report as requested
- Efficient agenda preparation and management for Planning Board and quarterly public hearings.
- 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: Review and comment on Land Use Management Ordinance revisions proposed by Town of Chapel Hill and Town of Carrboro and on-going coordination 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.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2016-17 Budget | 2017-18 Estimate | 2018-19 Projected |
|---|---|---|---|---|---|
| Prepare and distribute agendas: Quarterly and Regular Public Hearings | 4 | 4 | 4 | 4 | 6 |

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2016-17 Budget | 2017-18 Estimate | 2018-19 Projected |
|---|---|---|---|---|---|
| JPA Public Hearing | 2 | 2 | 2 | 2 | 2 |
| Advisory Boards/Task Forces | 26 | 28 | 35 | 35 | 35 |
| Other Local Government Meetings | 12 | 15 | 15 | 18 | 20 |

**FY 2018-19 Fiscal Year Objectives**

- 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 implementing the 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. Begin preparation of 2020 cenus.
- Coordination with Orange County Public Transportation/Chapel Hill Transit (OCPT/CHT)/GoTriangle/MPO implementation of Orange County Transit Plan regarding bus expansion.
- Research, planning, and implementation to address Regional Mobility Act and one-half cent sales/tag tax initiative regarding Light Rail, Bus Rapid Transit and Amtrak.
- Engineering and infrastructure oversight including master plan projects, as well as, specific projects outlined in CIP.
- Show and prepare (infrastructure and zoning) Orange County sites.
- Research and coordinate land use, zoning and infrastructure with interlocal agreement municipal partners.
- Continue work with Housing and Community Development department on Affordable housing and workforce housing initiative.
- Analyze county and city population and employment projections for 2045 MTP of the DCHCMPO. Discuss with local governments the 'ground truth' of such projections.
- 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, Department on Aging, Housing and Community Development

*Housing Opportunities and Master Aging Plan*

Housing supply challenges are being exacerbated by the aging population, limitations on land development and the increasing cost of services and associated taxes. New housing types (such as 'Tiny Houses') or cooperative living styles are necessitating a new look at land development regulations and the impact of changing demographics.

3) Information Technologies, Planning & Inspections

*Rural Broadband*

The department is repsonsible for both urban and rural development patterns and the services that are available to promote equity and a balanced transportation and communication network.

- Collaborate with public-private partnerships to extend wired or wireless broadband to urban and rural areas.
- Virtual Meeting Rooms to enhance facilities, reduce meeting travel, and allow for seamless participation in out of county facility meetings.

4) 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.

5) Continue participation multi-juristictional team with Rogers Road land use and sewer planning.

6) Planning & Inspections, OCPT, Health Development, Department of Social Services, Department on Aging, Libraries

*Public Transit Program*

Public Transit has been identified in the goal setting and strategic plans of all of the aforementioned agencies. This initiative provides enhanced access to jobs and county services which are centralized and consistent with land use and zoning.

7) Economic Development and Planning, Building and Environmental Health, create an advocate/ombudsman work group to facilitate and educate residents and businesses thru the development process. Share an exisiting position to organize activities and information sharing.

**Planning & Inspections: Planning Division | *Current Planning***

**Major Services**

- Administer and manage land use and subdivision regulations including, but not limited to zoning, subdivision, site plans flood damage prevention, environmental protection, stormwater management, and adequate public facilities.
- Process and issue permits authorizing land disturbing or other activity (residential and non-residential) including home occupational licenses.
- Information/educational resource for the general public concerning development policies.
- Enforcement of land use regulations.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Permit issuance** | | | | | |
| Issue permits for completed/accurate residential development permit applications within 5 business days. | 91% | 95% | 93% | 90% | 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). | 88% | 95% | 90% | 90% | 95% |
| Respond, in writing or e-mail, to request for information on land use issues within 5 business days from receipt. | 89% | 95% | 90% | 90% | 95% |
| **Enforcement of Land Use Regulations** | | | | | |
| Conduct initial inspection on a submitted complaint within 5 business days from receipt. | 84% | 85% | 90% | 80% | 90% |
| Respond to complaint within 7 business days from date of receipt. | 80% | 84% | 90% | 80% | 90% |
| Follow-up inspections on violations within 30 days of initial notice of violation being sent out. | 80% | 79% | 90% | 82% | 90% |
| **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% | 90% | 95% | 95% | 95% |
| Respond to applicants with updates within 5 business days from contact. | 87% | 90% | 95% | 90% | 95% |

**FY 2018-19 Objectives**

- Continue to work on increasing permit processing effectiveness within identified time frames.
- Continue to improve outreach activities to keep residents informed of local development applications/projects including increasing web presence.
- Continue to 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.).
- Complete revisions to the Sign Ordinance.
- Permitted use table reorganization.

**Planning and Inspections: Planning Division | *Comprehensive Planning***

**Mission Statement**

Comprehensive Planning serves the residents, businesses, advisory boards, and local officials of Orange County through implementation update and inter-departmental coordination of the County's Comprehensive Plan, long-range transportation and land use planning services, which include the development, administration, coordination, and implementation of County, inter-County, regional, and State plans.

**Major Services**

- Provides Transportation Planning service function of the County, including coordination between and among the County and NCDOT, MPOs, RPO, and TJCOG.
- Small bus (park and ride lots and shelters) capital planning.
- Administration of Orange Unified Transportation Board (OUTBoard) 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 (includes the elements of Economic Development, Housing, Land Use, Natural and Cultural Systems, Parks and Recreation, Services and Community Facilities and Transportation.
- Coordinates NCDOT quarterly meeting and implements work products.
- DURCHO participation.

**FY 2017-18 Outcomes**

- Assisted in updating the Orange County Transit Plan.
- Coordination with GoTriangle and OCPT on bus shelter planning.
- 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. This revenue has now been shifted to OCPT.
- Participated in development of State Transportation Improvement Program, SPOT 5.0.
- MPO Projects -- Durham-Chapel Hill-Carrboro Comprehensive Transportation Plan (CTP); and 2045 Metropolitan Transportation Plan (MTP).
- Participated in NC 54 Corridor Study.
- Established Bicycle Safety Task Force and initiated implementation.
- Continued access management planning in Economic Development Districts (EDD) and completed consultant oversight in preparation of a transportation report for the Efland/Buckhorn/Mebane study area.
- Processed land use amendments in Hillsborough Economic Development District. Initiated expansion of Hillsborough Economic Development area.

**FY 2018-19 Objectives**

- Active membership on Technical Committees (TC) of the two MPOs and RPO, as well as support to respective Policy Boards and respective Orange County elected officials.
- Complete NC 54 Corridor Study.
- Develop online interactive map of transportation projects in the County.
- Update the Buckhorn-Mebane Access Management Plan.
- Installation of bus shelters, up to five on OCPT routes.
- Participate in development of State Transportation Improvement Program, SPOT 5.0.
- Continue Bicycle Safety implementation.

**Planning & Inspections: Planning Division | *Special Projects & GIS***

**Major Services**

- Coordinates with other departments and management the growth management strategies as inferred in the goals of the BOCC.
- 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.
- 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 2017-18 Outcomes**

- Significant contribution to the Affordable Housing Plan and Mobile Home Park Workgroup.
- Golden Leaf Foundation Grant: Completed and submitted two grant applications for Hillsborough EDD and Buckhorn-Mebane EDD.
- Unified Development Ordinance: Drafted amendments to the UDO modifying the public hearing process in regards to quarterly public hearings, in furtherance of BOCC goals.
- SAPFO Administration, including student membership projections and authoring the annual technical report.
- Rogers Road Area/Greene Tract Staff Working Group: Participation on a multi-jurisdictional staff working group that is working toward solutions for the Rogers Road area and the Greene Tract.
- Planning GIS analysis, including mapping related to economic development prospects, various housing initiatives (e.g., senior housing, mobile home parks, affordable housing plan), the Greene Tract, the BOCC voting district project, and transportation/transit projects. Also

provided GIS analytical services to other departments as needed (e.g., Economic Development, OPT, AMS, 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.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **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% |
| Performance Measures (Any type) Ordinance Review Committee held. | 100% | 100% | 100% | 100% | 100% |
| Performance Measures (Any type) Planning Board understands and votes in expeditious timeframe. | 90% | 95% | 95% | 95% | 95% |
| **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 2018-19 Objectives**

- Continue interdepartment and interagency collaboration on projects that cross department/agency lines of responsibility:
    - Joint planning matters (including the Town of Carrboro's "Maker Space" proposal on Old Hwy 86).
    - Greene Tract Development (Plan and Coordination).
    - Senior housing and affordable housing.
    - Mobile home park issues.
    - Joint Chatham-Orange Task Force.
- 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, WASMPBA, and Planning Board agendas, as well as Department-wide coordination of BOCC agenda items with the County Manager's office.

**Budget Highlights**

The FY 2018-19 Manager Recommended Budget reflects:

- Changes to reinspection fee, legal ad fee, and zoning fees.
- A reduction of $24,000 in transportation planning funds.
- A reduction of $34,280 in reducing outside contractor work.

## Planning and Inspections: Inspections Division

### Mission Statement

The Orange County Inspections Division strives to achieve excellence in all facets of building inspection by providing timely, efficient and thorough building inspections. The department is committed to providing quality services to all residential businesses through innovation, continuous improvement, determination and excellence in customer service.

The department's primary mission is to safeguard the public promote the health, safety and welfare of Orange County through enforcement of the North Carolina State Building Codes. The department provides equitable treatment for all individuals regardless of circumstances and strive to enforce all building codes in a fair and considerate manner.

### 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 as required by G.S. 115C-525
- Calculate and post Occupancy Load in all Assembly Occupancies and spaces in the unincorporated areas of Orange County and the Town of Hillsborough.
- Provide inspections and assessments during disasters and major environmental events.
- Assist County Departments and entities with construction related evaluations and information to ensure County projects meet minimum safety standards and requirements.

### FY 2017-18 Outcomes

- Issue permits for building, electrical, plumbing, mechanical systems, zoning compliance and solid waste.
- Accept all major credit cards at the front counter providing a convenience for customers.
- Provide plan review of all commercial and residential permit applications, assuring all relevant codes and laws are met, before approval
- Conduct 95% of inspections on the day requested to be performed.
- Issue Certificates of Occupancy or Certificates of Compliance at the completion of all projects for unincorporated Orange County and Town of Hillsborough.
- Inspect and authorize release of power service to residential and commercial buildings and facilities.
- Inspect 100% of the public schools one time each year.
- Work with the Code Officials and Builders Alliance League of the Triangle (COBALT) to foster consistency in building code enforcement within the region.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **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) | 4,290 | 4776 | 5,015 | 5104 | 5204 [+2%] |
| Building | 800 | 892 | 909 | 954 | 973 |
| Electrical | 1,630 | 1,778 | 1,868 | 1961 | 2000 |
| Mechanical | 1,280 | 1,396 | 1,470 | 1396 | 1423 |
| Plumbing | 580 | 710 | 756 | 793 | 808 |
| Field Inspections Year | 15,500 | 16,615 | 18,925 | 18,713 | 17,500 [-6%] |
| Field Inspections Per Day | 68 | 70 | 79 | 76 | 70 |
| Complaint / Inquiries | 50 | 25 | 50 | 35 | 25 |
| Commercial Plans Review | 350 | 258 | 275 | 205 | 210 |
| One and Two Family Dwelling Review | 255 | 479 | 425 | 958 | 977 |
| School Inspections | 13 | 13 | 13 | 13 | 13 |
| **Permit Valuation in Orange County incorporated and Town of Hillsborough** | **126,630,000** | **363,735,557** | **202,570,040** | **218,521,210** | **222,891,634** |

**FY 2018-19 Objectives**

- Continue training with the 2012 codes and begin training for 2018 building, fire, fuel gas, mechanical, plumbing, administration, energy conservation, existing building, manufactured homes and residential codes.
- Implementation of the new permitting software. Roll-out customer service portal to facilitate customer electronic access to permitting processes.
- Implement electronic plans review for commercial and residential projects; work with applicants to assure all relevant codes and laws are maintained before approval.
- Provide classes and education opportunities for Contractors to learn about the new State Building Codes.
- Provide education and training with the newly adopted 2017 National Electrical Code (North Carolina Electrical Code).
- Conduct 95% of inspections on the day requested to be conducted.
- Reduce paper usage; nearly paperless in field inspections, through use of laptop computers.
- Issue and inspect commercial facilities for ABC permits.
- Post occupancy loads in 100% of restaurants and other assembly occupancies.
- Maintain electronic connections to customers alerting them of: impending permit expirations, permit approval and inspection results.
- Provide weekly permit activity reports to 140+ recipients via automated email.

**Budget Highlights**

The FY 2018-19 Manager Recommended Budget includes:

- Overall decrease of $1,008 in operational costs.
- Savings of $2,000 by conducting in-house continuing education classes. These courses allow for completion of required education credits by 15 employees with 51 individual certifications.
- Fee increases projected to generate $109,370.
- A one-time capital purchase in the amount of $1,325 for two (2) new workstations with computers, monitors, and printers. Employees at this workstation will assist customers directly with new permitting software.

**Planning and Inspections: Erosion Control Division (Stormwater/Engineering)**

**Mission Statement**

As part of the Planning and Inspections Department, the Erosion Control Division seeks to serve the citizens of Orange County and protect the environment by enforcing the erosion control and stormwater management portions of the Unified Development Ordinance (UDO), performing various Engineering duties related to extending utility infrastructure to the Economic Development Districts (EDD's) to promote stable and quality development, and maintaining the Lake Orange Dam and continuous water flow in the East Fork of the Eno River.

**Major Services**

- *Engineering:* Manage and develop major water and sewer infrastructure projects extending public water supply and sewage collection to the EDDs of Orange County. Manage and operate Lake Orange Reservoir, including three (3) upstream sediment control structures (wet detention ponds). Provide engineering support to other County departments.
- *Stormwater:* Focuses on providing erosion & sedimentation control and stormwater management permitting services and related construction compliance inspections to the residents of Orange County desiring to develop their property. Offers surface water identification (SWID's) services to confirm the existence and locations of jurisdictional waters on resident's properties. Investigate violations of the UDO regulations within the department's purview and with their subsequent resolution. 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. Stream buffer impact review and approval. Provide education, outreach, and assistance.

**FY 2017-18 Outcomes**

- Buckhorn Mebane EDD, Efland Sewer to Mebane, Phase 2 Extension construction 70% completed.
- Lake Orange Reservoir and 3 Upstream Sediment Control Structures (SCS's): Maintained continuous monitoring and 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. Performed continued maintenance of dam. Commissioned a periodic engineering safety inspection and report, including construction documents for maintenance repairs to the concreted lined spillway channel. In conjunction

with the North Carolina Department of Environmental Quality (NCDEQ), partially funded activities related to aquatic weed control (Hydrilla).

- Orange County's increased Jordan Lake Water Allocation (1.5%) was approved by the NC Environmental Management Commission (EMC). The department expects the proportionate share of US Army Corps of Engineers operation and maintenance for 2017 water supply storage in Jordan Lake to be paid by the Division of Water Resources of NCDEQ.
- 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 for construction in FY 2018-19.
- Will review and approve approximately 45 erosion control plans (new projects).
- Will conduct approximately 1,100 erosion control and stormwater inspections.
- Will review and approve approximately five (5) stormwater management plans; note that Low Impact Development (LID) analysis indicating compliance is also accounted in this total.
- Will conduct approximately 35 surface water identifications (SWID's).
- Will orient and train new Erosion Control Officer I.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Manage and develop major water and sewer infrastructure projects** | | | | | |
| Morinaga Infrastructure project | Construction completed and project made operational, under budget | Transfer ownership of easements and infra-structure to Mebane | Completed | N/A | N/A |
| Buckhorn Mebane EDD, Efland Sewer to Mebane, Phase 2 Extension project | 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 to complete design, property and easement acquisition, permitting, bid and award construction contract | Complete construction documents, bid, award and begin construction | 70% complete construction of sewer system, including the West Ten Pump Station | Complete construction of sewer system, including the West Ten Pump Station, and transfer ownership to Mebane |

## *Planning & Inspections – continued*

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| Jordan Lake Water Allocation | EMC staff and sub-committees completed review and recommended approval | EMC completed review and approved 1.5% allocation 03/09/2017 | Pay proportionate share of USACE O&M of Jordan Lake | As budgeted | Pay proportionate share of USACE O&M of Jordan Lake |
| Eno Economic Development District (EDD)<br><br>Initial Focus: Gravity sewer service to the most northeasterly area of the economic development zone ~ 100 acres | Completed focused study - downstream upgrades necessary to existing system | Compete 2nd extension to interlocal agreement; commission and complete final design | Permit, bid and award Phase 1 sewer system expansion | As budgeted | Construct Phase 1 sewer system expansion |
| Hillsborough Economic Development District (EDD)<br><br>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 | Continued work on establishing an interlocal utility service agreement with the Town of Hillsborough | Issue request for designer qualifications (RFQ); select and contract consultant; complete final design, permitting and bid construction | As budgeted | Award and construct sewer and water system extension |
| Historic Rogers Road Area Sewer Expansion | N/A | N/A | Award Construction contract and begin construction in phases | As budgeted | Complete construction |
| **Manage and operate Efland Sewer System** | | | | | |
| Transfer the Eland Sewer System to 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); Orange County Engineering to continue preparations for system turnover | As budgeted | Continued contract maintenance by Mebane; complete Phase 2 Extension project (see above) as prerequisite to transferring system ownership to Mebane; continue transfer preparations |
| **Manage and operate Lake Orange Reservoir** | | | | | |

## *Planning & Inspections – continued*

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| Lake Orange Dam and Spillway Maintenance<br><br>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.<br><br>SCADA = Supervisory Control and Data Acquisition, which allows us to remotely monitor and control the flow through the primary outlet. | Emergency repairs and testing failed Lake Orange SCADA controls caused Phase 3 repairs to be postponed again; performed additional Hydrilla mgmt. | Removed trees from both sides of spillway; performed additional Hydrilla management | Perform additional Hydrilla management; repair and reseal trapezoidal concrete spillway expansion joints | Contract to evaluate condition of the dam and prepare construction documents to repair walls and reseal expansion joints in the trapezoidal concrete spillway | Bid, award, and effect repairs to walls and expansion joints in the trapezoidal concrete spillway; perform additional Hydrilla management; contract to sandblast and paint the intake tower. |
| Lake Orange Upstream Sediment Control Structures (3 total)<br><br>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. | N/A | Performed additional Hydrilla management | Replace trash rack on (2) SCS’s (#2 & 3); repair support beam beneath outlet pipe for SCS# 2; perform additional Hydrilla management | As budgeted | Remove trees from the dam on SCS #3; perform additional Hydrilla management |
| Lake Orange Emergency Action Plan (EAP) | In review | Comments from the State received | Address and resubmit | Approval expected | N/A |
| **Stormwater Services** | | | | | |
| Number of Erosion Control Officers | 2 | 3 | 3 | 3 | 4 |
| Erosion Control Plans Reviewed | 57 | 50 | 60 | 45 | 50 |
| Land Disturbing Permits Issued | 57 | 50 | 60 | 45 | 50 |
| Stormwater Management Plans Reviewed | 10 | 7 | 15 | 5 | 10 |
| Total Disturbed Acres Permitted | 195 | 180 | 300 | 350 | 265 |
| Inspections<br>(FY 2018-19 Based upon 2 ECO-II’s + 2 ECO-I’s) | 537 | 1,409 | 1,200 | 1,100 | 1,800 |
| Surface Water Identifications (SWID’s) | 38 | 18 | 35 | 35 | 35 |
| Notices of Violation (NOV’s) | 2 | 4 | 10 | 3 | 3 |

**FY 2018-19 Objectives**

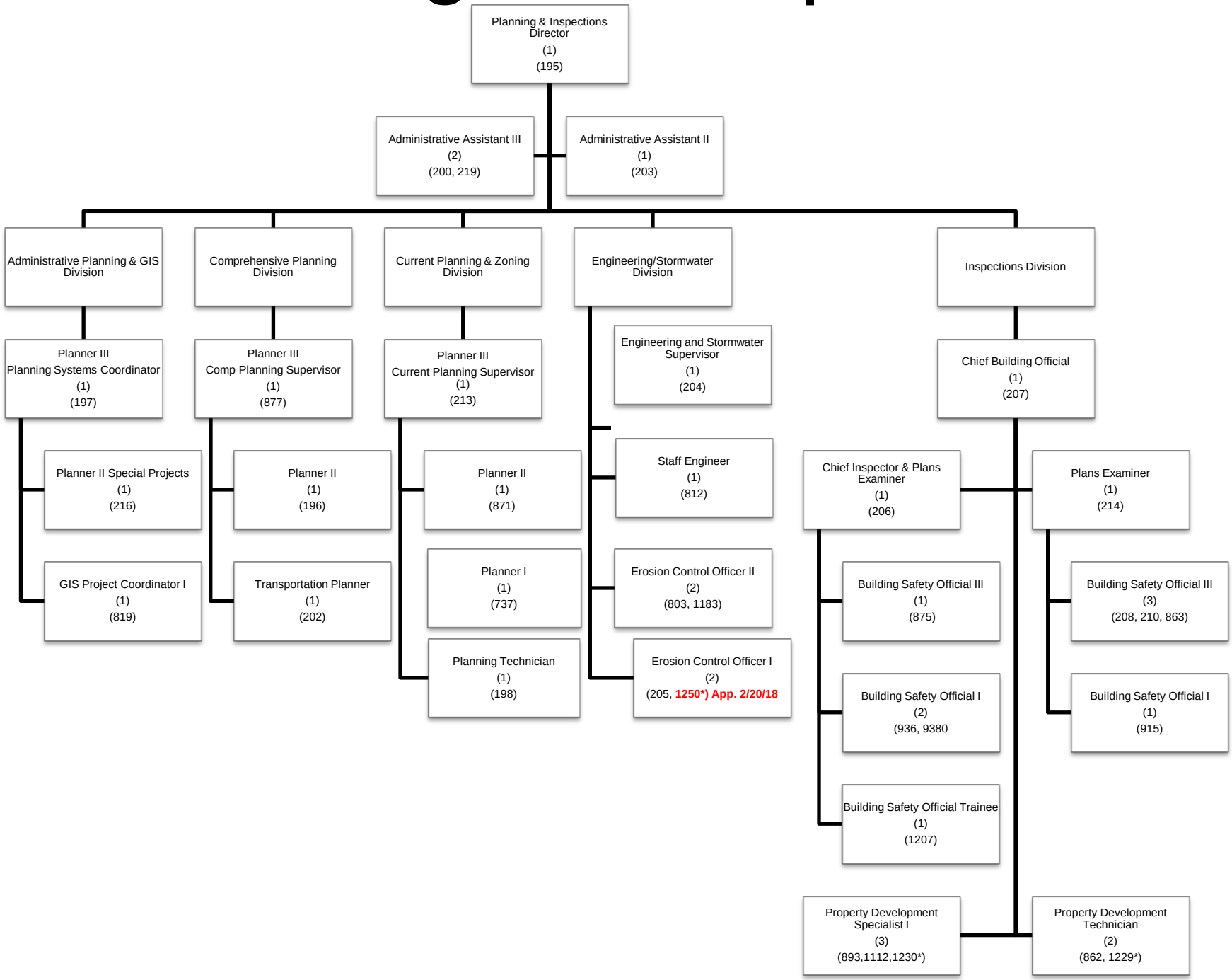
- Eno EDD: Award and construct Phase 1 sewer system, a expansion gravity sewer system extension of the City of Durham's system to serve approximately 100 acres in the northeastern area of the EDD.
- Hillsborough EDD: Award and construct as much of the water and sewer infrastructure backbone as the budget will afford 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.
- 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.
- Riparian Buffer Restoration: Perform an in-house evaluation of need and develop concepts for implementation. This would be a long-range goal.
- Regulation Compliance: Work with the NCDEQ to amend UDO and comply with regulations the Environmental Management Commission (EMC) will require the County to enforce as a delegated program.
- Inspections: 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 FY 2018-19 Manager Recommended Budget includes:

- A decrease of $15,000 due to reduction of non-permanent personnel.
- A net decrease of $1,440 in operational costs.
- New fees projected to generate $2,000 in revenue for conservation easement document review.
- An increase of $60,000 in soil and erosion revenues.
- A reduction of $38,385 in transfer from General Fund (full year savings of $144,885) due to Efland Sewer System being turned over to Mebane.

# Planning and Inspections




* Time Limited and/or Grant Funded Position

# Register of Deeds

Phone Number: (919) 245-2675 Website: orangecountync.gov/departments/register_of_deeds

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Category (General Fund)*** | | | | | | **Account: 325** |
| Personnel Services | 902,897 | 863,870 | 866,870 | 939,608 | 919,558 | 919,558 |
| Operations | 94,044 | 107,225 | 99,557 | 97,546 | 105,365 | 105,365 |
| Capital Outlay | 4,337 | 14,120 | 18,788 | 18,776 | 0 | 0 |
| **Total Expenditures** | **$ 1,001,278** | **$ 985,215** | **$ 985,215** | **$ 1,055,930** | **$ 1,024,923** | **$ 1,024,923** |
| *Offsetting Revenues* | *(1,910,935)* | *(1,778,900)* | *(1,778,900)* | *(1,953,570)* | *(1,967,500)* | *(1,967,500)* |
| **County Costs (net)** | **$ (909,657)** | **$ (793,685)** | **$ (793,685)** | **$ (897,640)** | **$ (942,577)** | **$ (942,577)** |
| **Total Register of Deeds and Related Expenditures** | **$ 1,001,278** | **$ 985,215** | **$ 985,215** | **$ 1,055,930** | **$ 1,024,923** | **$ 1,024,923** |

## 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; to provide access to public records; and to professionally serve the public and citizens of Orange County.

## Major Services

- Record documents presented for registration.
- Index and scan all recorded 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).
- Passport Services.

## FY 2017-18 Outcomes

- *Recording Process*: Reviewed each document to ensure in compliance with NC recording laws; submitted each land-related document to Land Records for Parcel Identifier Number (PIN) assignment within five (5) minutes of presentation. Completed filing process, affixed book and page, time and date, collected/receipted fee within ten (10) minutes. (This process gives notice to title searchers that the document is on file).Total process completed in the designated 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. (From June 2017 to July 2018, e-recordings were approximately 55%.)
- *Vital Records*: Issued certified copies of Birth, Death and Marriage Certificates within five (5) minutes of application approximately 99% of the time. Issued marriage license within twenty (20) minutes of application approximately 99% of the time. Indexed births and deaths received the same day approximately 95% of the time.

- *Vital Records Project*: This project is being completed by four (4) Register of Deeds staff. So far in FY 2017-18, staff have labeled, scanned and indexed over 8,900 birth records. Since the start of the project, staff have completed over 65,600 records.
- *Slave Records Project*: Staff/interns created an index to the names of all enslaved persons written in the County's old Deed books (approximately 43,000 records in total). This index is now available on the Orange County Register of Deeds website.
- *Vital Records Reconstruction Project*: The reconstruction included adding a front counter that will allow staff the ability to notice customers are approaching the Vitals section. This increases security of paper, documents, staff, and petty cash. Anticipated completion of reconstruction is within FY 2017-18 (expected April 2018).

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Recording, Scanning, & Indexing all of documents** | | | | | |
| Deeds, Deeds of Trust, D/T Cancellations, other documents, UCC's | 19,969 | 20,558 | 20,900 | 19,000 | 19,500 |
| **Vital Records – Births/Deaths Indexed, Marriage Licenses & Certified Copies of Vital Records Issued** | | | | | |
| Births Indexed | 3,949 | 4,032 | 4,000 | 4,200 | 4,250 |
| Deaths Indexed | 1,518 | 1,500 | 1,500 | 1,550 | 1,575 |
| Marriage Licenses Issued | 885 | 900 | 900 | 800 | 850 |
| Certified Copies of Vital Records Issued | 20,297 | 21,000 | 21,000 | 20,000 | 20,500 |
| **Passports** | | | | | |
| Passport Applications | ------- | 116 | ------- | 1,100 | 1,200 |
| Passport Photos | ------- | 75 | ------- | 800 | 850 |

**FY 2018-19 Objectives**

Projects that are in process for FY 2018-19 include:

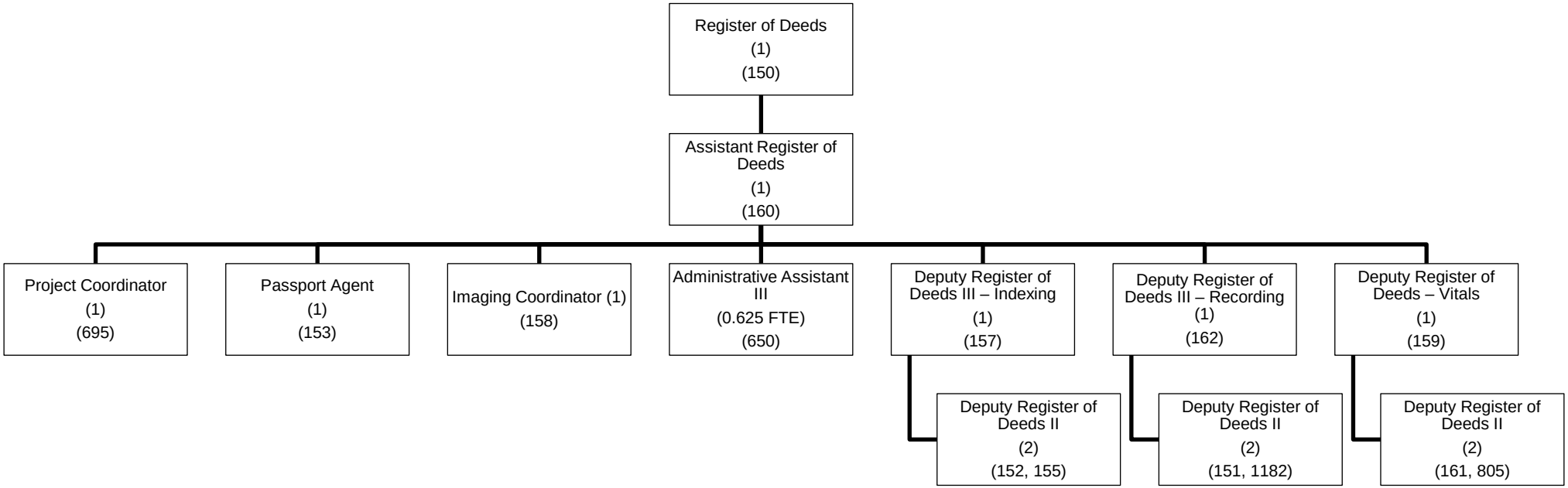
- *Indexing Project*: Create a unified index for all deed books from 1752 to present. (From 1930 to present already exists.)
- *Vital Records Project*: Scan Vital Record documents including Birth, Death and Marriage records. This project will be completed in the Register of Deeds office by staff and new software vendor.
- *Conservation and preservation of Historical Map and records*: Reverse the damage to the 1891 Orange County Map by George W. Tate as well as other old maps and surveys. This project will be funded from the Register of Deeds Automation fund (NC Gen. Stat. 161-113).
- *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 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 (NC Gen. Stat. 161-11.3). (Requests for proposal and vendor selection completed in FY 2017-18.)

**Budget Highlights**

The FY 2018-19 County Manager Recommended Budget includes:

- A revenue increase of $203,000 in Excise Stamps.
- A revenue decrease of $12,500 in Register of Deeds fees.
- A net decrease of $1,360 in operational accounts.

# Register of Deeds



# Sheriff

Phone Number (919) 644-3050 Website: http://www.co.orange.nc.us/ sheriff

| *By Category (General Fund)* | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| | | | | | | **Account: 710** |
| Personnel Services | 10,620,902 | 10,759,372 | 10,759,372 | 10,837,206 | 11,302,422 | 11,302,422 |
| Operations | 2,311,866 | 2,879,124 | 3,055,787 | 2,434,088 | 2,121,771 | 2,121,771 |
| Capital Outlay | 136,054 | 0 | 158,689 | 136,615 | 0 | 0 |
| **Total Expenditures** | **$ 13,068,821** | **$ 13,638,496** | **$ 13,973,848** | **$ 13,407,909** | **$ 13,424,193** | **$ 13,424,193** |
| *Offsetting Revenues* | *(2,891,225)* | *(2,759,388)* | *(2,854,438)* | *(3,154,438)* | *(3,059,388)* | *(3,059,388)* |
| **County Costs (net)** | **$ 10,177,596** | **$ 10,879,108** | **$ 11,119,410** | **$ 10,253,471** | **$ 10,364,805** | **$ 10,364,805** |
| **Total Sheriff and Related Expenditures** | **$ 13,068,821** | **$ 13,638,496** | **$ 13,973,848** | **$ 13,407,909** | **$ 13,424,193** | **$ 13,424,193** |

## 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 2017-18 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 | 2015-16 Actual | 2016-17 Actual | 2016-17 Budget | 2017-18 Estimate | 2018-19 Projected |
|---|---|---|---|---|---|
| Number of OCSO Break-ins | 482 | 275 | 460 | 460 | 460 |
| Number of OCSO Larcenies | 428 | 346 | 469 | 469 | 469 |
| Number reported domestic violence contacts/incidents | 4,550 | 3,777 | 5,000 | 5,000 | 5,000 |
| Number of juvenile contacts by deputies (state law requires juvenile contacts be reported) | 49,500 | 50,550 | 50,550 | 50,550 | 50,550 |
| Number of child abuse cases | 150 | 140 | 175 | 175 | 175 |
| Average number of inmates per month | 123 | 115 | 130 | 130 | 130 |

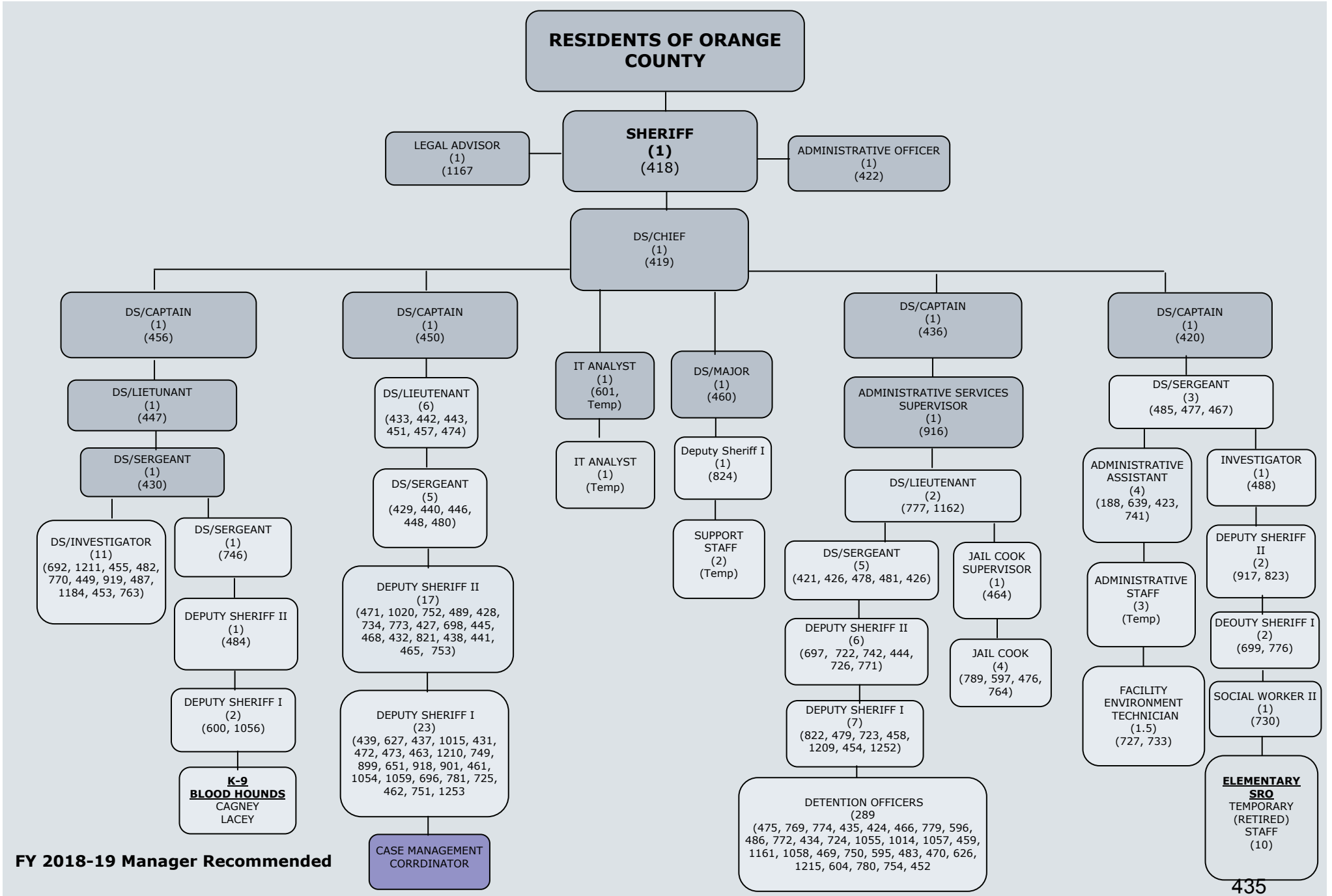
**FY 2018-19 Fiscal Year Objectives**

- 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.
- Implement body worn cameras.
- Continue participation in planning for the new Jail Detention Center.
- Meet federal and state jail standards as mandates.

**Budget Highlights**

- The decrease in Operations from FY 2017-18 to FY 2018-19 is due to the elimination of Motor Pool chargebacks from Asset Management Services *(See Asset Management Services budget tab, Fleet Service division, for further details).*
- All other Operations remain the same as in FY 2017-18.
- Some of the increases in Personnel Services are attributed to position reclassifications approved during FY 2017-18.
- The increase in Revenue for FY 2018-19 includes additional budgeted Jail Fees for housing Federal inmates, based on collection trend in FY 2017-18.

# SHERIFF'S OFFICE ORGANIZATION CHART




**FY 2018-19 Manager Recommended**

# Social Services

Phone Number: (919) 245 -2800 Website: *http://orangecountync.gov/socsvcs/index.asp*

| ***By Category (General Fund)*** | **2016-17 Actual Expenditures** | **2017-18 Original Budget** | **2017-18 Revised Budget** | **2017-18 12-Month Estimate** | **2018-19 Department Requested** | **2018-19 Manager Recommended** **Account: 400** |
|---|---|---|---|---|---|---|
| Personnel Services | 11,204,198 | 11,923,335 | 12,036,583 | 12,101,354 | 12,549,103 | 12,549,103 |
| Operations | 9,926,458 | 6,815,205 | 7,328,039 | 6,901,496 | 6,820,696 | 6,864,786 |
| Capital Outlay | 121,633 | 34,200 | 76,856 | 76,856 | 49,914 | 29,914 |
| **Total Expenditures** | **$ 21,252,290** | **$ 18,772,740** | **$ 19,441,478** | **$ 19,079,705** | **$ 19,419,713** | **$ 19,443,803** |
| *Offsetting Revenues* | *(13,029,947)* | *(9,808,557)* | *(10,191,446)* | *(9,335,037)* | *(9,779,538)* | *(9,779,538)* |
| **County Costs (net)** | **$ 8,222,343** | **$ 8,964,183** | **$ 9,250,032** | **$ 9,744,668** | **$ 9,640,175** | **$ 9,664,265** |
| **Total Department of Social Services and Related Expenditures** | **$ 21,252,290** | **$ 18,772,740** | **$ 19,441,478** | **$ 19,079,705** | **$ 19,419,713** | **$ 19,443,803** |

## *Division Summary*

| ***By Program (General Fund)*** | **2016-17 Actual Expenditures** | **2017-18 Original Budget** | **2017-18 Revised Budget** | **2017-18 12-Month Estimate** | **2018-19 Department Requested** | **2018-19 Manager Recommended** |
|---|---|---|---|---|---|---|
| Administration | 3,542,733 | 3,587,813 | 3,658,656 | 3,651,608 | 3,847,830 | 3,841,294 |
| Children/Family Services | 6,253,017 | 6,234,803 | 6,367,820 | 6,390,924 | 6,493,123 | 6,526,749 |
| Economic Services | 4,405,276 | 5,519,654 | 5,887,626 | 5,820,145 | 5,918,078 | 5,918,078 |
| Public Assistance | 1,403,544 | 1,541,415 | 1,541,415 | 1,558,587 | 1,428,438 | 1,428,438 |
| Subsidy | 5,647,741 | 1,889,055 | 1,985,961 | 1,658,441 | 1,732,244 | 1,729,244 |
| **Total Expenditures** | **$ 21,252,311** | **$ 18,772,740** | **$ 19,441,478** | **$ 19,079,706** | **$ 19,419,713** | **$ 19,443,803** |
| *Offsetting Revenue* | *(13,029,947)* | *(9,808,557)* | *(10,191,446)* | *(9,335,037)* | *(9,779,538)* | *(9,779,538)* |
| **County Costs (net)** | **$ 8,222,364** | **$ 8,964,183** | **$ 9,250,032** | **$ 9,744,669** | **$ 9,640,175** | **$ 9,664,265** |
| **Total Expenditures** | **$ 21,252,311** | **$ 18,772,740** | **$ 19,441,478** | **$ 19,079,706** | **$ 19,419,713** | **$ 19,443,803** |

### Mission Statement

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

## Social Services: Administration

### Major Services

- Administration and fiscal support for Department divisions and the Social Services Board
- Management of accounts payable and receivable

**FY 2017-18 Outcomes**

- Assured compliance with fiscal audit requirements by drafting an accounting policy to govern the completion of the monthly DSS-1571 report; incorporating a reconciliation process to the general ledger; and automating the completion of Part I, Part II, and Part IV of the DSS-1571 to the extent possible.
- Assured no findings in the State fiscal monitoring.

**FY 2018-19 Objectives**

- Maximize state and federal funds available to Orange County for Social Services
- Ensure compliance with fiscal and program audit requirements
- Maintained expenditures within approved county budget
- Beginning in July 2018, counties will be accountable for performance agreements with the State. Although the details are not known yet, this may have impacts on the agency and budget.

**Budget Highlights**

The FY 2018-19 Manager's Recommended Budget includes:

- Revenue decrease for LIEAP Administration (-$5,079)
- Continuation of 3 Time-limited Social Services Assistant positions
- Increase for telephone/data services based on previous and current year actuals primarily driven by NC FAST and mobile needs; 50% of cost are reimbursable from the State
- Capital Outlay: $20,000 for information technology replacements; 50% of cost are reimbursable from the State

**Social Services: Child and Family Services**

**Major Services**

- Provide protective services and substitute care for at-risk Orange County children
- Provide safe, permanent homes for children in DSS custody
- Conduct Adult Protective Services intake and investigations
- Provide supportive services to adults in their homes
- Coordinate adult out-of-home placements
- Act as guardian and protective payee for incompetent or disabled adults

**FY 2017-18 Outcomes**

- The percentage of children who re-entered foster care within 12 months of exiting is projected to be 1.0%, within the target range

- The percentage of children who experience maltreatment while in foster care is projected to be 0.0% well beneath the national standard of 8.5%
- The percentage of children who achieved permanence within 12 – 23 months is 72.7%

| Performance Measures | 2015-16 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Projected | 2018-2019 Budget |
|---|---|---|---|---|---|
| **Service: Provide protective services and substitute care for at-risk Orange County children** | | | | | |
| Number of children in households reported for abuse and neglect | 1244 | 1151 | 1200 | 1192 | 1150 |
| Number of children in DSS legal custody | 142 | 141 | 155 | 150 | 150 |
| Percentage of children with a finding of abuse or neglect who had a second finding within the following twelve months (Target: ≤ 9.0%) | 10.5% | 13.7% | 2.0% | 10.0% | 9.0% |
| Percentage of children who re-entered foster care within twelve months of exit (Target: ≤ 8.6%) | 2.3% | 0.0% | 2.0% | 1.0% | 1.0% |
| **Service: Provide safe, permanent homes for children in DSS custody** | | | | | |
| Number of children adopted | 18 | 21 | 20 | 20 | 20 |
| Number of children who achieved permanence | 45 | 45 | 50 | 50 | 50 |
| **Service: Conduct Adult Protective Services intake and investigations** | | | | | |
| Number of Adult Protective Services investigations | 46 | 63 | 80 | 85 | 80 |
| **Service: Provide supportive services to adults in their homes** | | | | | |
| Number of adults receiving Community Alternatives Program (CAP)/in-home services | 46 | 88 | 60 | 86 | 86 |
| **Service: Act as guardian and protective payee for incompetent or disabled adults** | | | | | |
| Number of guardianship cases | 37 | 34 | 37 | 39 | 39 |

**FY 2018-19 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 2018-19 Manager's Recommended Budget includes:

- Revenue Increases: +$34,917 TANF Transferred Social Services Block Grant for Child Welfare, +$20,000 Community Alternatives, +$20,000 CAP Supplies, +$18,881 Day Care Admin, +$11,603 CPS IV-E
- Revenue Decreases: Child Protection Services State -$40,000, Smart Start Administration -$24,000, Social Services Block Grant for Guardianship -$20,000
- Continuation of two Time-limited Child Protection Social Workers, 50% funded by Social Services Block Grant, extended through June 30, 2019 to reflect NC Fast's implementation schedule.
- Increase for legal services ($65,000), attorney costs have continued to increase due to the number of appeals and adoptions
- ROAP Transportation revenue and expenditure reduction ($25,000) in Social Services budget since these funds are being utilized by Orange County Public Transportation
- The County will now provide maintenance of effort funds for mental health services directly through Social Services expenditures rather than routing the funds through Cardinal Innovations.
- Second Family Project expanding with additional drivers, no additional County cost due to grant funds from Second Family Foundation

**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 2017-18 Outcomes**

- 75% 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.
- 93% of adolescent parents have delayed a second pregnancy.
- Enabled approximately 300 economic service recipients to obtain employment.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 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) | 132 | 93 | 120 | 95 | 98 |
| Number of work program participants who gained employment | 100 | 309 | 175 | 175 | 178 |
| Number of clients who have received basic or vocational skills trainings including English as a Second Language or high school equivalency | 724 | 643 | 900 | 1100 | 1100 |
| Number of clients placed in medium term work experience positions | * | 10 | 10 | 10 | 10 |
| Number of clients placed in subsidized employment positions | * | 33 | 30 | 30 | 30 |
| **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) | 39 | 26 | 30 | 15 | 18 |
| Percentage of participating teens who avoided a second pregnancy | 98% | 100% | 100% | 93% | 100% |
| Percentage of participating teens who successfully completed high school or equivalency | 85% | 75% | 100% | 75% | 100% |
| Number of adolescent parents participating in expanded APP (APP-E) | N/A | 13 | 15 | 12 | 12 |
| Percentage of APP-E participants who participate in monthly parenting education activities. | N/A | 75% | 100% | 81% | 90% |
| **Service: Assist Veterans in accessing benefits** | | | | | |
| Number of Veterans receiving assistance in applying for needed services | 439 | 258 | 410 | 200 | 300 |
| **Service: Enable Orange County residents to obtain employment or increase income** | | | | | |
| Number of distinct individuals receiving services at skills center | * | 2,092 | 1,930 | 1,930 | 1,990 |
| Number of resumes and cover letters created with clients | * | 747 | 800 | 800 | 800 |
| Number of job referrals created with clients | * | 2,780 | 2,600 | 2,600 | 2,600 |

* DSS has combined measures across employment programs to align with the agency's goal of creating a comprehensive employment program that includes various funding sources. These numbers are not available for FY15-16.

### FY 2018-19 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 (FNS E&T) and collaboration with Durham Technical Community College (DTCC).

- Continue integration of Workforce Innovation and Opportunity Act (WIOA) clients with other employment services.

**Budget Highlights**

The FY 2018-19 Manager's Recommended Budget includes:

- Revenue Increases: Health Choice Admin Fees: +93,502; FNS Employment & Training: +$51,158
- Revenue Decreases: Medicaid Admin : -$361,483; Food Stamps: -$95,287; UNC Hospital: -$11,504
- Increase for Overtime ($11,647) due to Affordable Care Act increasing the request for Medicaid by clients
- Increase for FNS Employment & Training Program +$99,868, will continue in FY 2018-2019; Temporary salaries to support subsidized employees and participation expenses are still reflected in the budget. However, the contract funds for the DTCC navigator will now be paid directly from the State.
- Café 113 increase in revenue offsets capital outlay expenditures through sale of goods and continues to provide onsite job training for subsidized employees in the agency's employment programs
- WIOA Adult Services program moved from Annual Grant fund to Economic Services division

**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 2017-18 Outcomes**

- Continued to manage implementation of NC FAST including all energy programs
- Worked to meet state and federal timeframes for processing Medicaid and Food and Nutrition Services application and recertification
- Passed State Medicaid Report Card for every month thus far in FY2017-18
- Although caseloads have stabilized in Food and Nutrition Services, the amount of work to determine eligibility for families has increased. Due to rule changes, cases require more staff time annually to complete.
- Open enrollment, through the Affordable Care Act, results in increased applications each year that staff must process even though many clients do not end up receiving Medicaid. Medicaid enrollment has increased over the last two years but with uncertainty around the

Affordable Care Act and Medicaid expansion, it is difficult to anticipate what will happen next year. Staff resources for these programs can be found in Economic Services.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2016-17 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Service: Determine eligibility and process benefits for Food and Nutrition Services** | | | | | |
| Average number of households receiving food and nutrition services monthly | 5818 | 5151 | 5300 | 5080 | 5080 |
| Average processing time in days (Target: ≤ 13) | 14.71 | 12.9 | 13 | 11.7 | 12 |
| **Service: Provide medical assistance to low-income families meeting eligibility guidelines for Medicaid programs** | | | | | |
| Average number of recipients receiving Medicaid monthly | 14000* | 13134 | 15600 | 13248 | 13250 |

*This number is estimated due to NC FAST data issues

### FY 2018-19 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 workload and while achieving performance objectives in public assistance
- 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
- NC FAST will be expanding to include Program Integrity and Document Management next year.

### Budget Highlights

The FY 2018-19 Manager's Recommended Budget includes:

- Decreases in Crisis Intervention (-$30,929) and LIEAP (-$30,929) revenue and program payments based on State estimates

## 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 2017-18 Outcomes**

- 76% of child care providers utilized by the agency were high quality centers or homes (4 or 5 stars)
- 100% of preschool children served through child care subsidy were in regulated care
- 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
- DSS provided child care subsidy to children receiving services through the Family Success Alliance.
- Staff are beginning to enroll 4 year-olds in child care subsidy services using county child care funds.

| Performance Measures | 2015-16 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Projected | 2018-2019 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 | 718 | 749 | 825 | 776 | 776 |
| Unduplicated count of children receiving child care subsidy during the fiscal year | 1185 | 1103 | 1220 | 1200 | 1200 |
| Average monthly payment per child | $615 | $598 | $620 | $639 | $639 |

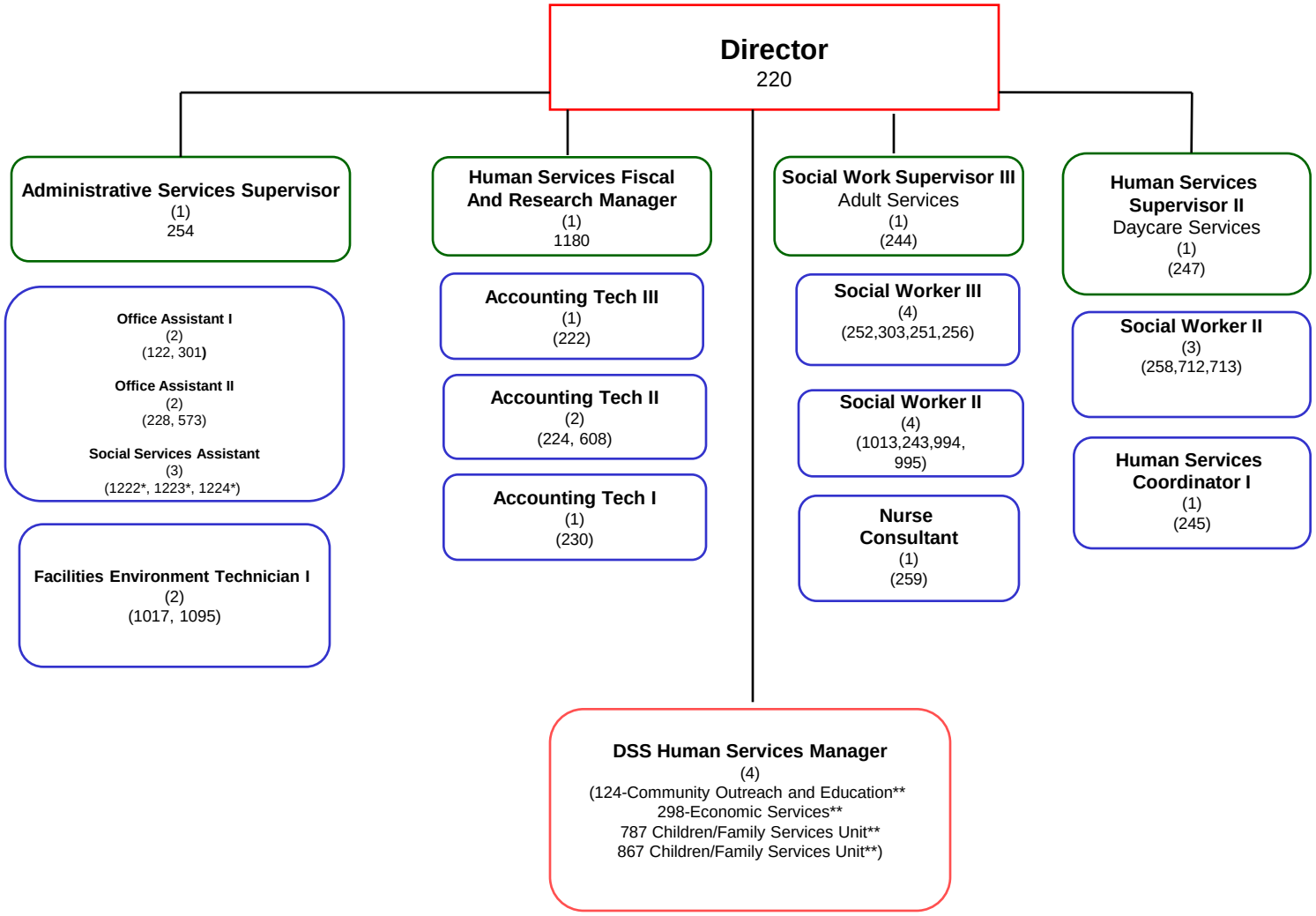
**FY 2018-19 Objectives**

- 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**

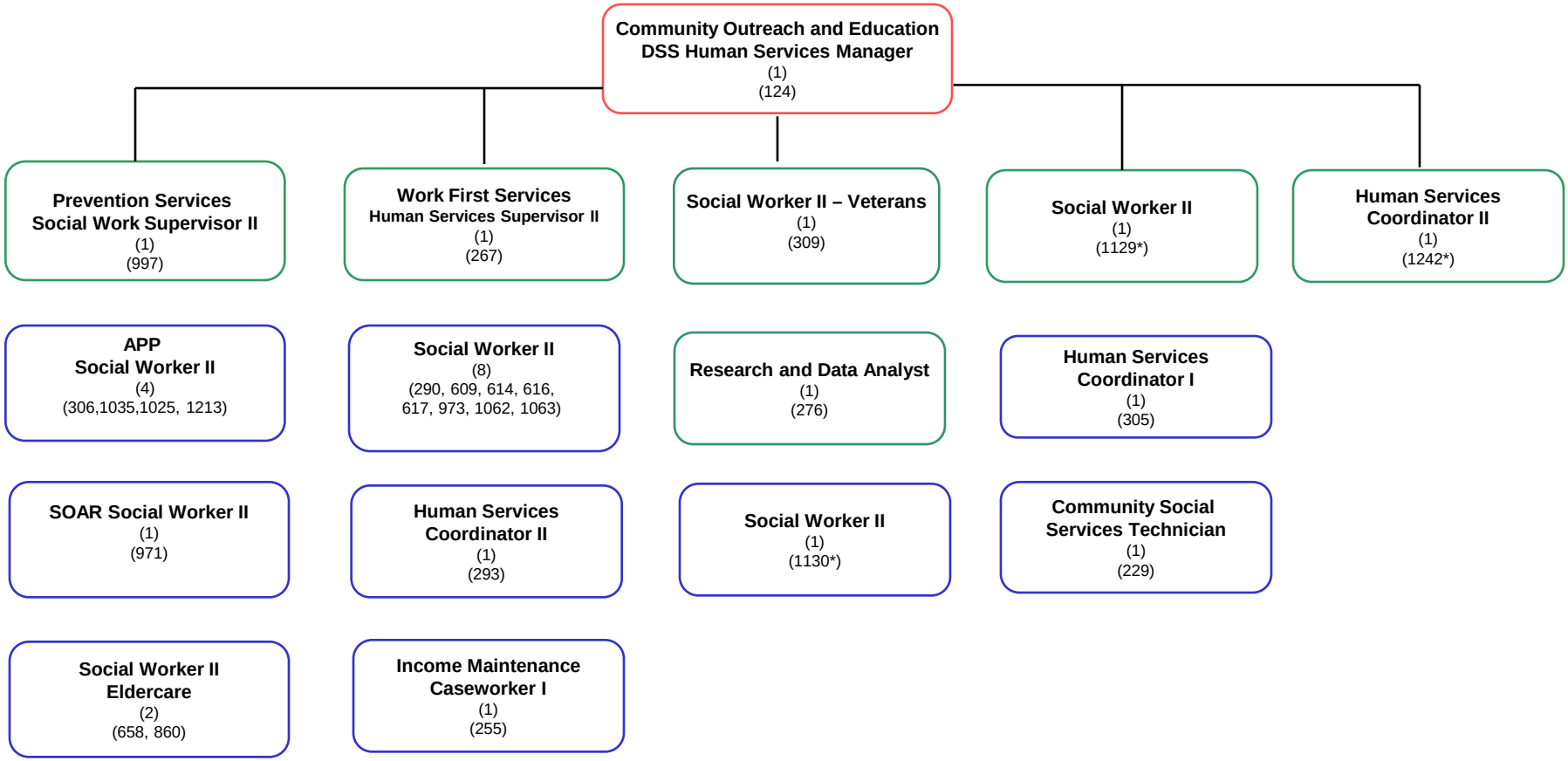
The FY 2018-19 Manager's Recommended Budget includes County child care subsidy payments only. Smart Start and state-funded subsidy payments are going directly to vendors from the State. There is a $100,000 reduction in County child care subsidy, based on demand and stabilization of State allocation, projected at $5,319,616 for FY 2018-19

# ORANGE COUNTY SOCIAL SERVICES



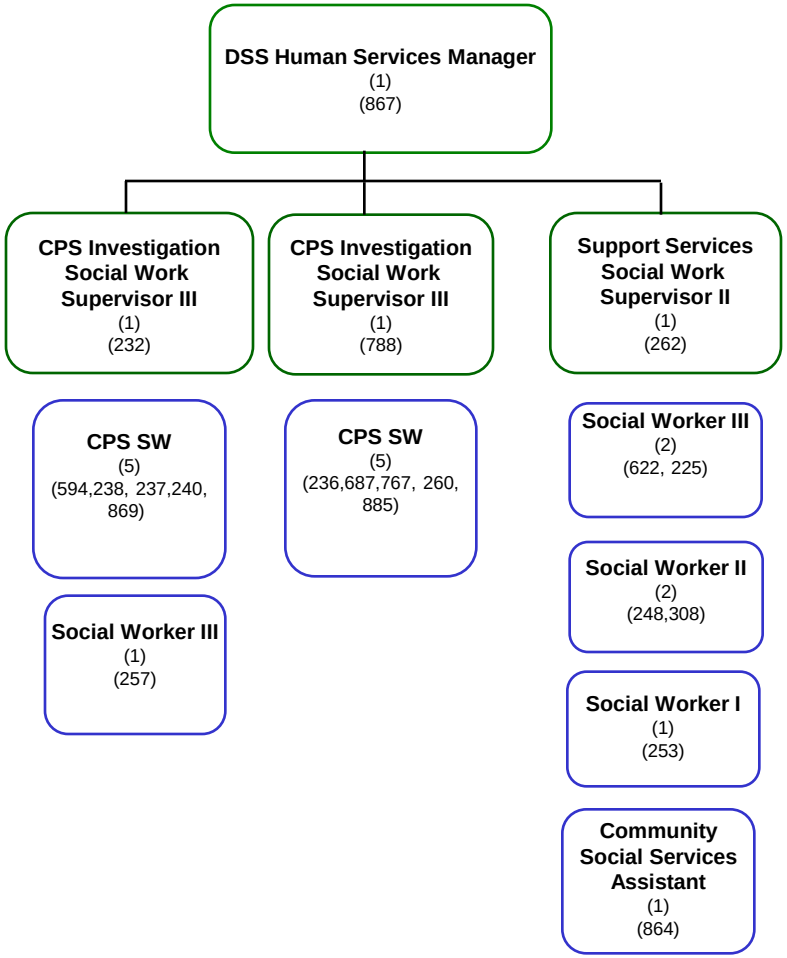

*Time Limited Position
** Separate Org Charts for each Division/Unit

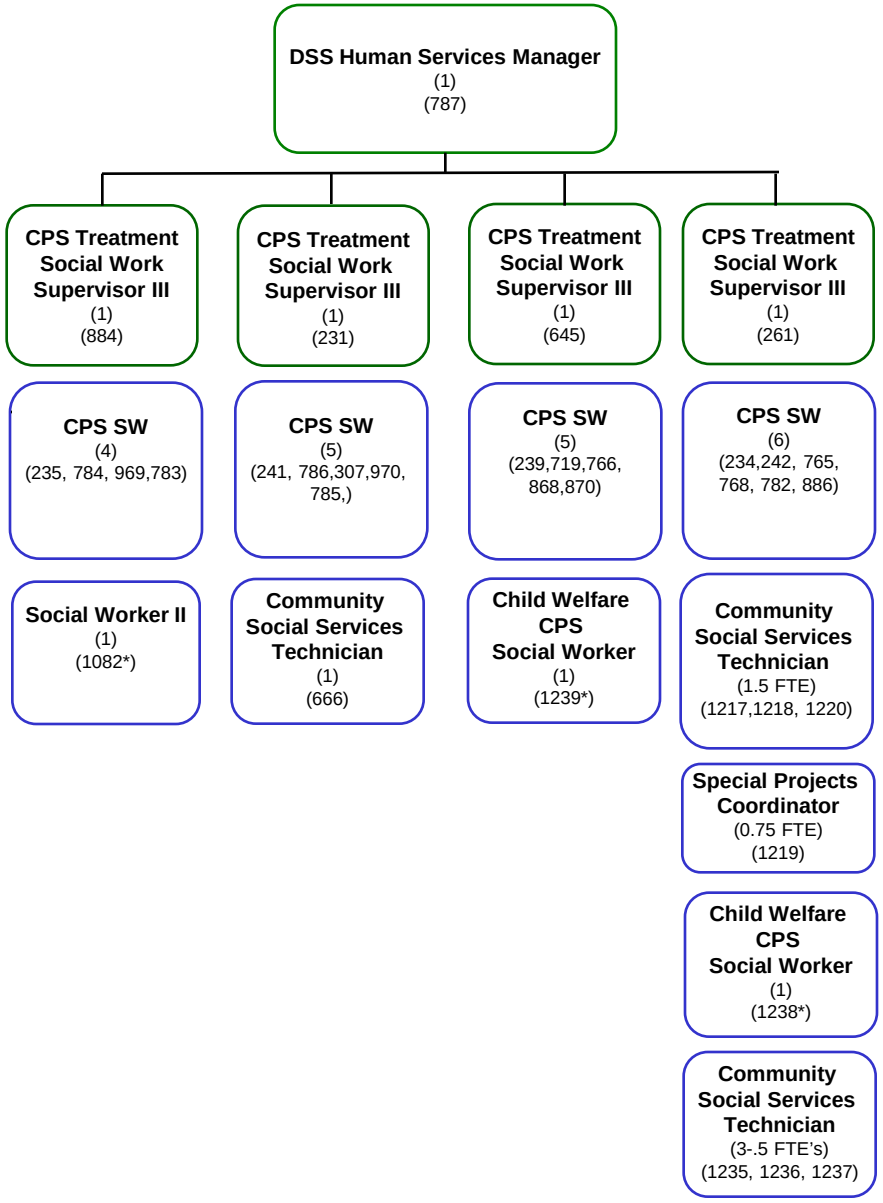
# COMMUNITY OUTREACH AND EDUCATION




*Time Limited Position

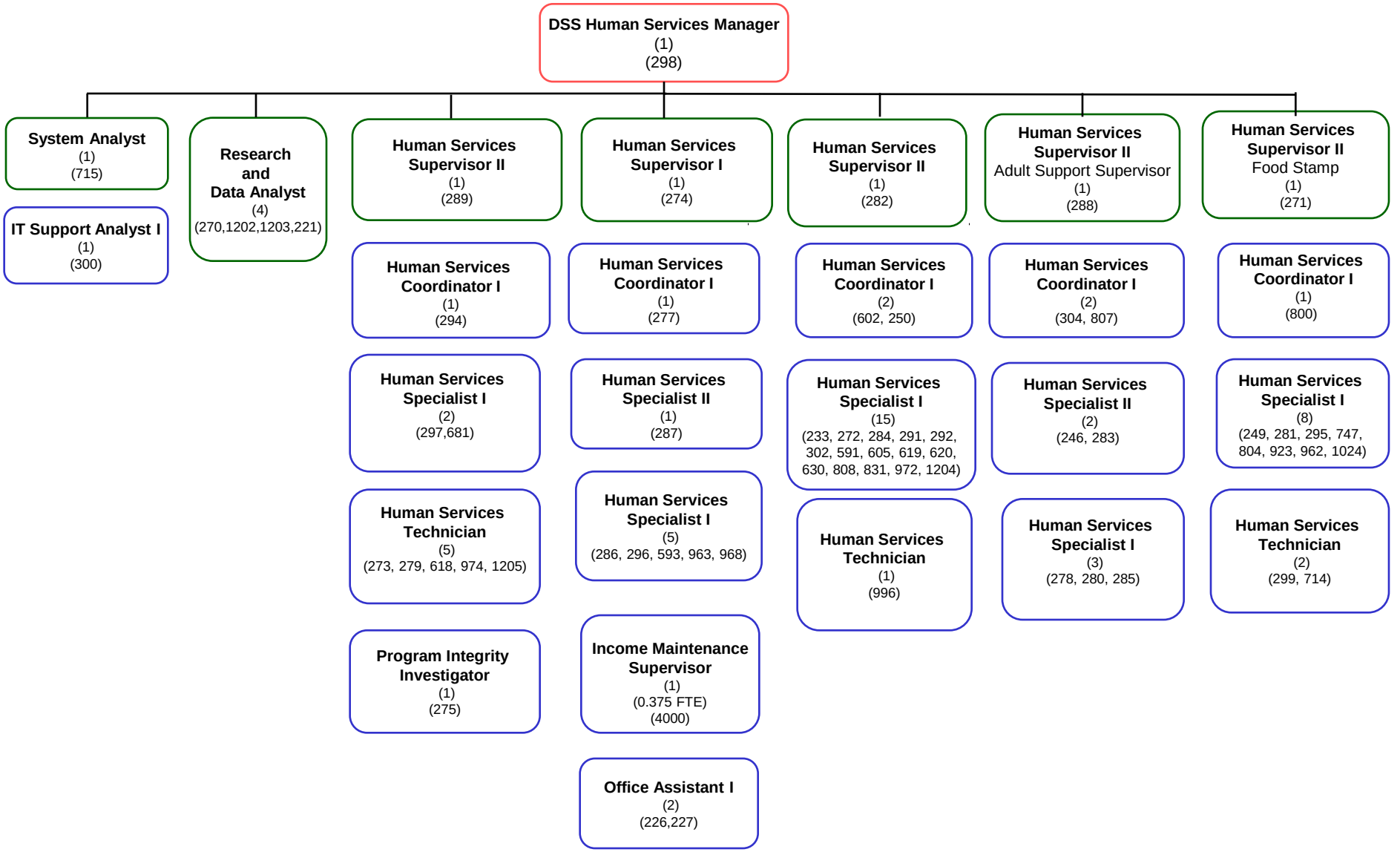
# CHILDREN/FAMILY SERVICES UNIT




*Time Limited Position extended through 6/30/2019

# Economic Services



# Solid Waste Management

Phone Number: (919) 968-2885 Website: http://orangecountync.gov/departments/solid_waste_management/index.php

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***Solid Waste Operating Fund*** | | | | | | **Account: 3500** |
| Overhead | 518,330 | 518,330 | 518,330 | 518,330 | 672,599 | 672,599 |
| Personnel Services | 4,086,880 | 4,186,802 | 4,186,802 | 4,039,139 | 4,386,973 | 4,386,973 |
| Operations | 4,557,710 | 4,677,950 | 5,471,169 | 4,164,901 | 4,056,082 | 4,056,082 |
| Debt Service Payments | 662,547 | 765,863 | 765,863 | 858,952 | 749,925 | 749,925 |
| Capital Outlay | 98 | 1,646,074 | 3,953,522 | 3,081,891 | 2,145,167 | 0 |
| Transfer to R&R Fund | 0 | 0 | 0 | 0 | 0 | 174,842 |
| Transfer to Equipment Reserves | 0 | 1,335,623 | 1,335,623 | 1,335,623 | 1,399,146 | 0 |
| **Total Expenditures** | **$ 9,825,564** | **$ 13,130,642** | **$ 16,231,309** | **$ 13,998,836** | **$ 13,409,892** | **$ 10,040,421** |
| *Offsetting Revenues* | *(8,845,471)* | *(9,824,611)* | *(9,824,611)* | *(9,808,629)* | *(10,761,129)* | *(9,540,421)* |
| *Appropriated Fund Balance* | *0* | *(1,409,784)* | *(4,510,451)* | *(2,293,960)* | *(1,648,763)* | *0* |
| **General Fund Contribution** | **$ (1,284,719)** | **$ (1,896,247)** | **$ (1,896,247)** | **$ (1,896,247)** | **$ (1,000,000)** | **$ (500,000)** |

## *Division Summary*

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***Solid Waste Operating Fund*** | | | | | | |
| Environmental Support | 2,011,016 | 2,392,737 | 2,459,613 | 2,344,712 | 2,492,786 | 2,530,063 |
| Landfill | 84,794 | 1,179,131 | 1,578,052 | 1,579,672 | 1,068,203 | 951,682 |
| Recycling | 5,377,988 | 5,270,663 | 5,565,551 | 4,394,389 | 5,201,355 | 3,748,074 |
| Sanitation | 2,351,767 | 4,288,111 | 6,628,093 | 5,680,063 | 4,647,548 | 2,810,602 |
| **Total Expenditures** | **$ 9,825,564** | **$ 13,130,642** | **$ 16,231,309** | **$ 13,998,836** | **$ 13,409,892** | **$ 10,040,421** |
| *Offsetting Revenue* | *(8,845,471)* | *(9,824,611)* | *(9,824,611)* | *(9,808,629)* | *(10,761,129)* | *(9,540,421)* |
| *Appropriated Fund Balance* | *0* | *(1,409,784)* | *(4,510,451)* | *(2,293,960)* | *(1,648,763)* | *0* |
| **General Fund Contribution** | **$ (1,284,719)** | **$ (1,896,247)** | **$ (1,896,247)** | **$ (1,896,247)** | **$ (1,000,000)** | **$ 500,000** |
| **Total Expenditures** | **$ 9,825,564** | **$ 13,130,642** | **$ 16,231,309** | **$ 13,998,836** | **$ 13,409,892** | **$ 10,040,421** |

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***Solid Waste Renewal and Replacement Fund (Capital Items)*** | | | | | | **Account: 3500** |
| Vehicles | 0 | 0 | 0 | 0 | 0 | 865,220 |
| Equipment | 0 | 0 | 0 | 0 | 0 | 160,519 |
| Furnishings | 0 | 0 | 0 | 0 | 0 | 5,000 |
| Construction | 0 | 0 | 0 | 0 | 0 | 1,114,428 |
| **Total Expenditures** | **$ 0** | **$ 0** | **$ 0** | **$ 0** | **$ 0** | **$ 2,145,167** |
| *Future Financing Proceeds* | *0* | *0* | *0* | *0* | *0* | *(2,145,167)* |
| *Transfer from Solid Waste Operations Fund* | *0* | *0* | *0* | *0* | *0* | *(174,842)* |
| **Net Costs** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ (174,842)** |
| **Total Solid Waste Fund and Related Expenditures** | **$ 9,825,564** | **$ 13,130,642** | **$ 16,231,309** | **$ 13,998,836** | **$ 13,409,892** | **$ 12,185,588** |

**Mission Statement**

- To operate and maintain five (5) staffed Waste & Recycling Centers and to provide collection services for Centers, Orange County Government and School Buildings and bulky waste collection for Chapel Hill-Carrboro Schools.
- To provide convenient, comprehensive and service-oriented recycling services to the residents of Orange County.
- To serve the residents of Orange County by operating and maintaining the County's landfill assets in an efficient and environmentally responsible manner; in compliance with the operating permits and applicable regulations; and in a customer oriented manner.

## Solid Waste Management: Sanitation

**Major Services**

- 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 2017-18 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).
- Completed construction of the Eubanks Road Waste & Recycling Center improvements.
- Conducted a Community Meeting regarding FY18-19 High Rock Road Waste & Recycling Center improvements.
- Initiated a mattress/box spring collection program at the Eubanks Road and Walnut Grove Church Road Waste & Recycling Centers.
- Executed a revised High Rock Road Waste & Recycling Center lease with the initial term of the lease for ten (10) years with the guaranteed rental payment of $1,000 per month. The lease will automatically renew for a second term of ten (10) years with the guaranteed rental payment of $1,250 per month. Thereafter, the lease will automatically renew for three (3) additional five (5) year terms and with each five (5) year renewal the guaranteed rental payment would increase by $250 a month. A Right of First Offer to Purchase and Right of First Refusal conditional is included.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Service: Collections** | | | | | |
| Municipal Solid Waste (MSW) collected from convenience centers, Orange County schools and Orange County government buildings | 7,438 | 7,069 | 7,735 | 7,100 | 7,438 |
| Construction and Demolition, Misc. Bulky Waste (furniture), Vegetative Waste, Metal, Tires, White Goods and Clean Wood | 6,222 | 6,352 | 6,808 | 6,837 | 6,969 |
| Total Tons | 13,660 | 13,421 | 14,543 | 13,937 | 14,407 |

### FY 2018-19 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.
- Begin and complete construction of the High Rock Road Waste & Recycling Center improvements.
- Begin and complete construction of vehicle/equipment parking improvements.
- Open newly constructed and improved High Rock Road Waste and Recycling Center.
- Open newly constructed and improved vehicle/equipment parking area.

### Budget Highlights

The FY 2018-19 Manager's Recommended Budget includes:

- $27,058 of the Solid Waste Programs Fee increase ($128 to $132) is allocated to this division
- Reduction of $1,396,247 in County General Fund Contribution to Solid Waste Fund, budgeting $500,000

## Solid Waste Management: Environmental Support

### Major Services

- Provide integrated departmental support services including utilities, ordinance enforcement, public communication, safety training, facility and equipment maintenance.
- Provide clerical, administrative and managerial support for the department including budget management, accounting, recordkeeping, planning, contracts and grants management.
- Manage data and trends impacting solid waste management, develop ordinances and policies to improve and sustain solid waste management waste reduction efforts.

- Review project applications and plans for all new construction in Orange County, including the Towns. Advise design professionals, builders/developers and contractors with regard to waste reduction, deconstruction, and proper vehicle types.
- Provide public outreach and education for proper use of C&D landfill, recycling, composting and other solid waste services through print and social media outlets. Provide waste reduction consulting and education services such as waste audits for government, schools, businesses & other non-residential entities in Orange County.

**FY 2017-18 Outcomes**

- Conducted 150 plan reviews, 2,000 construction site inspections, issued/renewed 200 haulers licenses, issued 4,100 regulated recyclable materials permits (all jurisdictions), responded to 75 complaint investigations for illegal activities, and placed 1,000 verification tags on construction/demolition roll-off containers.
- Achieved 62% waste reduction rate again surpassing the 61% goal set in 1997.
- Placed print, radio, and digital advertisements as dictated by department and program outreach and notification needs. Published 18 newspaper articles and broadcast 24 regular monthly radio programs on local stations. Sold 130 compost bins and 75 kitchen buckets and conducted 15 compost classes, workshops or trainings.
- Provided 10 landfill tours by request, 65 lectures and presentations, provided information and/or collection services at 35 local events and festivals.
- Continue to publish e-newsletter "Orange County Solid Waste and Recycling News" to 12 monthly editions, and as needed for Inclement Weather announcements to over 6,500 subscribers.
- Continued to manage and staff Carrboro Farmers Market compost collection program at Saturday market. Over nine tons of material was diverted; average of 75 participants every Saturday.
- Continue to support "WASTEWISE" events in Orange County. Developed Waste Wise Event policy per request of County Manager.
- Continued use of "Fork It Over" utensil loan program to avoid use of over 25,000 plastic utensils at various events by substituting washable utensils on load from OCSWMD.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Projected |
|---|---|---|---|---|---|
| | | | | | |
| • Development Plan Reviews<br>• Construction Site inspections<br>• RRMO Permits Issued (All Jurisdictions) | 169<br>2,965<br>4,710 | 150<br>1,196<br>4,161 | 198<br>2,500<br>4,100 | 150<br>2,000<br>4,100 | 200<br>2,500<br>4,300 |
| • Issue Hauler Licenses<br>• Issue Citations/NOV's<br>• Place Verification Tags on C&D Waste Containers | 229<br>119<br>1,262 | 180<br>114<br>700 | 210<br>100<br>1,200 | 200<br>75<br>1,000 | 210<br>120<br>1,200 |
| Conduct landfill tours, workshops, lectures, events and presentations | 110 | 107 | 110 | 110 | 110 |
| Backyard Compost Bins Sold | 150 bins | 130 bins | 150 bins | 150 bins | 150 bins |

**FY 2018-19 Objectives**

- Provide public information support and planning for communications related to modernization of High Rock Road Waste & Recycling Center.
- Provide education and outreach for any projected recycling route changes.
- Continue to utilize temp staff, interns and volunteers to satisfy department outreach support needs.
- Plan communication strategies (including education and outreach) to further maximize waste reduction success in order to exceed 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.
- Create internal performance measures to evaluate accomplishments in meeting stated objectives.
- Oversee Strategic Recycling and Waste Reduction Planning Effort and efforts to assess multi-jurisdictional regional solid waste opportunities.
- Initiate comprehensive solid waste planning effort focused on reducing waste and developing a facility for integrated materials management
- Continue to conduct enforcement of littering, illegal dumping, licensing and other county solid waste ordinance provisions,
- Comprehensive communication planning and outreach activities related to the improvements and construction of the High Rock Road Recycling Center to be designed and rebuilt during FY 18-19.
- Develop and mail to all county addresses a Solid Waste Newsletter for 2018-19.
- Continue monitoring effectiveness of new Financial Plan and Solid Waste Program Fee increase and execute new Inter-local Agreement for Solid Waste Management with Town, UNC and UNC Health Care partners.

**Budget Highlights**

The FY 2018-19 Manager's Recommended Budget includes:

- $76,579 of the Solid Waste Programs Fee increase ($128 to $132) is allocated to this division
- Decrease of $19,000 in Advertising due to change from print to digital advertising
- Increase of $154,269 in Charges by General Fund based on Indirect Cost Allocation Plan

**Solid Waste Management: Landfill**

**Major Services**

- Maintain and operate an active Construction and Demolition (C&D) landfill; maintain and monitor three closed landfills. Maintain emergency storm debris response capabilities.
- 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. Use customer interaction during load inspection as an opportunity to educate customers about the proper disposal and waste diversion methods.

**FY 2017-18 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 County that would accommodate large amounts of storm debris.

- Continued to enforce the County ordinance and State rules pertaining to waste disposal and recycling; continued maintenance and monitoring of closed landfills.

- 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.

- The landfill hours were extended from 3:00 PM on weekdays to 4:00 PM. Tonnages received year to date are up and some of the increase is attributable to the extended hours. The exact amount is difficult to discern given the possible shifting of schedules for existing customers because of the later availability. Just over seven percent of the vehicles that have been weighed in have occurred between 3:00 and 4:00 PM.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Service: Accept C&D waste materials and properly manage their disposal.** | | | | | |
| Construction and Demolition Landfill tonnage | 6902 | 8522 | 8000 | 9000 | 8500 |

**FY 2018-19 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.

**Budget Highlights**

The FY 2018-19 Manager's Recommended Budget includes:

- $10,394 of the Solid Waste Programs Fee increase ($128 to $132) is allocated to this division
- Decrease of $45,000 in Contract Services due to smaller scale construction projects planned in FY 2018-19
- Decrease of $25,800 in Contract Services due to performing seeding operations in-house and reduced buffer planting replacement project

## Solid Waste Management: Recycling

**Major Services**

- Urban Curbside - Provide weekly contracted single-stream curbside recycling collection to all eligible households and businesses in the municipalities of Carrboro, Chapel Hill, and Hillsborough.
- Rural Curbside Recycling – Provide biweekly collection of curbside 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.
- Schools and Government Building Recycling – Collect single-stream 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 four unstaffed 24-hour drop-off recycling sites.

**FY 2017-18 Outcomes**

- Curbside Recycling -From July 1, 2017 to January 1, 2018 800 new carts were deployed in the rural area, 1000 carts were replaced, repaired or deployed in the urban area. Educational materials are distributed along with new carts. The rural tonnage from the same time period was 1,732 tons and 3,400 tons in the urban area.

- Multi-Family- Increased level of education and outreach, developed new signage and began sending thank you notes to properties that increased their recycling. Resulted in lower contamination and a higher quality of recyclables.
- Commercial Recycling- Continued to service to all presented served unities. Continued to work with new ABC permit holders to set up recycling programs. Added 20 new businesses to the program and continued to educate and follow up with managers and owners following contamination. Added cart deliveries and repairs into online work order system.
- Drop-off Recycling- Carrboro Plaza closed in August 2017, changing the total number of sites to nine. 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.
- There has been an above-average reduction over the past two fiscal years 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 16/17 and FY17/18.

| Performance Measures | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budgeted | 2017-2018 Projected | 2018-2019 Budgeted |
|---|---|---|---|---|---|
| **Service: Collect Curbside Recycling within each of the three towns and entire unincorporated area.** | | | | | |
| Percent increase/(decrease) from previous year | 2.6% | 10.2% | 20% | 10% | 8% |
| Tons collected | 7,700 | 8,850 | 10,445 | 12,000 | 13,000 |
| **Service: Collect Multi-Family Recycling at all apartments, townhomes, and condominiums throughout County** | | | | | |
| Percent increase/(decrease) | (6.8%) | 4% | 2% | (12%) | 9% |
| Tons collected | 1,020 | 1061 | 1,250 | 1100 | 1200 |
| **Service: Collect Commercial Recycling for over 300 businesses within incorporated and unincorporated Orange County** | | | | | |
| Percent increase/(decrease) | .58% | (1%) | 7% | (5%) | 5% |
| Tons collected | 1,040 | 1,030 | 1,100 | 1040 | 1100 |
| **Collect Recycling at nine drop-off sites throughout County** | | | | | |
| Percent increase/(decrease) | 9.4% | (24.1%) | 0% | 21% | (7%) |
| Tons collected | 3,600 | 2,500 | 2,225 | 2700 | 2500 |
| **Service: Collect Organics from eligible food-service establishments, grocery stores, convenience Center, and schools** | | | | | |
| Percent increase/(decrease) | .49% | 12.8% | 0% | 0% | 6% |
| Tons collected | 1,630 | 1,830 | 1,800 | 1800 | 1900 |

| Performance Measures | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budgeted | 2017-2018 Projected | 2018-2019 Budgeted |
|---|---|---|---|---|---|
| **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) | .45% | 2.3% | 7% | (4%) | 4% |
| Tons collected | 220 | 225 | 240 | 230 | 240 |

**FY 2018-19 Objectives**

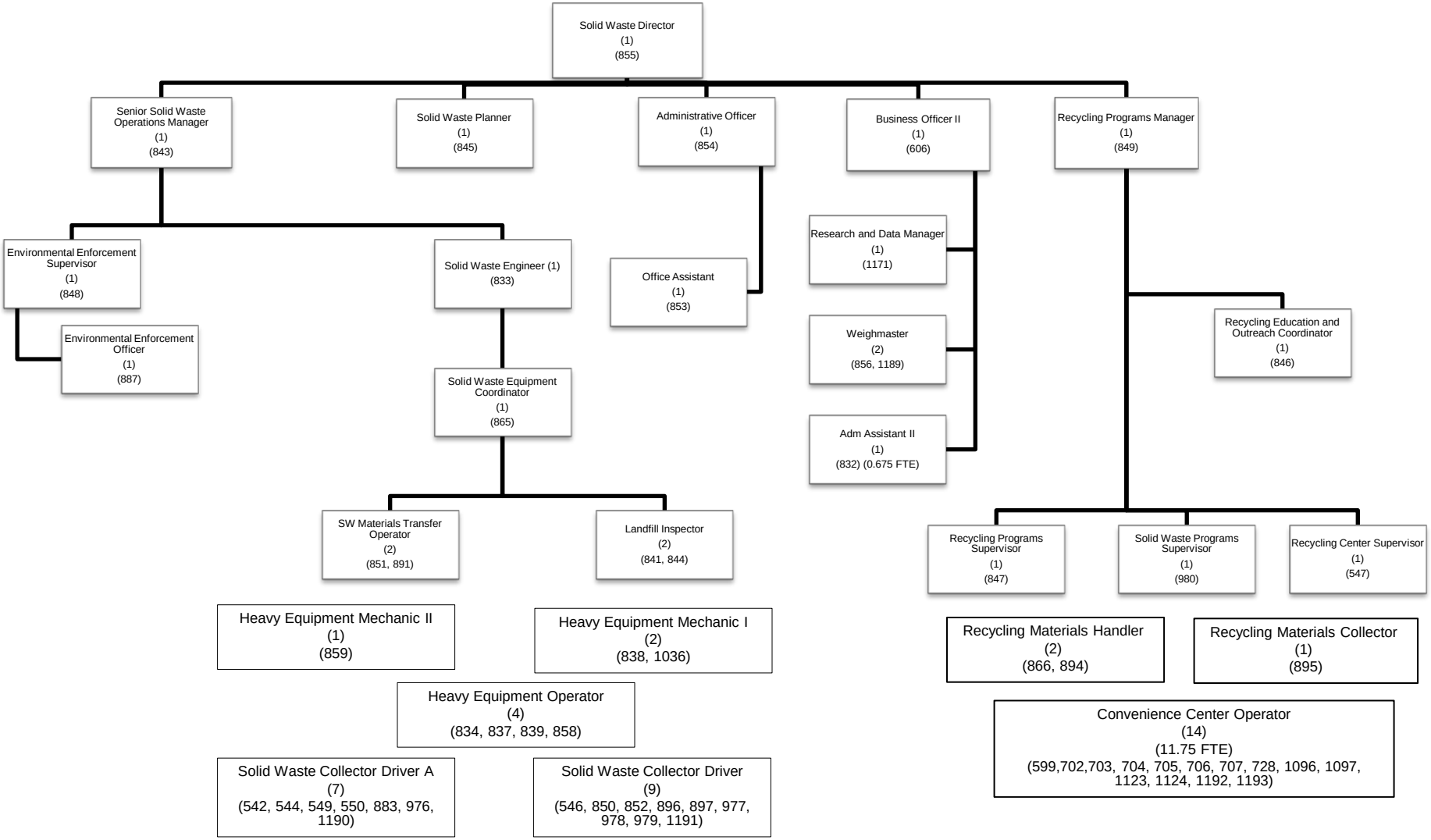
- Develop new performance measures to implement in FY19/20 with the goal to continually improve upon existing recycling services throughout the County.
- Coordinate implementation of all issues relating to the establishment of a new inter-local agreement between the County and the three towns. Discuss with UNC Hospital and University the potential for cooperative recycling services and collection opportunities.
- Add additional commercial establishments to the food waste collection program.
- Begin to develop a long term waste reduction and recycling plan for the County through utilizing staff and consultation.
- Begin to collect plastic film, food waste, waste vegetable oil, and Household Hazardous Waste at the refurbished Eubanks Road Solid Waste & Recycling Center. HHW facility hours to expand by 15 addditional hours to mirror operating hours of solid waste & recycling center.
- Begin to develop a long-term waste reduction and recycling plan for the County through utilizing staff and consultation.

**Budget Highlights**

The FY 2018-19 Manager's Recommended Budget includes:

- $128,969 of the Solid Waste Programs Fee increase ($128 to $132) is allocated to this division
- $10,000 decrease in Mattress Fee Revenue due to no longer charging a mattress recycling fee
- $30,000 decrease in Recyclable Materials Revenue due to market conditions for recyclable commodities
- Receipt of 2 State grants, $30,000 reimbursement grant for compactors at Eubanks Road site and $15,000 for mercury recovery
- Decrease of $100,000 in Contract Services due to completion of strategic planning
- Decrease of $326,056 in Contract Services due to decreased urban collection, Household Hazardous Waste alarm monitoring, and decreased mattress recycling

# Solid Waste Management



# Sportsplex Fund

Phone Number (919) 644 - 0339 Website: http://www.oc-sportsplex.com

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Category (Sportsplex Operations Fund)*** | | | | | | |
| Personnel Services | 1,174,895 | 1,249,139 | 1,249,139 | 1,153,000 | 1,374,718 | 1,374,718 |
| Operations | 2,178,364 | 2,321,444 | 2,343,115 | 2,339,959 | 2,472,043 | 2,472,043 |
| Capital Outlay | 1,475 | 0 | 0 | 0 | 0 | 0 |
| **Total Expenditures** | **$ 3,354,734** | **$ 3,570,583** | **$ 3,592,254** | **$ 3,492,959** | **$ 3,846,761** | **$ 3,846,761** |
| *Offsetting Revenues* | *(3,237,235)* | *(3,402,574)* | *(3,424,245)* | *(3,340,000)* | *(3,884,471)* | *(3,884,471)* |
| *Transfer from General Fund* | *(152,850)* | *(168,009)* | (168,009) | (168,009) | *0* | *0* |
| **Total Cost (net)** | **$ (35,351)** | **$ 0** | **$ (0)** | **$ (15,050)** | **$ (37,710)** | **$ (37,710)** |
| **Total Sportsplex Operations and Related Expenditures** | **$ 3,354,734** | **$ 3,570,583** | **$ 3,592,254** | **$ 3,492,959** | **$ 3,846,761** | **$ 3,846,761** |

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Category (Sportsplex Renewal and Replacement Fund)*** | | | | | | |
| Personnel Services | | | | | | |
| Operations | | | | | | |
| Capital Outlay | | | 3,986,495 | 3,521,495 | 544,710 | 544,710 |
| **Total Expenditures** | **$ 0** | **$ 0** | **$ 3,986,495** | **$ 3,521,495** | **$ 544,710** | **$ 544,710** |
| *Offsetting Revenues* | *0* | *0* | *(3,986,495)* | *(3,521,495)* | *(507,000)* | *(507,000)* |
| *Transfer from Operations Fund* | | | | | *(37,710)* | *(37,710)* |
| **Total Cost (net)** | **$ 0** | **$ 0** | **$ 0** | **$ 0** | **$ 0** | **$ 0** |
| **Total Sportsplex Renewal and Reaplacement Fund Expenditures** | **$ 0** | **$ 0** | **$ 3,986,495** | **$ 3,521,495** | **$ 544,710** | **$ 544,710** |

## 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 and safe 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, therapeutic massage, specialty training and total wellness classes and programs.

- Offerings to be extended to new hard court and turf programming, plus additional specialty fitness programs upon completion of the Field House.

**FY 2017-18 Outcomes**

- Fitness showed a modest growth to 5,900 members with the continued trend of more aging adult members (now 46% of all memberships). The Medicare supported Silver Sneakers programs also continued to grow.
- Public ice skating participants grew by 28%.
- Summer camp revenues grew 31%; After School participants grew 5% however a more flexible per day payment program resulted in 16% decline in overall revenues. The pricing plan has been changed for next year; pre-school numbers are at full capacity after a further 12% growth.
- Swim lesson revenue grew 12% as the program continues to attract young families as well as those looking to prepare their children for our expanding swim team program.
- Continued focus on growing sustainable ice skating lesson and learn to play hockey programs resulted in 30% participation growth in those programs. Sportsplex partnered with the Carolina Hurricanes “First Goal” initiative to provide a discounted seven-week summer program combined with highly subsidized kids’ safety equipment, including skates and helmets. The 50-participant class sold out in one hour. Objective is to grow participation at the grassroots level.

**FY 2018-19 Objectives**

- Provide continued quality Sportsplex stewardship while increasing operating profit (defined as operating revenues less operating costs, excluding debt service). 2017-18 operating profit projected to be $600K, growing to $725K for 2018-19. These funds are used to pay debt service.
- 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 ensure all staffing, programs, and other related resources are fully implemented when the Field House opens in early Summer 2018 and thereafter grow classes, leagues, and clinics throughout the year.
- Strong focus on growing the family fitness memberships and programs, while continuing to support the needs of aging adults. New cross training space in the Field House will be heavily marketed to the younger members interested in this high demand sector.
- Oversee design and construction of new family and single user change area in the space vacated by the children’s development center move to the Field House.
- Add qualified personal trainers; grow therapeutic massage; continue to collaborate with the Department on Aging on Silver Sneakers plus new Field House sessions such as Pickleball and Senior Basketball.
- Expand Learn to Swim; grow youth and masters Swim teams;
- Grow Pre-school, After-school and camps participation utilizing the Field House expansion.
- Continue to support Commissioner recommended membership discounts for Seniors, County employees, Military and Veterans, NC state and Hillsborough/Chapel Hill government employees, teachers, clergy.

## *Sportsplex Fund - continued*

**Budget Highlights**

- The FY2018-19 Manager Recommended budget includes debt service totaling $687,289, which will be paid by the Sportsplex Enterprise Fund. The debt service includes a portion of the debt associated with the original purchase of the building, the addition of the Passmore Center and required Sportsplex renovation, and the Debt Service payments on the Field House addition, all of which are reflected in the Operations section of the budget.
- The Sportsplex Enterprise Fund debt service has been revised to better align capital assets and liabilities between the Sportsplex Fund and the General Fund. Debt service pertaining to the original 2005 land and building acquisition is allocated at 70% to the Sportsplex Fund, which represents assets inuring to the Sportsplex Fund. The remaining 30% of debt service is allocated to the General Fund and this represents non-Sportsplex assets consisting of the Passmore Center, Soltys Adult Day Health Center, and related site and parking area. Debt service pertaining to the 2007 and 2008 capital investment is allocated at 25% to the Sportsplex Fund reflecting construction of the mezzanine fitness area.
- FY 2018-19 programming revenues are projected to exceed programming expenditures by $724,999, not including debt service and enterprise fund transfers. It should be noted that the revenue numbers are net of discounts to Seniors, County employees, etc. as detailed above in the Objectives section. These discounts will total $605,000 in FY2018-19.
- For FY 2018-19, Revenues are projected to exceed expenditures, including payment of Sportsplex debt service, by $37,710. These funds will be transferred to the Sportsplex Renewal and Replacement Fund for use in future capital outlay purchases.
- Budgeted program revenues for FY2018-19 are projected at a 14.2% increase over budgeted FY 2017-18 revenues, and program expenditures are budgeted at a 10.41% increase when compared with the FY 2017-18 budget primarily variable to the Field House addition.
- The new Field House facility will be fully operational in FY 2018-19, with anticipated revenues of $282,000 and expenditures of $227,700. A further $50,000 in fitness membership revenue is attributed to the Field House.
- A detailed list of Capital Improvements to the Sportsplex is included in the Manager Recommended FY 2018-23 Capital Investment Plan.
- Fee Schedule changes are included in the FY 2018-19 Manager Recommended Budget. *(See the County Fee Schedule in the Appendices section of the document)*

# Tax Administration

Phone Number: (919) 245-2100 Website: orangecountync.gov/departments/tax

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Category (General Fund)*** | | | | | | **Account: 330** |
| Personnel Services | 3,018,346 | 3,033,055 | 3,033,055 | 2,959,056 | 3,138,677 | 3,138,677 |
| Operations | 522,235 | 672,309 | 699,831 | 601,982 | 579,817 | 579,817 |
| Capital Outlay | 1,053 | 5,140 | 15,832 | 6,832 | 22,125 | 22,125 |
| **Total Expenditures** | **$ 3,541,634** | **$ 3,710,504** | **$ 3,748,718** | **$ 3,567,870** | **$ 3,740,619** | **$ 3,740,619** |
| *Offsetting Revenues* | *(404,902)* | *(437,701)* | *(437,701)* | *(434,301)* | *(437,701)* | *(437,701)* |
| **County Costs (net)** | **$ 3,136,731** | **$ 3,272,803** | **$ 3,311,017** | **$ 3,133,569** | **$ 3,302,918** | **$ 3,302,918** |
| **Total Tax Administration and Related Expenditures** | **$ 3,541,634** | **$ 3,710,504** | **$ 3,748,718** | **$ 3,567,870** | **$ 3,740,619** | **$ 3,740,619** |

## *Division Summary*

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| ***By Program (General Fund)*** | | | | | | |
| Tax Assessor | 1,382,829 | 1,523,804 | 1,587,346 | 1,493,113 | 1,563,039 | 1,563,039 |
| Revaluation | 398,276 | 340,120 | 317,619 | 289,008 | 305,699 | 305,699 |
| Land Records | 765,721 | 800,607 | 788,107 | 781,937 | 774,186 | 774,186 |
| Tax Collector/Revenue | 994,808 | 1,045,973 | 1,055,646 | 1,003,812 | 1,097,695 | 1,097,695 |
| **Total Expenditures** | **$ 3,541,634** | **$ 3,710,504** | **$ 3,748,718** | **$ 3,567,870** | **$ 3,740,619** | **$ 3,740,619** |
| *Offsetting Revenue* | *(404,902)* | *(437,701)* | *(437,701)* | *(434,301)* | *(437,701)* | *(437,701)* |
| **County Costs (net)** | **$ 3,136,731** | **$ 3,272,803** | **$ 3,311,017** | **$ 3,133,569** | **$ 3,302,918** | **$ 3,302,918** |
| **Total Expenditures** | **$ 3,246,317** | **$ 3,496,212** | **$ 3,569,092** | **$ 3,514,617** | **$ 3,610,799** | **$ 3,600,799** |
| ***Other Related Programs (Revaluation Fund)*** | | | | | | |
| Revaluation | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total Expenditures** | **$ 0** | **$ 0** | **$ 0** | **$ 0** | **$ 0** | **$ 0** |
| *Offsetting Revenue* | *(11,163)* | *0* | *0* | *0* | *0* | *0* |
| **County Costs (net)** | **$ (11,163)** | **$ 0** | **$ 0** | **$ 0** | **$ 0** | **$ 0** |
| **Total Expenditures** | **$ 3,246,317** | **$ 3,496,212** | **$ 3,569,092** | **$ 3,514,617** | **$ 3,610,799** | **$ 3,600,799** |

### Mission Statement

The mission of Tax Administration 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 recording 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. 2017 is a revaluation year.
- 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, Fire Inspection and Special Events Fees, Gross Receipts Taxes, Hillsborough Waterstone Special Assessments, and Efland Sewer loans.
- Administer statewide and local tax relief programs, and Present-Use Value Programs, which grant about $7 million in tax assistance annually.
- Review applications for tax assistance to determine qualification.
- 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 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, the Town of Carrboro, the Town of Chapel Hill, the Town of Hillsborough, and the City of Mebane.
- Administer assistance programs, including the Emergency Services Ambulance Assistance Program and the Solid Waste Programs Fee Financial Assistance Program.
- Ensure that records are current and available to the public while meeting the requirements of State and Federal privacy laws.

**FY 2017-18 Outcomes**

- The upgrade to the AssessPro software and PINApp is scheduled for completion by the end of the fiscal year. Other avenues were explored, but after researching, the choice is to upgrade to the .NET version as planned. Additional software is being added to enhance the tools that the appraisers have. This will allow for a comprehensive reappraisal in the currently planned four-year revaluation cycle.
- 2017 Revaluation has been completed. Our appraisal staff successfully handled 2,239 Informal Appeals. The outcome of the informal appeals process was about 280 Formal Appeals which have been heard by the Board of Equalization and Review. Currently, approximately 30 of those appeals have continued to the next stage, which is the State Property Tax Commission.
- 911-Addressing Ordinance work is progressing. Staff are diligently working with mobile home park residents and owners to properly address homes in order for emergency staff to locate callers. Staff are also working with local fire departments for outreach and education to improve understanding and citizen compliance.
- Last year, the decision was made to convert our external Lockbox Service to an in-house lockbox service during FY 2018-19. Although this remains agoal for the Revenue Division, In-House Lockbox Service will not be pursued in the next fiscal year due to several recent staff shortages and changes.

- Great strides are continuing in Ambulance Billing and Collections. Efficiency in the billing and collection processes, increases in revenue, and better customer service still remain our top priorities. However, it is evident that the workload still is more than staff can maintain at an acceptable level, especially with the recent conversion to the ESO software used by the Emergency Services Department. Tax Administration has used temporary employment arrangements to help keep workloads close to manageable.

| Performance Measures | 2015-16 Actual | 2016-17 Actual | 2017-18 Budget | 2017-18 Projected | 2018-19 Budget |
|---|---|---|---|---|---|
| **Assessment and Valuation of Properties** | | | | | |
| 16.67% of Real Properties reviewed annually (new) | N/A | N/A | 16.67% | 16.67% | 16.67% |
| Business Personal Property Audits conducted (new) | N/A | N/A | N/A | N/A | 200 |
| **Emergency Services' Ambulance Billing and Collection** | | | | | |
| Meet budgeted revenue estimates | $2,421,588 (98.84%) | $2,876,199 (110.62%) | $2,400,000 | $2,400,000 (100%) | $2,650,000 |
| **Tax Collection** | | | | | |
| Meet budgeted revenue estimates | $136,472,724 (100.04%) | $138,316,785 (100.81%) | $139,606,313 | $139,955,329 (100.25%) | $146,379,548 |

**FY 2018-19 Objectives**

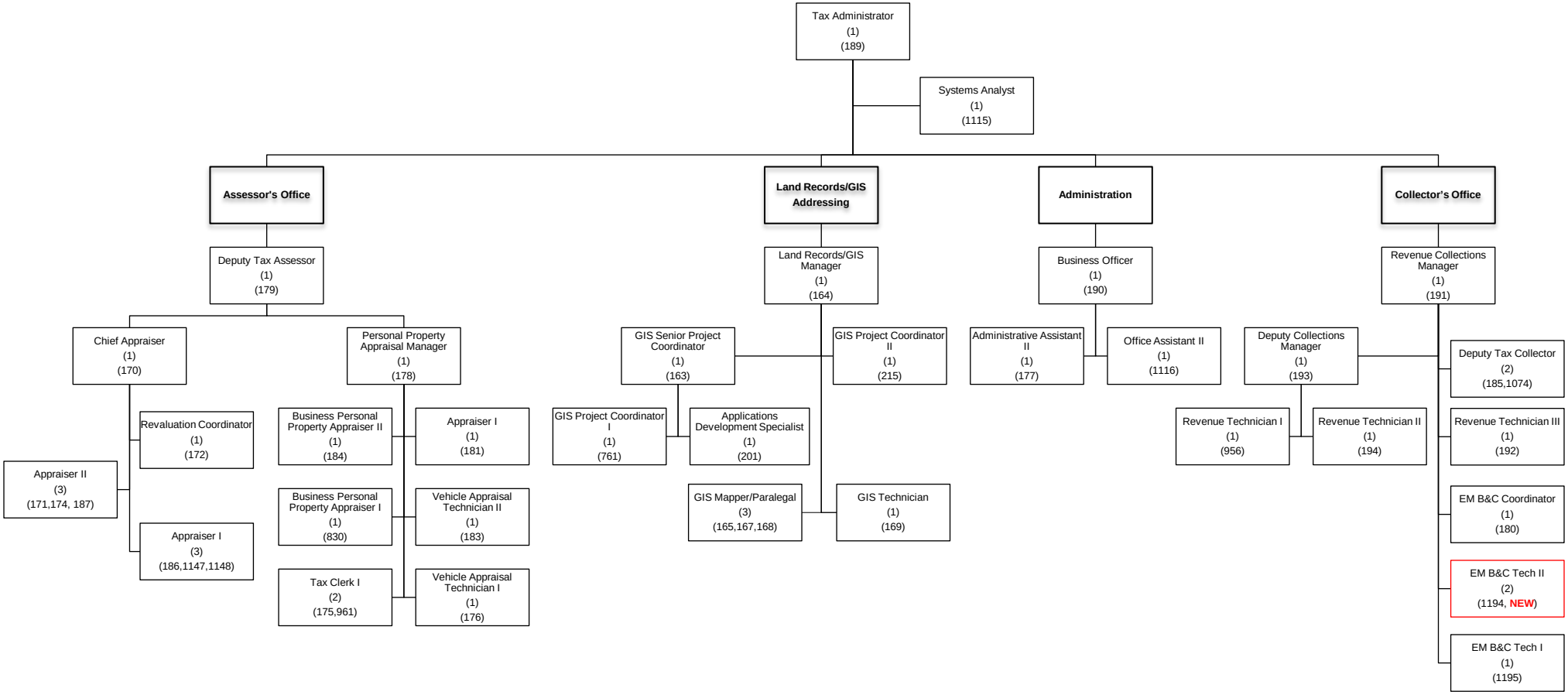
- Work with Register of Deeds to maintain compatibility with new software plans, to procure user licenses needed by department staff to access new software, and to continue to uphold standards needed to meet the requirements of Orange County's PIN Ordinance. Note: Conversion to new Register of Deeds software was postponed. This conversion is anticipated in FY 2018-19.
- Maintain compatibility with new permit software plans. Note: Conversion to new permit software was postponed. This conversion is anticipated in FY 2018-19.
- The business personal property appraisers will annually audit 200 business personal property listings in which the total value is under $100,000. If a site visit is needed, each will be scheduled in conjunction with a commercial real property appraiser. This will ensure inspection of properties is performed to properly classify property assets and to ensure all taxable real and personal property is accounted for without duplication or omission.
- Increase collections in Emergency Services Ambulance Billing & Collections. The department is requesting an additional position in FY 2018-19 for Ambulance Billing and Collections. The position is expected to generate additional revenue by focusing on the collection of delinquent ambulance bills. These items have not been actively collected since billing and collections processes were outsourced. The expected annual revenue to offset the cost of the position is $154,000. The department will also create additional, private offices to accommodate the new position.

**Budget Highlights**

The FY 2018-19 County Manager Recommended Budget includes:

- Targeted cuts of $129,200 due to efficiencies identified by department leadership.
- A new collections position fully supported by earned revenue. This position collects additional delinquent collections of Emergency Services billing.
- An increase of $20,000 to fund building improvements. This project will accommodate work requiring a secure office space in accordance with federal and state privacy laws.

# Tax Administrator's Office



# Transfers to Other Funds

| | 2016-17 Actual Expenditures | 2017-18 Original Budget | 2017-18 Revised Budget | 2017-18 12-Month Estimate | 2018-19 Department Requested | 2018-19 Manager Recommended |
|---|---|---|---|---|---|---|
| **Transfers to Other Funds *(General Fund)*** | | | | | | |
| Transfer to Affordable Housing Fund | 509,615 | 811,700 | 936,105 | 936,105 | 876,771 | 876,771 |
| Transfer to County Capital Projects | 867,500 | 320,000 | 320,000 | 320,000 | 220,000 | 220,000 |
| Transfer to Efland Sewer Fund | 130,780 | 144,885 | 144,885 | 144,885 | 53,800 | 0 |
| Transfer to Grant Projects | 67,716 | 55,676 | 55,676 | 55,676 | 82,043 | 82,043 |
| Transfer to OPEB Trust Fund | 250,000 | 0 | 0 | 0 | 0 | 485,000 |
| Transfer to School Capital Projects | 5,150,784 | 0 | 196,500 | 196,500 | 0 | 0 |
| Transfer to Health & Dental Fund | 0 | 0 | 0 | 0 | 2,626,520 | 2,626,520 |
| Transfer to Sportsplex Fund | 152,850 | 168,009 | 168,009 | 168,009 | 0 | 0 |
| **Total Transfer to Other Funds** | **$ 7,129,245** | **$ 1,500,270** | **$ 1,821,175** | **$ 1,821,175** | **$ 3,859,134** | **$ 4,290,334** |

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

**Transfer to Affordable Housing Initiatives** **$876,771**

This transfer reserves funds to address long-term housing needs for decent and affordable housing in Orange County, provides funds for the Housing Rehabilitation Initiative - Urgent Repair Program ($257,388), the County match to the HOME Program ($219,356), Housing Displacement Funds ($75,000), and the Homelessness Partnership Program ($60,782), and provides General Fund support to the Housing Choice Voucher Program ($264,245) related to the County's involvement in affordable housing programs. *(See the Housing and Community Development Fund budget section of this document for more information).*

**Transfer to School Capital** **$0**
**Transfer to County Capital** **$220,000**

These transfers provide pay-as-you-go funds for School and County capital projects identified in the FY 2018-19 Capital Investment Plan (CIP). The FY 2018-19 approved budget includes $3,933,463 in two-thirds net debt bond financing and debt financing for School capital projects instead of pay-as-you-go funding.

**Transfer to Efland Sewer Enterprise Fund** **$0**

This transfer provides funds to supplement money received from sewer charges. For FY 2018-19, there are sufficient funds available in the Enterprise Fund's fund balance to cover the necessary

subsidy paid previously from the General Fund *(See the Efland Sewer Fund budget in the Planning and Inspections section of this document for more information).*

**Transfer to Grant Projects** **$82,043**
This transfer allocates general fund dollars to the Senior Health Coordination-Wellness, Historic Resource Inventory, and Outreach Librarian grant projects.

**Transfer to Health and Dental Insurance Fund** **$2,626,520**
This represents funding for Pre-65 and Post-65 retirees directly to the Health and Dental Insurance Fund. In prior years, these funds were budgeted in the Support Services Non-Departmental section of the budget.

**Transfer to Other Post Employment Benefits (OPEB)** **$485,000**
This transfer allocates general fund dollars towards the County's Liability related to Other Post Employment Benefits (OPEB).

**Transfer to Sportsplex Fund** **$0**
The Sportsplex Enterprise Fund debt service has been revised to better align capital assets and liabilities between the Sportsplex Fund and the General Fund, and therefore no budgeted transfer is needed in FY 2018-19. *(See Sportsplex Fund section of the budget document for more details).*

# 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 in order to maintain the fairness and adequacy of the Pay Plan.

## Wage Recommendation

A wage increase of two percent (2%) is recommended for all permanent employees on the County's payroll as of June 30, 2018. If approved, this increase would be effective on July 1, 2018.

An adjustment to the current 2018/2019 Salary Schedule is recommended to recognize the living wage of $15.00 per hour; approved in the FY2017/2018 budget. In addition, a 2 percent increase of the maximum salary of each salary range is recommended.

## Meritorious Service Awards

In FY2016/2017 the Board of County Commissioners approved performance awards for three tiers: $500 for proficient performance; $750 for superior performance or $1,000 for exceptional performance. These performance awards are paid as a one-time bonus.

In FY 2017/2018 the Board of County Commissioners authorized the Manager to create a policy and process to add Employee Performance Awards to base salaries instead of a one-time payment.

The Manager recommends that for FY2018/2019, all employees subject to a performance evaluation receive their WPPR bonus on their base salary which will be carried forward into the next fiscal year. The effective date of receiving a bonus on base will continue to be effective on an employee's anniversary date.

## Position Classification and Pay Plan Recommendation

Salary compression was identified as a priority in FY2016/2017 and FY2017/2018 among directors and employees. In FY2016/2017 the Board of County Commissioners approved a compression adjustment totaling $500,000 to allow an adjustment to affected employees, and in FY2017/2018 the Board approved an additional compression adjustment of $250,000. Approximately 70 percent of employees received a compression adjustment in each fiscal year.

As a complement to the compression initiative, the Human Resources Department has been conducting classification studies for the last two years as part of an initiative to review 1/3 of all budgeted positions over three years. This includes salary reviews by grade, comprehensive market studies and department/division studies. As a result of the progress made to address compression in the salary schedule, no additional compression adjustments are recommended for FY2018/2019.

**Manager Recommendation**

The Manager recommends a 2 percent wage increase for all permanent employees on the County's payroll as of June 30, 2018. This increase will be effective July 1, 2018. The maximum salary of each salary range shall also be increased to accommodate the wage adjustment. In addition the Manager recommends a change in the salary schedule recognizing $15.00 per hour as the living wage and the minimum salary rate for any non-temporary employee.

The Manager recommends the pay structure for Employee Performance Awards of $500 for proficient performance; $750 for superior performance or $1,000 for exceptional performance. Employees will receive the pay award at their anniversary date. The Performance Award will be added to an employee's base salary.

The FY2018/2019 projected budgetary wage increase is approximately $1,654,615 including employee performance evaluation increases on base salary.

# Orange County Salary Schedule

Effective July 1, 2018

| Grade | Minimum | Quarter 1 | Midpoint | Quarter 3 | Maximum |
|---|---|---|---|---|---|
| | | | | | |
| 9 | $31,230 | 36,216 | 41,200 | 46,186 | 53,239 |
| 10 | $31,542 | 36,578 | 41,612 | 46,648 | 53,771 |
| 11 | $31,858 | 36,943 | 42,028 | 47,114 | 54,309 |
| 12 | $32,176 | 37,313 | 42,449 | 47,585 | 54,852 |
| 12A | $32,498 | 37,686 | 42,873 | 48,061 | 55,400 |
| 13 | $34,143 | 39,594 | 45,043 | 50,494 | 58,205 |
| 14 | $36,219 | 42,001 | 47,782 | 53,564 | 61,744 |
| 15 | $38,051 | 44,126 | 50,201 | 56,276 | 64,870 |
| 16 | $39,978 | 46,360 | 52,743 | 59,125 | 68,153 |
| 17 | $42,002 | 48,707 | 55,412 | 62,117 | 71,602 |
| 18 | $44,126 | 51,172 | 58,217 | 65,262 | 75,228 |
| 19 | $46,362 | 53,764 | 61,165 | 68,567 | 79,037 |
| 20 | $48,709 | 56,485 | 64,261 | 72,037 | 83,037 |
| 21 | $51,175 | 59,345 | 67,515 | 75,684 | 87,242 |
| 22 | $53,764 | 62,348 | 70,932 | 79,515 | 91,658 |
| 23 | $56,487 | 65,505 | 74,523 | 83,542 | 96,299 |
| 24 | $59,347 | 68,821 | 78,295 | 87,770 | 101,173 |
| 25 | $62,351 | 72,305 | 82,259 | 92,213 | 106,295 |
| 26 | $65,506 | 75,964 | 86,422 | 96,880 | 111,674 |
| 27 | $68,823 | 79,811 | 90,798 | 101,786 | 117,329 |
| 28 | $72,307 | 83,851 | 95,395 | 106,939 | 123,270 |
| 29 | $75,967 | 88,095 | 100,223 | 112,352 | 129,509 |
| 30 | $79,814 | 92,556 | 105,299 | 118,041 | 136,067 |
| 31 | $83,853 | 97,241 | 110,628 | 124,016 | 142,954 |
| 32 | $88,099 | 102,164 | 116,229 | 130,294 | 150,192 |
| 33 | $92,559 | 107,336 | 122,113 | 136,890 | 157,794 |
| 34 | $97,246 | 112,771 | 128,296 | 143,821 | 165,784 |
| 35 | $102,167 | 118,479 | 134,790 | 151,102 | 174,178 |
| 36 | $107,340 | 124,478 | 141,615 | 158,752 | 182,995 |
| 37 | $112,773 | 130,778 | 148,783 | 166,787 | 192,258 |

# FY 2017-18 Classification and Pay Plan
## Classes by Salary Grades

| Class Code | Class Title | Salary Grade | FLSA Status |
|---|---|---|---|
| 0902 | Community Social Services Assistant | 09 | Non-Exempt |
| 0904 | Library Assistant I | 09 | Non-Exempt |
| 0910 | Animal Care Technician | 09 | Non-Exempt |
| 0911 | Convenience Center Operator | 09 | Non-Exempt |
| 0912 | Jail Cook | 09 | Non-Exempt |
| 0913 | Facilities Environment Technician I | 09 | Non-Exempt |
| 0914 | Social Services Assistant | 09 | Non-Exempt |
| 1001 | Facilities Maintenance Technician II | 10 | Non-Exempt |
| 1003 | Community Social Services Technician | 10 | Non-Exempt |
| 1006 | Library Assistant II | 10 | Non-Exempt |
| 1009 | Public Transportation Driver | 10 | Non-Exempt |
| 1012 | Weighmaster | 10 | Non-Exempt |
| 1015 | Community Health Aide | 10 | Non-Exempt |
| 1016 | Nursing Assistant | 10 | Non-Exempt |
| 1017 | Office Assistant I | 10 | Non-Exempt |
| 1018 | Facilities Environment Technician II | 10 | Non-Exempt |
| 1019 | Recycling Materials Collector | 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 |
| 1113 | Patient Account Technician | 11 | Non-Exempt |
| 1114 | Administrative Assistant I-Elections | 11 | Non-Exempt |
| 1115 | Program Coordinator Assistant | 11 | Non-Exempt |
| 1116 | Library Assistant III | 11 | Non-Exempt |

# FY 2017-18 Classification and Pay Plan
## Classes by Salary Grades

| Class Code | Class Title | Salary Grade | FLSA Status |
|---|---|---|---|
| 1117 | Medical Office Assistant | 11 | Non-Exempt |
| 1118 | EM Billing Technician I | 11 | Non-Exempt |
| 1119 | Office Assistant II | 11 | Non-Exempt |
| 1120 | Landscape Technician I | 11 | Non-Exempt |
| 1121 | Recycling Materials Handler | 11 | Non-Exempt |
| 1122 | Veterinary Health Care Technician | 11 | Non-Exempt |
| 1123 | Jail Cook Supervisor | 11 | Non-Exempt |
| 1124 | Breastfeeding Support Specialist | 11 | Non-Exempt |
| 1201 | Accounting Technician I | 12 | Non-Exempt |
| 1202 | Administrative Assistant II | 12 | Non-Exempt |
| 1203 | Animal Control Officer | 12 | Non-Exempt |
| 1208 | Deputy Elections Director | 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 |
| 1227 | Human Services Technician | 12 | Non-Exempt |
| 1228 | Recreation Program Assistant | 12 | Non-Exempt |
| 1229 | Administrative Support | 12 | Non-Exempt |
| 1230 | EM Billing & Collect Technician II | 12 | Non-Exempt |
| 1231 | Child Support Services Technician | 12 | Non-Exempt |
| 1232 | Passport Agent | 12 | Non-Exempt |
| 1301 | Accounting Technician II - DSS | 13 | Non-Exempt |
| 1303 | Medical Laboratory Technician | 13 | Non-Exempt |
| 1304 | Telecommunicator | 13 | Non-Exempt |
| 1306 | Revenue Technician III | 13 | Non-Exempt |

## FY 2017-18 Classification and Pay Plan
## Classes by Salary Grades

| Class Code | Class Title | Salary Grade | FLSA Status |
|---|---|---|---|
| 1307 | Food Services Coordinator | 13 | Non-Exempt |
| 1309 | Property Development Technician | 13 | Non-Exempt |
| 1310 | Vehicle Appraisal Technician II | 13 | Non-Exempt |
| 1311 | Library Associate I | 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 |
| 1316 | Animal Care Supervisor | 13 | Non-Exempt |
| 1317 | Detention Officer | 13 | Non-Exempt |
| 1401 | Administrative Assistant III | 14 | Non-Exempt |
| 1403 | Recreation Program Coordinator | 14 | Non-Exempt |
| 1404 | Automotive Mechanic | 14 | Non-Exempt |
| 1409 | Deputy Tax Collector | 14 | Non-Exempt |
| 1410 | Facilities Maintenance Technician IV | 14 | Non-Exempt |
| 1411 | Foreign Language Coordinator | 14 | Non-Exempt |
| 1412 | GIS Mapper | 14 | Non-Exempt |
| 1414 | Housing 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 |
| 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 |
| 1440 | Human Services Specialist I | 14 | Non-Exempt |
| 1441 | Logistics Specialist | 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 |

# FY 2017-18 Classification and Pay Plan
## Classes by Salary Grades

| Class Code | Class Title | Salary Grade | FLSA Status |
|---|---|---|---|
| 1449 | IT Help Desk-Administrative Specialist | 14 | Non-Exempt |
| 1450 | Accounting Technician III - DSS | 14 | Non-Exempt |
| 1451 | Project Coordinator | 14 | Non-Exempt |
| 1452 | Special Projects Coordinator | 14 | Non-Exempt |
| 1453 | Library Associate II | 14 | Non-Exempt |
| 1454 | Transit Dispatcher Scheduler | 14 | Non-Exempt |
| 1455 | EM Billing & Collection Coordinator | 14 | Non-Exempt |
| 1456 | Accounting Technician II - Finance | 14 | Non-Exempt |
| 1457 | Office Assistant Supervisor | 14 | Non-Exempt |
| 1458 | Administrative Support I | 14 | Non-Exempt |
| 1459 | Housing Resource Specialist | 14 | Non-Exempt |
| 1460 | Deputy Elections Director | 14 | Non-Exempt |
| | | | |
| 1505 | Office Supervisor | 15 | Exempt |
| 1508 | Communications Specialist | 15 | Non-Exempt |
| 1510 | Library Manager I | 15 | Exempt |
| 1511 | Property Development Specialist I | 15 | Non-Exempt |
| 1512 | ES Systems Technician | 15 | Non-Exempt |
| 1513 | Patient Account Representative Supervisor | 15 | Exempt |
| 1514 | Training & 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 | Pre-Trial Services Case Manager | 15 | Non-Exempt |
| 1519 | Lead Veterinary Health Care Technician | 15 | Non-Exempt |
| 1520 | Human Services Specialist II | 15 | Non-Exempt |
| 1521 | Deputy Sheriff I | 15 | Non-Exempt |
| 1522 | Chief Register Of Deeds | 15 | Exempt |
| 1523 | Misdemeanor Diversion Program Coordinator | 15 | Non-Exempt |
| 1524 | TDM Coordinator | 15 | Non-Exempt |
| 1525 | Accounting Technician III - Finance | 15 | Non-Exempt |
| 1526 | Assistant Deputy Clerk I - Boards | 15 | Non-Exempt |

# FY 2017-18 Classification and Pay Plan
## Classes by Salary Grades

| Class Code | Class Title | Salary Grade | FLSA Status |
|---|---|---|---|
| 1602 | Appraiser I | 16 | Non-Exempt |
| 1604 | Assistant Fire Marshal | 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 |
| 1621 | Resource & Benefits Specialist | 16 | Non-Exempt |
| 1622 | IT Support Analyst | 16 | Non-Exempt |
| 1624 | Public Health Educator | 16 | Non-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 |
| 1637 | Environmental Enforcement Officer | 16 | Exempt |
| 1640 | Senior Center Coordinator | 16 | Non-Exempt |
| 1642 | Business Personal Property Appraiser I | 16 | Non-Exempt |
| 1645 | Senior Auto Mechanic | 16 | Exempt |
| 1646 | Administrative Services Supervisor | 16 | Exempt |
| 1647 | Emergency Management Planner | 16 | Exempt |
| 1648 | Logistics Manager | 16 | Non-Exempt |
| 1649 | Solid Waste Field Services Supervisor | 16 | Exempt |
| 1650 | Heavy Equipment Mechanic II | 16 | Non-Exempt |
| 1651 | Parks Conservation Technician III | 16 | Non-Exempt |
| 1652 | Website & Publications Coordinator | 16 | Exempt |
| 1654 | Deputy Collections Manager | 16 | Exempt |
| 1655 | Social Worker II-Health | 16 | Non-Exempt |
| 1657 | Drug Treatment Coordinator | 16 | Non-Exempt |
| 1658 | Community Outreach Literacy Coordinator | 16 | Exempt |
| 1659 | Program Integrity Investigator | 16 | Non-Exempt |
| 1660 | Library Manager II | 16 | Exempt |
| 1661 | Building Safety Official-Trainee | 16 | Non-Exempt |
| 1662 | Graphic Design/Assistant. Webmaster | 16 | Exempt |

## FY 2017-18 Classification and Pay Plan
## Classes by Salary Grades

| Class Code | Class Title | Salary Grade | FLSA Status |
|---|---|---|---|
| 1663 | VITA Assistant Coordinator | 16 | Exempt |
| 1664 | Housing Choice Voucher Program Inspector | 16 | Non-Exempt |
| 1665 | Administrative Support II-Intake | 16 | Non-Exempt |
| 1666 | Transit Operations Supervisor | 16 | Exempt |
| 1667 | Systems Coordinator 911 | 16 | Non-Exempt |
| | | | |
| 1702 | Building Safety Official I | 17 | Non-Exempt |
| 1705 | Environmental Health Specialist | 17 | Non-Exempt |
| 1706 | GIS Project Coordinator I | 17 | Exempt |
| 1707 | Human Resources Analyst | 17 | Exempt |
| 1711 | Planner I | 17 | Non-Exempt |
| 1714 | Senior Public Health Educator | 17 | Exempt |
| 1715 | Limited English Proficiency (LEP) Specialist | 17 | Non-Exempt |
| 1718 | Housing Program Coordinator | 17 | Exempt |
| 1721 | Erosion Control Officer I | 17 | Non-Exempt |
| 1722 | EMS Training Coordinator | 17 | Exempt |
| 1724 | EMS Quality Assurance Coordinator | 17 | Exempt |
| 1726 | Communications Quality Assurance Coordinator | 17 | Exempt |
| 1727 | Communications Training Coordinator | 17 | Exempt |
| 1729 | ES Recruitment & Outreach Coordinator | 17 | Exempt |
| 1730 | Arts Commission Coordinator | 17 | Exempt |
| 1731 | Executive Assistant-Confidential | 17 | Non-Exempt |
| 1732 | Program Coordinator | 17 | Exempt |
| 1733 | Librarian I | 17 | Exempt |
| 1734 | Property Development Specialist II | 17 | Non-Exempt |
| 1735 | Deputy Sheriff II | 17 | Non-Exempt |
| 1736 | Community Paramedic Coordinator | 17 | Exempt |
| 1737 | Budget & Administrative Coordinator | 17 | Exempt |
| 1738 | Assistant Deputy Clerk II-Records Management | 17 | Exempt |
| | | | |
| 1801 | DS/Sergeant | 18 | Non-Exempt |
| 1802 | Agriculture Economic Developer | 18 | Exempt |
| 1803 | EMS Supervisor | 18 | Non-Exempt |

# FY 2017-18 Classification and Pay Plan
## Classes by Salary Grades

| Class Code | Class Title | Salary Grade | FLSA Status |
|---|---|---|---|
| 1809 | Social Worker III | 18 | Non-Exempt |
| 1810 | Environmental Enforcement Supervisor | 18 | Exempt |
| 1811 | Recreation Manager | 18 | Exempt |
| 1812 | Parks Conservation Specialist | 18 | Exempt |
| 1813 | DS/Investigator I | 18 | Non-Exempt |
| 1814 | Administrative Officer | 18 | Exempt |
| 1815 | IT Support Analyst II | 18 | Non-Exempt |
| 1817 | Registered Dietitian | 18 | Exempt |
| 1818 | Human Services Coordinator II | 18 | Exempt |
| 1820 | Facility Environments & 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 |
| 1825 | Criminal Case Assessment Specialist | 18 | Exempt |
| 1826 | Community Services Librarian | 18 | Exempt |
| 1827 | Systems Administrator 911 | 18 | Exempt |
| 1828 | Building Safety Official II | 18 | Non-Exempt |
| 1829 | Librarian II | 18 | Exempt |
| 1830 | Mental Health Liaison | 18 | Exempt |
| 1831 | Nurse Consultant | 18 | Exempt |
| | | | |
| 1903 | Appraiser II | 19 | Non-Exempt |
| 1908 | Business Personal Prop Appraiser II | 19 | Non-Exempt |
| 1909 | CPS Social Worker | 19 | Non-Exempt |
| 1912 | Civil Rights Specialist | 19 | Exempt |
| 1917 | Environmental Health Program Specialist | 19 | Non-Exempt |
| 1919 | GIS Project Coordinator II | 19 | Exempt |
| 1920 | Human Services Supervisor I | 19 | Exempt |
| 1921 | Legal Specialist | 19 | Exempt |
| 1923 | Planner II | 19 | Exempt |
| 1925 | Purchasing Agent | 19 | Exempt |
| 1926 | Sales Director | 19 | Exempt |

# FY 2017-18 Classification and Pay Plan
## Classes by Salary Grades

| Class Code | Class Title | Salary Grade | FLSA Status |
|---|---|---|---|
| 1928 | Clinical Social Worker I | 19 | Exempt |
| 1932 | Solid Waste Planner | 19 | Exempt |
| 1935 | Communications Manager | 19 | Exempt |
| 1937 | Public Health Education Program Manager | 19 | Exempt |
| 1941 | Cultural Resources Coordinator | 19 | Exempt |
| 1946 | DS/Investigator II | 19 | Non-Exempt |
| 1948 | Registered Dietitian Program Coordinator | 19 | Exempt |
| 1949 | Accountant | 19 | Exempt |
| 1950 | Court Liaison | 19 | Exempt |
| 1951 | Erosion Control Officer II | 19 | Exempt |
| 1952 | Facilities Maintenance Supervisor | 19 | Exempt |
| 1953 | Librarian III | 19 | Exempt |
| 1954 | Plans Examiner | 19 | Exempt |
| 1955 | Building Safety Official III | 19 | Non-Exempt |
| 1956 | Senior Volunteer Program Administrator | 19 | Exempt |
| 1957 | Research & Data Analyst | 19 | Exempt |
| | | | |
| 2001 | Dental Hygienist | 20 | Non-Exempt |
| 2002 | DS/Lieutenant | 20 | Non-Exempt |
| 2003 | Eldercare Services Administrator | 20 | Exempt |
| 2005 | Applications Development Specialist | 20 | Exempt |
| 2007 | Senior Centers Administrator | 20 | Exempt |
| 2009 | Social Work Supervisor II | 20 | Exempt |
| 2015 | Human Services Supervisor II | 20 | Exempt |
| 2016 | Sustainability Program Coordinator | 20 | Exempt |
| 2017 | PHN II-Preparedness Coordinator | 20 | Exempt |
| 2018 | Resource Conservation Coordinator | 20 | Exempt |
| 2019 | Soil & 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 |
| 2026 | Public Health Nurse I | 20 | Exempt |
| 2027 | Staff Engineer-EI | 20 | Exempt |

# FY 2017-18 Classification and Pay Plan
## Classes by Salary Grades

| Class Code | Class Title | Salary Grade | FLSA Status |
|---|---|---|---|
| 2028 | Library Division Supervisor I | 20 | Exempt |
| 2029 | Revaluation Coordinator | 20 | Non-Exempt |
| 2030 | Business Officer | 20 | Exempt |
| | | | |
| 2105 | Nutrition Program Manager | 21 | Exempt |
| 2107 | Business Operations Coordinator | 21 | Exempt |
| 2109 | Deputy EMS Operations Manager | 21 | Exempt |
| 2111 | Clinical Social Worker II | 21 | Exempt |
| 2112 | Public Health Nurse II | 21 | Exempt |
| 2113 | Budget & Management Analyst II | 21 | Exempt |
| | | | |
| 2201 | Animal Control Manager | 22 | Exempt |
| 2203 | Business Officer I | 22 | Exempt |
| 2206 | DS/Captain Operations (Patrol) | 22 | Exempt |
| 2210 | IT Analyst | 22 | Exempt |
| 2211 | Land Resources Conservation Manager | 22 | Exempt |
| 2213 | Network Analyst | 22 | Exempt |
| 2214 | Superintendent Of Parks | 22 | Exempt |
| 2215 | Public Health Nurse III | 22 | Exempt |
| 2216 | Superintendent Of Recreation | 22 | Exempt |
| 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 |
| 2229 | Social Work Supervisor III | 22 | Exempt |
| 2230 | GIS Senior Project Coordinator | 22 | Exempt |
| 2231 | Risk Manager | 22 | Exempt |
| 2232 | Training & Performance Manager | 22 | Exempt |
| 2233 | Library Division Supervisor II | 22 | Exempt |
| 2234 | Health Informatics Manager | 22 | Exempt |
| 2235 | Human Resources Manager | 22 | Exempt |
| 2236 | DS/Captain Of Detention (Jail) | 22 | Exempt |

## FY 2017-18 Classification and Pay Plan
## Classes by Salary Grades

| Class Code | Class Title | Salary Grade | FLSA Status |
|---|---|---|---|
| 2237 | Landscape Architect | 22 | Exempt |
| 2239 | Solid Waste Collection Services Manager | 22 | Exempt |
| 2240 | Research & Data Manager | 22 | Exempt |
| 2242 | Occupational Therapist | 22 | Exempt |
| 2243 | Transportation Planner | 22 | Exempt |
| 2245 | Recruitment & Selection Manager | 22 | Exempt |
| 2246 | Financial Services Manager | 22 | Exempt |
| 2248 | Purchasing Agent/ERP System | 22 | Exempt |
| 2302 | Dental Clinic & Compliance Manager | 23 | Exempt |
| 2303 | Senior Accountant | 23 | Exempt |
| 2304 | Housing Choice Voucher Program Manager | 23 | Exempt |
| 2404 | Chief Inspector & 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-PE | 24 | Exempt |
| 2417 | Revenue Collections Manager | 24 | Exempt |
| 2419 | Chief Appraiser | 24 | Exempt |
| 2420 | Personal Property Appraisal Manager | 24 | Exempt |
| 2421 | Communications Operations Manager | 24 | Exempt |
| 2422 | EMS Operations Manager | 24 | Exempt |
| 2424 | Assistant Library Director | 24 | Exempt |
| 2425 | Engineering & Stormwater Supervisor | 24 | Exempt |
| 2426 | Legal Advisor To The Sheriff | 24 | Exempt |
| 2427 | Deputy Clerk/Information Specialist | 24 | Exempt |
| 2428 | Capital Projects Manager | 24 | Exempt |
| 2429 | Recycling Programs Manager | 24 | Exempt |
| 2430 | Assistant Human Resources Director | 24 | Exempt |
| 2432 | Assistant Register Of Deeds | 24 | Exempt |

# FY 2017-18 Classification and Pay Plan
## Classes by Salary Grades

| Class Code | Class Title | Salary Grade | FLSA Status |
|---|---|---|---|
| 2433 | Child Support Assistant Director | 24 | Exempt |
| 2434 | Animal Services Assistant Director | 24 | Exempt |
| 2435 | Emergency Management Coordinator | 24 | Exempt |
| 2436 | PHN Supervisor I | 24 | Exempt |
| 2437 | Public Health Services Manager | 24 | Exempt |
| | | | |
| 2503 | Health Human Services Manager | 25 | Exempt |
| 2504 | Deputy Tax Assessor | 25 | Exempt |
| 2505 | Applications Manager | 25 | Exempt |
| 2506 | Senior Network Systems Administrator | 25 | Exempt |
| 2507 | GIS & Land Records Manager | 25 | Exempt |
| | | | |
| 2601 | DS/Major | 26 | Exempt |
| 2602 | Home Visiting Services Supervisor | 26 | Exempt |
| 2603 | Public Health Education Director | 26 | Exempt |
| 2604 | PHN Supervisor II | 26 | Exempt |
| 2605 | Social Work Program Manager | 26 | Exempt |
| 2606 | Solid Waste Operations Manager | 26 | Exempt |
| 2609 | Finance & Admin Operations Director | 26 | Exempt |
| 2612 | Benefits Administrator | 26 | Exempt |
| 2613 | DSS Human Services Manager | 26 | Exempt |
| 2614 | Human Services Fiscal & Research Manager | 26 | Exempt |
| | | | |
| 2703 | Environmental Health Director | 27 | Exempt |
| 2705 | Social Services Assistant Director | 27 | Exempt |
| 2708 | Visitor Bureau Director | 27 | Exempt |
| 2710 | Staff Attorney | 27 | Exempt |
| 2711 | Assistant To County Manager For Legislative Affairs | 27 | Exempt |
| 2714 | Chief Building Official | 27 | Exempt |
| | | | |
| 2801 | DS/Chief Of Operations | 28 | Exempt |
| 2802 | Public Health Nursing Director | 28 | Exempt |
| 2803 | Advance Practice Practitioner | 28 | Exempt |

# FY 2017-18 Classification and Pay Plan
## Classes by Salary Grades

| Class Code | Class Title | Salary Grade | FLSA Status |
|---|---|---|---|
| 2804 | Deputy Financial Services Director | 28 | Exempt |
| 2901 | Aging Director | 29 | Exempt |
| 2902 | Child Support Director | 29 | Exempt |
| 2904 | Environment,Agriculture,Parks & Recreation Director | 29 | Exempt |
| 2905 | Housing &Community Development Director | 29 | Exempt |
| 2908 | Library Director | 29 | Exempt |
| 2911 | Register Of Deeds | 29 | Exempt |
| 2914 | Animal Services Director | 29 | Exempt |
| 2917 | Community Relations Director | 29 | Exempt |
| 2918 | Clerk To The Board | 29 | Exempt |
| 2919 | Elections Director | 29 | Exempt |
| 2920 | Transit Director | 29 | Exempt |
| 2921 | Criminal Justice Resource Director | 29 | Exempt |
| 2922 | Human Rights & Relations Director | 29 | Exempt |
| 3102 | Chief Information Officer | 31 | Exempt |
| 3103 | Emergency Services Director | 31 | Exempt |
| 3105 | Health Director | 31 | Exempt |
| 3106 | Human Resources Director | 31 | Exempt |
| 3107 | Planning & 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 |
| 3115 | Asset Management Director | 31 | Exempt |
| 3401 | Dentist | 34 | Exempt |
| 3501 | Chief Financial Officer | 35 | Exempt |
| 3601 | Deputy County Manager | 36 | Exempt |

## FY 2017-18 Classification and Pay Plan
## Classes by Salary Grades

| Class Code | Class Title | Salary Grade | FLSA Status |
|---|---|---|---|
| 3701 | County Manager | 37 | Exempt |
| 3702 | County Attorney | 37 | Exempt |
| 4920 | Income Maintenance Supervisor | 49 | Non-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, Chapter 28 Personnel, Section 28-13(o)).

# *County Contributions to Retirement Benefits*

## Background

Local Governmental Employees' Retirement System (LGERS)

Orange County and employees make contributions to the Local Governmental Employees' Retirement System (LGERS) based on employee earnings. 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 |
| 2017-2018 | 8.25 | 7.56 | 5.00 | $715 plus matching contribution to $1,512 |
| 2018-2019 | 8.50 | 7.75 | 5.00 | $715 plus matching contribution to $1,512 |
| 2019-2020* | 8.75 | 8.00 | | |
| 2020-2021* | 9.00 | 8.25 | | |

*These rates are projected contributions recommended by the Treasures Office, accepted by the LGERS which recommended an adoption of an Employer Contribution Rate Stabilization Policy.

# *County Contributions to Retirement Benefits – continued*

Supplemental Retirement Benefits for General Employees

The County contributes funds on behalf of general government employees to supplemental retirement savings accounts. The Board of County Commissioners began the County's contribution at $15 per pay period in FY1998/1999 ($375 annually), and gradually increased 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 as a match to 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; or
- 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 2017 indicates that 59 North Carolina counties contribute to the NC Supplemental Retirement Plans through Prudential. Orange and McDowell counties contribute flat dollar amounts, and the remaining 57 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, and Person Counties. The maximum amount the County contributes, $2,227 annually, is equal to 4.5% of the average Orange County salary of approximately $49,600.

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 |

# *County Contributions to Retirement Benefits – continued*

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 continues to match employees' contributions up to $63.00 semi-monthly for all general (non-sworn law enforcement officer) employees. Also, the Manager recommends continuing the mandated 5% contribution for sworn law enforcement officers.

# Employer Contributions
## as of December 2017

| Employer Type | Employer | Employer Contribution for General Employees |
|---|---|---|
| Charter School | Island Montessori Charter School | Up to 6.00% |
| Charter School | Longleaf School of the Arts | Up to 3.00% |
| Charter School | Northeast Carolina Prep School | Up to 3.00% |
| Charter School | Queens Grant Community School | Up to 3.00% |
| Charter School | Research Triangle High School | Up to 3.00% |
| Charter School | The Expedition School | Up to 6.00% |
| Charter School | Willow Oak Montessori School | 5.00% |
| Comm. College | Beaufort Community College | 1.00% |
| County | Alamance County | Up to 2.00% |
| County | Anson County | 3.00% |
| County | Ashe County | 2.00% |
| County | Avery County | Up to 3.00% |
| County | Beaufort County | Up to 2.00% |
| County | Bertie County | 2.00% |
| County | Brunswick County | 5.00% |
| County | Buncombe County | 8.00% |
| County | Burke County | Up to 2.00% |
| County | Cabarrus County | 5.00% |
| County | Camden County | 5.00% |
| County | Carteret County | 5.00% |
| County | Catawba County | Up to 1.00% |
| County | Chatham County | 4.50% |
| County | Cleveland County | 5.00% |
| County | Craven County | Up to 4.00% |
| County | Cumberland County | 1.00% |
| County | Currituck County | 5.68% |
| County | Davidson County | 1.50% |
| County | Davie County | Up to 3.00% |
| County | Durham County | 5.00% |
| County | Edgecombe County | 2.00% |
| County | Forsyth County | 2.50% |
| County | Franklin County | 4.00% |
| County | Granville County | Up to 1.00% |
| County | Guilford County | Up to 5.00% |
| County | Harnett County | Up to 2.00% |
| County | Haywood County | 2.00% |
| County | Henderson County | Up to 2.00% |
| County | Iredell County | 5.00% |
| County | Johnston County | Up to 5.00% |
| County | Lee County | 5.00% |
| County | Lenoir County | 5.00% |
| County | Macon County | 2.00% |
| County | Martin County | 3.00% |
| County | McDowell County | $16.67 |
| County | Mecklenburg County | Up to 5.00% |
| County | Montgomery County | Up to 5.00% |
| County | Moore County | Up to 3.00% |
| County | Nash County | 5.00% |
| County | Onslow County | Up to 4.00% |
| County | Orange County | Up to $90.50 |
| County | Person County | 5.00% |
| County | Pitt County | 5.08% |
| County | Randolph County | Up to 2.00% |
| County | Richmond County | 5.00% |
| County | Robeson County | 4.00% |
| County | Rowan County | 3.00% |
| County | Rutherford County | 3.25% |
| County | Sampson County | Up to 5.00% |
| County | Scotland County | Up to 2.00% |
| County | Stokes County | Up to 1.00% |
| County | Union County | 5.00% |
| County | Wake County | 5.00% |
| County | Washington County | Up to 3.00% |
| County | Watauga County | 5.00% |
| County | Wayne County | Up to 2.00% |
| County | Wilson County | 5.00% |
| County | Yadkin County | Up to 1.00% |
| Municipal | Aberdeen, Town of | 5.00% |
| Municipal | Ahoskie, Town of | 5.00% |
| Municipal | Angier, Town of | Up to 5.00% |
| Municipal | Apex, Town of | 5.00% |
| Municipal | Archdale, City of | Up to 5.00% |
| Municipal | Archer Lodge, Town of | 5.00% |
| Municipal | Asheville, City of | 5.00% |
| Municipal | Atlantic Beach, Town of | 5.00% |
| Municipal | Badin, Town of | Up to 5.00% |
| Municipal | Bald Head Island, Village of | 5.00% |
| Municipal | Banner Elk, Town of | Up to 6.00% |
| Municipal | Beaufort, Town of | 5.00% |
| Municipal | Beech Mountain, Town of | 5.00% |
| Municipal | Belhaven, Town of | Up to 2.00% |
| Municipal | Belmont, City of | 5.00% |
| Municipal | Benson, Town of | 5.00% |
| Municipal | Bermuda Run, Town of | Up to 5.00% |
| Municipal | Bessemer City, City of | 5.00% |
| Municipal | Bethel, Town of | 2.00% |
| Municipal | Beulaville, Town of | 5.00% |
| Municipal | Biltmore Forest, Town of | 5.00% |
| Municipal | Biscoe, Town of | Up to 6.00% |
| Municipal | Black Creek, Town of | 5.00% |
| Municipal | Black Mountain, Town of | 5.00% |
| Municipal | Bladenboro, Town of | 5.00% |
| Municipal | Blowing Rock, Town of | Up to 5.00% |
| Municipal | Boiling Spring Lakes, Town of | 5.00% |
| Municipal | Boiling Springs, City of | 5.00% |
| Municipal | Boone, Town of | 5.00% |
| Municipal | Bridgeton, Town of | Up to 5.00% |
| Municipal | Bunn, Town of | 2.00% |
| Municipal | Burgaw, Town of | 5.00% |
| Municipal | Burlington, City of | 5.00% |
| Municipal | Burnsville, Town of | Up to 2.00% |
| Municipal | Butner, Town of | 5.00% |
| Municipal | Cameron, Town of | 3.00% |
| Municipal | Candor, Town of | 5.00% |
| Municipal | Cape Carteret, Town of | Up to 5.00% |
| Municipal | Carolina Beach, Town of | Up to 2.00% |
| Municipal | Carolina Shores, Town of | Up to 6.00% |
| Municipal | Carrboro, Town of | 3.00% |
| Municipal | Carthage, Town of | 5.00% |
| Municipal | Cary, Town of | 5.00% |

North Carolina Total Retirement Plans
401k | 457 | 403b

Dale R. Folwell, CPA
State Treasurer of North Carolina
Dale R. Folwell, CPA

Employer contributions to the NC 401(k) Plan and/or the NC 457 Plan shown here are generalized and are not intended to convey the specifics associated with each employer. Employer contributions shown are per pay period, unless otherwise noted. Employer contributions are not guaranteed; they are subject to change at any time.

| Employer Type | Employer | Employer Contribution for General Employees |
|---|---|---|
| Municipal | Caswell Beach, Town of | 5.00% |
| Municipal | Chapel Hill, Town of | 5.00% |
| Municipal | Charlotte, City of | 3.00% |
| Municipal | Cherryville, City of | 5.00% |
| Municipal | China Grove, Town of | 5.00% |
| Municipal | Claremont, City of | 5.00% |
| Municipal | Clarkton, Town of | Up to 5.00% |
| Municipal | Clayton, Town of | 4.00% |
| Municipal | Clemmons, Village of | Up to 5.00% |
| Municipal | Cleveland, Town of | 5.00% |
| Municipal | Columbus, Town of | 5.00% |
| Municipal | Concord, City of | 3.50% |
| Municipal | Conover, City of | 5.00% |
| Municipal | Cooleemee, Town of | 5.00% |
| Municipal | Cornelius, Town of | 5.00% |
| Municipal | Cramerton, Town of | 5.00% |
| Municipal | Creedmoor, City of | 5.00% |
| Municipal | Dallas, Town of | 5.00% |
| Municipal | Davidson, Town of | Up to 5.00% |
| Municipal | Dobson, Town of | 5.00% |
| Municipal | Duck, Town of | 5.00% |
| Municipal | Dunn, City of | 2.00% |
| Municipal | Durham, City of | 5.00% |
| Municipal | East Spencer, Town of | Up to 2.00% |
| Municipal | Eastover, Town of | Up to 5.00% |
| Municipal | Eden, City of | 5.00% |
| Municipal | Edenton, Town of | 1.00% |
| Municipal | Elizabeth City, City of | 5.00% |
| Municipal | Elizabethtown, Town of | 3.00% |
| Municipal | Elkin, Town of | 5.00% |
| Municipal | Elm City, Town of | 5.00% |
| Municipal | Elon, Town of | 5.00% |
| Municipal | Emerald Isle, Town of | 5.00% |
| Municipal | Erwin, Town of | 5.00% |
| Municipal | Fairmont, Town of | 5.00% |
| Municipal | Faison, Town of | 2.00% |
| Municipal | Farmville, Town of | 2.75% |
| Municipal | Fayetteville, City of | 1.00% |
| Municipal | Fletcher, Town of | 5.00% |
| Municipal | Forest City, Town of | Up to $40 |
| Municipal | Foxfire Village, Town of | 5.00% |
| Municipal | Franklin, Town of | 5.00% |
| Municipal | Franklinton, Town of | 5.00% |
| Municipal | Fremont, Town of | 5.00% |
| Municipal | Fuquay-Varina, Town of | 5.00% |
| Municipal | Garner, Town of | 5.00% |
| Municipal | Gaston, Town of | 5.00% |
| Municipal | Gastonia, City of | 5.00% |
| Municipal | Gibsonville, Town of | 5.00% |
| Municipal | Goldsboro, City of | 3.00% |
| Municipal | Graham, City of | Up to 5.00% |
| Municipal | Granite Falls, Town of | 2.00% |
| Municipal | Granite Quarry, Town of | 5.00% |
| Municipal | Green Level, Town of | Up to 5.00% |
| Municipal | Greenville, City of | $30 |
| Municipal | Grifton, Town of | Up to 1.50% |
| Municipal | Grover, Town of | 5.00% |
| Municipal | Harrisburg, Town of | 3.00% |
| Municipal | Havelock, City of | 5.00% |
| Municipal | Haw River, Town of | 5.00% |
| Municipal | Hertford, Town of | 3.75% |
| Municipal | Hickory, City of | Up to 1.00% |
| Municipal | Hillsborough, Town of | 5.00% |
| Municipal | Holden Beach, Town of | 5.00% |
| Municipal | Holly Ridge, Town of | Up to 3.00% |
| Municipal | Holly Springs, Town of | 5.00% |
| Municipal | Hope Mills, Town of | 3.00% |
| Municipal | Hudson, Town of | 3.00% |
| Municipal | Huntersville, Town of | 5.00% |
| Municipal | Indian Beach, Town of | 5.00% |
| Municipal | Indian Trail, Town of | Up to 5.00% |
| Municipal | Jacksonville, City of | 2.00% |
| Municipal | Jamestown, Town of | 4.50% |
| Municipal | Jonesville, Town of | 5.00% |
| Municipal | Kenansville, Town of | Up to 5.00% |
| Municipal | Kenly, Town of | 1.00% |
| Municipal | Kernersville, Town of | 2.00% |
| Municipal | Kill Devil Hills, Town of | Up to 5.00% |
| Municipal | King, City of | 5.00% |
| Municipal | Kings Mountain, City of | 5.00% |
| Municipal | Kinston, City of | 1.50% |
| Municipal | Kitty Hawk, Town of | Up to 2.00% |
| Municipal | Knightdale, Town of | 5.00% |
| Municipal | Kure Beach, Town of | 5.00% |
| Municipal | Lake Lure, Town of | Up to 5.00% |
| Municipal | Landis, Town of | 5.00% |
| Municipal | Laurel Park, Town of | 5.00% |
| Municipal | Laurinburg, City of | 5.00% |
| Municipal | Leland, Town of | 5.00% |
| Municipal | Liberty, Town of | 3.00% |
| Municipal | Lilesville, Town of | 4.00% |
| Municipal | Lillington, Town of | Up to 5.00% |
| Municipal | Littleton, Town of | 3.00% |
| Municipal | Locust, City of | Up to 5.00% |
| Municipal | Louisburg, Town of | 5.00% |
| Municipal | Lucama, Town of | 2.50% |
| Municipal | Lumberton, City of | 4.00% |
| Municipal | Madison, Town of | 3.00% |
| Municipal | Maggie Valley, Town of | Up to 3.00% |
| Municipal | Manteo, Town of | 5.00% |
| Municipal | Marion, City of | 5.00% |
| Municipal | Marshville, Town of | Up to 3.50% |
| Municipal | Matthews, Town of | 5.00% |
| Municipal | Mayodan, Town of | 5.00% |
| Municipal | McAdenville, Town of | 5.00% |
| Municipal | Mebane, City of | 5.00% |
| Municipal | Middlesex, Town of | 3.50% |
| Municipal | Mills River, Town of | Up to 4.00% |
| Municipal | Mint Hill, Town of | 5.00% |
| Municipal | Misenheimer, Town of | 5.00% |
| Municipal | Mocksville, Town of | Up to 5.00% |
| Municipal | Momeyer, Town of | Up to 2.00% |
| Municipal | Monroe, City of | Up to 5.00% |
| Municipal | Montreat, Town of | 5.00% |
| Municipal | Mooresville, Town of | 5.00% |
| Municipal | Morehead City, Town of | Up to 5.00% |
| Municipal | Morrisville, Town of | 5.00% |
| Municipal | Mount Gilead, Town of | Up to 3.00% |
| Municipal | Mount Holly, City of | 5.00% |
| Municipal | Mount Olive, Town of | 4.00% |
| Municipal | Mount Pleasant, Town of | 2.00% |
| Municipal | Murfreesboro, Town of | Up to 1.50% |
| Municipal | Nags Head, Town of | Up to 2.00% |
| Municipal | Nashville, Town of | 3.00% |
| Municipal | New Bern, City of | 6.00% |
| Municipal | Newland, Town of | 4.00% |
| Municipal | Newport, Town of | 4.00% |
| Municipal | Norlina, Town of | Up to 5.00% |
| Municipal | North Topsail Beach, Town of | 3.00% |
| Municipal | North Wilkesboro, Town of | 5.63% |
| Municipal | Northwest, City of | 5.00% |
| Municipal | Oak Island, Town of | Up to 3.00% |
| Municipal | Oakboro, Town of | Up to 3.00% |
| Municipal | Ocean Isle Beach, Town of | 5.00% |
| Municipal | Pembroke, Town of | 3.00% |
| Municipal | Pilot Mountain, Town of | 5.00% |

| Employer Type | Employer | Employer Contribution for General Employees |
|---|---|---|
| Municipal | Pine Knoll Shores, Town of | 5.00% |
| Municipal | Pinebluff, Town of | 3.00% |
| Municipal | Pinehurst, Village of | 5.00% |
| Municipal | Pinetops, Town of | 5.00% |
| Municipal | Pineville, Town of | Up to 5.00% |
| Municipal | Pittsboro, Town of | 5.00% |
| Municipal | Plymouth, Town of | Up to 5.00% |
| Municipal | Polkton, Town of | 4.00% |
| Municipal | Raeford, City of | 5.00% |
| Municipal | Ramseur, Town of | 2.50% |
| Municipal | Randleman, City of | 5.00% |
| Municipal | Ranlo, Town of | 3.00% |
| Municipal | Red Springs, Town of | 2.00% |
| Municipal | Reidsville, City of | 5.00% |
| Municipal | Rich Square, Town of | 5.00% |
| Municipal | Richlands, Town of | 3.00% |
| Municipal | River Bend, Town of | 5.00% |
| Municipal | Roanoke Rapids, City of | Up to 3.00% |
| Municipal | Rockingham, City of | 2.50% |
| Municipal | Rockwell, Town of | 5.00% |
| Municipal | Rocky Mount, City of | 3.00% |
| Municipal | Roseboro, Town of | Up to 5.00% |
| Municipal | Rolesville, Town of | 5.00% |
| Municipal | Rutherfordton, Town of | 2.50% |
| Municipal | Salisbury, City of | 3.00% |
| Municipal | Saluda, City of | Up to 5.00% |
| Municipal | Sanford, City of | 5.00% |
| Municipal | Sawmills, Town of | 2.00% |
| Municipal | Scotland Neck, Town of | 1.50% |
| Municipal | Selma, Town of | 3.00% |
| Municipal | Seven Devils, Town of | Up to 2.00% |
| Municipal | Shallotte, Town of | 5.00% |
| Municipal | Shelby, City of | 5.00% |
| Municipal | Siler City, Town of | 2.50% |
| Municipal | Simpson, Village of | Up to 5.00% |
| Municipal | Smithfield, Town of | Up to 3.00% |
| Municipal | Snow Hill, Town of | Up to 5.00% |
| Municipal | Southern Pines, Town of | 5.00% |
| Municipal | Southern Shores, Town of | 5.00% |
| Municipal | Southport, City of | 5.00% |
| Municipal | Spencer, Town of | Up to 2.00% |
| Municipal | Spindale, Town of | 4.00% |
| Municipal | Spring Hope, Town of | 5.00% |
| Municipal | Spring Lake, Town of | 2.00% |
| Municipal | St. James, Town of | 5.00% |
| Municipal | St. Pauls, Town of | 3.00% |
| Municipal | Stallings, Town of | Up to 5.00% |
| Municipal | Stanfield, Town of | 5.00% |
| Municipal | Stanley, Town of | 5.00% |
| Municipal | Stantonburg, Town of | Up to 2.00% |
| Municipal | Star, Town of | 5.00% |
| Municipal | Statesville, City of | Up to 1.00% |
| Municipal | Stedman, Town of | 5.00% |
| Municipal | Sugar Mountain, Village of | Up to 5.00% |
| Municipal | Summerfield, Town of | Up to 3.00% |
| Municipal | Sunset Beach, Town of | 5.00% |
| Municipal | Surf City, Town of | $20 |
| Municipal | Swansboro, Town of | 1.00% |
| Municipal | Sylva, Town of | Up to 5.00% |
| Municipal | Tabor City, Town of | 5.00% |
| Municipal | Tarboro, Town of | 6.00% |
| Municipal | Taylorsville, Town of | 5.00% |
| Municipal | Topsail Beach, Town of | 5.00% |
| Municipal | Trent Woods, Town of | 5.00% |
| Municipal | Troutman, Town of | 5.00% |
| Municipal | Troy, Town of | 2.00% |
| Municipal | Tryon, Town of | Up to 2.00% |
| Municipal | Vass, Town of | 5.00% |
| Municipal | Wade, Town of | 3.50% |
| Municipal | Wadesboro, Town of | 4.00% |
| Municipal | Wagram, Town of | 2.50% |
| Municipal | Wake Forest, Town of | 5.00% |
| Municipal | Wallace, Town of | 3.00% |
| Municipal | Walnut Cove, Town of | 5.00% |
| Municipal | Walnut Creek, Village of | 5.00% |
| Municipal | Warsaw, Town of | Up to 2.00% |
| Municipal | Washington, City of | Up to $50 |
| Municipal | Waxhaw, Town of | 5.00% |
| Municipal | Waynesville, Town of | 5.00% |
| Municipal | Weaverville, Town of | Up to 6.00% |
| Municipal | Weddington, Town of | 5.00% |
| Municipal | Wendell, Town of | 5.00% |
| Municipal | West Jefferson, Town of | 5.00% |
| Municipal | Whispering Pines, Village of | 5.00% |
| Municipal | Whitakers, Town of | 5.00% |
| Municipal | White Lake, Town of | 2.50% |
| Municipal | Whiteville, City of | 4.50% |
| Municipal | Wilkesboro, Town of | Up to 5.00% |
| Municipal | Wilmington, City of | 4.50% |
| Municipal | Wilson, City of | 5.00% |
| Municipal | Windsor, Town of | 5.00% |
| Municipal | Wingate, Town of | 5.00% |
| Municipal | Winterville, Town of | 5.00% |
| Municipal | Woodfin, Town of | 8.00% |
| Municipal | Wrightsville Beach, Town of | 4.00% |
| Municipal | Yadkinville, Town of | 5.00% |
| Municipal | Zebulon, Town of | 5.00% |
| Other | Alamance Community Fire Department | Up to 2.00% |
| Other | Alamance Municipal ABC Board | 5.00% |
| Other | Albemarle Commission | Up to 1.00% |
| Other | Albemarle Regional Health Services | 1.00% |
| Other | Alliance Behavioral Healthcare | 5.00% |
| Other | Asheville ABC Board | 2.00% |
| Other | Asheville Regional Airport Authority | 5.00% |
| Other | Bay Leaf Fire Department | 5.00% |
| Other | Benson Housing Authority | Up to 2.00% |
| Other | Bertie-Martin Regional Jail | 2.00% |
| Other | Blue Ridge Fire & Rescue | 4.00% |
| Other | Braswell Memorial Public Library | 3.00% |
| Other | Broad River Water Authority | 5.00% |
| Other | Brunswick County Tourism Authority | 5.00% |
| Other | Burke County Public Health | Up to 2.00% |
| Other | Burke County Social Services | Up to 2.00% |
| Other | Burke-Catawba District Confinement Authority | Up to 2.00% |
| Other | Cabarrus County Tourism Authority | 5.00% |
| Other | Cape Fear COG | Up to 1.00% |
| Other | Cape Fear Public Transportation | Up to 4.50% |
| Other | Cape Fear Public Utility Authority | Up to 4.00% |
| Other | Carteret County ABC Board | 5.00% |
| Other | Centennial Authority | 5.00% |
| Other | Centralina COG | 3.00% |
| Other | Charlotte Mecklenburg Library | Up to 5.00% |
| Other | Cleveland County Water | 5.00% |
| Other | Coastal Care | Up to 2.00% |
| Other | Coastal Carolina Airport | Up to 4.00% |
| Other | Coastal Solid Waste Management Authority | Up to 5.00% |
| Other | Concord ABC Board | 4.00% |
| Other | Cooleemee ABC Board | 5.00% |
| Other | Craven County ABC Board | Up to 3.00% |
| Other | Craven-Pamlico-Carteret Library | Up to $25 |
| Other | Cumberland County ABC Board | 5.00% |
| Other | Dare County Tourism Board | Up to 1.00% |
| Other | Davie Soil & Water Conservation District | 1.00% |

# Employer Contributions

| Employer Type | Employer | Employer Contribution for General Employees |
|---|---|---|
| Other | Dobson ABC Board | 5.00% |
| Other | Downtown Salisbury, Inc. | Up to 3.00% |
| Other | Dunn ABC Board | 2.00% |
| Other | Durham Convention & Visitors Bureau | 5.00% |
| Other | Durham County ABC Board | Up to 2.50% |
| Other | Durham Highway Fire Department | 5.00% |
| Other | Eastpointe | Up to 3.00% |
| Other | Edenton Housing Authority | 4.00% |
| Other | Edgecombe County ABC Board | 5.00% |
| Other | Electricities of NC | 2.50% |
| Other | Elizabethtown ABC Board | 3.00% |
| Other | First Craven Sanitary District | Up to 3.00% |
| Other | Fontana Regional Library | Up to 2.00% |
| Other | Garner Fire Department | 5.00% |
| Other | Gastonia ABC Board | 5.00% |
| Other | Greensboro ABC Board | 5.00% |
| Other | Greenville Housing Authority | $35 |
| Other | Greenville Utilities Commission | $40 |
| Other | Guilford Fire District 13 | Up to 2.00% |
| Other | Halifax County ABC Board | 3.00% |
| Other | Halifax County Tourism Development Authority | Up to 3.00% |
| Other | High Country COG | Up to 4.00% |
| Other | High Point ABC Board | Up to 6.00% |
| Other | Indian Trail ABC Board | Up to 1.00% |
| Other | Isothermal Planning & Development Commission | 3.00% |
| Other | Johnston County ABC Board | 5.00% |
| Other | Johnston County Mental Health | Up to 5.00% |
| Other | Jonesville Water & Sewer | 5.00% |
| Other | Junaluska Sanitary District | 3.00% |
| Other | Kerr Area Transportation Authority | Up to 3.00% |
| Other | Kerr-Tar Regional COG | Up to 1.00% |
| Other | Kinston Housing Authority | Up to 3.50% |
| Other | Kinston-Lenoir County Public Library | Up to 1.00% |
| Other | Land of Sky Regional Council | 4.00% |
| Other | Laurinburg-Maxton Airport Commission | 5.00% |
| Other | Lenoir County ABC Board | 2.00% |
| Other | Lincolnton Housing Authority | Up to 4.00% |
| Other | Locust ABC Board | 10.00% |
| Other | Louisburg ABC Board | 5.00% |
| Other | Lower Cape Fear Water & Sewer Authority | 3.00% |
| Other | Lumber River COG | Up to 2.00% |
| Other | Lumberton Airport Commission | 4.00% |
| Other | Madison-Mayodan Recreation Commission | 2.00% |
| Other | Marion ABC Board | 2.00% |
| Other | Martin County Travel & Tourism | 3.00% |
| Other | Mecklenburg County ABC Board | Up to 6.00% |
| Other | Mecklenburg EMS Agency | Up to 5.00% |
| Other | Metropolitan Sewerage District | Up to 5.00% |
| Other | MI Connection Communication | Up to 2.00% |
| Other | Mid-Carolina COG | 1.00% |
| Other | Mid-East Planning Commission | Up to 3.00% |
| Other | Monroe Housing Authority | Up to 5.00% |
| Other | Moore County ABC Board | 2.50% |
| Other | Moore County Airport | Up to 3.00% |
| Other | Moore County Tourism Development | Up to 3.00% |
| Other | Mooresville ABC Board | 5.00% |
| Other | Mount Airy ABC Board | Up to 5.00% |
| Other | Nash County ABC Board | 5.00% |
| Other | NC Association of County Commissioners | Up to 4.00% |
| Other | New Hanover County ABC Board | Up to 5.00% |
| Other | North Brunswick Sanitary District | 5.00% |
| Other | Onslow County ABC Board | Up to 5.00% |
| Other | Onslow Water & Sewer Authority | Up to 3.00% |
| Other | Orange County ABC Board | Up to $75 |
| Other | Parkwood Fire Department | 5.00% |
| Other | Partners Behavioral Health Management | Up to 2.50% |
| Other | Pembroke Housing Authority | 5.00% |
| Other | Piedmont Triad Regional Council | 2.50% |
| Other | Piedmont Triad Regional Water Authority | 5.00% |
| Other | Pinecroft Sedgefield Fire District | Up to 3.00% |
| Other | Pitt County ABC Board | 5.00% |
| Other | Pitt-Greenville Convention Authority | $30 |
| Other | Plymouth Housing Authority | Up to 3.00% |
| Other | Public Library of Johnston Co. & Smithfield | Up to 5.00% |
| Other | Raleigh Housing Authority | Up to 4.00% |
| Other | Raleigh-Durham Airport Authority | Up to 5.00% |
| Other | Randleman ABC Board | 5.00% |
| Other | Reidsville ABC Board | 5.00% |
| Other | Robeson Housing Authority | 4.00% |
| Other | Rutherford-Polk-McDowell District Health Department | Up to 1.00% |
| Other | Salisbury Housing Authority | 3.00% |
| Other | Salisbury-Rowan County Convention & Visitors Bureau | Up to 3.00% |
| Other | Sandhills Center | 1.62% |
| Other | Sanford ABC Board | Up to 5.00% |
| Other | Scotland County ABC Board | 5.00% |
| Other | Sheppard Memorial Library | $30 |
| Other | Skyland Fire & Rescue | Up to 5.00% |
| Other | Smoky Mountain Mental Health | Up to 5.00% |
| Other | Spring Hope Water & Sewer | 5.00% |
| Other | Statesville ABC Board | Up to 5.00% |
| Other | Summerfield Fire District | Up to 2.00% |
| Other | Tarboro Redevelopment Commission | 6.00% |
| Other | Thomasville Housing Authority | Up to 3.00% |
| Other | Triangle J COG | 5.00% |
| Other | Trillium Health Resources | Up to 2.00% |
| Other | Upper Coastal Plain COG | 2.00% |
| Other | Vance County ABC Board | 1.00% |
| Other | Wake County ABC Board | 5.00% |
| Other | Water & Sewer Authority of Cabarrus County | 4.00% |
| Other | Wayne County ABC Board | Up to $25 |
| Other | Wayne County Public Library | Up to 2.00% |
| Other | Western Piedmont COG | Up to 1.00% |
| Other | Wilmington International Airport | 5.00% |
| Other | Wilson County ABC Board | 5.00% |
| Other | Wilson County Tourism | 3.00% |
| Other | Wilson Economic Development Council | 3.00% |
| Other | Yadkin Valley Sewer Authority | 5.00% |
| School | Warren County Schools | $15 |
| State | NC Auctioneer Licensing Board | 7.13% |

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# *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 plan options: a traditional Point of Service (POS) plan, and a High Deductible Plan paired with a Health Savings Account (HDP/HSA). An overview of both health plan options is outlined below:

| Health Plan | County Cost (Individual Coverage) | Individual Deductible/Maximum Co-Insurance | Co-Pays |
|---|---|---|---|
| Traditional Medical Plan (POS) | $806.60/month premium contribution | $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 Medical Plan | $798.52/month premium contribution + $118/month HSA contribution, which equals $916.52 county cost/month | $1,500/$2,000 (offset by $1,416 HSA= $84/$2,000) | None, all services except preventive care 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 medical plan options and pays a percentage of the premium equivalent for dependent coverage. The County contributes up to $1,416 annually to a Health Savings Account for employees enrolled in the High Deduction Plan ($118 for each month of coverage).

The Manager Recommended Budget for FY2018/2019 includes a $750,000 appropriation increase for health insurance. The employee premium equivalent will remain unchanged. All covered benefits, co-pays, co-insurance and deductibles will remain the same. (Action Agenda Item 6-c, dated February 6, 2018)

Dental and Vision Insurance

Delta Dental is the County's current dental provider, and Community Eye Care provides the County's vision plan. All covered benefits, co-pays, co-insurance and deductibles are expected to remain the same for both the dental and vision plans. The Manager Recommended Budget for FY2018/2019 includes a $125,521 appropriation increase in the dental program. (Action Agenda Item 6-c, dated February 6, 2018) Vision

insurance premiums will not change. Employees pay 100% of the cost of vision insurance.

FY 2018/2019 Actions

The County's health plan has been self-insured since 2014. On February 6, 2018, the Board of County Commissioners (Action Agenda Item 4-b) approved joining the North Carolina Health Insurance Pool (NCHIP). NCHIP is a self-insured pool that offers economies of scale and risk pooling to members, providing financial stability to participating North Carolina counties, cities, and towns. NCHIP currently uses Blue Cross Blue Shield of North Carolina (BCBSNC) and Prime Therapeutics, a division of BCBSNC, to administer medical and prescription claims for its members.

Effective July 1, 2018, the County will join NCHIP; therefore, BCBSNC and Prime Therapeutics will replace United Healthcare and Envision Rx as the third party administrators (TPAs) for the County's medical and prescription coverage.

**Manager Recommendation**

The Manager Recommended Budget for FY2018/2019 is summarized as follows:

- Participate in the North Carolina Health Insurance Pool (NCHIP), which requires changing medical and prescription third party administrators to Blue Cross Blue Shield of North Carolina (BCBSNC) and Prime Therapeutics, a division of BCBSNC, respectively;
- Increase health insurance appropriation $750,000;
- Increase dental insurance appropriation $125,521;
- No increase to employee premium equivalent for health, dental, or vision insurance.

# *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 following is a summary of the history of living wage calculations and the Board of County Commissioners approvals:

- In FY2010/2011, the living wage was calculated by averaging the index for the cities of Durham, Burlington and Raleigh and the Town of Chapel Hill.
- In FY2011/2012, the living wage was comprised by averaging the indexes for Orange, Durham, Alamance and Wake Counties.
- In FY2014/2015, the Board increased the living wage to $12.76 per hour equating to an entry level salary grade 8 permanent salary.
- In FY2015/2016, the Board approved continuing the living wage at the current $12.76 per hour. 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. Orange County Living Wage established $12.75 as its target hourly rate for 2016.
- 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.
- In FY2017/2018 the Board of County Commissioners adopted $13.75 per hour as the living wage effective July 1, 2017 for all employees, permanent and temporary.
- Effective January 1, 2018, the living wage was increased to $15.00 per hour for all permanent employees. This equates to $31,230 annually.

## Summary of Living Wage from 2000 through 2017

The chart below shows the living wage and the entry salary for salary grade 8 permanent employees for years 2000 through 2017. The data shows that the differential between the two wages has decreased significantly in 2015 and the difference has remained at 0 since July 2016.

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 1998.

| Date | Living Wage | Entry Salary Grade 8 Wage | Difference |
|---|---|---|---|
| Jul-00 | $8.45 | $8.85 | ($0.40) |
| Jul-01 | $9.11 | $9.52 | ($0.41) |
| Jul-05 | $9.34 | $11.42 | ($2.08) |
| Jul-07 | $10.12 | $12.23 | ($2.11) |

| | | | |
|---|---|---|---|
| Jul-11 | $10.81 | $12.51 | ($1.70) |
| Jul-12 | $10.97 | $12.76 | ($1.79) |
| Jul-13 | $10.97 | $12.76 | ($1.79) |
| Jul-14 | $12.76 | $12.95 | ($0.19) |
| Jul-15 | $12.76 | $12.95 | ($0.19) |
| Jul-16 | $13.15 | $13.15 | 0 |
| Jul-17 | $13.75 | $13.75 | 0 |
| Jan-18 | $15.00 | $15.00 | 0 |

## Summary of Residence of Employees

The charts below provide the County of Residence for permanent employees and a residency comparison between FY2015/2016, FY2016/2017 and April 2018. The data demonstrates that the number of employees residing in Orange County relative to the all employees declining in years 2015 and 2016; however in 2017 it is showing a slight increase.

| County of Residence | 2015 | | 2016 | | 2017 | | 2018 | |
|---|---|---|---|---|---|---|---|---|
| | # of perm employees | % to total | # of perm employees | % to total | # of perm employees | % to total | # of perm employees | % to total |
| Orange | 453 | 52.43% | 372 | 40.61% | 352 | 38.10% | 356 | 37.36% |
| Alamance | 134 | 15.51% | 197 | 21.51% | 212 | 22.94% | 220 | 23.08% |
| Durham | 127 | 14.70% | 143 | 15.61% | 168 | 18.18% | 158 | 16.58% |
| Wake | 57 | 6.60% | 57 | 6.22% | 60 | 6.49% | 59 | 6.19% |
| Other | 93 | 10.76% | 147 | 16.05% | 132 | 14.29% | 160 | 16.79% |
| Total | 864 | 100.00% | 916 | 100.00% | 924 | 100.00% | 953 | 100.00% |

| County of Residence | CHANGE 2015 to 2016 | | CHANGE 2016 to 2017 | | CHANGE 2017 to 2018 | |
|---|---|---|---|---|---|---|
| | # change | % change | # change | % change | # change | % change |
| Orange | -81 | -17.88% | -20 | -5.38% | 4 | 1.14% |
| Alamance | 63 | 47.01% | 15 | 7.61% | 8 | 3.77% |
| Durham | 16 | 12.60% | 25 | 17.48% | -10 | -5.95% |
| Wake | 0 | 0.00% | 3 | 5.26% | -1 | -1.67% |
| Other | 54 | 58.06% | -15 | -10.20% | 28 | 21.21% |
| Total | 52 | 6.02% | 8 | 0.87% | 29 | 3.14% |

# *Living Wage – continued*

The following chart demonstrates in more detail Employee Residency in 2018 by County as well as by City and Town within Orange County.

| County | # of Employees | % of Total |
|---|---|---|
| Orange | 356 | 37.36% |
| Alamance | 220 | 23.08% |
| Durham | 158 | 16.58% |
| Person | 86 | 9.02% |
| Wake | 59 | 6.19% |
| Guilford | 21 | 2.20% |
| Chatham | 12 | 1.26% |
| Caswell | 12 | 1.26% |
| Granville | 8 | 0.84% |
| Franklin | 4 | 0.42% |
| Other | 12 | 1.26% |
| Out of state | 5 | 0.52% |
| TOTAL: | 953 | |

| City/Town | # of Employees | % of Total |
|---|---|---|
| Hillsborough | 166 | 17.42% |
| Durham | 157 | 16.47% |
| Mebane | 122 | 12.80% |
| Chapel Hill | 105 | 11.02% |
| Efland | 38 | 3.99% |
| Burlington | 37 | 3.88% |
| Graham | 35 | 3.67% |
| Hurdle Mills | 33 | 3.46% |
| Carrboro | 26 | 2.73% |
| Raleigh | 24 | 2.52% |
| Rougemount | 24 | 2.52% |
| Cedar Grove | 21 | 2.20% |
| Haw River | 15 | 1.57% |
| Timberlake | 15 | 1.57% |
| Roxboro | 14 | 1.47% |
| Pittsboro | 9 | 0.94% |
| Cary | 7 | 0.73% |
| Other | 105 | 11.02% |
| | | |
| TOTAL | 953 | |

## Indicators for Establishing the Living Wage

**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 2018 guidelines is $25,100 or $12.07 hourly. This represents an annual increase of $500 (or 24 cents per hour) over 2017. The 2017 annual salary for a family of four was $24,600.

| Number in Family | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|---|---|---|
| 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 | $7.91 |
| 3 | $9.18 | $9.39 | $9.51 | $9.66 | $9.69 | $9.82 | $9.99 |
| 4 | $11.08 | $11.32 | $11.47 | $11.66 | $11.68 | $11.83 | $12.07 |
| 5 | $12.99 | $13.25 | $13.42 | $13.66 | $13.67 | $13.84 | $14.14 |

## Living Wage Certification

Based on 2018 Federal Poverty Guidelines, the hourly rate for a family of four is $12.07 per hour. In November 2015, Orange County was designated as an Orange County Living Wage Employer. Orange County's Living Wage of $15.00 is currently 24.30 percent higher than the 2018 poverty guidelines for a family of four ($12.07 per hour).

Employers certified as an Orange County Living Wage Employer must pay at least $13.70 per hour to all regular full and part time employees. For employers providing health insurance the threshold is $12.20 hour for employers recertified in 2018. The Towns of Chapel Hill, Carrboro and Hillsborough are also Certified Living Wage Employers and the current living wage is $13.70 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 FY2017/2018 to date, the Department of Social Services has employed 20 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 $13.75 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 Commissioner Approved Budget includes the County paying 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 maintaining the current living wage of $15.00 per hour for all permanent employees. The living wage for temporary employees is $13.75 per hour. The Manager recommends increasing the living wage for temporary employees to $14.25 per hour effective July 1, 2018, consistent with the Orange County Living Wage formula.*

# *Personnel Savings Initiatives*

## Background

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 FY2010/2011, the Board of County Commissioners reduced the hiring freeze to six-months. Overall the program averaged a cost savings of approximately $2 million each fiscal year from FY2011/2012 through FY2014/2015. The Board discontinued the hiring freeze program in FY2015/2016.

In FY2016/2017, the Board authorized the County Manager to use a Request to Fill process to manage the rate at which vacancies are 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. A summary is outlined below:

- 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 June 30, 2017, total salary and benefits savings was $2,091,792.

- Salary attrition savings of $2 million was budgeted for FY2017/2018. As of March 31, 2018, total salary and benefits savings is approximately $2.4 million.

## Manager Recommendation

*The Manager recommends a budgetary projection for FY2018/2019 for personnel salary and benefit savings through attrition of $2 million.*

# *Retiree Health Care*

## Background

Health Insurance

The County provides health coverage to 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 Blue Options Medical Plan, a traditional Point of Service (POS) plan, and a High Deductible Plan paired with a Health Savings Account (HDP/HSA). As of March 2018, the plan covered 151 County non-Medicare eligible retirees under the age of 65.

Most retirees are eligible for Medicare coverage at the age of 65. Medicare coverage 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, 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. As of March 2018, 238 retirees are enrolled in a Medicare Supplement (Plan F) program.

## Manager Recommendation

The Board of County Commissioners approved the FY2018/2019 budget for pre-65 retirees. (Action Agenda Items 6-b and 6-c, dated February 6, 2018) The Commissioner Approved Budget is consistent with the Manager's recommendation to not include an increase for the health coverage premium equivalent for retirees enrolled in the County's group plans (pre-65 retirees).

The Manager recommends an increase of 10 percent for the post-65 retiree budget. This represents a total FY2017/2018 appropriation for post-65 (Medicare eligible) retirees of $1,012,650.

Further, the Manager recommends amending Section 38-36 (d) (7) of the Orange County Code of Ordinances to allow Orange County retirees to remain enrolled in the Orange County Health Plan when working for another local government and to allow retirees to reinstate their health insurance coverage if other local government health insurance coverage is terminated.

Section 28-46 (d) (7) reads as follows:

If a retiree returns to work with another North Carolina Local Government employer in a position that offers group health insurance (whether the coverage is elected or not by the retiree), retiree health coverage on the plan ceases for the retiree and his or her dependents, and coverage will not be reinstated.

It is recommended to amend this section as follows:

*If a retiree returns to work with another North Carolina Local Government employer in a position that offers group health insurance, the retiree may elect coverage at another local government or continue coverage with Orange County. If a retiree chooses to elect coverage at another local government and its coverage is terminated; coverage may be reinstated with Orange County.*

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. GASB 74 requires the presentation of the Net OPEB Liability (NOL) as of the reporting period ending June 30, 2017. The GASB required NOL actuary methodology and assumptions results in a higher liability than the UAAL. The charts below show the County's liability for retiree health care as determined by an independent actuary for years 2007 through 2017.

| Actuarial Valuation Date | Net OPEB Liability (NOL) | NOL as a Percentage of Covered Payroll |
|---|---|---|
| 12/31/2017 | $96,503,866 | 225.6% |

**Note:** The NOL schedule represents the new measurement standards pursuant to GASB 74 which became effective as of the June 30, 2017 financial reporting period. The above schedule will be updated to present 10 years of historical information.

| 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% |

The Manager recommends that the Board of Orange County Commissioners authorize a contribution of $485,000 to continue to fund the County's Other Post-Employment Benefits Unfunded Liability.

# *Voluntary Furlough Program*

## Background

Orange County Code of Ordinances Section 28-53 states that the Board of County Commissioners may by resolution implement a mandatory furlough plan and further authorizes the County Manager to implement a voluntary furlough plan and provide Administrative Rules and Regulations to carry out the provisions of the voluntary furlough program.

The Board of County Commissioners approved Resolution 2009-073 on dated June 16, 2009 which implemented the Voluntary Furlough Program as a cost savings measure to reduce personnel costs during a period of financial hardship.

The Manager implemented rules and regulations for the Voluntary Furlough Program, which provided employees the opportunity to request furlough leave without loss of employee benefits. Further, the program offered employees the opportunity to work a reduced schedule or take unpaid time off without losing any benefits or seniority status while the County continued to pay for benefits as if the employee were working his/her regularly scheduled work hours. Participation in the Voluntary Furlough Program required approval by a Director to ensure no disruption in service to Orange County residents.

The Voluntary Furlough Program has been extended as part of the budget process since its inception in FY2009/2010. To date the Voluntary Furlough Program was extended through June 30, 2018 as per the adoption of the FY2017/2018 budget by the Board of County Commissioners.

The chart below summarizes the number of participants, hours of unpaid leave and the cost savings for FY2010/2011 through FY2017/2018:

| FISCAL YEAR | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
|---|---|---|---|---|---|---|---|---|
| **Participants** | 17 | 18 | 14 | 8 | 4 | 4 | 2 | 1 |
| **Hours of Unpaid Leave** | 1,086 | 2,182 | 2,525 | 1,380 | 1,020 | 932 | 410 | 128 |
| **Savings** | $23,965 | $40,886 | $53,512 | $27,841 | $22,557 | $21,900 | $8,595 | $2,767* |

**as of February 3, 2018.*

## Manager Recommendation

The Manager recommends discontinuing the Voluntary Furlough Program for FY2018/2019 because it is not being utilized by County employees.

# Proposed Fee Schedule

Appendix B

# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | 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 |

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2018-19

# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|
| ***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 |
| | | | | |

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2018-19

# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | 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**<br>**Non-Resident : $ 52.50 per hour** | | 2015 |
| | Activity Rms/Rec Centers **(1)** | **Resident: $25 per hour**<br>**Non-Resident : $ 37.50 per hour** | **Resident: $30 per hour**<br>**Non-Resident : $ 37.50 per hour** | 2015 |
| | Athletic Fields | **Resident: $25 per hour**<br>**Non-Resident : $ 37.50 per hour** | | 2015 |
| | Athletic Fields - Tournaments **(1)** | $35/hr. for resident, $52.50 for non-resident | **$50/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 |

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2018-19

# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|
| | 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 |
| | | | | |

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2018-19

# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|
| ***Library*** | | | | |
| | Fines - overdue children's books **(2)** | 10 cents per day ($5.00 maximum) | **10 cents per day ($2.00 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) | **$3.00 only** | 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 |
| | **Out of County Card Fee (Counties outside of Alamance, Caswell, Chatham, Durham, and Person Counties (3)** | **N/A** | **$25.00** | **NEW** |
| | **Library Card Replacement (3)** | **N/A** | **$1.00** | **NEW** |
| | **Book Club Kits (3)** | **N/A** | **$1.00 per day charge for overdues** | **NEW** |
| | **Notary Fees (3)** | **N/A** | **$5.00** | **NEW** |
| | | | | |
| ***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 |

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2018-19

# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|
| | 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 Recommended Fee Schedule - FY 2018-19

| Department/Program | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | 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 |

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# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | | | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|---|---|
| | | | Rezone to General Use Nonresidential | $2000.00 staff review fee including an | | 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 |
| | | | | | | |
| | | | 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 |

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| Department/Program | | | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|---|---|
| | | | 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 | $340.00 staff review fee, $800.00 legal advertisement, $5.00 certified mailing fee for each individual parcel required to be notified of request | | 2011 |

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# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | | | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|---|---|
| | | | Nonresidential Variance/Appeal | $540.00 staff review fee, $800.00 legal advertisement, $5.00 certified mailing fee for each individual parcel required to be notified of request | | 2011 |
| | | Subdivision | Concept Plan | $140.00 staff review fee | | 2011 |
| | | | Final Plat | $140.00 staff review fee | | 2011 |
| | | | Re-approval | $100.00 staff review fee | | 2011 |
| | | | Major Subdivision | | | |
| | | | Concept Plan | $310 staff review fee, $30.00 sign posting for Neighborhood Information meeting, $1.00 Neighborhood Information meeting mailing fee for each individual parcel required to be notified of request | | 2011 |
| | | | Preliminary | $600.00 staff review fee, $800.00 legal advertisement | | 2011 |
| | | | Final | $500.00 | | 2001 |
| | | | Re-approval | $500.00 staff review fee | | 2011 |
| | | | Modification of approved subdivision - preliminary or final plat | $500.00 staff review fee, $800.00 legal advertisement if BOCC review/approval of modification is required | | 2011 |
| | | | Zoning Compliance Permits and Site Plan | | | |
| | | | Zoning Compliance Permit for single family/duplex residential structure(s) | $30.00 | | 2011 |
| | | | Single-family site plan associated with Conditional Use or Conditional Zoning approval | $1,000.00 staff review fee | | 2011 |
| | | | Multi-family site plan associated with Conditional Use or Conditional Zoning approval | $1,000.00 staff review fee | | 2011 |

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| Department/Program | | | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|---|---|
| | | | 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 Recommended Fee Schedule - FY 2018-19

| Department/Program | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | 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 |

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# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | | | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|---|---|
| | | | 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 Recommended Fee Schedule - FY 2018-19

| Department/Program | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | 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<br>1-2 determinations/site $200<br>3-6 determinations/site $500<br>7-9 determinations/site $1000<br>10-12 determinations/site $1200<br>13-16 determinations/site $1500<br>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) | **$0.394/sq. ft. (all trades included)** | 2014 |
| | Building | 0.145/sq. ft. | **0.160/sq. ft.** | 2014 |
| | Electrical | 0.067/sq. ft. | **0.074/sq. ft.** | 2014 |
| | Plumbing | 0.067/sq. ft. | **0.074/sq. ft.** | 2014 |
| | Mechanical | 0.078/sq. ft. | **0.086/sq. ft.** | 2014 |
| | Plan Review | 0.184/sq. ft. $10.00 min. 12% surcharge for Hillsborough | **0.203/sq. ft. $25.00 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. | **0.293/sq. ft.** | 2014 |
| | Electrical | $75.00 | **$83.00** | 2014 |

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| Department/Program | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|
| | Plumbing | $75.00 | **$83.00** | 2014 |
| | Mechanical | $75.00 | **$83.00** | 2014 |
| Plan Review | 0.184/sq. ft. $15.00 min. 12% surcharge for Hillsborough | **0.203/sq. ft. $25.00 min. 12% surcharge for Hillsborough** | 2014 |
| | | | | |
| | *Schedule C* | | | |
| | Mobile/Modular Homes | | | |
| | Singlewide | | | |
| | Building | $100.00 | **$110.00** | 2014 |
| | Electrical | $63.00 | **$70.00** | 2014 |
| | Plumbing | $45.00 | **$50.00** | 2014 |
| | Mechanical | $45.00 | **$50.00** | 2014 |
| | Doublewide | | | |
| | Building | $150.00 | **$166.00** | 2014 |
| | Electrical | $63.00 | **$70.00** | 2014 |
| | Plumbing | $45.00 | **$50.00** | 2014 |
| | Mechanical | $45.00 | **$50.00** | 2014 |
| | Triplewide | | | |
| | Building | $175.00 | **$193.00** | 2014 |
| | Electrical | $63.00 | **$70.00** | 2014 |
| | Plumbing | $63.00 | **$70.00** | 2014 |
| | Mechanical | $63.00 | **$70.00** | 2014 |

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# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|
| | | | | |
| | Quadwide | | | |
| | Building | $200.00 | **$221.00** | 2014 |
| | Electrical | $63.00 | **$70.00** | 2014 |
| | Plumbing | $63.00 | **$70.00** | 2014 |
| | Mechanical | $63.00 | **$70.00** | 2014 |
| | | | | |
| | *Schedule D* | | | |
| | New Commercial-per square foot | | | |
| | **Residential (apartments)** | | | |
| | Building | $0.219 | **$0.242** | 2014 |
| | Electrical | $0.097 | **$0.107** | 2014 |
| | Plumbing | $0.097 | **$0.107** | 2014 |
| | Mechanical | $0.077 | **$0.085** | 2014 |
| | **Storage** | | | |
| | Building | $0.077 | **$0.085** | 2014 |
| | Electrical | $0.059 | **$0.065** | 2014 |
| | Plumbing | $0.059 | **$0.065** | 2014 |
| | Mechanical | $0.077 | **$0.085** | 2014 |
| | **Assembly** | | | |
| | Building | $0.164 | **$0.181** | 2014 |
| | Electrical | $0.089 | **$0.098** | 2014 |
| | Plumbing | $0.089 | **$0.098** | 2014 |
| | Mechanical | $0.077 | **$0.085** | 2014 |
| | | | | |
| | **Institutional** | | | |
| | Building | $0.305 | **$0.337** | 2014 |
| | Electrical | $0.150 | **$0.166** | 2014 |
| | Plumbing | $0.150 | **$0.166** | 2014 |
| | Mechanical | $0.153 | **$0.169** | 2014 |
| | **Business** | | | |
| | Building | $0.219 | **$0.242** | 2014 |
| | Electrical | $0.104 | **$0.115** | 2014 |
| | Plumbing | $0.104 | **$0.115** | 2014 |
| | Mechanical | $0.098 | **$0.108** | 2014 |
| | **Mercantile** | | | |

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# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|
| | Building | $0.150 | **$0.166** | 2014 |
| | Electrical | $0.074 | **$0.082** | 2014 |
| | Plumbing | $0.074 | **$0.082** | 2014 |
| | Mechanical | $0.067 | **$0.074** | 2014 |
| | **Hazardous** | | | |
| | Building | $0.114 | **$0.126** | 2014 |
| | Electrical | $0.048 | **$0.053** | 2014 |
| | Plumbing | $0.048 | **$0.053** | 2014 |
| | Mechanical | $0.067 | **$0.074** | 2014 |
| | **Factory/Industrial** | | | |
| | Building | $0.114 | **$0.159** | 2014 |
| | Electrical | $0.048 | **$0.053** | 2014 |
| | Plumbing | $0.048 | **$0.053** | 2014 |
| | Mechanical | $0.067 | **$0.074** | 2014 |
| | **Educational** | | | |
| | Building | $0.219 | **$0.242** | 2014 |
| | Electrical | $0.104 | **$0.115** | 2014 |
| | Plumbing | $0.104 | **$0.115** | 2014 |
| | Mechanical | $0.098 | **$0.108** | 2014 |
| | | | | |

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# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|
| | | | | |
| | Commercial Plan Review | 0.0322 per square foot per project <5000 sq ft ($82.50 minimum) | **0.034 per square foot per project <5000 sq ft ($150. minimum)** | 2014 |
| | | 0.0253 per square foot 5000-20,000 sq ft | **0.027 per square foot 5000-20,000 sq ft** | 2014 |
| | | 0.01955 per square foot 20,000-150,000 sq ft | **0.205 per square foot 20,000-150,000 sq ft** | 2014 |
| | | 0.0127 per square foot >150,000 sq ft | **0.013 per square foot >150,000 sq ft** | 2014 |
| | | (Additional 11% Town of Hillsborough) | **(Additional 12% Town of Hillsborough)** | 2006 |
| | Commercial Renovations and Alterations | Building $150 + .316 per sf; Electrical $100.00; Plumbing $100.00; Mechanical $100.00 | **Building $165 + .349 per sf; Electrical $110.00; Plumbing $110.00; Mechanical $110.00** | 2014 |
| | | | | |
| | *Schedule E* | | | |
| | Miscellaneous Bldg Inspections | *Commercial* *Residential* | ***Commercial*** ***Residential*** | |
| | Moving Building | $100.00 $100.00 | **$110.00** **$110.00** | 2014 |
| | Building Demolition | $100.00 $100.00 | **$110.00** **$110.00** | 2014 |
| | Change of Occupancy/Use | $100.00 | **$110.00** | 2014 |
| | Communication Tower | | | |
| | Building | $23.00/ft. | **REMOVE - NOT USED** | 2014 |
| | Electrical | $150.00 | **REMOVE - NOT USED** | 2014 |
| | Swimming Pools | | ***Commercial*** ***Residential*** | 2012 |
| | Commercial | $100.00 | **$110.00** **$110.00** | 2014 |
| | Residential | $100.00 | **$110.00** **$110.00** | 2014 |
| | Woodstove/Fireplace | | ***Commercial*** ***Residential*** | |
| | Commercial | $50.00 | **$55.00** **$55.00** | 2014 |
| | Residential | $50.00 | **$55.00** **$55.00** | 2014 |
| | Prefabricated Utility Bldgs. | | | |
| | Commercial | Calculated under storage capacity | | |
| | Residential | $100.00 | **$110.00** | 2014 |
| | Signs | $100.00 | **$110.00** | 2014 |
| | | | | |
| | *Schedule F* | | | |
| | Miscellaneous Electrical | *Commercial* *Residential* | ***Commercial*** ***Residential*** | |

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# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|
| | | | | |
| Electrical Inspections | Temporary Serv 60 amp | $50.00 $50.00 | **$55.00 $55.00** | 2014 |
| | Temporary Serv 60A-100A | $50.00 $50.00 | **$55.00 $55.00** | 2014 |
| | Sign Inspections | $50.00 $50.00 | **$55.00 $55.00** | 2014 |
| | Gasoline Pumps | $50.00 | **$55.00** | 2014 |
| | Miscellaneous Inspections | $100.00 $100.00 | **$110.00 $110.00** | 2014 |
| | | | | |
| | *Schedule G* | | | |
| | Electrical Service Changes | *Commercial Residential* | *Commercial Residential* | |
| | Single Phase | | | |
| | 60-100A | $100.00 $100.00 | **$110.00 $110.00** | 2014 |
| | 125-200A | $125.00 $125.00 | **$138.00 $138.00** | 2014 |
| | 400A | $150.00 $150.00 | **$165.00 $165.00** | 2014 |
| | Three Phase | | | |
| | 150-200A | $150.00 $150.00 | **$165.00 $165.00** | 2014 |
| | 400 A | $200.00 $200.00 | **$221.00 $221.00** | 2014 |
| | | | | |
| | *Schedule H* | *Commercial and Residental* | *Commercial and Residental* | |
| | Electrical Service | Single Phase Three Phase | **Single Phase Three Phase** | |
| | 30-60A | $50.00 $125.00 | **$55.00 $138.00** | 2014 |
| | 70-100A | $125.00 $125.00 | **$138.00 $138.00** | 2014 |
| | 125A | $150.00 $150.00 | **$165.00 $165.00** | 2014 |
| | 150A | $175.00 $200.00 | **$195.00 $220.00** | 2014 |
| | 200A | $180.00 $225.00 | **$200.00 $250.00** | 2014 |
| | 300A | $190.00 $250.00 | **$190.00 $250.00** | 2014 |
| | 400A | $225.00 $300.00 | **$250.00 $330.00** | 2014 |
| | 600A | $300.00 $350.00 | **$330.00 $385.00** | 2014 |
| | 800A | $350.00 $475.00 | **$385.00 $525.00** | 2014 |
| | 1000A | $475.00 $625.00 | **$525.00 $690.00** | 2014 |
| | 1200A | $625.00 $700.00 | **$690.00 $775.00** | 2014 |
| | 1400A | $675.00 $900.00 | **$745.00 $995.00** | 2014 |
| | 1600A | $700.00 $1,200.00 | **$775.00 $1,325.00** | 2014 |
| | Over 1600A | $110/100A $140/100A | **REMOVE $155/100A** | 2014 |

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|---|---|---|---|---|
| | | | | |
| | | | | |
| Plumbing fees | *Schedule I* | | | |
| | New Construction | Based on square footage, see schedule A and B | | |
| | | *Commercial* *Residential* | ***Commercial*** ***Residential*** | |
| | Water Heater Installation | $100.00 $100.00 | **$110.00** **$110.00** | 2014 |
| | | | | |
| Mechanical Inspections | *Schedule J* | | | |
| | Residential Mechanical | | | |
| | | | | |
| | Installation ea addt'l system | $50.00 | **$55.00** | 2014 |
| | Replacement of one system | $150.00 | **$165.00** | 2014 |
| | | | | |
| | *Schedule K* | | | |
| | Non-residential/ Commercial | | | |
| | Commercial Cooling | | | |
| | First unit | $150.00 | **$165.00** | 2014 |
| | Each additional Unit | $50.00 | **$55.00** | 2014 |
| | Replacement of System | $150.00 | **$165.00** | 2014 |
| | Commercial Heating | | | |
| | First Unit | $150.00 | **$165.00** | 2014 |
| | Each additional Unit | $50.00 | **$55.00** | 2014 |
| | Replacement of System | $150.00 | **$165.00** | 2014 |
| | Commercial Heat/Cool Combine | | | |
| | First Unit | $150.00 | **$165.00** | 2014 |
| | Each additional Unit | $50.00 | **$55.00** | 2014 |
| | Replacement of System | $150.00 | **$165.00** | 2014 |
| | Commercial Ventilation/Exhaust | | | |
| | One System | $150.00 | **$165.00** | 2014 |
| | Each additional | $50.00 | **$55.00** | 2014 |
| | Hood fan comm. cooking equip | $100.00 | **$110.00** | 2014 |
| | Commercial Cooking (one) | $150.00 | **$165.00** | 2014 |
| | Each additional | $52.50 | **$58.00** | 2014 |
| | Commercial Reinspection Fee | $100.00 | **$110.00** | 2014 |
| | | | | |

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# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|
| General | Refunds | $38.50 | **$42.50** | |
| | Issue Certificate of Occupancy | $15.00 | **$16.00** | 2014 |
| | | | | |
| | Permit Renewal | $50.00 | **$55.00** | 2014 |
| | | | | |
| | Day Care Permits (existing building new occupancy | $100.00 | **$110.00** | 2014 |
| | Day Care Reinspection | $100.00 | **$110.00** | 2014 |
| | Sprinkler system | $210.00 | **$221.00** | 2014 |
| | | | | |
| | Temporary Electrical Final Inspection-Residential | $75.00 | **$83.00** | 2014 |
| | Temporary Electrical Final Inspection-Commercial | $100.00 | **$110.00** | 2014 |
| | Fire Alarm system | $200.00 | **$220.00** | 2014 |
| | Archive research (per project) | $20.00 | **$22.00** | 2014 |
| | Grease trap installation | $100.00 | **$110.00** | 2014 |
| | Reinspection fee (no charge for 1st rejection per trade) - Residential | $100.00 | **$110.00** | 2014 |
| | Temporary tents | $100.00 | **REMOVE** | 2014 |
| | **Application Fee (4)** | **$0.00** | **$50.00** | **NEW** |
| | **Technology Fee (4)** | **$0.00** | **2%** | **NEW** |
| | Work started with no permits are charged double fees | | | 1986 |
| | | | | |

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# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|
| | | | | |
| Emergency Medical | Emergency Response | | | |
| ***Emergency Management*** | | | | |
| | Basis Life Support (Non-Emergency) | $300.00 | | 2005 |
| | Basis Life Support (Emergency) | $375.00 | | 2011 |
| | Advanced Life Support-1 (Non-Emergency) | $400.00 | | 2005 |
| | Advanced Life Support-1 (Emergency) | $475.00 | | 2011 |
| | Advanced Life Support -1 (Non-Transport) | $150.00 | | 2005 |
| | Advanced Life Support -2 (Emergency) | $575.00 | | 2011 |
| | Advanced Life Support -2 (Non-Transport) | $225.00 | | 2005 |
| | EMS Franchise Application Fee | $1,275.00 | | 2011 |
| | EMS Franchise Compliance Fee | $300.00 | | 2011 |
| | EMS Franchise Renewal Fee | $150.00 | | 2011 |
| | Mileage | 7.50/mile | | 2005 |
| | Special Event Coverage | | | |
| | Additional EMT Standby | $40.00/hour (3 hour minimum) | | 2007 |
| | Paramedic Standby | $55.00/hour (3 hour minimum) | | 2007 |
| | Ambulance Standby w/ 2 EMTs | $90.00/hour (3 hour minimum) | | 2005 |
| | Ambulance Standby w/ 1 Paramedic and 1 EMT | $100.00/hour (3 hour minimum) | | 2007 |
| | Telecommunicator Standby | $40.00/hour (3 hour minimum) | | 2005 |
| | Clerical Staff Standby | $20.00/hour (3 hour minimum) | | 2005 |
| | EM Senior Officer Standby | $40.00/hour (3 hour minimum) | | 2005 |
| | EMS Physician Standby | $85.00/hour (3 hour minimum) | | 2005 |
| | | | | |
| 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 |

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| Department/Program | | | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|---|---|
| | | | 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 | | | |
| | | | Amusement Buildings | $50.00 | | 2011 |
| | | | Battery Systems | $50.00 | | 2011 |
| | | | Carnivals & Fairs | $50.00 | | 2011 |
| | | | Combustible Dust | $50.00 | | 2011 |
| | | | Compressed Gas | $50.00 | | 2011 |
| | | | Covered Mall Bldg | $50.00 | | 2011 |
| | | | Cutting & Welding | $50.00 | | 2011 |
| | | | Exhibit/Trade Show | $50.00 | | 2011 |
| | | | Explosives/Blasting | $100.00 | | 2011 |
| | | | 30 day Renewal for Explosives/Blasting | $50.00 | | 2011 |
| | | | Flammable/Combustible | $50.00 | | 2011 |
| | | | Tank Install/Removal | $50.00 | | 2011 |
| | | | Tank Install/Removal per additional tank | $25.00 | | 2011 |
| | | | Floor Finishing | $50.00 | | 2011 |
| | | | Fumigation/Thermal Fog | $50.00 | | 2011 |

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| Department/Program | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|
| | Hazardous Materials | $100.00 | | 2011 |
| | High-Piled Storage | $50.00 | | 2011 |
| | Liquid Fuel Vehicle in Building | $50.00 | | 2011 |
| | LP Gas | $50.00 | | 2011 |
| | Open Burning | $50.00 | | 2011 |
| | Open Flame/Torches | $50.00 | | 2011 |
| | Open Flame/Candles | $50.00 | | 2011 |
| | Places of Assembly | $50.00 | | 2011 |
| | Private Fire Hydrant | $50.00 | | 2011 |
| | Pyrotechnics/Fireworks | $50.00 | | 2011 |
| | Pyroxylin Plastics | $50.00 | | 2011 |
| | Refrigeration Equipment | $50.00 | | 2011 |
| | Repair Garage/FCL Disp. | $50.00 | | 2011 |
| | Rooftop Heliports | $50.00 | | 2011 |
| | Spraying/Dipping | $50.00 | | 2011 |
| | Scrap Tire Storage | $50.00 | | 2011 |
| | Temp. Tents/Canopy (per) | $50.00 | | 2011 |
| | Tire-Rebuilding Plants | $50.00 | | 2011 |
| | Waste Handling | $50.00 | | 2011 |
| | Wood Products | $50.00 | | 2011 |
| | Mulch Pile | $50.00 | | 2011 |
| | Out of Service Exit/Emergency Light | $50.00 | | 2015 |
| | Blocked Exit | $250.00 | | 2015 |
| | Out of Service Fire Alarm System | $250.00 | | 2015 |
| | Out of Service Sprinkler System | $250.00 | | 2015 |
| | Out of Service Kitchen Suppression | $250.00 | | 2015 |
| | Out of Service Clean Agent Suppression System | $250.00 | | 2015 |
| | Nuisance Fire Alarms | $50.00 | | 2015 |
| | Stop Work Order Fine | $50.00 | | 2015 |
| | Failure to obtain proper permit | $ Double Amount of Permit | | 2017 |
| | 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. | | | |

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# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|
| | 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 Recommended Fee Schedule - FY 2018-19

| Department/Program | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | 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 | 6-Month Waiver of Pet Tax- Sterilized Foster Animals of Approved Rescue Groups | | 2017 |
| | Pet Tax-Sterilized Waiver for Citizens Receiving Public Assistance | Pet Tax-Sterilized Waiver for Residents Receiving Public Assistance including Homeless individuals-- $0.00 | | 2017 |
| | | | | |
| 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 |

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# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | | | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|---|---|
| | | | 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 **(5)** | $25.00 | **$50.00** | 3/1/2016 |
| | | | Kennel Permits **(5)** | $50.00 | **$1,000.00** | 2007 |
| | | | | | | |

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# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|
| Animal Shelter | *Adoption Fees* | | | |
| | Cat Adoption Fees | $100.00 | | 2017 |
| | Kitten Adoption Fees (5 mo. and under) | $110.00 | | 2017 |
| | Special Cat Adoption | $55.00 | | 2017 |
| | Multiple Cat Adoption-Peak Season | $0.00 | | 2015 |
| | Special Event Cat Adoption Fee | $0.00 - $110.00 | | 2017 |
| | Senior Citizen Cat Adoption Fee | $25.00 | | 2012 |
| | Dog Adoption Fee | $120.00 | | 2017 |
| | Puppy Adoption Fee (5 mo. and under) | $135.00 | **$150.00** | 2017 |
| | Special Event Dog Adoption Fee | $0.00 - $135.00 | | 2017 |
| | Special Dog Adoption | $65.00 | | 2017 |
| | 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 | $12.00/day | | 2017 |
| | Protective Custody Board Fee | Protective Custody Board Fee Including Homeless Individuals-Board Fee--$0.00 | | 2017 |
| | Protective Custody Shelter Redemption Fee | Protective Custody Shelter Redemption Fee Including Homeless Individuals-Board Fee-- | | 2017 |
| | Boarding Fee for Euthanized Quarantine | $0.00 | | 2015 |
| | Bite Quarantines | $15.00 per day | **$18.00 per day** | 2012 |
| | Rabies Shots (shelter) | $10.00 | | 2007 |
| | Rabies Shots (low-cost clinics) | $10.00 | | 2010 |
| | Daily Board-cruelty/seizure/court hold | $18.00 | | 2017 |
| | 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 | **$60.00** | 2010 |
| | Large animal trailer transport | $35.00 | | 2010 |
| | Field Surrenders | $25.00 | | 2017 |
| | 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 (6)** | **$60.00** | **$100.00** | **2017** |
| | Elective Microchip Fee | $35 per Microchip | | 2017 |
| | Sale of Goods - Cat Carriers | $5.00 | | 2014 |

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# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|
| | Livestock Daily Board Fee (Horses and other Large Animals) | $25.00 | | 2017 |

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# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|
| ***Health Department*** | | | | |
| Environmental Health | *Soil Analysis/Improvement Permit* | | | |
| | Single Family Units <601 Gallons per day. Less than 2 acres | $435.00 | **$485.00** | 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 | $360.00 | | 2017 |
| | 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) | $485.00 | | 2017 |
| | Permit Site Revision | $175.00 | | 2017 |
| | Existing System Inspection(requiring a field visit) | $175.00 | | 2017 |
| | Existing System Authorizations (Office authorization, no field visit required) | $35.00 | | 2017 |
| | Mobile Home Park | | | |
| | 1 to 25 spaces | $175.00 | | 2017 |
| | 26 to 50 spaces | $240.00 | | 2017 |
| | 51 and over spaces | $310.00 | | 2017 |
| | MH Space Reinspection | $95.00 | | 2015 |
| | Septic Tank Manufacturer Yard Inspection | $345.00 | | 2017 |
| | Septic Tank Contractor Registration Fee - New contractor (one time) | $280.00 | | 2017 |
| | Septic Tank Contractor Fee - Annual Renewal | $40.00 | | 2017 |
| | Failed Inspection/Reinspection | $45.00 | | 2015 |
| | Septic Tank Contractor Education Class Fee | $50.00 | | 2006 |
| | | | | |
| | *WTMP* | | | |
| | Initial inspection | $175.00 | | 2017 |
| | Follow-up inspection | $95.00 | | 2015 |

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# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | | | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|---|---|
| | | | | | | |
| | | | *Wells and Water Samples* | | | |
| | | | Well permits | $595.00 | | 2017 |
| | | | 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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# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | | | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | 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 - ***Only those referred by a physician will be $0*** | $110.00 | | 2015 |
| | | | Hexavalent Chromium | $90.00 | | 2016 |
| | | | Coal Ash Panel | $110.00 | | 2016 |
| | | | 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 - ***Only those referred by a physician will be $0*** | $110.00 | | 2015 |
| | | | Herbicides - ***Only those referred by a physician will be $0*** | $110.00 | | 2015 |
| | | | Petroleum Products - ***Only those referred by a physician will be $0*** | $110.00 | | 2015 |
| | | | Volitile Organic Chemicals - ***Only those referred by a physician will be $0*** **(7)** | $0.00 | **$110.00** | 2015 |
| | | | New Well Full Well Panel - ***Only those referred by a physician will be $0*** | included in well permit | | 1/1/2015 |

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# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | | | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|---|---|
| | | | Existing Well Full Well Panel - ***Only those referred by a physician will be $0*** | $110.00 | | 2015 |
| | | | | | | |
| | | | Radon Air Sample Kit - Radon | $20.00 | | 2010 |
| | | | | | | |
| | | | *Tattoo Parlors* | | | |
| | | | Tattoo Artist Annual Permit fee | $310.00 | | 2017 |
| | | | | | | |
| | | | *Swimming Pools* | | | |
| | | | Swimming Pool Inspection | $310.00 | | 2017 |
| | | | Plan Review - Swimming Pools **(8)** | $310.00 | **$350.00** | 2017 |
| | | | Reinspection of Pool/Spa**(8)** | $0.00 | **$150.00** | **NEW** |
| | | | Annual/Year Round Pool/Spa Permit**(8)** | $0.00 | **$350.00** | **NEW** |
| | | | | | | |
| | | | *Food Service* | | | |
| | | | Plan review and permit fee - Temporary Food Establishment | $75.00 | | 2010 |
| | | | Plan Review - Food Service Establishment | $250.00 | | 2010 |
| | | | Shared Kitchen/Mobile Food Unit **(9)** | $0.00 | **$100.00** | **NEW** |
| | | | Reinspection of Food Service Establishment | $0.00 | **$50.00** | **NEW** |
| | | | Transitional Permit Plan Review | $0.00 | **$100.00** | **NEW** |
| | | | | | | |

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# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | | | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|---|---|
| | | ADA Code | | | | |
| | Dental Health | D0150 | Comprehensive Oral Evaluation | $80.00 | | 2013 |
| | | | Oral Evaluation for a patient under three years of age and counseling with primary caregiver **(26)** | $61.00 | | 2015 |
| | | D0120 | Periodic Oral Evaluation | $45.00 | | 2013 |
| | | D0140 | Limited Oral Evaluation | $69.00 | | 2013 |
| | | D0170 | Re-evaluation-limited, problem | $65.00 | | 2013 |
| | | D9310 | Consultation | $122.00 | | 2013 |
| | | D0330 | Panoramic Film | $100.00 | | 2013 |
| | | D0270 | BWX 1 Film | $26.00 | | 2013 |
| | | D0272 | BWX 2 Films | $41.00 | | 2013 |
| | | D0273 | Bitewings- thre films | $51.00 | | 2013 |
| | | D0274 | BWX 4 Films | $58.00 | | 2013 |
| | | D0220 | 1st Intraoral PA Film | $26.00 | | 2013 |
| | | D0230 | Additional PA Film | $23.00 | | 2013 |
| | | D0240 | Intraoral Occulusal Film | $38.00 | | 2013 |
| | | D0210 | Full Mouth Series w BWX | $120.00 | | 2013 |
| | | D1120 | Prophy/Child under age 13 | $61.00 | | 2013 |
| | | D1110 | Prophy/Adult age 13 and up | $82.00 | | 2013 |
| | | D1203 | Fluoride Varnish (age 13&under) | $33.00 | | 2013 |
| | | D1204 | Fluoride Varnish (age 13-20) | $33.00 | | 2013 |
| | | D1206 | Topical Fluoride varnish;therapeutic application for moderate to high caries risk patients | $39.00 | | 2013 |
| | | D1351 | Sealant/NEWLY ERUPTED TEETH | $49.00 | | 2013 |
| | | | Re-application of sealant | $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 | $95.00 | | 2017 |
| | | D4355 | Full mouth Debridement | $168.00 | | 2013 |
| | | D4910 | Periodontal Maintenance | $127.00 | | 2013 |
| | | **D5411** | **Adjust Complete Denture - lower** | **$0.00** | **$45.00** | **NEW** |
| | | **D6930** | **Recement Bridge** | **$0.00** | **$100.00** | **NEW** |
| | | D2140 | Amal One Surface Prim/ Perm | $130.00 | | 2013 |
| | | D2150 | Amal Two Surface Prim/ Perm | $164.00 | | 2013 |

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| Department/Program | | | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|---|---|
| | | 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 |
| | | **D7250** | **Extract Root Tip** | **$0.00** | **$253.00** | **NEW** |
| | | D7111 | Ext. cornal remnants deciduous | $122.00 | | 2013 |
| | | D7310 | Alveoplasty extractions p/quad. | $270.00 | | 2013 |
| | | D7311 | Alveloplasty in conjunction with extraction 1-3 teeth per quadrant | $273.00 | | 2013 |
| | | D7320 | Alveloplasty not in conjunction with extraction 4 or more tooth spaces per quadrant | $404.00 | | 2013 |

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# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | | | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | 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 |
| | | **D1520** | **Space Maintainer-Removable, Unilateral** | **$0.00** | **$287.00** | **NEW** |
| | | **D1525** | **Space Maintainer-Removable, Bilateral** | **$0.00** | **$287.00** | **NEW** |
| | | **D1550** | **Recementation of Space Maintainer** | **$0.00** | **$57.00** | **NEW** |
| | | **D1555** | **Removal of Fixed Space Maintainer** | **$0.00** | **$25.00** | **NEW** |
| | | 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 |

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| Department/Program | | | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|---|---|
| | | 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 |

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# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | | | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|---|---|
| | | 30300 | Remove foreign body intranasal | $244.00 | | 2009 |
| | | 30901 | Control Nosebleed | $123.00 | | 2009 |
| | | 36415 | Lab: Venipuncture | $18.00 | | 2009 |
| | | 36416 | Capillary Puncture | $15.00 | | 2012 |
| | | 46083 | Incise External Hemmorrhoids | $184.00 | | 2009 |
| | | 46600 | Diagnostic Anoscopy | $100.00 | | 2009 |
| | | 51701 | Insertion of non-dwelling bladder cath | $94.00 | | 2009 |
| | | 54050 | Destroy Lesion (Male) | $315.00 | | 2012 |
| | | **54056** | **Destruction of Lesion (Male) Simple Cryosurgery (10)** | **$0.00** | **$150.00** | **NEW** |
| | | **54060** | **Treatment of Lesion (Male)(10)** | **$0.00** | **$155.00** | **NEW** |
| | | **54065** | **Destruction of Lesion (Male) Extensive(10)** | **$0.00** | **$210.00** | **NEW** |
| | | 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 |
| | | **58100** | **Endometrial Biopsy(10)** | **$0.00** | **$85.88** | **NEW** |
| | | 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 |

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# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | | | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|---|---|
| | | 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 |
| | | **82274** | **Fecal Blood Screening Immunoassay(10)** | **$0.00** | **$21.82** | **NEW** |
| | | 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 |

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| Department/Program | | | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|---|---|
| | | 84146 | **Prolactin (UNC Lab)** | $27.00 | | 2006 |
| | | 84153 | **PSA Screen (UNC Lab)** | $25.00 | | 2006 |
| | | 84153 | **PSA Diagnostic (UNC Lab)** | $25.00 | | 2006 |
| | | 84155 | **TP-Serum (UNC Lab Test)** | $5.00 | | 2007 |
| | | 84156 | **TP-Urine (UNC Lab Test)** | $5.00 | | 2006 |
| | | 84295 | **NA (UNC Lab Test)** | $6.12 | | 2014 |
| | | 84436 | **Thyroxine (T4) - (UNC Lab Test)** | $8.00 | | 2006 |
| | | 84439 | **Free T4 (UNC Lab Test)** | $12.00 | | 2006 |

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| Department/Program | | | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|---|---|
| | | 84443 | **TSH (UNC Lab Test)** | $22.00 | | 2006 |
| | | 84450 | **SGOT, AST (UNC Lab Test)** | $7.00 | | 2006 |
| | | 84460 | **SGPT, ALT (UNC Lab Test)** | $7.00 | | 2008 |
| | | 84466 | **Iron Profile/Tranferrin: % Saturation (UNC Lab Test)** | $17.00 | | 2006 |
| | | 84478 | **TRIG (UNC Lab Test)** | $8.00 | | 2006 |
| | | 84479 | **T3U (UNC Lab Test)** | $8.00 | | 2006 |
| | | 84481 | **Free T3 (UNC Lab)** | $42.00 | | 2010 |
| | | 84520 | **BUN (UNC Lab Test) (11)** | $5.01 | | 2014 |
| | | 84550 | **Uric Acid (UNC Lab Test)** | $6.00 | | 2006 |
| | | 84702 | **QUANT HCG/Serum (UNC Lab Test)** | $12.00 | | 2006 |
| | | 85025 | **CBC with Diff (UNC Lab Test)** | $10.00 | | 2006 |
| | | 85027 | **CBC w/o Diff (UNC Lab Test)** | $9.00 | | 2006 |
| | | 85611 | **Prothrombin Time (UNC Lab)** | $5.00 | | 2006 |
| | | 85651 | **SED Rate (UNC Lab Test) (11)** | $4.51 | | 2014 |
| | | 86038 | **ANA (anti-nuclear antibody) titer (UNC Rate)** | $16.00 | | 2006 |
| | | 86039 | **Confirmation, if ANA+ (UNC Rate)** | $15.00 | | 2008 |
| | | 86308 | **MONO Spot (UNC Lab Test)** | $7.00 | | 2006 |
| | | 86430 | **RA Factors - Qual (UNC Lab Test)** | $7.00 | | 2006 |
| | | 86431 | **RA Factors - Quan (UNC Lab Test)** | $7.00 | | 2006 |
| | | 86580 | PPD | $17.00 | | 2012 |
| | | 86677 | **H. Pyloric (UNC Lab Test)** | $20.00 | | 2011 |
| | | 86706 | **Hepatitis B Surface Antibody (UNC Lab)** | $15.38 | | 2011 |
| | | 86757 | **RMSF (Convalescent) (UNC Rate)** | $27.00 | | 2009 |
| | | 86762 | **Rubella (UNC Lab Test)** | $20.00 | | 2009 |
| | | 86787 | **Varicella Immune Status Test *UNC rate** | $17.00 | | 2008 |
| | | 86803 | **Hep C Antibody (UNC Lab)** | $20.00 | | 2007 |
| | | 86804 | **Hepatitis C RIBA (UNC Lab Test)** | $16.00 | | 2009 |
| | | 86870 | **Antibody Identification (UNC Lab Test)** | $21.00 | | 2010 |
| | | 86900 | **ABO Group (UNC Lab Test)** | $4.00 | | 2009 |
| | | 86901 | **RH Type (UNC Lab Test)** | $7.00 | | 2009 |
| | | 87070 | **Other Bacterial Culture (UNC Lab Test)** | $12.00 | | 2008 |
| | | 87081 | **Throat Culture (UNC Lab Test)** | $8.00 | | 2008 |
| | | 87086 | **Urine Culture (UNC Lab Test)** | $11.00 | | 2006 |
| | | 87101 | **Culture, Fungal Dermatology Screen (UNC** | $10.00 | | 2008 |
| | | 87184 | **ID & Sensitivity (UNC Lab Test)** | $9.00 | | 2008 |

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| Department/Program | | | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|---|---|
| | | 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 |
| | | **87491** | **GC NAAT (Durham Co Lab) (Bill with87591) (10)** | **$0.00** | **$85.02** | **NEW** |
| | | **87591** | **GC NAAT (Durham Co Lab) (Bill with 87491 (10)** | **$0.00** | **$15.50** | **NEW** |
| | | 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 |

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| Department/Program | | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|---|
| | 90657 | Influenza Split 6-35 mo. | $14.00 | | 2009 |

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| Department/Program | | | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|---|---|
| | | 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 | **$313.33** | 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 |

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# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | | | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|---|---|
| | | 90810 | Psychother, Indiv, Interac, 20-30 min. | $70.00 | | 2007 |
| | | 90812 | Psychother, Indiv, Interac, 45-50 min. | $103.00 | | 2009 |
| | | 90814 | Psychother, Indiv, Interac, 75-80 min. | $152.00 | | 2009 |
| | | 90846 | Psychotherapy, Family, w/o Patient | $95.00 | | 2009 |
| | | 90847 | Psychotherapy, Family, (Conjoint) W/Pt Present | $115.00 | | 2009 |
| | | 90853 | Psychotherapy, Group | $32.00 | | 2009 |
| | | 91781 | IV infusion Each Additional Hour up to Eight | $39.00 | | 2009 |
| | | 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 |
| | | **94150** | **Peak Flow (10)** | **$0.00** | **$3.25** | **NEW** |
| | | 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 |
| | | **96125** | **ASQ Developmental (10)** | **$0.00** | **$78.38** | **NEW** |
| | | 96127 | Social-Emotional Screens | $6.00 | | **2017** |
| | | 96152 | Health & Behavior Intervention | $55.00 | | 2012 |
| | | 96160 | Adolescent Risk & Strength Screening | $9.20 | | **2017** |
| | | 96161 | Amaternal Depression Screening | $9.20 | | **2017** |

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| Department/Program | | | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | 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 |

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# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | | | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|---|---|
| | | 99407 | Tobacco Use Cessation Counseling - Intensive | $32.00 | | 2015 |
| | | 99408 | G0396 - ETOH & Substance Abuse Screening (10) | $0.00 | **$35.00** | **NEW** |
| | | 99409 | G0397 - ETOH & Substance Abuse Screening (10) | $0.00 | **$67.00** | **NEW** |
| | | 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 Recommended Fee Schedule - FY 2018-19

| Department/Program | | | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | 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 | $0.16 | | 2015 |
| | **Medicaid only** | **J1050ud** | **Injection, medroxyprogesterone acetate, 1 mg (10)** | **$0.16** | **$25.82** | 2017 |
| | | 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 |
| | | **J7296ud** | **Kyleena (10)** | **$0.00** | **$249.00** | **NEW** |
| | | J3420 | B-12 Injection | $6.00 | | 2009 |
| | | J3490 | 17 Alpha-hydroxprogesterone | $21.00 | | 2012 |
| | | J7300 | Paragard IUD | $264.43 | | 2017 |
| | **Medicaid only** | **J7300ud** | **Paragard IUD (10)** | **$264.43** | **$237.14** | **2017** |
| | | J7301 | Skyla IUD | $235.00 | | 2017 |
| | **Medicaid only** | **J7301ud** | **Skyla IUD (10)** | **$235.00** | **$375.38** | **2017** |
| | | J7298 | Mirena IUD | $235.00 | | 2017 |
| | **Medicaid only** | **J7298ud** | **Mirena IUD (10)** | **$235.00** | **$310.26** | **2017** |
| | | J7303 | Nuvaring (3pack) | $27.92 | | 2017 |
| | | J7307 | Nexplanon | $399.00 | | 2017 |
| | **Medicaid only** | **J7307ud** | **Nexplanon (10)** | **$399.00** | **$400.50** | **2017** |
| | | JO696 | Ceftriaxone Sodium/Rocephin per 250mg | $22.00 | | 2008 |
| | | Recoded | Sports Physical | $44.00 | | 2008 |

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| Department/Program | | | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|---|---|
| | | 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 Recommended Fee Schedule - FY 2018-19

| Department/Program | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | 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 (11)** | **$128.00** | **$132.00** | **2017** |
| *Recycling* | | | | |
| | Mulch Delivery - 20 yards | $225.00 | | 2017 |
| | Mulch Delivery - 30 yards | $300.00 | | 2017 |
| | Mulch Delivery - 40 yards | $375.00 | | 2017 |
| | **Mattress Fee** | **$10.00** | **0.00 - REMOVE** | **2017** |
| | Bag of Premium Compost - 1 cubic foot | $5.50 | | 2017 |
| | | | | |
| *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 |
| | | | | |

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# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|
| | 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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# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|
| Sportsplex (12) | **Fitness Memberships** | | | |
| | Individual | $46.99/mo | $48.95/mo | 2007 |
| | Parent & Dependent | $56.99/mo | $59.95/mo | 2007 |
| | Couple | $67.99/mo | $74.95/mo | 2007 |
| | Family | $76.99/mo | $84.95/mo | 2007 |
| | Student | 29.99/mo | $32.95/mo | 2007 |
| | Platinum Individual | 64.99/mo | $69.95/mo | 2007 |
| | Platinum Parent & Dependent | $72.99/mo | $79.95/mo | 2007 |
| | Platinum Couple | 77.99/mo | $89.95/mo | 2007 |
| | Platinum Family | 94.99/mo | $99.95/mo | 2007 |
| | Senior Individual Resident (semi-platinum, incl. Pickleball/Basketball | $25/mo | $26/mo | 2007 |
| | Senior Individual Non Resident | $35.99/mo | $39.95/mo | 2007 |
| | Senior Couple (semi-platinum, incl. Pickleball/Basketball) | $35/mo | $36/mo | 2007 |
| | Senior Couple Non Resident | $49.99/mo | $54.95/mo | 2007 |
| | Nursery Fee | New | $5/mo | New |
| | Fitness Walk-in | $9.00 | $10.00 | 2009 |
| | County Employee | $11.74/mo | $12.25/mo | 2009 |
| | County Empl: Parent +Child | $14.24/mo | $15.00/mo | 2009 |
| | County Empl:Couple/Parent +2 children | $17.00/mo | $18.75/mo | 2009 |
| | County Empl:Family | $19.24/mo | $21.25/mo | 2009 |
| | County Employee Platinum | $16.24/mo | $17.50/mo | 2009 |
| | County Empl: Parent +Child Platinum | $18.24/mo | $19.95/mo | 2009 |
| | County Empl:Couple/Parent +2 children Platinum | $19.50/mo | $22.50/mo | 2009 |
| | County Empl:Family Platinum | $23.74/mo | $24.95/mo | 2009 |
| | Note: Membership Discounts (Seniors:50%; OC Employees:75%; Hills/Chapel Hill empl: 30%; OC/Ch- Hill/Carb. School empl. 40%; NC Govt. empl/Military/Veterans/Clergy: 30%) | | | |
| | | | | |

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# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|
| | **Kidsplex** | | | |
| | Preschool | | | |
| | 2/3 Year Old/ 2 days | Member $1,485/annual;$165/mo | Member 1,392/annual;155/mo | 2015 |
| | | Non-Member $1,485/annual;$165/mo | Non-Member $1,638/annual$182/mo | 2015 |
| | 2/3 Year Old/ 3 days | Member $2,233/annual;247/mo | Member $2,079/annual;231/mo | 2015 |
| | | Non-Member $2,233/annual;247/mo | Non-Member $2,4391/annual;$271/mo | 2015 |
| | 2/3 Year Old/5days | | Member $3,582/annual;398/mo | New |
| | | | Non-Member $4,212annual;$468/mo | New |
| | 4/5 Year Old/2days | Member $2,233/annual;247/mo | Member $2,079annual;$231/mo | 2015 |
| | | Non-Member 2,223;242/mo | Non-Member $2,439annual/$271/mo | 2015 |
| | 4/5 Year Old/3days | Member $3,069/annual;$341/mo | Member $2,871annual/$319/mo | 2015 |
| | | Non-Member $3,069/annual;$341/mo | Non-Member $3,376annual | 2015 |
| | 4/5 Year Old/5 days | | Member $4,545annual/$505/mo | New |
| | | | Non-Member $5,346annual | New |
| | After School | | | |
| | 3 Days | Member $17/day | Member $1,620/annual;$192/mo | 2016 |
| | | Non-Member $20/day | Non-Member $2,025/annual;$240/mo | 2016 |
| | 4 Days | Member $17/day | Member $2,165/annual;$250/mo | 2016 |
| | | Non-Member $20/day | Non-Member $2,710/annual;$312/mo | 2016 |
| | 5 Days | Member $17/day | Member $2,710/annual;$310/mo | 2016 |
| | | Non-Member $20/day | Non-Member $3,390/annual;$390/mo | 2016 |
| | Daily Flat Rate | | $25Member/$30 Non-Member | New |
| | Summer Camp | $225/week | | 2016 |

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# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|
| | **Pool** | | | |
| | Public Swimming | Adult $6/Child $5/Senior $4 | | 2015 |
| | Group Swim Admission | $3.50/swimmer | $4.00/swimmer | 2014 |
| | Group Swim Lessons | Members: $112/8class session | Members:$119/8class session | 2014 |
| | | Non-Members $132/8class session | Non-Members:$140/8class session | 2014 |
| | Swim Team | Members:$90/mo-$155/mo based on age | Members:$100/mo-$165/mo based on age | 2015 |
| | | Non-Members:$100.mo-$170/mo based on age | Non-Members:$110/mo-$180/mo based on age | 2015 |
| | Lane Rental | $18.00/lane/hr | | 2017 |
| | Swim Meet Facility Charge | $1,250 half day/$2,350 full day | | 2017 |
| | Timing System | $100/half day/$200 full day | | 2017 |
| | Baby Pool Drain and Seating | $400/meet | | 2017 |
| | Hospitality Room | $200/meet | | 2017 |
| | **Ice Rink** | | | |
| | Public Skating | Adult $8/Child $7/Skate Rental $4 | Adult $8.50/Child $7.50/Skate Rental $4.50 | 2016 |
| | Group Ice Skate 20 (or more) | $6/skater incl. ice skate rental | $6.50/skater incl ice skate rental | 2014 |
| | Group Ice Skate 75 (or more) | $5/skater incl. ice skate rental | $5.50/skater incl ice skate rental | 2014 |
| | Ice Rental | $340/hr. Prime times; $300-$320/hr. Non-prime | $350/hr. Prime times; $325/hr Non-prime | 2015 |
| | Adult Hockey Leagues | $340/per 16 game season | $352/per 16 game season | 2015 |
| | Learn to Skate School | $160/ 8 class beginner;$200/ 8 class advanced | $168/ 8 class beginner;$216/ 8 class advanced | 2015 |
| | Learn to Play Hockey | $129.50/ 7 class session | $133.00/ 7 class session | 2016 |
| | Hockey Tots | $64.75/ 7 class session | $66.50/ 7 class session | 2016 |
| | **Field House** | | | |
| | Member Soccer/Flag Football/Lacrosse | | $650 per team/per season | New |
| | Non-Member Soccer/Flag Football/Lacrosse | | $800 per team/per season | New |
| | Member Basketball/Volleyball | | $650 per team/per season | New |
| | Non-Member Basketball/Volleyball | | $800 per team/per season | New |
| | Senior Pickleball | | Weekday daytime: Free for Members/Passmore | New |

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# Manager Recommended Fee Schedule - FY 2018-19

| Department/Program | Description | Current Fee | Manager Recommended Fee Change for FY 2018-19* | Last Revision |
|---|---|---|---|---|
| | Open Pickleball Leagues ( prime time) | | $3.00 per game/league fee tbd | New |
| | Court Rental | | $70/hr for Residents/$90/hr for Non Residents | New |
| | Field Rental | | $80/hr for Residents/$100/hr for Non Residents | New |

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## FY 2018-19 Manager Recommended Fee Schedule
## Footnotes

| |
|---|
| **(1)** Cost associated with increase in living wage. |
| **(2)** Reducution in fee based on change in maximum for children's materials only. |
| **(3)** New Fee. Cost associated with new services |
| **(4)** New Application Fee applied to permit fee when issued. Fee accumulates to develop new software activity functions. |
| **(5)** Increase to reflect true cost recovery. |
| **(6)** Increase to be averaged with local clinic cost. |
| **(7)** Omitted from the BOCC Commissioner Approved Fee schedule - this is being re-added. |
| **(8)** Increase due to time required to review plans and additional site visits. |
| **(9)** New Fee to separate Food Service Establishments from the main Food Service review plan |
| **(10)** Fee rate adjusted as required by the Federal Government in order to use the annual average to set the next years' fee. |
| **(11)** Increase in fee to cover the cost to provide recycling services, landfill operations waste/recycling centers, and community outreach |
| **(12)** Sportsplex was added to the County Fee Schedule. |

# Policies

Appendix C

# ORANGE COUNTY BOARD OF COMMISSIONERS
# DEBT MANAGEMENT POLICY

The County has long recognized the importance of proper long-range planning in order to meet capital improvement needs as they arise without experiencing dramatic impacts on operational cost and debt service. The following policy statements will provide guidance on the issuance of debt to help insure that the County maintains a sound debt position and that its credit quality is protected. In conjunction with the County's Capital Policies, these policy statements rationalize the decision making process, identify objectives for staff to implement, and demonstrate a commitment to long term financial planning objectives. In addition, this debt management policy will allow for an appropriate balance between the established debt parameters and providing flexibility to respond to unforeseen circumstances and new opportunities.

## POLICY STATEMENTS

### Purpose and Type of Debt

1. Incurrence of debt or long-term borrowing will only be used for the purpose of providing financing for capital projects to include, but not limited to:
    a. Construction of new School and County facilities
    b. Renovation and repair of existing School and County facilities
    c. Acquisition of real property (land and/or buildings)
    d. Construction or expansion of Public Utilities.
    e. Providing funds for Affordable Housing Projects
    f. Construction, acquisition and development of Parks
    g. Purchase of major equipment

Debt issuance will not be used to finance current operations or normal maintenance.

2. The types of debt instruments to be used by the County include:
    a. General Obligation Bonds
    b. Bond Anticipation Notes
    c. Installment Purchase Agreements (private placement)
    d. Special Obligation Bonds (landfill only)
    e. Certificates of Participation, when feasible
    f. Revenue Bonds

3. All debt issued, including installment purchase methods, will be repaid within a period not to exceed the expected useful life of the improvements or equipment financed by the debt.

4. The County will not issue tax or revenue anticipation notes.

**Purpose and Type of Debt (continued)**

5. The County will not issue bond anticipation notes with maturities in excess of one year.

6. The County will strive to maximize the use of pay-as-you-go financing for capital improvements.

**Issuance of Debt**

7. The County will strive to issue bonds no more frequently than once in any fiscal year. The scheduling of bond sales and installment purchase decisions and the amount of bonds to be sold and installment financing to be sought will be determined each year by the County Commissioners. These decisions will be based upon the identified cash flow requirements for each project financed, market conditions, and other relevant factors. These factors will be ascertained from the school systems and County departments. If cash needs for bond projects are insignificant in any given year, the Board may choose not to issue bonds. Instead, the Board may fund up front project costs and reimburse these costs when bonds are sold. In these situations the Board will adopt Reimbursement Resolutions prior to the expenditure of project funds.

8. The County will seek level or declining debt repayment schedules and will avoid issuing debt that provides for balloon principal payments reserved at the end of the term of the issue.

9. The County will avoid over-reliance on variable rate debt. Variable rate debt will only be considered when market conditions favor this type of issuance. When variable rate debt is considered, careful analysis will be performed and techniques applied that will ensure that the County's sound debt position will be maintained. At no time will variable rate debt exceed 20% of the County's total outstanding debt.

10. The County is required by Statute to issue general obligation debt through a competitive process. The competitive process will also be used for other debt issuance unless time factors, interest rates or other factors make it more favorable to the County to use a negotiated process.

11. In the planning process for debt issuance the County will assess the need to maintain its "Bank Qualification" if installment purchase financing is being considered.

## Level of Debt

12. The County will maintain its net bonded debt at a level not to exceed three percent of the assessed valuation of taxable property within the County.

13. The County will strive to maintain its annual debt service costs at a level no greater than fifteen percent of general fund revenues, including installment purchase debt. This is a recommended “best practice” from the Government Finance Officers Association.

## Advance Refunding of Debt

14. The County will make every effort to issue advance refunding bonds to achieve cost savings of at least 3% percent net of the refunding bonds. Net savings includes gross savings less issuance costs and any cash contributions to the refunding. The 3% savings is the minimum savings permissible before the North Carolina Local Government Commission will consider advance refunding bonds. These decisions will be based upon the maturity date of the refunded bonds, the call date and premium on the refunded bonds and the interest rates at which the refunding bonds can be issued.

## Unassigned Fund Balance

15. The County will strive to maintain an unassigned balance in the general fund of 16% 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.

16. To the extent that general fund unassigned fund balance exceeds 16% 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), Aaa (Moody's Investor Services) and AAA (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.

May 16, 2017

# 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), Aaa (Moody's Investor Services) and AAA (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 16% 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 16% percent, the balances may be utilized to fund capital expenditures or pay down outstanding County debt.

3. The County's budget and revenue spending policy provides for programs with multiple revenue sources. The Financial Services Director will use resources in the following hierarchy: bond proceeds, Federal funds, State funds, local non-county funds, county funds. For purposes of fund balance classification, expenditures are to be spent from restricted fund balance first, followed in-order by committed fund balance, assigned fund balance, and lastly, unassigned fund balance. The Financial Services Director has the authority to deviate from this policy if it is in the best interest of the County with Board of County Commissioner's approval.

4. Management is expected to manage the budget so that revenue shortfalls and expenditure increases do not impact the County's total unassigned fund balance. If a catastrophic economic event occurs that requires a 10% or more deviation from total budgeted revenues or expenditures, then unassigned fund balance can be reduced by action from the Board of County Commissioners; the Board also will adopt a plan of action to return spendable fund balance to the required level.

**Enterprise Funds** - (Solid Waste, Efland Sewer, and the Orange County Sportsplex) – The County will strive to maintain unrestricted net assets greater than 8% of total operating revenues at fiscal year-end, net of any donated assets recognized, to provide reserves for operations and future capital improvements.

**Restrictions, reservations, and designations of Net Assets for Enterprise Funds**

For external reporting purposes, net assets will be reported as restricted or unrestricted in accordance with GAAP. For internal purposes, net assets will be reserved or designated as follows:

1. Encumbered balances to continue existing projects are designated.

2. Designations for funding of planned projects in a future period to reduce the financial demands placed upon a subsequent budget.

**Internal Service Funds** – Dental Insurance Fund - total net assets shall maintain a positive balance to illustrate the internal nature of recovery fees for services performed in self-insuring employees of the County. Additionally, the net assets of the fund will demonstrate adequate funding for incurred, but not reported claims.

**Rescission**

This policy supersedes any policy in place prior to this date.

May 16, 2017

# *School Districts Local Current Expense Fund Balance Policy*

## *Joint Policy Between*
## *Orange County Board of County Commissioners*
## *Chapel Hill Carrboro City Schools Board of Education*
## *Orange County Schools Board of Education*

### 1. Guidelines

The School Budget and Fiscal Control Act (SBFCA) establishes accounting, budgetary and fiscal control guidelines for School Systems. The SBFCA is codified in G.S. Chapter 115C, Article 31, beginning at G.S. 115C-422. This act parallels the statutes established for Local Government with a few exceptions.

### 2. Definitions

2.1. **Total Fund Balance** – The difference between a school system's total assets and its total liabilities at the end of the fiscal year.

2.2. **Fund Balance Available for Appropriation** – The sum of a school system's assets held in cash and investments minus the sum of the school system's liabilities and encumbrances at the end of the fiscal year as outlined in G.S. 115C-425 of the SBFCA.

2.3. **Designated Fund Balance** – The amount of the available fund balance that has been appropriated for the budget year through budgetary action of the School Board.

2.4. **Undesignated Fund Balance** - The difference between Fund Balance Available for Appropriation and Designated Fund Balance.

### 3. Policy

3.1. **Fund Balance for Cash Flow Purposes** – Each school district will make a good faith effort to maintain a level of undesignated fund balance that will ensure sufficient funds are available to address its cash flow needs. The following levels are to be maintained for cash flow purposes only:

3.1.1. **Chapel Hill Carrboro City Schools** - The targeted level of undesignated fund balance for cash flow purposes will be at a minimum of 5.5 percent of budgeted expenditures.

3.1.2. **Orange County Schools** – The targeted level of undesignated fund balance for cash flow purposes will be at a minimum of 3 percent of budgeted expenditures.

3.2. **Accumulated Fund Balance Above Cash Flow Purposes** - In the event that either school district accumulates more than the percentage amounts allowed for cash flow purposes, the respective Boards of Education will develop a plan in place for spending the accumulated fund balance surplus for non-recurring purposes. The Board of Education will share that plan with the Board of County Commissioners

3.3. **Fund Balance Appropriation Occurring Outside the Normal Annual Budgeting Process** – Appropriation of fund balance is a budgetary action that rests with elected bodies of each school system. It is highly desired that fund balance appropriations be limited to non-recurring expenses. Both school districts have historically appropriated fund balance as a part of their normal budgeting process, and this practice will remain until additional revenue is available to eliminate the use of fund balance. The Board of Education should note and explain significant deviations in the normal budgetary appropriation as a part of the budget narrative accompanying the recommended and adopted budgets.

If the Board of Education finds it necessary to appropriate fund balance, outside the normal annual budgeting process, the Board of Education shall highlight the appropriation in their next fiscal year's budget request. The County Commissioners are not obligated to increase local current expense in order to fund recurring items for which the Board of Education appropriates fund balance outside of the normal budgeting process.

4. **Undesignated Fund Balance** – Undesignated fund balance may be allowed to accumulate above the cash flow percentages under certain circumstances. School Boards will develop a detailed plan for future use of accumulated fund balance. Boards of Education are to use undesignated fund balance to address unforeseen events or opportunities. In these instances, it is the responsibility of the Board of Commissioners to work with the School Boards to address the extraordinary issues.

5. **Extraordinary Emergency Needs** – There may arise a time in the future when one or both school district(s) experience(s) an unforeseen extraordinary uninsured event that greatly compromises how the district(s) serve(s) children. In such instances, there may be a need for the school district(s) to use some or all of its fund balance. In such instances, the Board(s) of Education is(are) to take appropriate action to correct the problem, and following necessary budgetary action by the Board of County Commissioners, the County will reimburse the School Board(s) for the necessary expenditures.

6. **Policy Review** - The School/County Collaboration Work Group shall review this policy every 18 months to determine if changes to the policy are necessary.

# Budget Administration

As required by the North Carolina Budget and Fiscal control Act the County adopts an annual budget ordinance for all funds except those authorized by project ordinance. Orange County governmental funds budgeted under project ordinances include Grant Projects Fund, Community Development Fund, County Capital Projects Fund, and School Capital Projects Fund.

**Amending the Budget**

Appropriations to the various funds are formally budgeted on a functional basis. The County Manager is authorized to approve appropriation transfers *within* all functions except the Contingency account, which is included in the General Government function. Revisions that alter the total expenditures of any functional category or fund, including amendments to capital project ordinances and receipt or reduction of grant or new funds, must be approved by the Board of County Commissioners. In addition, appropriations from the Contingency account must be approved by the Board.

**Encumbrances**

Operating funds encumbered by the County as of June 30 of the fiscal year are re-appropriated through the County's annual budget ordinance (Section 13).

**Line Item (Object Code) Transfers**

Inter-departmental line item transfer requests are processed in the Finance and Administrative Services Department. Normal operating category allocations may be freely transferred within a department's line items. Other operating monies, such as internal service charges for motor pool, telephone, and duplicating, cannot be transferred. Use of unspent personnel services monies are approved on a case by case basis. Additions to capital outlay must be approved by the County Manager or Assistant County Manager. In addition, line item transfers exceeding $25,000 and transfers between departments, within a function, are to be reviewed by the County Manager's Office.

**Purchase Orders**

Requests for purchase orders originate at the department level for all purchases exceeding $500. Purchase orders are pre-audited by the Finance Director and approved and issued by the Finance and Administrative Services Department. For items costing $500 or less, payment requests are issued by each department.

**Capital Outlay**

All items exceeding $500 are considered capital outlay items and are approved by the County Manager before purchase. Finance and Administrative Services maintains a listing of approved capital outlay. Requests for technology equipment are approved by the Information Technologies Department.

**Position Control**

Finance and Administrative Services maintains a listing of approved permanent positions. The position count is maintained in full time equivalents (FTE). The County Manager approves temporary increases in the full time equivalent for up to one year assignments. Temporary part time positions that work less than 15 hours per week may be authorized by the department head. All increases in full time equivalents must be approved by the Board of County Commissioners.

# Glossary

**Ad Valorem Tax** - A tax levied in proportion to the value of a property.

**Allocate** - To set apart portions of budgeted expenditures which are specifically designated to organizations for special activities or purposes.

**Annual Budget** - A budget covering a single fiscal year.

**Appropriation** - The amount budgeted on a yearly basis to cover projected expenditures which the Board of Commissioners legally authorizes through the Budget Ordinance.

**Approved Budget** - The budget as formally adopted by the Board of County Commissioners for the upcoming fiscal year.

**Assessed Valuation** - The estimated dollar value placed upon real and personal property by the County Assessor as the basis for levying property taxes. The General Assembly exempted household personal property from taxation effective July 1, 1987.

**Authorized Bonds** - Bonds which have been legally authorized but may or may not been sold.

**Balanced Budget** - Occurs when planned expenditures anticipated revenues. In North Carolina, it is required that the budget submitted to the Board of County Commissioners be balanced.

**Board of County Commissioners** - Seven-member Board elected by district and at large by the voters of the County for four-year terms.

**Bond** - A written promise to pay a specific amount of money with interest within a specific time period, usually long-term.

**Bond Rating** - A grade indicating a governmental unit's investment qualities. Generally speaking, the higher the bond rating the more favorable the interest rate and the lower the cost of financing capital projects funded by bonds. A high rating is indicative of the Government's strong financial position. Ratings range from AAA (highest) to D (lowest).

**Bonds Issued** - Bonds that are sold.

**Budget** - A financial plan for a specified period of time that matches all planned revenues and expenditures with various County services.

**Budget Message** - A written overview of the proposed budget from the County Manager to the Board of Commissioners. This overview discusses the major budget items of the Manager's recommended budget.

**Capital Investment Plan** - A long term plan of proposed capital improvement projects, which includes estimated project cost and funding sources, which the County expects to undertake within a five-year period. The plan is updated annually to reassess capital needs.

**Capital Outlay** - An expenditure which results in the acquisition of or addition to a fixed asset.

**Capital Project** - A project expected to have a useful life greater than 10 years and an estimated cost of $30,000 or more. Capital projects include the construction, purchase or major renovation of buildings, utility systems, parks, or other physical structures or property; purchase of land; and purchase of large equipment.

**Capital Project Fund** - A fund used to account for the acquisition or construction of major capital facilities and equipment.

**Category** - Expenditure budgets are presented in one of three categories: Personnel Services, Operations and Capital Outlay.

**Community Development Fund** - A fund used to account for block grant monies received from the federal government under the Title I of the Housing and Community Development Act.

**Contingency** - Appropriation intended for unanticipated expenditures. Transfer of these funds into an expendable account is controlled by the Board of County Commissioners.

**Current Expense** - Local funds used to supplement the State's minimum level of support for operating the Schools. By State law, local governments appropriate these funds on a per pupil basis.

**Debt Service** - Principal, interest and administrative costs associated with the repayment of long-term debt.

**Delinquent Taxes** - Taxes that remain unpaid after the due date on which a penalty for nonpayment is occurred.

**Department** - A major administrative division of the county that has overall management responsibility for an operation within a functional area.

**District Tax** - Taxes paid by those owning property in a special district of the County.

**Effective Tax Rate** - Current tax rate multiplied by the sales assessment ratio. The effective tax rate is useful in comparing the tax rate of counties across the state since it adjusts for differing years of revaluation of real property across the state.

**Encumbrances** - A financial commitment for services, contracts, or goods which have not been delivered or performed.

**Enterprise Fund** - A grouping of activities whose expenditures are wholly or partially offset by revenues collected from consumers in the form of fees and charges.

**Expenditures** - The total cost of a program or capital project.

**Fire District** - Special voter-approved districts within the County established to furnish fire protection to residents and supported by property taxes.

**Fiscal Year** - A 12-month period (July 1 through June 30) in which the annual operating budget applies and at the end of which an assessment is made of the County's financial condition and performance of its operations.

**Fixed Asset** - An asset of long-term character. For budgetary purposes, a fixed asset is defined as an item costing $250 or more with an expected life of more than one year.

**Fringe Benefits** - For budgeting purposes, fringe benefits include employer payments for social security, retirement, group health and life insurance, dental insurance, and worker's compensation.

**Full-time Equivalent (FTE)** - One FTE equals 40-hour per week permanent position.

**Fund** - An accounting entity created to record the financial activity for a selected financial group.

**Fund Balance** - Funds accumulated through the under expenditure of appropriations and /or the act of exceeding anticipated revenue.

**Function** - A broad grouping of activities and departments whose objectives and expenditures are inter-related. Examples of functions within Orange County include Human Services, Education, Public Safety, etc.

**General Fund** - A fund that provides the accounting for most of the basic government services, such as elections, social services, sanitation, inspections, health, or law enforcement.

**General Obligation Bonds** - Bonds issued by a government that are backed by the full faith and credit of its taxing authority.

**Goal** - A broad statement of desired conditions to be maintained or achieved through the efforts of an organization.

**Grants** - A contribution of cash or other assets from another government or non-profit foundation to be used for a specified purpose.

**Indirect Cost** - The component of the total cost for a service which is provided by and budgeted within another department or division. Indirect costs are budgeted to more accurately reflect the true total cost for such services as those provided by the Health Department and Community Development.

**Interest and Penalties Receivable on Taxes** - Uncollected interest and penalties on property taxes.

**Intergovernmental Revenues** - Revenues from other governments (state, federal, and local) that can be in the form of grants, shared revenue, or entitlement.

**Lease Purchase** - A method of purchasing equipment in which payments are spread over a period or time.

**Levy** - The amount of tax, service charge, and assessments imposed by the government.

**Line Item** - A budgetary account representing a specific object of expenditure.

**Modified Accrual** - The basis of accounting for the County. Under this system, expenditures are recognized when encumbered, and in lieu of any other "property tax" that may have been considered on these values.

**Net OPEB Liability (NOL)** - The Total OPEB Liability minus the Plan Fiduciary Net Position which is derived from Employer Contributions and Net Investment Income versus Annual OPEB cost.

**Non-operating Expenses** - Expenses that are not directly related the provision of services, such as debt service.

**Non-operating Revenues** - Revenues that are generated from other sources and are not directly related to service activities.

**Objective** - A specific statement about what is to be accomplished or achieved for a particular program during the fiscal year.

**Ordinance** - A formal legislative enactment by the Board of Commissioners that has the full force and effect of law within the boundaries of the County.

**Operating Budget** - The County's financial plan, which outlines proposed expenditures for the upcoming fiscal year and estimates revenues that will be used to finance them.

**Operating Expenses** - Those expenditures of a recurring nature, covering services and supplies necessary to operate individual agency activities.

**Personal Property** - Movable property classified within two divisions: tangible and intangible. Tangible -- or touchable -- property includes items of visible and movable property not permanently affixed to real property. Intangible -- or non-touchable -- property includes stocks, bonds, notes, cash, bank deposits, accounts receivable, patents, trademarks, copyrights and similar assets.

**Personnel Services** - Salaries and wages paid to employees for full-time, part-time and temporary work, including overtime and similar compensation. Also included in this account group are fringe benefits paid for employees.

**Program** - A well-defined portion of the operating plan for which a distinct set of goals and objectives may be developed.

**Property Tax Rate** - The rate at which real property in the County is taxed in order to produce revenues sufficient to conduct necessary governmental activities.

**Property Tax** - Tax paid by those owning property in the County.

**Proprietary Fund** - A fund used to account for the operations similar to those in the private sector. This includes enterprise funds. The focus is on determination of net income, financial position and changes in financial position.

**Public Safety** - A group of expenditures related to the provision and enforcement of law enforcement and fire and disaster protection.

**Real Property** - Land, buildings, and items permanently affixed to land or buildings.

**Real Property Value** - The value of land and buildings that is taxable.

**Reappraisal** - The process of re-valuing a jurisdiction's real property in order to adjust the tax value to the market value. According to North Carolina law, a revaluation must be conducted at a minimum of every eight years. Property was recently re-valued as of January 1, 2009.

**Reclassification** - A change in the classification and corresponding job title of an existing position that results from a major change in assigned responsibilities.

**Reserve** - An account designated for a portion of the fund balance that is to be used for a specific purpose.

**Revenue** - All funds that the County government receives as income, including items such as tax payments, fees for specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

**Sales Assessment Ratio** - The ratio of the tax value and the actual value of real property.

**Sales Tax** - Tax paid by retail consumers in the County.

**School Recurring Capital** - A recurring appropriation that results in the acquisition of, or addition to, a fixed asset within the school systems.

**School Current Expense** - See current expense.

**Service Level** - The amount of service provided during the fiscal year as indicated by one or more performance indicators.

**Solid Waste Program Fee (SWPF)** – To fund the cost of recycling programs and a portion of the solid waste convenience centers.

**Special Assessment** - A levy on certain properties to defray part or all of the cost associated with improvements or services that will benefit those properties. For instance, a special assessment would be levied against property owners who have petitioned for paving a street.

**Special Districts** - Tax-levied voter approved districts to provide specified services. Special districts in Orange County include fire districts and the Chapel Hill-Carrboro City School Special District.

**Special Revenue Fund** - A fund used to account for the revenues from specific sources that are to be used for legally specified expenditures.

**Tax Levy** - Revenue produced by applying a given tax rate to a property's assessed, or tax, value.

**Teachers Supplement** - An additional salary provided by local governments above the salary set by the state.

**Two-Thirds Bonds** – General obligation bonds that can be issued by a local government without voter authorization. Under a formula set by the State, the new G.O. debt cannot exceed two-thirds of the previous year's net debt reduction.

**Unfunded Actuarial Accrued Liability (UAAL) –** The Actuarial Accrued Liability minus the Actuarial Value of Assets (AVA). UAAL is derived from unfunded Normal costs, actuarial gains/losses and changes to benefits plan.