ORANGE COUNTY
NORTH CAROLINA

FY 2019-20
ANNUAL OPERATING BUDGET

MANAGER RECOMMENDED

Orange County, North Carolina
Manager Recommended
FY 2019-20 Annual Operating Budget

BOARD OF COUNTY COMMISSIONERS

Penny Rich, Chair
Renee Price, Vice Chair
Earl McKee
Mark Dorosin
Mark Marcoplos
Sally Greene
Jamezetta Bedford

COUNTY MANAGER

Bonnie B. Hammersley

Travis Myren
Deputy County Manager

Gary Donaldson
Chief Financial Officer

Paul Laughton
Finance and Administrative Services
Deputy Director

Brenda Bartholomew
Human Resources Director

Chaz Offenburg
Budget and Management Analyst II

Kirk Vaughn
Budget and Management Analyst II

Allen Coleman
Budget and Management Services Analyst

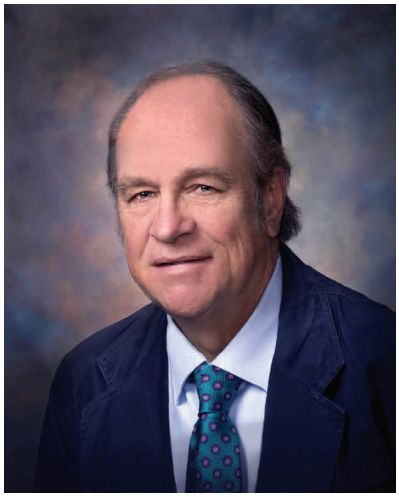
Board of County Commissioners



Penny Rich, Chair



Renee Price, Vice-Chair



Mark Marcoplos



Earl McKee



Jamezetta Bedford



Mark Dorosin



Sally Greene



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Orange County

North Carolina

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morrill

Executive Director

Table of Contents

Mission Statement i
Organization Chart-Orange County Government ii

Manager's Message 9

Budget Summaries
How to Read the Budget Document 21
Fund Structure 23
General Fund
Revenue by Category 25
Appropriations by Function 28
Function Summaries
Community Services 31
Education 32
General Government 33
Human Services 34
Public Safety 35
Support Services 36
Non-departmental 37
Appropriations by County Department 38
Permanent Full-Time Equivalent (FTE) Budgeted Positions 39
Summary of New Positions Recommended for FY 2019-20 42
Assessed Valuation, Tax Rate and Estimated Collections 43

Department on Aging 44
Animal Services 54
Article 46 Sales Tax 62
Asset Management Services 64
Board of Commissioners 71
Board of Elections 75
Capital Investment Plan 79
Cardinal Innovations 91
Child Support Services 93
Community Relations 96
Cooperative Extension 99
County Attorney's Office 106
County Manager's Office 109

Table of Contents (continued)

Courts 117
Criminal Justice Resources 118
DEAPR 122
Debt Service 137
Economic Development 139
Education 148
Emergency Services 246
Finance and Administrative Services 256
Fire Districts 261
Health Department 268
Housing and Community Development 278
Human Resources 287
Human Rights and Relations 292
Information Technologies 295
Library Services 299
Non-Departmental 306
Orange Public Transportation 333
Outside Agencies 337
Planning and Inspections 350
Register of Deeds 367
Sheriff 371
Department of Social Services 375
Solid Waste Department 390
Sportsplex 399
Tax Administration 402
Transfers 407

Appendices

A: Employee Pay & Benefits 409
B: Proposed Fee Schedule 444
C: Policies 502
Budget Administration 520
Glossary 521

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

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

To provide these quality services efficiently, we must:

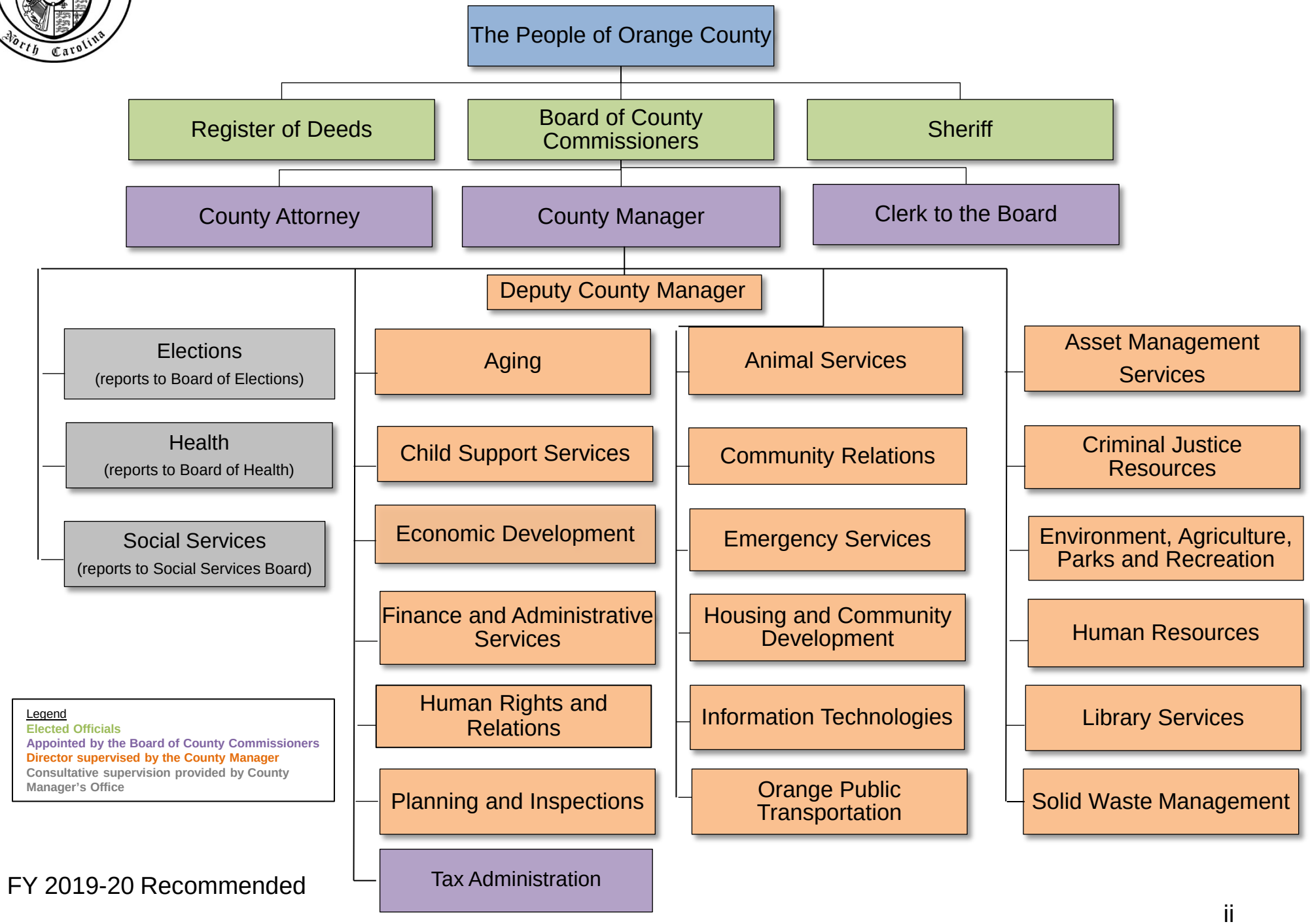
- Serve the ***Residents*** of Orange County - ***Our Residents Come First***.

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

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

Orange County Residents Come First.

Orange County Government



ORANGE COUNTY
NORTH CAROLINA

MEMORANDUM

May 2, 2019

TO: Board of Orange County Commissioners

FROM: Bonnie Hammersley
County Manager

RE: Transmittal of the FY 2019-20 Recommended Budget

I am pleased to submit the FY2019-20 Recommended Operating Budget for your review and consideration. In FY2018-19, the County began using a long range operating budget financial model and a capital planning and debt service model to identify sources of financial pressure, quantify those challenges, and provide alternatives for addressing those challenges in the future. The Recommended Operating Budget has fully integrated those models to preserve the County's long term fiscal sustainability.

The FY2019-20 Recommended Operating Budget endeavors to fund the Board's Policy Priorities in affordable housing, education, transportation and public safety. These recommendations also follow strategies that were included in the Long Range Financial Plan which include increasing revenue, controlling expenditures, changing service delivery models. 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 focuses on funding the continuation needs of County departments and education and employing targeted expenditure increases to advance innovative approaches to improve public services and outcomes for residents. The Recommended Budget also 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 $271.0 million. This represents an increase of $12.4 million or 4.8% over the Approved FY2018-19 Budget. Of this total, County department appropriations are increased by $4.1 million from $100.8 million in FY2018-19 to $104.9 million in FY2019-20 or 1.7%. Education appropriations are increased by $4.15 million from $110.1 million in FY2018-19 to $114.3 million or 3.8%.

- **Debt Service**
  Debt service is budgeted to increase by $806,190 or approximately 2.7%. This increase represents the second planned increase in 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 FY2019-20 Capital Budget will total over $47.4 million. Based on the proposed five year Capital Investment Plan, debt service payments will continue to increase through FY2020-21 and exceed the debt to revenue policy through FY2023-24.

- **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 $236.4 million which represents a $9.7 million or 4.3% increase over the budget for the current fiscal year. This amount includes a second allocation of $3 million for deferred maintenance in the schools. The deferred maintenance funding employs one-time revenue that was generated through a bond premium associated with the County's general obligation bond issue for schools and affordable housing. If this amount is excluded from the General Fund analysis, total General Fund expenditures increase by $6.7 million or 3.0%.

Revenue

The Recommended Operating Budget recognizes steady growth in the County's property tax base and retail sales tax collection. A property tax rate increase of 1.5 cents is recommended to accommodate growing debt service payments and a recommendation to increase education expenditures at a faster rate than base revenue growth.

- **Tax Base Growth Due to New Construction**
  In years that are not subject to a revaluation, the property tax base grows due to new construction activity, new personal property, and growth in the value of motor vehicles. The Recommended Budget includes a $346.4 million or 2% increase in real and personal property and a $36.3 million or 3% increase in the value of motor vehicles compared to the FY2018-19 budgeted amounts. At the current tax rate of 85.04 cents, this growth alone generates $3.2 million in additional financial resources.

- **Incremental Tax Rate Increase**
  The Recommended Budget includes a tax rate increase of 1.5 cents to accommodate. The tax rate increase produces a total of $2.8 million. Of this amount, 0.60 cents or $1.12 million is attributed to new debt service and 0.90 cents or $1.68 million is recommended to support education and other operating costs.

  Within the next five years, debt service is expected to peak in FY2021-22 at $44.5 million which may necessitate future tax rate increases. The remaining new debt could be financed through a one time tax increase of 4.9 cents, but the Recommended Budget proposes the incremental approach. The incremental approach is more flexible and can be scaled as assumptions for future revenue growth and project implementation may fluctuate over time. For example, at this time last year, the County's debt model showed a 1.51 cent increase to support new debt service for FY2019-20. However, given the timing of project implementation and principle payments beginning upon project completion, the incremental tax increase to pay for new debt services is 0.60 cents.

- **Sales Tax**
  Sales tax collections are projected to grow at a steady pace. The FY2018-19 Budget included a relatively conservative increase of 2.4% over the prior year budgeted amount following an aggressive growth projection in the prior year of 6.8%. Current sales tax projections indicate reliable growth of 4% over the FY2018-19 projected collections. This growth would increase total budgeted sales tax from $24.1 million in FY2018-19 to $25.3 million in FY2019-20.

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 FY2019-20 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 also implemented a minimum wage rate of $15.00 per hour for all permanent/benefitted County employees.

  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 $14.25 per hour. That rate is expected to increase to $14.95 per hour in FY2019-20, representing an increase of $0.70 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 $25,000 in additional funding to support the living wage for County employees.

  The most significant portion of the living wage for vendors was paid to in-home aides contracted by the Department of Social Services and Aging. New federal regulations require that these services be competitively bid for the next fiscal year. This new requirement may reduce the County's ability to encourage a living wage given the strictures of State law. Given this uncertainty, the Budget does not prescribe an increase for those contracts. If a living wage is included in the new contracts, the County Manager will recommend funding it through a reallocation or general fund transfer.

- **Employee Compensation and Benefits**
  The County strives to be an employer of choice in the region and in the State. This status is achieved by offering a responsible and competitive compensation package along with engaging and rewarding work environment. These efforts are intended to improve employee job satisfaction and result in better retention rates.

  In FY2018-19, the County joined a public sector health insurance pool called the North Carolina Health Insurance Pool. This pool allows its members to spread risk and increase market competition by creating a large, diverse employee group. Due to favorable claims experience and the efficiencies enjoyed by the pool, the Recommended Budget does not increase the health insurance budget for FY2019-20. This also means that employee contributions will not increase next fiscal year.

  All local government employers participate in the State's Local Government Employee Retirement System. This plan provides a defined benefit retirement structure for local government employees. In order to

maintain the financial health of the plan, the State prescribes increases to the employer contribution. The State had projected a 0.25% increase to each employer, but based on current actuarial advice, the State is increasing the employer contribution by 1.2%. This unanticipated increase results in an additional $475,000 in new employee compensation costs.

The Budget also recommends continuing the policy of adding performance awards to an employee's base salary. This practice addresses base wage stagnation by allowing an augmented hourly rate to persist into the future. 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, 2019. The total cost of this wage adjustment is approximately $1.1 million.

Education

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

- **Exceeding the Funding Target**
  The FY2019-20 Recommended Budget increases the school current expense budget by a total of $4.1 million resulting in a total recommended appropriation of over $113.2 million including debt service. This appropriation represents 49.5% of total General Fund revenues. The Recommended FY2019-20 Budget continues to allocate a total of $3 million to fund deferred maintenance. These one-time revenues were generated through the issuance of general obligation bonds associated with the 2016 voter approved bond for education and affordable housing.

- **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 2019 shows that charter school students have increased by 74 in the Orange County Schools District and have increased by 14 in the Chapel Hill Carrboro City Schools District compared to last year's budget. These changes result in a total of 843 charter students in Orange County Schools, 169 in Chapel Hill Carrboro City Schools, and a total of 1,012 Countywide. The FY2019-20 Budget recommends increasing funding for the additional 88 charter students at a cost of approximately $382,000.

- **Per Pupil Equivalent**
  Based on the additional funds recommended for school spending, the per pupil amount increases by $175 to $4,340. This is greater than the average per pupil increase of $149 over the past four years.

- **Racial Equity Training**
  The School Districts presented a joint proposal to provide racial equity training for District leaders, counselors, and coaches. The Budget fully funds this request by providing a reimbursable racial equity training fund of $260,000.

- **Durham Technical Community College**
  The Budget recommends enhancing the relationship between Durham Technical Community College and students in the high schools. This includes $68,112 for a designated college liaison position for both Orange County Schools and Chapel Hill Carrboro City Schools. The Budget also recommends continuing the Orange

Connect Scholarship Program now called the *Durham Tech Promise* which 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. Orange County's investment of $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 total Community Services appropriation is recommended to increase from $13.2 million in FY2018-19 to $14.4 million in FY2019-20. The significant budget highlights for each of these departments are presented below.

- **Animal Services – Cost Recovery for Animal Control**
  Animal Services provides animal control coverage for each of the Towns based on the cost of providing those staff resources. 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 $42,000 in new revenue from the Towns for animal control services. Overall, the Animal Services budget decreases net County costs by over $41,000.

- **DEAPR – Parks Staffing, Recreation Fees and After School Program**
  The Department of Environment, Agriculture, Parks, and Recreation requested several increases in temporary staffing for recreation programs and parks staffing. In the Parks Division, the Budget recommends an increase in temporary employee funds of approximately $7,000. Recreation fees entirely offset the new staffing requested in the Recreation Division. These fees are projected to increase by approximately $80,000 due to increased enrollment in exiting recreation programming as well as a new afterschool program. The proposed afterschool program would serve 5 to 12 year olds from 3:30 PM to 6:00 PM, Monday through Friday. This program is expected to be entirely fee supported with a break even enrollment of 12 children.

- **Orange County Public Transportation (OCPT) – Personnel and Operations and Reorganization**
  Orange County Public Transportation continues to improve and expand transportation services throughout the County. The Department's Recommended Budget of over $2.25 million is largely offset (86%) by State and Federal sources as well as Transit Sales Tax. However, the net County cost of operating OCPT increases next fiscal year from $57,475 to $307,480. The Recommended OCPT Budget adds a Transit Operations Manager and two (2) Public Transportation Driver positions which are contingent on new grant revenue.

  The OCPT Budget also reflects the reorganization of the Fleet Management Division from Asset Management Services to OCPT. As the County was conducting research on the recruitment for a new AMS Director, several stakeholders expressed concern over the position's broad scope of responsibility. The reorganization of the Motor Pool to OCPT will reduce this span of responsibility for the new AMS Director and place the highest priority on facility care and maintenance.

- **Planning and Inspections – Base Cost Reductions and Cost Recovery**
  Overall, the Planning and Inspections budget represents a net cost reduction of approximately $54,000. This reduction is largely associated with a $54,000 reduction in Current Planning that was used to fund the fiscal impact study and a $58,000 reduction in Temporary Employee costs that were associated with the implementation of new permitting software. The new software entered production in February.

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. A new technology fee of 2% of the total permit cost will be implemented on building permits to recognize the value of this new resource. The Department also requested a revenue decrease of $30,000 in soil and erosion fees based on current year collections.

Finally, the Planning and Inspections budget includes a $15,000 non-departmental appropriation to work with the City of Mebane on a coordinated planning project. This effort will integrate the County's planning goals with its economic development plan for property adjacent to the City.

- **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 $10 in the Solid Waste Program Fee from $132 per parcel to $142 per parcel.

  One of the challenges in the Solid Waste budget is the erosion of revenue from selling recyclable materials. China has stopped purchasing recyclable material from the rest of the world which has virtually eliminated the market for mixed recyclable material. The Recommended Budget includes an expense increase of $852,000 to process recyclable material which is offset using a transfer from the Solid Waste Fund Balance. After this transfer, the Fund Balance will remain at a robust level of $4.2 million or 35% of total expenditures.

  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 $500,000 General Fund subsidy to the Solid Waste Fund is eliminated.

- **Sportsplex – Operating Performance and Debt Coverage**
  In FY2018-19, the Sportsplex Budget clarified that the amount of County funded debt service allocated to the Sportsplex was limited to debt associated 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 $667,440 in debt service and still generate a small surplus of $57,560.

  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.

<u>General Government</u>

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 General

Government appropriation is recommended to grow from $9.9 million in FY2018-19 to $10.5 million in FY2019-20. The Budget recommends the following initiatives in General Government functions.

- **County Attorney**
  In FY2018-19, 0.5 FTE Senior Staff Attorney was assigned to be the Director of Human Rights and Relations. Due to workload pressures, the County Attorney requested to restore this staff capacity to hire a new 0.5 FTE Staff Attorney to specialize in litigation. The FY2019-20 Budget restores this capacity and adds $19,200 to maintain Staff Attorney capacity during an anticipated parental leave.

- **County Manager – Information Security Officer & Sidewalk Study**
  The County Manager's Budget adds 1.0 FTE to serve as the County's cyber security officer, starting in January of 2020. The County's recent experience with sophisticated malware highlighted the importance of having a staff resource dedicated to cyber and data security both on the computer network and throughout County operations. As part of the County Manager's Office, the position will have the full support of County leadership as well as an indirect line of responsibility to Information Technology. The Budget adds $54,300 in operating funds to support this position. During the Capital Budget Amendment process, an amendment will be requested to provide an additional $350,000 in to purchase hardware and software to harden the County defenses to data security threats.

  The Unified Transportation Board completed a work plan for Safe Routes to Schools. This plan identified the need for pedestrian options for students. Since several Orange County Schools are located outside of Town boundaries, the County has been attempting to devise a strategy to mitigate pedestrian safety concerns. The County Manager's base budget included $50,000 for program evaluation studies. This funding will be reallocated to retain a consultant to evaluate options specifically along Orange Grove Road.

- **Board of Elections**
  The 2019-20 Fiscal Year will feature three Countywide elections, municipal, primary, and second primary. Recommended Operating Budget for the Board of Elections increases by over $226,000 in personnel and operating costs to reflect the administration of three Countywide elections during FY2019-20.

- **Clerk to the Board of County Commissioners**
  The Clerk's Budget anticipates facilitator expenses of $2,500 to assist with the pilot intergovernmental work group process. As the facilitator time commitment for these meetings become defined, this amount of funding may have to be revisited.

- **Register of Deeds**
  Due to current trends, the Register of Deeds recommended a decrease of $125,000 in excise stamp revenue. This revenue is based on the sale price of a real estate transaction. The decrease could be due to a reduction in large, commercial sales.

- **Tax Administration**
  The Tax Administration Recommended Budget begins to prepare for the 2021 revaluation. It includes $26,000 for independent appraisal services for commercial properties as well as $21,100 to maintain staffing capacity during anticipated parental leaves next year. The Budget also funds NC Property Tax System enhancements at a cost of $35,000.

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 Human Services appropriation is recommended to increase from $39.2 million in FY2018-19 to $40.8 million in FY2019-20. The Budget recommends funding for the following programs and services.

- **Aging – Home and Community Care Block Grant**
  In FY2018-19, the Department of Aging amended its budget to recognize over $128,000 in additional Home and Community Care Block grant funds that had been budgeted in OCPT to coordinate transportation services. This Budget institutionalizes this budget amendment as an ongoing revenue expectation in the Department on Aging. It also funds an increase for In-Home Respite services by over $15,500 using outside revenue.

- **Health Department – Family Success Alliance, IT Supplemental Support, and the Mobile Dental Unit**
  The Health Department Budget reorganizes the employment relationship of the Family Success Alliance Navigators. These staff resources had been contracted through community organizations such as EmPOWERment and Orange Congregation in Mission. As the Family Success Alliance has matured from a pilot project to a recurring community investment, the FY2019-20 Budget recognizes the Navigator staff as 8.25 FTE County employees.

  Over time, the Health Department has become more dependent on technology. This evolving need is recognized by adding $31,300 in contract services for supplemental information technology support. The Budget also anticipates that the mobile dental unit will be operational in FY2019-20, reallocating over $36,000 for contract services, medical supplies, equipment, advertising, and uniforms.

- **Housing and Community Development – Urgent Repair and Housing Rehabilitation**
  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 adding $160,000 to the Urgent Repair program and $253,000 to the Housing Rehabilitation Program.

  The Budget also continues to fund the local housing voucher pilot program. This program uses $100,000 in local funds to support housing vouchers that subsidize rent for low income individuals. This program has been modeled after the existing housing choice voucher program, but it offers more flexibility than the federally funded program. This pilot program allows residents to choose where they live, up to certain rent limitations, and promote positive landlord/tenant relationships.

  These additions bring total General Fund spending for affordable housing programs to $1,953,600 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. Overall, the Recommended FY19-20 Budget represents a net increase in County support of $573,790 which includes both program and increased personnel costs.

  The Budget authorizes additional staff support in Children and Family Services by adding 1.0 FTE Social Worker and lifting the time limited status of 2.0 FTE Child Protective Services Social Workers. This additional

staff support is intended to assist the department in meeting performance measures set by the State for Child Protective Services.
The Social Services Budget provides $50,000 in funding for the In-Home Aide program due to increased demand for those services.

The Social Services Budget also recognizes a disturbing trend of more children being placed in DSS custody for a period of time. This results in a net increase of $207,300 in Foster Care Board, Adoption Assistance, and related services. Finally, demand for subsidized child care is also increasing. As a result, the Budget proposes to transfer just over $128,000 from the Social Justice Fund to the Child Care Subsidy. After this transfer, the Social Justice Fund would be funded at $200,000.

Support Services

The Support Services Functional Leadership Team includes Asset Management Services, Community Relations, Finance and Administrative Services, Information Technology, and Human Resources. The Support Services appropriation is recommended to decrease from $13.2 million in FY2018-19 to $12.4 million in FY2019-20. This decrease is driven by the transfer of Fleet Services from Asset Management Services to Orange County Public Transportation.

- **Asset Management Services**
  The Asset Management Services Department will be in a state of transition in the new fiscal year as the department gains new leadership and a renewed focus on facility maintenance. The Budget recognizes the reorganization of Fleet Services/Motor Pool to Orange County Public Transportation, and the Capital Budget recommends an aggressive plan to reduce deferred roofing and building envelope maintenance projects.

  In the Operation Budget, department funding is proposed to increase by nearly $220,000. This increase is almost entirely attributable to rising utility costs. Of the total $220,000 departmental cost increase, utility costs are responsible for $203,258, including $101,790 for electricity, $80,179 for water, and $21,289 for natural gas.

- **Community Relations**
  The Community Relations Department has continued to increase awareness of the functions of County government and the services provided to residents. The FY2019 Budget provides $2,000 to produce more video content as well as an increase of $1,000 in advertising to reach other constituencies through conventional media. The Community Relations Department will also assume administration of the Veterans Memorial and the associated Challenge Fund and provide staff support and advertising resources ($1,500) for the County's effort to maximize participation in the 2020 Census.

- **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 $615,168 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 Public Safety

appropriation is recommended to increase from $25.3 million in FY2018-19 to $26.6 million in FY2019-20. The Budget recommends the following additions to Public Safety programs.

- **Criminal Justice Resource Department – Driver's License Restoration Program**
  The Board of Commissioners has supported criminal justice reform by consistently increasing the County's investment in the Criminal Justice Resource Department now includes 8.5 full time equivalent employees administering the Pretrial Services program, Drug Courts, Misdemeanor Diversion program, Reentry 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 or through outside grants.

  Due to fiscal constraints, the ABC Board is not in a position to increase its commitment for the next fiscal year. However, the Department presented a compelling request to add a staff resource to help residents who have had their driver's license revoked due to failure to pay fines and other court costs. The Department proposed creating an attorney level position to help residents get their licenses restored and to assist with expungements of past illegal conduct. This position could help many low income residents by eliminating a legal barrier to mobility that was caused by an inability to pay fines and court fees. The position would be classified as a Restoration Program Legal Counsel at a cost of $70,000 starting in October of 2019.

- **Emergency Services**
  The Department of Emergency Services is responsible for administering the Emergency Management, Fire Marshal, Emergency Telecommunications (911), and Emergency Medical Services.

  In FY2018-19, the Board authorized a Community Paramedic position contingent on outside funding. Despite the Department's best efforts over the past fiscal year, the outside funding did not materialize. The Recommended Budget removes the outside revenue requirement from the position as it helps to reduce Emergency Medical Services calls and unnecessary emergency room transports and also serves as helpful, medical resource to residents recovering from a drug overdose. The Budget also replaces a variety of medical equipment and supplies in the Emergency Medical Services Division with a recurring capital allocation of $184,890.

  In FY2019-20, the Budget recommends adding $15,000 in County costs to create a Countywide Emergency Management Plan to promote comprehensive communication and coordination during an emergency that crosses jurisdictional boundaries.

  The Emergency Communications Division is responsible for maintaining all of the phone connections, software, and equipment to operate a highly responsive 911 Call Center. The Budget funds an increase of over $50,000 in the software use agreement associated with the emergency radio system.

- **Sheriff's Office – Deputy Sheriff I Positions**
  The Sheriff's Office requested a total of ten (10) Deputy Sheriff I positions. These positions are intended to address service level increases for programs like the Seniors and Law Enforcement Together (SALT) program, community watch, church security, calls for service related to domestic disturbances and other patrol calls, and transportation of court ordered involuntary commitments from the hospital to a longer term care facility.

The Recommended Budget funds five (5) Deputy Sheriff I positions for two purposes. First, some of the activity described above is mandatory. The Sheriff's Office cannot control the number of domestic disturbances and other calls for service to which they are asked to respond. The County is also legally responsible for the transportation of court ordered involuntary commitments which currently reside in the hospital Emergency Department until they can be transported to a more appropriate care setting. Second, the Sheriff's Office has exceeded its overtime budget by an average of $88,000 over the past three years. The County should expect overtime expenditures to decrease as more staff resources are available.

Outside Agencies and Fire Districts

The County received requests from Outside agencies totaling $2,079,550. The process for recommending funding was based on scoring completed by advisory boards. Agencies that scored between 95% and 100% received 35% of their requested increase. Agencies scoring between 90% and 94% received 15% of their requested increase, and agencies scoring between 80% and 89% received 5% of their requested increase. Agencies with scores of 79% and below are not recommended for an increase in funds.

Based on this formula, agencies received a net County cost increase of $39,000, and additional funds were made available through reallocations from agencies that did not request funding for next fiscal year. Four new agencies are recommended for funding this year at a cost of $19,780. The total Outside Agency budget recommended for FY2019-20 is $1,490,181 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 FY19-20, that target is $1,466,081.

Three (3) 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 2019-20

District	Approved Tax Rate for FY2018-19	Recommended Tax Rate for FY2019-20	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***	***10.80***	***0.50***
Efland	6.78	6.78	0.00
Eno	9.68	9.68	1.00
Little River	5.92	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***	***10.80***	***0.50***
White Cross	***11.37***	***12.37***	***1.00***
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 $7.8 million which represents a reduction of $1.0 million compared to FY2018-19 when $8.8 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 $34.8 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 Allen Coleman, Chaz Offenburg, and Kirk Vaughn 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 FY2019-20 Budget. Final adoption of the Budget is currently scheduled for June 18. 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 FY2019-24 Manager's Recommended Capital Investment Plan and lists all capital project summaries.
- The *Appendix* contains supplemental information to help the reader understand terminology used in the document. Examples of information in this section include *Employee Pay and Benefits* and the *Proposed Fee Schedule*.

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

Function Summary

Human Services

Summary

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Department (General Fund)						
Child Support Enforcement	$ 900,365	$ 886,633	$ 908,355	$ 896,900	$ 962,273	$ 949,273
Cooperative Extension	$ 478,058	$ 445,064	$ 413,536	$ 337,743	$ 380,584	$ 390,584
Department of Social Services	$ 21,348,473	$ 19,097,031	$ 18,540,035	$ 17,896,885	$ 18,345,443	$ 18,565,213
Department on Aging	$ 1,468,394	$ 1,670,748	$ 1,398,611	$ 1,486,987	$ 1,424,122	$ 1,418,352
Health Department	$ 6,923,180	$ 7,067,751	$ 7,061,798	$ 7,067,332	$ 7,333,481	$ 7,207,231
Housing and Community Develop	$ 346,320	$ 307,948	$ 284,404	$ 268,381	$ 282,673	$ 282,673
Non-Departmental	$ 1,922,034	$ 1,781,108	$ 1,686,808	$ 1,676,808	$ 1,892,583	$ 1,596,532
Orange Public Transportation	$ 1,037,244	$ 1,151,654	$ 741,238	$ 993,544	$ 745,085	$ 745,085
Orange-Person-Chatham Area Pr	$ 1,372,338	$ 1,372,352	$ 1,370,973	$ 1,370,973	$ 1,370,973	$ 1,370,973
Total Function Expenditures	**$ 35,796,408**	**$ 33,780,287**	**$ 32,405,758**	**$ 31,995,553**	**$ 32,737,217**	**$ 32,525,916**
Offsetting Revenue	*($ 17,016,418)*	*($ 18,144,305)*	*($ 16,570,501)*	*($ 16,530,233)*	*($ 16,426,764)*	*$ (16,450,399)*
County Costs (net)	**$ 18,779,990**	**$ 15,635,983**	**$ 15,835,257**	**$ 15,465,320**	**$ 16,310,453**	**$ 16,075,517**
Other Related Programs (Grant Fund)						
Department of Social Services	$ 243,160	$ 216,164	$ 222,447	$ 234,090	$ 216,845	$ 216,845
Department on Aging	$ 147,765	$ 145,065	$ 97,079	$ 153,437	$ 98,604	$ 98,604
Health Department	$ 199,299	$ 225,463	$ 227,991	$ 222,576	$ 221,900	$ 221,900
Total Expenditures	**$ 590,224**	**$ 586,693**	**$ 547,517**	**$ 610,102**	**$ 537,349**	**$ 537,349**
Offsetting Revenue	*($ 527,797)*	*($ 528,847)*	*($ 477,828)*	*($ 558,733)*	*($ 450,635)*	*$ (466,135)*
County Costs (net)	**$ 62,427**	**$ 57,846**	**$ 69,689**	**$ 51,369**	**$ 86,714**	**$ 71,214**
Housing and Community Development Fund						
Housing and Community Develop	$ 4,276,116	$ 4,422,240	$ 4,683,449	$ 4,418,303	$ 4,685,180	$ 4,685,180
Total Expenditures	**$ 4,276,116**	**$ 4,422,240**	**$ 4,683,449**	**$ 4,418,303**	**$ 4,685,180**	**$ 4,685,180**
Offsetting Revenue	*($ 4,106,369)*	*($ 4,352,164)*	*($ 4,683,449)*	*($ 4,333,037)*	*($ 4,598,183)*	*$ (4,598,183)*
County Costs (net)	**$ 169,748**	**$ 70,077**	**$ 0**	**$ 85,266**	**$ 86,997**	**$ 86,997**
Total Human Services and Related Expenditures	**$ 40,662,748**	**$ 38,789,221**	**$ 37,636,724**	**$ 37,023,958**	**$ 37,959,746**	**$ 37,748,445**

Function Summary summarizes fiscal information at the function level.

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

Total Functional Expenditures.

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

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

Department/Program Budget Page

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

Financial Services

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

Major Services

- Accounting and fiscal control in accordance with Generally Accepted Accounting Principles (GAAP) and North Carolina General Statutes to ensure sound financial condition is maintained
- Revenues properly deposited and reported and sufficient cash on
- Prompt and efficient payment of all County Obligations
- Accurate and timely payroll processing for all County employees

FY 2010-11 Outcomes

- Debt service on bonds and installment purchases is met with 100 percent accuracy. No penalties for late payment.
- Maintain excellent credit rating through sound financial policies and practices and strong financial condition.
- Monitor debt to ensure compliance with debt management policy.
- Increase the bond ratings from Moody's and Standards and Poors to Aa1 and AA+ respectively.
- Audit and financial statements completed as required by the Local Government Commission.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Unassigned Fund Balance percent of General Fund Expenditures	12%	12.1%	12.1%	16%	16%
Percent of time Payroll Completed two days prior to payday	100%	100%	100%	100%	100%

FY 2011-12 Fiscal Year Objectives

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

Budget Highlights

- Held vacant Financial Services Coordinator position open for 9 months generating $18,913 in savings, and held vacant the Budget and Management Analyst I position open for 10 months generating $19,962.
- Increased the bonded debt ratings for Moody's and S&P to Aa1 and AA+ respectively
- Issued the CAFR by October 31, 2010 and resolved all of the audit findings from the prior three fiscal years.

Department/Program Budget Page provides general description of department.

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

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

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

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

Budget Highlights - describes significant budget changes, during the current and upcoming fiscal year.

Fund Structure

The accounts of the County are organized on the basis of funds or account groups with each fund constituting a separate accounting entity. The operations of each fund are accounted for by providing a separate set of self-balancing accounts reflecting its assets, liabilities, fund balance, revenues and expenditures. The funds of the County are created because of the diverse nature of governmental operations and the necessity of complying with legal provisions. Orange County has three broad fund categories: governmental, proprietary and fiduciary. Only two of these, governmental and proprietary, are included in this document.

Government Funds

These funds account for expendable financial resources other than those accounted for in proprietary and fiduciary funds. Most of Orange County's functions are included in this fund type. The modified accrual basis of accounting is used in this fund.

"Basis of accounting" refers to criteria for determining when revenues and expenditures are recorded in the accounting system. The "modified accrual basis" requires that expenditures be recorded when a liability is incurred (time of receipt) for goods or services provided to the County. The expenditure is usually recorded before the funds are disbursed. This type of accounting also requires that most revenues be recorded when they are actually received. The modified accrual basis of accounting helps to keep financial practices on a conservative footing; expenditures are recorded as soon as the liabilities for them are incurred, and most revenues are not recorded until they have actually been received in cash.

The County's individual governmental funds include:

- **General Fund** - the general operating fund of the County, which accounts for normal recurring County activities such as education, human services, public safety, etc. These activities are funded by revenue sources such as property tax, sales tax, charges for services, etc.

- **Special Revenue Funds** - account for the proceeds of specific revenue sources (other than major capital projects) that require separate accounting because of legal restrictions or administrative action. Special revenue funds in Orange County include: Grant Projects Fund, Community Development Fund, Fire Districts Fund, Visitors Bureau Fund, Housing (Section 8) Fund, E911 Fund and Article 46 Sales Tax Fund.

- **Capital Projects Funds -** account for all resources used for acquisition, construction, or renovation of major capital facilities of Orange County, as well as Orange County Schools and Chapel Hill-Carrboro City Schools. Capital project funds in Orange County include: County Capital Projects Fund and School Capital Projects Fund. Prior to July 1, 1993, several funds were used to account for capital projects.

Proprietary Funds

These funds account for operations, which are similar to those found in the private sector because net income is determined in these funds. The accrual basis of accounting is used for this fund. In the accrual basis of accounting, revenues are recognized when they are earned and expenses are recognized when they are incurred. Orange County operates one type of proprietary funds:

- **Enterprise Funds -** account for operations that are intended to be self-supporting through charges made to users of services provided or where determination of net income is an important factor. Orange County presently has three enterprise funds, the Efland Sewer Enterprise Fund, the Solid Waste Enterprise Fund, and the Sportsplex Enterprise Fund.

Fiduciary Funds

These funds are used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governmental units and/or other funds. Since, by state statutes, these funds are not subject to appropriation by the Board of County Commissioners, these funds are not included in this document. The County's fiduciary funds include:

- **Agency Funds** account for assets held by the County as an agent for other governmental units. These monies are accounted for in essentially the same manner as governmental funds.

- **Non-expendable Trust Funds** account for assets, held by the County in a trustee capacity, which are designated for a particular purpose. These monies are accounted for basically in the same manner as proprietary funds.

Functions

The FY 2019-20 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

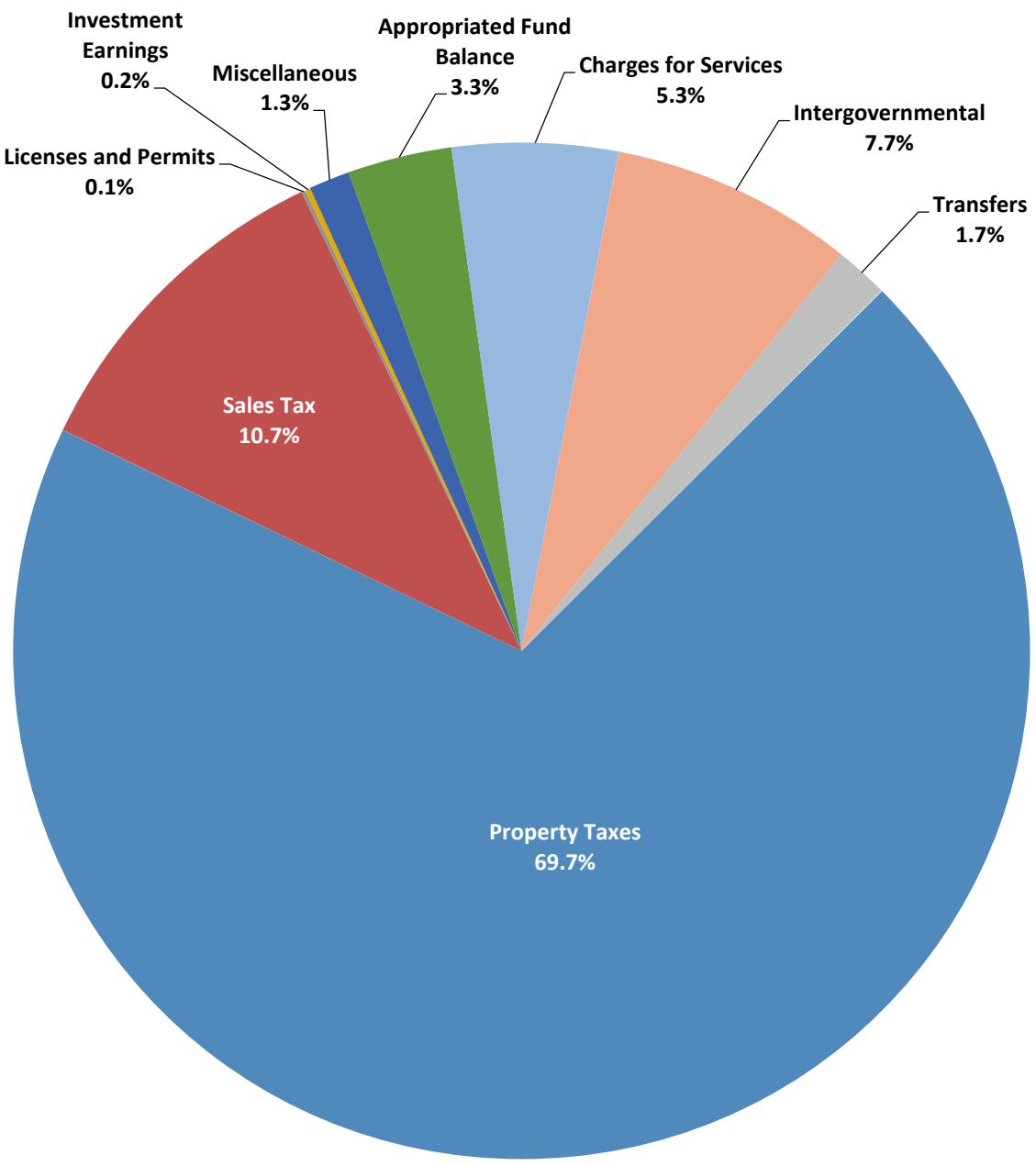
	2017-18 Actual Revenue	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Property Taxes						
Property Taxes	142,240,161	146,099,548	146,099,548	146,992,244	149,044,244	151,673,199
Motor Vehicles	9,994,633	10,221,001	10,221,001	10,446,004	10,583,251	10,770,627
Gross Receipts	87,952	80,000	80,000	85,000	80,000	80,000
Delinquent Taxes	1,115,397	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
Interest on Deliquent Taxes	489,836	500,000	500,000	500,000	500,000	500,000
Late List Penalties	101,644	100,000	100,000	100,000	100,000	100,000
Animal Taxes	178,504	185,000	185,000	185,000	185,000	185,000
Beer and Wine	237,505	275,833	275,833	275,833	275,833	275,833
Property Taxes Total	**$154,445,632**	**$158,561,382**	**$158,561,382**	**$159,684,081**	**$161,868,328**	**$164,684,659**
Sales Tax						
Article 39 One Cent	10,563,292	10,865,886	10,865,886	11,091,457	11,535,110	11,535,110
Article 40 Half Cent	7,387,872	7,832,332	7,832,332	7,757,265	8,067,555	8,067,555
Article 42 Half Cent	5,284,062	5,442,024	5,442,024	5,548,265	5,770,196	5,770,196
Article 44 Half Cent	188,549	0	0	180,000	0	0
Sales Tax Total	**$23,423,775**	**$24,140,242**	**$24,140,242**	**$24,576,987**	**$25,372,861**	**$25,372,861**
Licenses and Permits						
Privilege License	13,761	13,000	13,000	13,000	13,260	13,260
Franchise Fee	290,225	300,000	300,000	300,000	300,000	300,000
Licenses and Permits Total	**$303,986**	**$313,000**	**$313,000**	**$313,000**	**$313,260**	**$313,260**
Investment Earnings Total	**$800,469**	**$415,000**	**$415,000**	**$890,000**	**$415,000**	**$415,000**
Miscellaneous Total	**$4,422,024**	**$3,114,760**	**$3,220,076**	**$4,281,767**	**$3,040,769**	**$3,040,769**
Other Financing Sources	**$30,536,465**	**$0**	**$0**	**$0**	**$0**	**$0**
Appropriated Fund Balance Total	**$0**	**$8,820,099**	**$10,789,461**	**$0**	**$7,000,000**	**$7,848,529**

Revenue by Category

Summary - General Fund

	2017-18 Actual Revenue	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Charges for Services						
Aging	94,169	80,100	80,100	84,100	80,100	80,100
Child Support Services	1,080	1,000	1,000	1,000	1,000	1,000
Planning & Inspections	1,672,290	1,586,420	1,589,450	1,582,365	1,578,488	1,578,488
Emergency Services	3,334,631	2,702,000	2,702,000	3,347,500	2,699,500	2,699,500
Health	1,753,999	1,847,336	1,847,336	1,527,773	1,870,886	1,870,886
Library	27,684	26,597	26,597	26,997	26,597	26,597
Register of Deeds	1,861,358	1,967,500	1,967,500	1,726,800	1,832,000	1,832,000
Sheriff	2,538,546	2,400,000	2,400,000	2,470,000	2,400,000	2,699,500
Tax Administration	339,711	368,701	368,701	370,681	368,701	368,701
Transportation	32,354	38,344	38,344	38,344	39,244	39,244
Other	1,400,824	1,438,497	1,439,197	1,454,609	1,551,817	1,260,317
Charges for Services Total	**$13,056,647**	**$12,456,495**	**$12,460,225**	**$12,630,169**	**$12,448,333**	**$12,456,333**
Intergovernmental						
Aging	610,668	572,850	700,536	671,968	719,610	719,610
Animal Services	180,449	230,941	230,941	230,941	264,359	273,029
Child Support Services	1,677,427	1,549,437	1,549,437	1,569,900	1,699,437	1,699,437
DEAPR	143,566	126,563	131,130	131,130	129,725	129,725
Emergency Services	17,760	80,153	81,153	17,760	32,761	47,761
Health	1,696,444	1,557,682	1,680,028	1,641,223	1,613,302	1,613,302
Housing	0	31,650	31,650	31,650	31,650	31,650
Library	113,046	100,000	104,527	104,527	100,000	100,000
Lottery Proceeds	1,357,688	0	421,000	1,173,643	0	0
Planning & Inspections	5,701	0	0	0	0	0
Sheriff	653,767	659,388	694,556	731,656	659,388	659,388
Social Services	9,190,997	9,402,317	9,806,065	9,478,391	9,740,402	9,740,402
Tax Administration	76,719	69,000	69,000	69,000	69,000	69,000
Transportation	888,486	1,619,044	1,730,044	1,619,044	2,051,029	1,912,958
Other	1,109,065	1,297,350	1,282,350	1,282,350	1,282,350	1,282,350
Intergovernmental Total	**$17,721,781**	**$17,296,375**	**$18,512,417**	**$18,753,183**	**$18,393,013**	**$18,278,612**
Transfers from Other Funds						
Health	0	0	0	0	0	910,000
Impact Fees	3,353,000	1,600,000	1,600,000	1,600,000	0	112,000
Capital Reserve	0	0	150,000	150,000	0	3,000,000
County Capital	127,846	0	0	0	0	0
Drug Forfeiture Fund	0	25,000	25,000	25,000	0	0
Grant Projects	70,651	0	0	0	0	0
Jail Inmates	94,732	0	0	0	0	0
Other	12,600	12,600	12,600	12,600	12,600	12,600
Total	**$3,658,829**	**$1,637,600**	**$1,787,600**	**$1,787,600**	**$12,600**	**$4,034,600**
Total Revenue	**$248,369,609**	**$226,754,953**	**$230,199,403**	**$222,916,786**	**$228,864,164**	**$236,444,623**

General Fund Revenue by Category



Appropriations by Function

Summary - General Fund

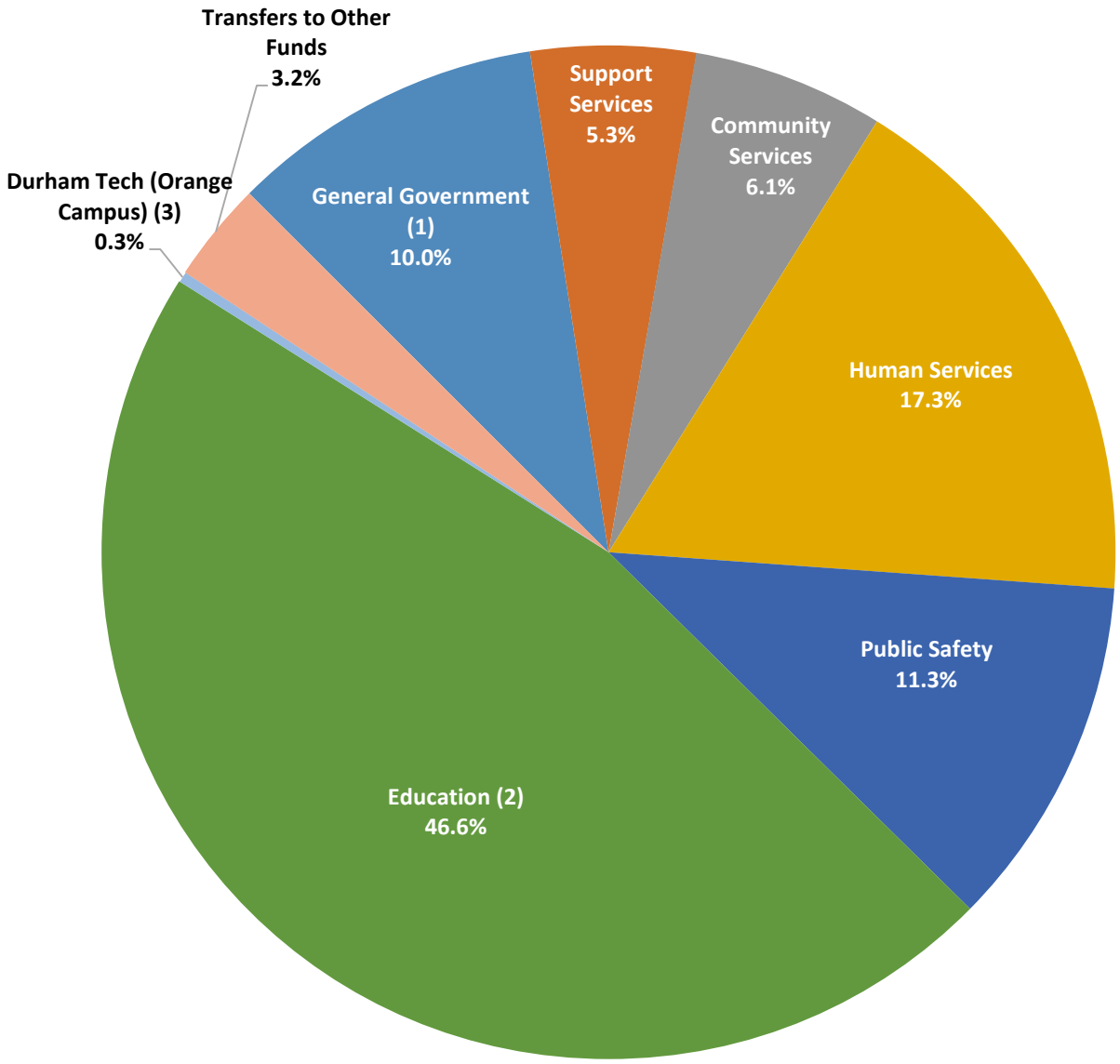
	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Community Services						
Animal Services	2,068,260	2,153,479	2,167,267	2,143,879	2,269,293	2,248,103
Cooperative Extension	347,545	403,955	403,955	403,955	410,402	400,402
Department of Environment, Agriculture, Parks & Recreation	4,090,366	4,043,556	4,147,402	4,051,342	4,070,783	4,043,083
Economic Development	553,092	513,461	522,236	507,409	531,085	531,085
Non-Departmental	1,920,419	963,698	1,024,822	456,373	1,215,003	470,882
Orange Public Transportation	1,409,031	1,748,132	1,866,226	1,649,604	2,547,754	3,385,810
Planning and Inspections	3,012,650	3,208,098	3,216,128	3,110,087	3,220,117	3,215,117
Recreation Municipal	125,108	125,108	125,108	125,108	125,108	125,108
Community Services Total	**$13,526,470**	**$13,159,487**	**$13,473,144**	**$12,447,757**	**$14,389,545**	**$14,419,590**
General Government						
Board of County Commissioners	872,745	917,031	935,352	923,739	991,501	976,501
Board of Elections	670,818	689,184	690,098	685,568	952,821	952,821
County Attorney's Office	603,458	592,423	595,785	595,783	676,032	676,032
County Manager's Office	2,369,786	2,824,657	2,842,137	2,781,123	2,968,349	3,002,025
Non-Departmental	374,035	102,500	102,500	80,000	102,500	105,000
Register of Deeds	1,057,218	1,024,923	1,027,175	1,033,473	1,019,308	1,015,308
Tax Administration	3,582,654	3,740,619	3,860,761	3,770,819	3,827,472	3,823,452
General Government Total	**$9,530,714**	**$9,891,337**	**$10,053,809**	**$9,870,506**	**$10,537,983**	**$10,551,139**
Public Safety						
Courts	40,687	61,000	61,541	47,751	68,500	68,500
Criminal Justice Resource Dept.	482,470	620,329	644,307	612,700	720,673	700,654
Emergency Services	10,380,449	10,777,377	10,900,394	10,011,296	11,533,488	11,380,019
Non-Departmental	384,969	410,878	410,878	399,552	417,832	417,832
Sheriff	13,254,659	13,449,193	13,711,059	12,820,372	14,372,712	14,076,091
Public Safety Total	**$24,543,233**	**$25,318,777**	**$25,728,179**	**$23,891,671**	**$27,113,205**	**$26,643,096**
Human Services						
Cardinal Innovations MOE	1,050,187	1,050,187	1,050,187	1,050,187	1,050,187	1,050,187
Child Support Services	1,060,507	1,098,035	1,098,035	1,049,028	1,118,127	1,118,127
Department of Social Services	18,516,127	19,446,803	20,296,452	19,281,964	20,234,855	20,319,204
Department on Aging	2,140,007	2,129,173	2,506,980	2,423,781	2,304,196	2,304,196
Health Department	9,797,459	10,345,231	10,895,498	9,925,229	10,575,430	10,608,199
Housing & Community Development	20,473	331,462	352,944	305,205	333,995	333,995
Human Rights	210,489	280,469	282,972	281,097	344,031	344,031
Library Services	2,357,067	2,359,059	2,381,487	2,351,193	2,458,458	2,443,338
Library Municipal	568,839	568,839	568,839	568,839	568,839	568,839
Non-Departmental	1,201,569	1,593,394	1,353,262	1,143,063	2,412,418	1,732,790
Human Services Total	**$36,922,725**	**$39,202,652**	**$40,786,656**	**$38,379,586**	**$41,400,536**	**$40,822,906**

Appropriations by Function

Summary - General Fund

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Education						
Current Expenses	80,745,847	84,957,670	84,957,670	84,957,670	93,217,659	88,570,720
Fair Funding	0	0	0	0	0	0
Durham Tech (Orange Campus)	716,751	730,144	730,144	730,144	823,256	798,256
Recurring Capital	3,000,000	0	0	0	0	0
School Health & Safety Contracts	3,413,049	3,558,428	3,558,428	3,558,428	3,629,597	3,629,597
One-Time Discretionary Funds	2,100,000	0	0	0	0	0
Deferred Maintenance	0	3,000,000	3,000,000	2,000,000	0	0
School Equity Training	0	0	0	0	260,000	260,000
Education Total	**$89,975,647**	**$92,246,242**	**$92,246,242**	**$91,246,242**	**$97,930,512**	**$93,258,573**
Support Services						
Asset Management Services	4,368,984	5,593,059	5,872,826	5,801,964	5,932,773	4,806,645
Community Relations	276,176	273,439	290,900	289,395	287,326	288,826
Finance and Administrative Services	1,430,395	1,505,605	1,507,149	1,456,959	1,534,718	1,534,718
Human Resources	941,244	956,785	961,756	923,441	1,002,957	1,002,957
Information Technologies	3,125,166	3,448,016	3,666,225	3,437,252	4,076,614	4,076,614
Non-Departmental	2,832,433	1,405,979	1,424,370	192,334	745,913	718,012
Support Services Total	**$12,974,398**	**$13,182,883**	**$13,723,227**	**$12,101,345**	**$13,580,301**	**$12,427,772**
Non-Departmental						
Debt Service	29,470,952	29,948,241	29,948,241	29,948,241	30,754,428	30,754,428
Other Financing Uses	28,084,591	0	0	0	0	0
Transfers to Other Funds	2,854,812	3,805,334	4,239,906	4,992,549	4,645,069	7,567,119
Non-Departmental Total	**$60,410,355**	**$33,753,575**	**$34,188,147**	**$34,940,790**	**$35,399,497**	**$38,321,547**
Total Expenditures	**$247,883,542**	**$226,754,953**	**$230,199,403**	**$222,877,897**	**$240,351,579**	**$236,444,623**

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

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
By Department (General Fund)						
Animal Services	2,068,260	2,153,479	2,167,267	2,143,879	2,269,293	2,248,103
Cooperative Extension	347,545	403,955	403,955	403,955	410,402	400,402
Department of Environment, Agriculture, Parks and Recreation	4,090,366	4,043,556	4,147,402	4,051,342	4,070,783	4,043,083
Economic Development	553,092	513,461	522,236	507,409	531,085	531,085
Non-Departmental	1,920,419	963,698	1,024,822	456,373	1,215,003	470,882
Orange Public Transportation	1,409,031	1,748,132	1,866,226	1,649,604	2,547,754	3,385,810
Planning and Inspections	3,012,650	3,208,098	3,216,128	3,110,087	3,220,117	3,215,117
Recreation Municipal	125,108	125,108	125,108	125,108	125,108	125,108
Total Function Expenditures	**$13,526,470**	**$13,159,487**	**$13,473,144**	**$12,447,757**	**$14,389,545**	**$14,419,590**
Offsetting Revenue	*(34,364,542)*	*(4,512,732)*	*(4,675,757)*	*(4,559,374)*	*(5,026,072)*	*(4,904,671)*
County Costs (net)	**$(20,838,072)**	**$8,646,755**	**$8,797,387**	**$7,888,383**	**$9,363,473**	**$9,514,919**
Other Funds						
Spay/Neuter Fund	72,976	68,350	96,815	87,075	82,726	82,726
Efland Sewer Fund	355,916	156,750	241,750	242,410	480	480
Department of Environment, Agriculture, Parks and Recreation	6,000	25,000	25,000	25,000	0	0
Solid Waste Operating Fund	9,572,119	10,040,421	11,896,444	11,157,905	12,271,348	11,884,383
Solid Waste Renewal and Replacement Fund	0	2,320,009	2,320,009	2,320,009	1,545,536	2,296,144
Visitors Bureau	1,642,384	1,689,036	2,009,892	1,654,617	1,713,212	1,713,212
Total Expenditures	**$11,649,395**	**$14,299,566**	**$16,589,910**	**$15,487,016**	**$15,613,302**	**$15,976,945**
Offsetting Revenue	*(12,356,285)*	*(11,786,454)*	*(14,076,798)*	*(12,562,501)*	*(14,823,007)*	$ (15,374,794)
County Costs (net)	**$(706,890)**	**$2,513,112**	**$2,513,112**	**$2,924,515**	**$790,295**	**$602,151**
Total Community Services Related Expenditures	**$25,175,865**	**$27,459,053**	**$30,063,054**	**$27,934,773**	**$30,002,847**	**$30,396,535**

Education

Summary

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
By Department (General Fund)						
Current Expenses	80,745,847	84,957,670	84,957,670	84,957,670	93,217,659	88,570,720
Fair Funding	0	0	0	0	0	0
Durham Tech (Orange Campus)	716,751	730,144	730,144	730,144	823,256	798,256
Recurring Capital	3,000,000	0	0	0	0	0
Deferred Maintenance	0	3,000,000	3,000,000	2,000,000	0	0
One-Time Discretionary Funding	2,100,000	0	0	0	0	0
School Health & Safety Contracts	3,413,049	3,558,428	3,558,428	3,558,428	3,629,597	3,629,597
School Equity Training	0	0	0	0	260,000	260,000
Total Function Expenditures	**$89,975,647**	**$92,246,242**	**$92,246,242**	**$91,246,242**	**$97,930,512**	**$93,258,573**
County Costs (net)	**$89,975,647**	**$92,246,242**	**$92,246,242**	**$91,246,242**	**$97,930,512**	**$93,258,573**
Total Education Related Expenditures	**$89,975,647**	**$92,246,242**	**$92,246,242**	**$91,246,242**	**$97,930,512**	**$93,258,573**

General Government

Summary

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
By Department (General Fund)						
Board of County Commissioners	872,745	917,031	935,352	923,739	991,501	976,501
Board of Elections	670,818	689,184	690,098	685,568	952,821	952,821
County Attorney's Office	603,458	592,423	595,785	595,783	676,032	676,032
County Manager's Office	2,369,786	2,824,657	2,842,137	2,781,123	2,968,349	3,002,025
Non-Departmental	374,035	102,500	102,500	80,000	102,500	105,000
Other Related County Support	0	0	0	0	0	0
Register of Deeds	1,057,218	1,024,923	1,027,175	1,033,473	1,019,308	1,015,308
Tax Administration	3,582,654	3,740,619	3,860,761	3,770,819	3,827,472	3,823,452
Total Function Expenditures	**$9,530,714**	**$9,891,337**	**$10,053,809**	**$9,870,506**	**$10,537,983**	**$10,551,139**
Offsetting Revenue	*(2,623,807)*	*(2,770,785)*	*(2,770,785)*	*(2,531,915)*	*(2,724,939)*	*(2,724,939)*
County Costs (net)	**$6,906,907**	**$7,120,552**	**$7,283,024**	**$7,338,591**	**$7,813,044**	**$7,826,200**
Community Development and Visitors Bureau Funds						
County Manager's Office - Arts Commission	176,384	193,725	199,601	198,071	203,379	211,168
County Manager's Office - Orange County Partnership to End Homelessness	186,134	183,352	183,352	166,957	223,313	223,313
Total Expenditures	**$362,518**	**$377,077**	**$382,953**	**$365,028**	**$426,692**	**$434,481**
Offsetting Revenue	*(183,185)*	*(159,240)*	*(165,116)*	*(1,146,769)*	*(182,151)*	*(182,151)*
County Costs (net)	**$179,333**	**$217,837**	**$217,837**	**$(781,741)**	**$244,541**	**$252,330**
Total General Government Related Expenditures	**$9,893,231**	**$9,891,337**	**$10,053,809**	**$9,870,506**	**$10,537,983**	**$10,551,139**

Human Services

Summary

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
By Department (General Fund)						
Cardinal Innovations MOE	1,050,187	1,050,187	1,050,187	1,050,187	1,050,187	1,050,187
Child Support Services	1,060,507	1,098,035	1,098,035	1,049,028	1,118,127	1,118,127
Department of Social Services	18,516,127	19,446,803	20,296,452	19,281,964	20,234,855	20,319,204
Department on Aging	2,140,007	2,129,173	2,506,980	2,423,781	2,304,196	2,304,196
Health Department	9,797,459	10,345,231	10,895,498	9,925,229	10,575,430	10,608,199
Housing and Community Development	20,473	331,462	352,944	305,205	333,995	333,995
Human Rights	210,489	280,469	282,972	281,097	344,031	344,031
Library Services	2,357,067	2,359,059	2,381,487	2,351,193	2,458,458	2,443,338
Library Municipal	568,839	568,839	568,839	568,839	568,839	568,839
Non-Departmental	1,201,569	1,593,394	1,353,262	1,143,063	2,412,418	1,732,790
Total Function Expenditures	**$36,922,725**	**$39,202,652**	**$40,786,656**	**$38,379,586**	**$41,400,536**	**$40,822,906**
Offsetting Revenue	*(15,799,294)*	*(15,768,076)*	*(16,459,671)*	*(15,785,605)*	*(16,416,540)*	*(16,416,540)*
County Costs (net)	**$21,123,431**	**$23,434,576**	**$24,326,985**	**$22,593,982**	**$24,983,996**	**$24,406,366**
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	**$41,851,853**	**$45,021,112**	**$46,722,698**	**$43,321,848**	**$46,843,975**	**$46,266,345**

Public Safety

Summary

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
By Department (General Fund)						
Criminal Justice Resource Dept.	482,470	620,329	644,307	612,700	720,673	700,654
Courts	40,687	61,000	61,541	47,751	68,500	68,500
Emergency Services	10,380,449	10,777,377	10,900,394	10,011,296	11,533,488	11,380,019
Non-Departmental	384,969	410,878	410,878	399,552	417,832	417,832
Sheriff	13,254,659	13,449,193	13,711,059	12,820,372	14,372,712	14,076,091
Total Function Expenditures	**$24,543,233**	**$25,318,777**	**$25,728,179**	**$23,891,671**	**$27,113,205**	**$26,643,096**
Offsetting Revenue	*(7,459,567)*	*(6,759,101)*	*(6,782,769)*	*(7,536,976)*	*(6,691,709)*	*(6,706,709)*
County Costs (net)	**$17,083,667**	**$18,559,676**	**$18,945,410**	**$16,354,695**	**$20,421,496**	**$19,936,387**
Emergency Telephone Fund						
Emergency Services	665,096	745,094	1,135,821	758,454	768,078	768,078
Total Expenditures	**$665,096**	**$745,094**	**$1,135,821**	**$758,454**	**$768,078**	**$768,078**
Offsetting Revenue	*(646,742)*	*(919,145)*	*(1,309,872)*	*(823,795)*	*(580,225)*	*(580,225)*
County Costs (net)	**$18,354**	**$(174,051)**	**$(174,051)**	**$(65,342)**	**$187,853**	**$187,853**
Total Public Safety Related Expenditures	**$25,208,329**	**$26,063,871**	**$26,864,001**	**$24,650,124**	**$27,881,283**	**$27,411,174**

Support Services

Summary

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
By Department (General Fund)						
Asset Management Services	4,368,984	5,593,059	5,872,826	5,801,964	5,932,773	4,806,645
Community Relations	276,176	273,439	290,900	289,395	287,326	288,826
Finance and Administrative Services	1,430,395	1,505,605	1,507,149	1,456,959	1,534,718	1,534,718
Human Resources	941,244	956,785	961,756	923,441	1,002,957	1,002,957
Information Technologies	3,125,166	3,448,016	3,666,225	3,437,252	4,076,614	4,076,614
Non-Departmental	2,832,433	1,405,979	1,424,370	192,334	745,913	718,012
Total Function Expenditures	**$12,974,398**	**$13,182,883**	**$13,723,227**	**$12,101,345**	**$13,580,301**	**$12,427,772**
Offsetting Revenue	*(328,213)*	*(345,847)*	*(345,847)*	*(351,507)*	*(351,507)*	*(351,507)*
County Costs (net)	**$12,646,184**	**$12,837,036**	**$13,377,380**	**$11,749,838**	**$13,228,794**	**$12,076,265**
Total Support Services Related Expenditures	**$13,336,915**	**$13,559,960**	**$14,106,180**	**$12,466,373**	**$14,006,993**	**$12,862,253**

Non-Departmental

Summary

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
By Department (General Fund)						
Debt Service	29,470,952	29,948,241	29,948,241	29,948,241	30,754,428	30,754,428
Transfers to Other Funds	2,854,812	3,805,334	4,239,906	4,992,549	4,645,069	7,567,119
Total Function Expenditures	**$32,325,764**	**$33,753,575**	**$34,188,147**	**$34,940,790**	**$35,399,497**	**$38,321,547**
Offsetting Revenue	*(34,314,875)*	*(1,637,600)*	*(1,813,400)*	*(1,793,400)*	*(12,600)*	*(4,034,600)*
County Costs (net)	**$(1,989,111)**	**$32,115,975**	**$32,374,747**	**$33,147,390**	**$35,386,897**	**$34,286,947**
Total Non-Departmental Related Expenditures	**$32,325,764**	**$33,753,575**	**$34,188,147**	**$34,940,790**	**$35,399,497**	**$38,321,547**

Appropriations by County Department

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

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Animal Services	2,068,260	2,153,479	2,167,267	2,143,879	2,269,293	2,248,103
Asset Management Services	4,368,984	5,593,059	5,872,826	5,801,964	5,932,773	4,806,645
Board of County Commissioners	872,745	917,031	935,352	923,739	991,501	976,501
Board of Elections	670,818	689,184	690,098	685,568	952,821	952,821
Cardinal Innovations MOE	1,050,187	1,050,187	1,050,187	1,050,187	1,050,187	1,050,187
Child Support Services	1,060,507	1,098,035	1,098,035	1,049,028	1,118,127	1,118,127
Community Relations	276,176	273,439	290,900	289,395	287,326	288,826
Cooperative Extension	347,545	403,955	403,955	403,955	410,402	400,402
County Attorney's Office	603,458	592,423	595,785	595,783	676,032	676,032
County Manager's Office	2,373,786	2,824,657	2,842,137	2,781,123	2,968,349	3,002,025
Courts	40,687	61,000	61,541	47,751	68,500	68,500
Criminal Justice Resource	482,470	620,329	644,307	612,700	720,673	700,654
Department of Environment, Agriculture, Parks and Recreation	4,090,366	4,043,556	4,147,402	4,051,342	4,070,783	4,043,083
Department of Social Services	18,516,127	19,446,803	20,296,452	19,281,964	20,234,855	20,319,204
Department on Aging	2,140,007	2,129,173	2,506,980	2,423,781	2,304,196	2,304,196
Economic Development	553,092	513,461	522,236	507,409	531,085	531,085
Emergency Services	11,045,544	11,522,471	12,036,215	10,769,749	12,301,566	12,148,097
Finance and Administrative Services	1,430,395	1,505,605	1,507,149	1,456,959	1,534,718	1,534,718
Health Department	9,797,459	10,345,231	10,895,498	9,925,229	10,575,430	10,608,199
Housing and Community Development	4,713,474	4,796,971	4,845,596	4,797,857	4,756,319	4,756,319
Human Resources	941,244	956,785	961,756	923,441	1,002,957	1,002,957
Human Rights and Relations	210,489	280,469	282,972	281,097	344,031	344,031
Information Technologies	3,125,166	3,448,016	3,666,225	3,437,252	4,076,614	4,076,614
Library Services	2,357,067	2,359,059	2,381,487	2,351,193	2,458,458	2,443,338
Orange Public Transportation	1,409,031	1,748,132	1,866,226	1,649,604	2,547,754	3,385,810
Planning and Inspections	3,368,566	3,364,848	3,457,878	3,352,497	3,220,597	3,215,597
Register of Deeds	1,057,218	1,024,923	1,027,175	1,033,473	1,019,308	1,015,308
Sheriff	13,254,659	13,449,193	13,711,059	12,820,372	14,372,712	14,076,091
Solid Waste Fund	9,572,119	10,040,421	11,896,444	11,157,905	12,271,348	11,884,383
Tax Administration	3,582,654	3,740,619	3,860,761	3,770,819	3,827,472	3,823,452
Visitors Bureau Fund	1,818,767	1,882,761	2,209,493	1,852,688	1,916,591	1,924,380
Total Expenditures	**$107,199,066**	**$112,875,275**	**$118,731,396**	**$112,229,705**	**$120,812,778**	**$119,725,685**

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

	2016-17 Actual FTE	2017-18 Actual FTE	2018-19 Original Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 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	20.000	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*	*34.000*	*34.000*	*34.000*	*34.000*	*34.000*
Economic Development	5.000	5.000	4.000	4.000	4.000	4.000
Planning/Inspections/OPT [1]	32.000	35.000	36.000	36.000	36.000	36.000
Orange Public Transportation [2]	16.000	24.000	24.000	24.000	27.000	33.000
Community Services Total	**117.000**	**129.000**	**129.000**	**129.000**	**132.000**	**138.000**
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	4.500	4.500
County Manager	9.000	5.000	6.000	6.000	6.000	7.000
Register of Deeds	15.000	15.000	15.000	15.000	15.000	15.000
Tax Administration	42.000	42.000	43.000	43.000	43.000	43.000
General Government Total	**79.000**	**75.000**	**77.000**	**77.000**	**77.500**	**78.500**
Public Safety						
Sheriff	146.000	146.000	146.500	147.500	157.500	152.500
EMS						
Administration	8.000	8.000	8.000	8.000	8.000	8.000
Medical Services	78.000	79.000	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*	*130.000*	*130.000*	*130.000*	*130.000*	*130.000*
Criminal Justice Resource Department [3]	0.000	6.000	6.500	6.500	7.500	7.500
Public Safety Total	**275.000**	**282.000**	**283.000**	**284.000**	**295.000**	**290.000**
Human Services						
Social Services						
Administration	21.000	21.000	21.000	21.000	21.000	21.000
Children/Family Services	69.375	72.875	72.875	72.875	73.875	73.875
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	*165.375*	*168.875*	*168.875*	*168.875*	*169.875*	*169.875*

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

	2016-17 Actual FTE	2017-18 Actual FTE	2018-19 Original Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 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	13.300	13.300	13.300	13.300
Health Promotion and Education	9.000	9.000	9.000	9.000	17.250	17.250
Personal Health	48.000	49.000	50.000	50.170	50.370	50.370
Environmental Health	17.000	17.000	17.000	17.000	17.000	17.000
Health Total	*97.800*	*98.800*	*100.800*	*100.970*	*109.420*	*109.420*
Aging						
Administration	3.000	3.000	3.000	3.000	3.000	3.000
Community Based Services	9.700	9.700	9.700	9.700	9.700	9.700
Aging Transitions	5.175	5.175	5.175	7.175	7.175	7.175
Volunteer Connect 55+	2.875	2.875	2.875	2.875	2.875	2.875
Aging Total	*20.750*	*20.750*	*20.750*	*22.750*	*22.750*	*22.750*
Human Rights & Relations [4]	3.000	3.000	3.000	3.000	3.000	3.000
Housing & Community Development - Admin [4]	3.000	0.000	1.850	1.850	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	**327.050**	**328.550**	**332.400**	**334.570**	**344.020**	**344.020**
Support Services						
Asset Management Services [5]	37.000	37.000	37.000	37.000	37.000	31.000
Community Relations - Public Affairs [6]	2.000	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	**79.700**	**79.700**	**79.700**	**79.700**	**79.700**	**73.700**
General Fund Total	**877.750**	**894.250**	**901.100**	**904.270**	**928.220**	**924.220**

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

	2016-17 Actual FTE	2017-18 Actual FTE	2018-19 Original Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 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 - 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	5.000	8.806	5.700	5.700	5.700	5.700
Housing - Urgent Repair Program	1.000	2.097	2.320	2.320	2.320	2.320
Housing - HOME Program	1.000	1.097	2.130	2.130	2.130	2.130
Housing - Homelessness Program	1.000	1.000	1.000	1.000	1.000	1.000
Library Services - Outreach Librarian	1.000	1.000	1.000	1.000	1.000	1.000
Social Services - Community Response Grant	1.000	1.000	1.000	1.000	1.000	1.000
Social Services - Building Futures Grant	2.000	2.000	2.000	2.000	2.000	2.000
Solid Waste/Landfill Operations	63.450	63.450	63.450	63.450	66.825	65.450
CJRD - Local Reentry Grant	0.000	0.000	0.000	2.000	2.000	2.000
Community Relations - Visitors Bureau [6]	7.000	7.000	7.000	7.000	7.000	7.000
Other Funds Total	**87.450**	**92.450**	**90.600**	**92.600**	**95.975**	**94.600**
Grand Total	**965.200**	**986.700**	**991.700**	**996.870**	**1024.195**	**1018.820**

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

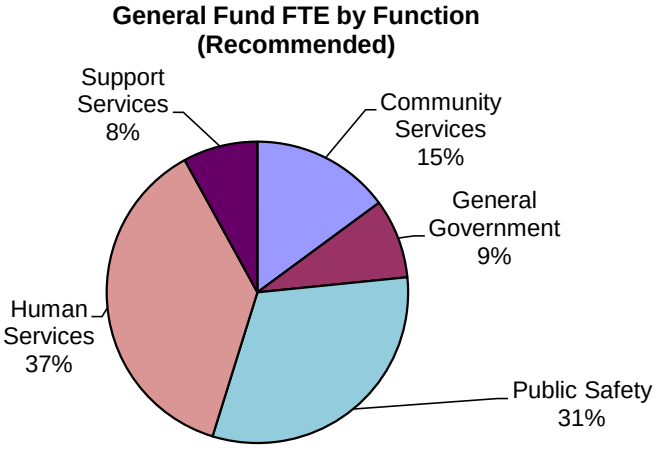
(2) Effective July 1, 2016, Orange Public Transporation becomes a stand alone department.

(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



Summary of Manager Recommended New Positions for FY 2019-20

GENERAL FUND - RECOMMENDED

Department	Position	FTE	Retire Type	Annual Salary	Retirement	Health Insurance	Social Security	Medicare	Life Ins	Dental Insurance	401(k)	Total Salary and Benefits	Operating and Start-up Costs	Off-setting revenue or Budget Reduction	Total County Cost	Total New Net County Cost	
County Manager	Chief Information Security Officer (starting January 1, 2020)**	1.000	LOC	41,926	3,752	4,839	2,599	608	58	169	358	54,308	0	0	54,308	54,308	**
County Attorney	Staff Attorney	0.500	LOC	34,412	3,080	9,679	2,134	499	95	337	715	50,950	4,982	0	55,932	55,932	
CJRD	Restoration Program Legal Counsel (starting October 1, 2019)***	1.000	LOC	44,510	3,984	7,259	2,760	645	92	253	536	60,039	9,927	0	69,966	69,966	***
Social Services	Facilities Environmental Tech III (time-limited to permanent)*	0.000	LOC	31,858	2,851	9,679	1,975	462	88	337	715	47,965	0	(36,414)	11,551	0	*
Social Services	CPS Social Worker(time-limited to permanent)*	0.000	LOC	95,830	8,577	19,358	5,941	1,390	138	674	1,430	133,338	8,376	(64,862)	76,852	0	*
Social Services	Social Worker I (starting January 1, 2020)**	1.000	LOC	18,110	1,621	4,840	1,123	263	50	169	358	26,532	3,764	(30,296)	0	0	**
Sheriff	Deputy Sheriff I	5.000	LEO	190,255	18,455	48,395	11,796	2,759	690	1,685	9,513	283,547	0	0	283,547	283,547	
Health	Family Navigator	1.000	LOC	39,250	3,513	9,679	2,434	569	108	337	715	56,605	0	(56,605)	0	0	
Health	Family Navigator	1.000	LOC	39,250	3,513	9,679	2,434	569	108	337	715	56,605	0	(56,605)	0	0	
Health	Family Navigator	1.000	LOC	39,250	3,513	9,679	2,434	569	108	337	715	56,605	0	(56,605)	0	0	
Health	Family Navigator	1.000	LOC	39,250	3,513	9,679	2,434	569	108	337	715	56,605	0	(56,605)	0	0	
Health	Family Navigator	1.000	LOC	39,250	3,513	9,679	2,434	569	108	337	715	56,605	0	(56,605)	0	0	
Health	Family Navigator	1.000	LOC	39,250	3,513	9,679	2,434	569	108	337	715	56,605	0	(56,605)	0	0	
Health	Family Navigator	1.000	LOC	39,250	3,513	9,679	2,434	569	108	337	715	56,605	0	(56,605)	0	0	
Health	Family Navigator	0.750	LOC	29,438	2,635	9,679	1,825	427	81	337	715	45,136	0	(45,136)	0	0	
Health	Family Navigator	0.500	LOC	19,625	1,756	9,679	1,217	285	54	337	715	33,668	0	(33,668)	0	0	
Health	Nutrition Services Office Assistant	0.500	LOC	21,490	1,923	9,679	1,332	312	59	337	715	35,848	0	(35,848)	0	0	
Transportation	Operations Manager	1.000	LOC	60,000	5,370	9,679	3,720	870	138	337	715	80,829	0	(80,829)	0	0	
Transportation	OPT Driver	1.000	LOC	31,542	2,823	9,679	1,956	457	87	337	715	47,596	0	(47,596)	0	0	
Transportation	OPT Driver	1.000	LOC	31,542	2,823	9,679	1,956	457	87	337	715	47,596	0	(47,596)	0	0	
Totals		**20.250**		**925,287**	**84,240**	**229,876**	**57,368**	**13,417**	**2,476**	**8,004**	**22,919**	**1,343,586**	**27,049**	**(818,479)**	**552,157**	**463,754**	

* Time Limited positions requesting becoming permanent, already in base budget for FY19-20
** Recommending position start January 1, 2020.
*** Recommending position start October 1, 2019

Solid Waste Enterprise Fund - RECOMMENDED

Department	Position	FTE	Retire Type	Annual Salary	Retirement	Health Insurance	Social Security	Medicare	Life Ins	Dental Insurance	401(k)	Total Salary and Benefits	Operating and Start-up Costs	Off-setting revenue or Budget Reduction	Total Cost	Total County Cost
Solid Waste	Senior Convenience Center Operatior -HZW	2.000	LOC	63,716	5,703	19,358	3,950	924	138	674	1,430	95,893	1,000	(174,741)	(77,848)	(77,848)
Totals		**2.000**	**0.000**	**63,716**	**5,703**	**19,358**	**3,950**	**924**	**138**	**674**	**1,430**	**95,893**	**1,000**	**(174,741)**	**(77,848)**	**(77,848)**

Summary of Manager NOT Recommended New Positions for FY 2019-20

GENERAL FUND - NOT RECOMMENDED

Sheriff	Deputy Sheriff I	5.000	LEO	190,255	18,455	48,395	11,796	2,759	690	1,685	9,513	283,547	0	0	283,547	283,547

Solid Waste Enterprise Fund - NOT RECOMMENDED

Solid Waste	Admin Support I	0.375	LOC	14,430	1,291		895	209	40			16,865	180	(17,045)	0	0
Solid Waste	Facitilies Maintenance Tech III	1.000	LOC	38,051	3,406	9,679	2,359	552	105	337	715	55,203	0	(55,203)	0	0

Assessed Valuation, Tax Rate and Estimated Collections

General Fund

	FY 2018-19 Commissioner Approved	FY 2018-19 Projected	FY 2019-20 Manager Recommended	% Change from Approved
Assessed Valuation of Real, Personal and Corporate Excess	$17,321,285,197	$ 17,459,667,751	$17,667,710,901	2.0%
Assessed Valuation of Motor Vehicles	$1,209,464,571	$1,229,593,157	$1,245,748,508	3.0%
Total Assessed Valuation	$18,530,749,768	$18,689,260,908	$18,913,459,409	2.1%
Ad Valorem Tax Rate per $100 of Assessed Valuation	0.8504	0.8504	0.8654	
General Fund Levy	$157,585,496	$158,933,475	$163,677,078	3.9%
Collection Rate (excluding motor vehicles)	99.20%	99.00%	99.20%	
Collection Rate (motor vehicles only)	99.20%	99.90%	99.90%	.
Property Tax Collections (Real, Personal, Corporate Excess)	**$146,121,808**	**$146,992,244**	**$151,673,199**	**3.8%**
Property Tax Collections (motor vehicles only)	**$10,204,795**	**$10,446,004**	**$10,769,927**	**5.5%**
1 Cent on the Tax Rate Equals:	**$1,838,271**	**$1,851,343**	**$1,877,087**	**2.1%**

Totals may be slightly off due to rounding.

Department on Aging

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

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
By Category (General Fund)						**Account: 430**
Personnel Services	1,530,831	1,450,650	1,544,537	1,645,039	1,622,088	1,622,088
Operations	569,251	678,523	936,818	753,117	682,108	682,108
Capital Outlay	39,924	0	25,625	25,625	0	0
Total Expenditures	**$ 2,140,007**	**$ 2,129,173**	**$ 2,506,980**	**$ 2,423,781**	**$ 2,304,196**	**$ 2,304,196**
Offsetting Revenues	*(1,001,044)*	*(829,450)*	*(963,986)*	*(1,067,381)*	*(976,210)*	*(976,210)*
County Costs (net)	**$ 1,138,962**	**$ 1,299,723**	**$ 1,542,994**	**$ 1,356,400**	**$ 1,327,986**	**$ 1,327,986**
Senior Health Coordination (Annual Grant Fund)						**Account: 4303**
Personnel Services	73,501	71,268	71,268	71,268	75,689	75,689
Operations	79,695	65,775	95,797	83,932	65,775	65,775
Capital Outlay	777	0	0	0	0	0
Total Expenditures	**$ 153,973**	**$ 137,043**	**$ 167,065**	**$ 155,200**	**$ 141,464**	**$ 141,464**
Offsetting Revenues	*(114,053)*	*(90,000)*	*(114,000)*	*(104,000)*	*(90,000)*	*(90,000)*
County Costs (net)	**$ 39,920**	**$ 47,043**	**$ 53,065**	**$ 51,200**	**$ 51,464**	**$ 51,464**
Total Department on Aging and Related Expenditures	**$ 2,293,979**	**$ 2,266,216**	**$ 2,674,045**	**$ 2,578,981**	**$ 2,445,660**	**$ 2,445,660**

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.

Administration

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Aging Central Admin (General Fund)						
Personnel Services	260,636	233,234	243,039	254,455	288,822	288,822
Operations	116,407	219,638	394,708	239,638	222,894	222,894
Capital Outlay	15,082	0	2,446	2,446	0	0
Total Aging Central Admin Division Expenditures	**$ 392,125**	**$ 452,872**	**$ 640,193**	**$ 496,539**	**$ 511,716**	**$ 511,716**
Offsetting Revenues	(275,930)	(175,000)	(175,000)	(303,263)	(175,000)	(175,000)
County Costs (net)	**$ 116,195**	**$ 277,872**	**$ 465,193**	**$ 193,276**	**$ 336,716**	**$ 336,716**

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 2018-19 Outcomes

- Implemented Year Two of the 2017-22 Master Aging Plan. Provided leadership and consultation to other communities around strategic planning. The Department was recognized as a Bridge Builder at the 34th Annual University/Community Martin Luther King Memorial Banquet.
- Completed Passmore Center renovations. Plans for Seymour Center facility expansion were completed and site work begun.
- Completed Dementia Friendly Business training and recertification for more than 110 Orange County entities.
- Continued promotion of housing options for older adults. Created an interdepartmental Home Preservation Coalition to facilitate more communication and effective/efficient coordination across home repair agencies. Published the 2018-19 Senior Housing Report. If all proposed projects move forward there will be a 32.5% increase in available senior housing since 2017.
- Provided guidance to more than 200 job seekers age 55 years and older who wish or need to work.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: Non-County Funding					
Funds secured from federal, state and local public/private sources to support	960,349	1,096,187	919,450	1,117,821	1,065,705

FY 2019-20 Objectives

- Implementation of Year Three of the 2017-22 Master Aging Plan.
- Work with county management to complete Seymour Center facility expansion and additional parking.
- 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 2019-20 Manager Recommended Budget includes:

- Reallocation of Resource & Benefits Specialist from Aging Transitions division as well as $1,256 in telephone and postage expenses.
- Increase of $2,000 for language interpreter services for outreach to the Karen Burmese community.

Aging: Community Based Services

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Community Based Services (General Fund)						
Personnel Services	690,698	660,457	670,857	669,557	713,489	713,489
Operations	360,443	333,935	373,205	373,205	333,935	333,935
Capital Outlay	14,717	0	23,179	23,179	0	0
Total Community Based Services Division Expenditures	**$ 1,065,858**	**$ 994,392**	**$ 1,067,241**	**$ 1,065,941**	**$ 1,047,424**	**$ 1,047,424**
Offsetting Revenues	(452,044)	(394,461)	(422,233)	(417,733)	(394,461)	(394,461)
County Costs (net)	**$ 613,814**	**$ 599,931**	**$ 645,008**	**$ 648,208**	**$ 652,963**	**$ 652,963**

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 13,000, quarterly Senior Times newspaper, a 64-page publication, which promotes the services and activities of all Department on Aging programs and services.

FY 2018-19 Outcomes

- Continued outreach to the Asian and Latino communities adults 55+ by hosting classes, information fairs, special events; provided 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, Spanish, Karen and Burmese, and continued assistance with “Aging help-lines” in Mandarin and Spanish.
- Received the 2018 National Institute of Senior Centers Programs of Excellence Award for its *Making Technology Easier for Seniors Expo*.
- Expanded the partnership with the SportsPlex to include usage of the new fieldhouse.
- Increased the number of participants (unduplicated) served including the usage of the Seymour Fitness Center.

- Continued work with the new RecTrac software for tracking of clients in senior center activities for participants' safety as well as metrics, such as capacity tracking and accountability for classes.
- Communications: Digital media channels and publications, including Senior Times, were redesigned to be more user-friendly.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: Passmore and Seymour Centers Programming					
Total Senior Center participation (attendance)	*221,846*	*218,981*	*205,000*	*219,000*	*220,000*
Participants served through all programs (unduplicated)	4,222	3,127	4,250	4,300	4,700
Volunteers who assist with senior center programs including – lunch and wellness	177	360	190	250	300
Service: Daily (M-F) Noon Meal					
Meals served through Senior Lunch Program	26,120	25,576	28,000	25,000	25,300
Service: Promote the Health and Wellness of Older Adults					
Fitness Studio Memberships - Seymour	*30*	*50*	*60*	*70*	*75*
Physical Function Screens	300	300	330	330	330

FY 2019-20 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)
- Maintain the number served in the daily lunch program.
- Further development of Mental Health trainings and programs.
- Continue implementing recommendations of the MAP- Social Participation and Inclusion and Community Health and Wellness and the MAP Outdoor Spaces and Building Goals.

Budget Highlights

The FY 2019-20 Manager Recommended Budget includes no significant budget changes.

Aging: Aging Transitions

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Aging Transitions (General Fund)						
Personnel Services	352,585	365,735	434,040	511,223	433,172	433,172
Operations	88,885	124,133	149,406	131,021	124,460	124,460
Capital Outlay	10,125	0	0	0	0	0
Total Aging Transitions Division Expenditures	**$ 451,595**	**$ 489,868**	**$ 583,446**	**$ 642,244**	**$ 557,632**	**$ 557,632**
Offsetting Revenues	(241,638)	(245,939)	(329,837)	(319,715)	(392,699)	(392,699)
County Costs (net)	**$ 209,957**	**$ 243,929**	**$ 253,609**	**$ 322,529**	**$ 164,933**	**$ 164,933**

Major Services

- Provide information and assistance on aging-related issues via the aging transitions helpline; printed resource materials and educational presentations/workshops at the senior centers and within Orange County and surrounding communities.
- Aging Transitions will include focusing programming/services on reaching more vulnerable populations of older adults including those in rural parts of Orange County; LGBTQ, socially isolated older adults and those with identified disabilities and (or) limitations.
- Provide in-home assessments of needs and strengths, care planning recommendations, care coordination, options counseling and short-term counseling to promote safety and well-being while delaying institutionalization of older adults.
- Provide and facilitate referral to caregiver support and respite opportunities, so that families can remain intact and delay or prevent institutionalization.
- Provide and foster no cost and (or) low-cost aging-in-place support services that help individuals remain in their homes.

FY 2018-19 Outcomes

- Responded to 1,750 calls through the Aging Transitions' English, Mandarin, and Spanish language telephone Helplines.
- Supported older adults and their caregivers/care partners by providing 17 persons with adult day care services and 30 families with in-home aide supportive services.
- 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. This fiscal year 380 one-way rides were provided with a total of 481 volunteer hours. Twenty-two new clients were enrolled in the volunteer driver program.
- Supported those living with memory changes along with their caregivers/care partners through caregiver support groups and Memory Café events in Senior Centers and business locations.

Performance Measures	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Projected

Performance Measures	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Projected
Service: Information and Assistance					
Average number of persons provided information and assistance per month	*246*	*252*	*260*	*272*	*300*
Number of calls responded to on Aging Transitions Helpline	*1,655*	*1,540*	*1,637*	*1,750*	*1,900*
Number of individuals provided transportation information and assistance	*809*	*1,341*	*1,450*	*1,595*	*1,700*
Number of persons in attendance at community education sessions	1,136	1,479	1,500	1,400	1,550
Number of rides provided by the Volunteer Driver Program	112	266	250	380	415
Numbers of individuals receiving contracted (home care/adult day care) services	55	47	55	47	50
Number of contracted service slots demanded/cost per slot	12.47 $6,739	8.11 $9,828	12.5 $9,828	11.6 $10,233	10.5 $11,250

FY 2019-2020 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 Summer practicums.

  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.

  Continue supporting caregivers/care partners through caregiver support groups, Memory Café events in the Senior Centers and at local businesses, the new caregiver collaborative group and offering respite services through the National Family Caregiver grant funding.
- Transportation services provided by the grant-funded Mobility Manager will continue to expand including the volunteer driver program, travel/bus riding training, facilitating communication between transportation providers in our county and providing leadership to the MAP Transportation Work Group.

Budget Highlights

The FY 2019-20 Manager Recommended Budget includes:

- The 3-year Federal Administration on Community Living Grant concluded on August 31, 2018. Its staff and programs were incorporated into the Aging Transitions division through additional $128,386 in HCCBG revenue.
- Increase of $15,593 in Family Caregiver grant to fund increase in In-Home Respite services.

Aging: Volunteer Connect 55+

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Volunteer Connect 55+ (General Fund)						
Personnel Services	226,912	191,224	196,601	209,804	186,605	186,605
Operations	3,516	817	19,499	9,253	819	819
Capital Outlay	0	0	0	0	0	0
Total Division Expenditures	**$ 230,428**	**$ 192,041**	**$ 216,100**	**$ 219,057**	**$ 187,424**	**$ 187,424**
Offsetting Revenues	(31,432)	(14,050)	(36,916)	(26,670)	(14,050)	(14,050)
County Costs (net)	**$ 198,996**	**$ 177,991**	**$ 179,184**	**$ 192,387**	**$ 173,374**	**$ 173,374**

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+ is committed to supporting its 400+ volunteers through a diverse set of senior center and community-based programs that promote mental and physical well-being, and new social connections.

- Community-Based Volunteer Programs: Develop and implement meaningful community-based volunteer programs to combat social isolation, promote aging in community, and provide safety-net services for low-moderate older adult residents. Its programs include senior center volunteering, the Commodity Senior Food Program, the Handy Helpers program, the Friend-to-Friend program, the Volunteer Drivers program, the Telephone Reassurance program, the Community Visitation/SALT program (a partnership with Orange County Sheriff's Office), the Volunteer Income Tax Assistance (VITA) program, and the Seniors' Health Insurance Information Program (SHIIP).

- Senior Center Based Volunteer Programs: Develop and implement senior center based volunteer programs to support the front desks, food services, recreation and leisure programs, as well as wellness programs.

- Project EngAGE Program: Manage the Project EngAGE program, whereby highly trained Senior Leaders serve as resource leaders throughout their Orange County communities, as well as members of various topic-specific Senior Resource Teams.

FY 2018-19 Outcomes

- Overall Volunteer Recruitment and Support**:** (1) 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, (2) held ongoing, regular volunteer orientation sessions, and one large-scale volunteer appreciation event (May 2019).

- Community-Based Volunteerism & Outreach**:** (1) placed 20+ new community-based volunteers, (2) held or participated in six community-based volunteer recruitment events, (3) strengthened partnerships with leaders and community participants of both the Efland-Cheeks and Cedar Grove Community Centers, through new collaborative initiatives.

- Project EngAGE**:** provided meaningful support to 53 Project EngAGE Senior Leader volunteers, and to 13 Project EngAGE Senior Resource Teams (SRTs). (1) 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 (2) managed multiple Senior Resource Team community-wide events and initiatives throughout the fiscal year.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-2020 Budget
Service: Total VC55+ Volunteers					
Total active VC55+ volunteers	*410*	*421*	*450*	*450*	*450*
Total volunteer service hours	39,513	37,356	42,000	42,000	42,000
Value of a volunteer hour: $21.04/hr	$831,354	$785,970	$883,680	$883,680	$883,680
Service: VITA (Volunteer Income Tax Assistance) Free Tax Service for Low to Middle Income Clients					
Number of VITA volunteers	105	85	85	85	85
Number of VITA clients	1,374	1400	1,400	1,400	1,400
Tax Return Refund $ Totals	$1.1 million	$1.4 million	$1 million	$1 million	$1 million
Estimated Savings for tax prep fees ($250 per return)	$343,500	$350,000	$350,000	$350,000	$350,000
Service: SHIIP Program					
Number of SHIIP volunteers	23	19	18	18	18
Number of SHIIP clients	890	827	900	900	900
Number attending SHIIP Presentations	670	643	650	650	650
$ Saved through SHIIP Counseling	$500,000	$530,000	$570,000	$570,000	$570,000
Service: Project EngAGE					
Number of Project EngAGE Graduates	42	53	53	53	65
Total Project EngAGE volunteer service hours	10,000	8,540	9,000	9,000	10,000
Service: Other Community Impact Highlights					
Commodity Senior Food Program (monthly food boxes for low-income seniors) – persons served	*54*	*235*	*300*	*300*	*300*
Handy Helper Program - # repair and ramp building jobs completed	*25*	*23*	*40*	*40*	*40*
Telephone Reassurance & Friend to Friend Programs - # clients served	*14*	*18*	*20*	*20*	*25*

FY 2019-2020 Objectives

- Overall Volunteer Recruitment and Support**:** (1) 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, (2) hold ongoing, regular volunteer orientation sessions, and one large-scale volunteer appreciation event.

- Community-Based Volunteerism & Outreach**:** (1) place 20+ new community-based volunteers, (2) hold or participate in six community-based volunteer recruitment events, (3) strengthen partnerships with leaders and community participants of both the Efland-Cheeks and Cedar Grove Community Centers, through new collaborative initiatives.

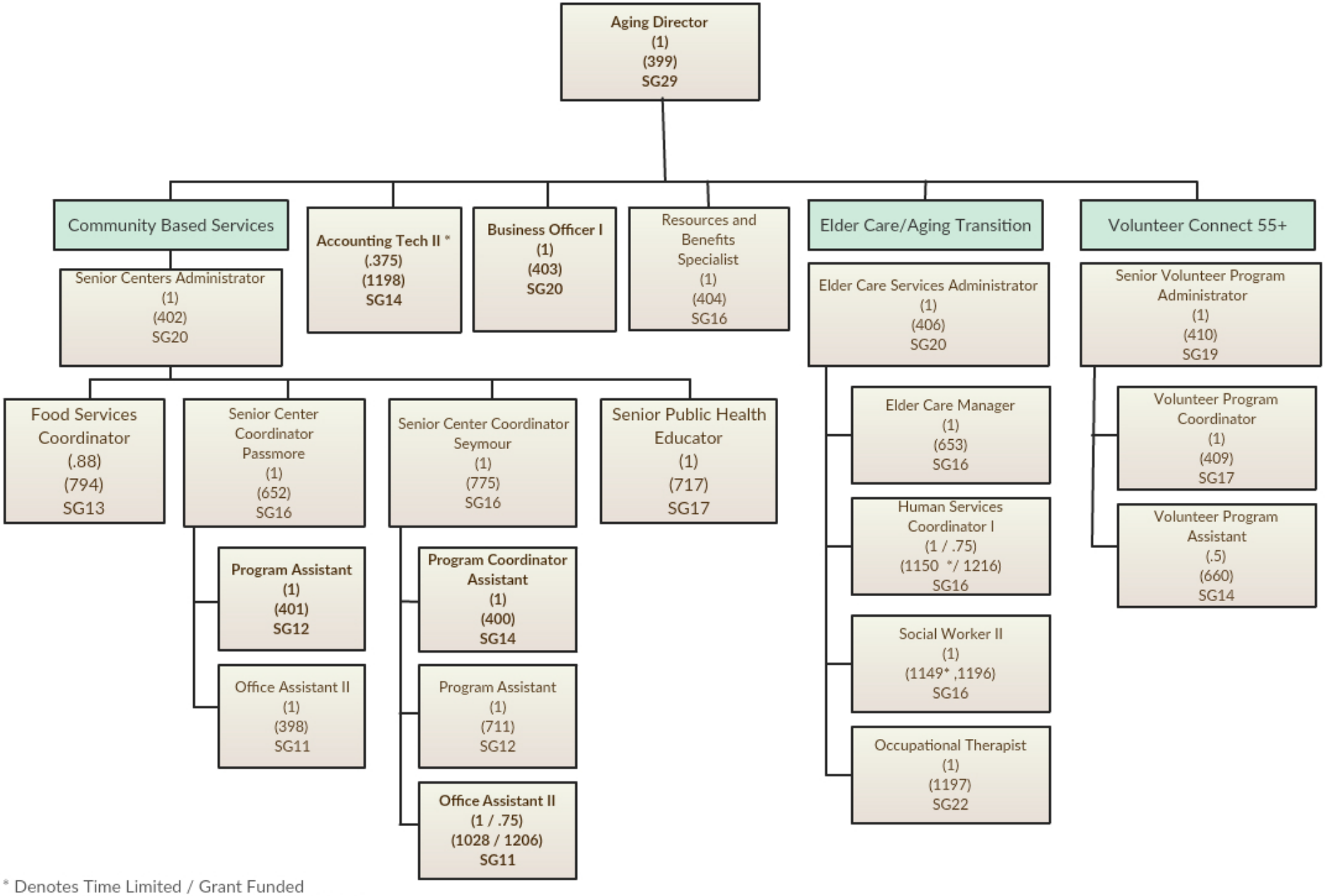
- Project EngAGE**:** provide meaningful support to 65 Project EngAGE Senior Leader volunteers, and to 13+ Project EngAGE Senior Resource Teams.

- Hold a fifth Project EngAGE class cohort in Fall 2019.

Budget Highlights

The FY 2019-20 Manager Recommended Budget includes no significant budget changes.

DEPARTMENT ON AGING



* Denotes Time Limited / Grant Funded

Animal Services

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

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
By Category (General Fund)						**Account: 215**
Personnel Services	1,752,914	1,864,840	1,864,840	1,840,825	1,982,618	1,961,428
Operations	307,701	286,909	292,544	292,854	283,525	283,525
Capital Outlay	7,645	1,730	9,883	10,199	3,150	3,150
Total Expenditures	**$ 2,068,260**	**$ 2,153,479**	**$ 2,167,267**	**$ 2,143,879**	**$ 2,269,293**	**$ 2,248,103**
Offsetting Revenues	*(595,896)*	*(674,891)*	*(680,951)*	*(673,841)*	*(706,109)*	*(714,779)*
County Costs (net)	**$ 1,472,365**	**$ 1,478,588**	**$ 1,486,316**	**$ 1,470,038**	**$ 1,563,184**	**$ 1,533,324**
Spay/Neuter Fund						**Account: 2150**
Personnel Services	0	1,500	1,500	0	0	0
Operations	72,976	66,850	95,315	87,075	82,726	82,726
Total Expenditures	**$ 72,976**	**$ 68,350**	**$ 96,815**	**$ 87,075**	**$ 82,726**	**$ 82,726**
Offsetting Revenues	*(74,212)*	*(68,350)*	*(93,350)*	*(94,400)*	*(82,726)*	*(82,726)*
County Costs (net)	**$ (1,235)**	**$ 0**	**$ 3,465**	**$ (7,325)**	**$ 0**	**$ 0**
Total Animal Services and Related Expenditures	**$ 2,141,237**	**$ 2,221,829**	**$ 2,264,082**	**$ 2,230,954**	**$ 2,352,019**	**$ 2,330,829**

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 and Programs

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
2150 - ANIMAL SHELTER (General Fund)						
Personnel Services	666,295	652,490	652,490	650,580	685,762	685,762
Operations	161,639	166,600	168,087	172,625	169,750	169,750
Capital Outlay	7,645	0	5,000	5,317	3,150	3,150
Total Division Expenditures	**$ 835,579**	**$ 819,090**	**$ 825,576**	**$ 828,522**	**$ 858,662**	**$ 858,662**
Offsetting Revenues	(209,414)	(226,600)	(232,660)	(223,800)	(224,000)	(224,000)
County Costs (net)	**$ 626,165**	**$ 592,490**	**$ 592,916**	**$ 604,722**	**$ 634,662**	**$ 634,662**
2150 - ANIMAL SHELTER (Spay/Neuter Fund)						
Personnel Services	0	1,500	1,500	0	0	0
Operations	72,976	66,850	95,315	87,075	82,726	82,726
Capital Outlay	0	0	0	0	0	0
Total Division Expenditures	**$ 72,976**	**$ 68,350**	**$ 96,815**	**$ 87,075**	**$ 82,726**	**$ 82,726**
Offsetting Revenues	(74,212)	(68,350)	(96,815)	(94,400)	(82,726)	(82,726)
Net Cost	**$ (1,235)**	**$ 0**	**$ 0**	**$ (7,325)**	**$ 0**	**$ 0**

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 towns 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 maintain an effective pet colocation program.

FY 2018-19 Outcomes

- Organizational leadership:
    - Sustained and 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 so that they could be adopted, and reduced euthanasia.
    - Worked closely with law enforcement agencies and the county attorney's office in a large dog fighting case and with local law enforcement in providing services in the towns of Hillsborough, Chapel Hill and Carrboro.
- Governance and community relations:
    - Sustained a strong public presence including vibrant Facebook and web pages and maintained a positive public profile.
    - Worked effectively with both the Animal Services Advisory Board and the Animal Services Hearing Panel Pool.
    - Created a program for adopting "barn cats" to reduce euthanasia and continued to collaborate with community partners to develop more effective and humane practices for managing free-roaming cats.
- Program administration and development:
    - Oversaw and sustained a volunteer program averaging approximately 1000 hours per month and expanded eligibility for the community spay and neuter program. .
    - Oversaw a pet registration program with a strong web-licensing component and an effective pet colocation program for mass sheltering.
    - Continued to implement more defined cruelty examination protocols for animals coming into Animal Services in poor condition.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: Provide low-cost or free spay/neuter surgeries to target audience					
Number of low-cost spays and neuters	316	458	450	485	525
Service: Pet Licensing Program					
Total number	18,450	18,037	19,050	18,350	18,500
Service: Maintain strong Volunteer Program					
Average weekly volunteer hours	221	202	250	215	250
Number of annual volunteers	370	425	425	425	450

FY 2019-20 Objectives

- Continue to promote the county's expanded community spay and neuter program and to implement the plan set out in Managing Free-Roaming Cats in Orange County, North Carolina in order to further address pet overpopulation.
- Continue to work toward offering pet wellness clinics at the county's community centers and refine the process for assisting residents with pets who are experiencing housing challenges or homelessness.
- Work with the Animal Services Advisory Board and other county staff to update the sections of the Unified Animal Ordinance addressing the keeping and exhibition of animals that are wild and dangerous.
- Continue to coordinate programs and operations to control pet overpopulation and limit the medium and long-term costs of animal services.
- Recover the direct and indirect costs of providing service to the towns of Hillsborough, Chapel Hill and Carrboro.

Budget Highlights

The FY 2019-20 Manager's Recommended Budget includes:

- $25,000 in continued multi-year grant funding to expand spay/neuter services and subsidies within the county.

Animal Services: Animal Shelter Division

2150 - ANIMAL SHELTER (General Fund)

Personnel Services	666,295	652,490	652,490	650,580	685,762	685,762
Operations	161,639	166,600	168,087	172,625	169,750	169,750
Capital Outlay	7,645	0	5,000	5,317	3,150	3,150
Total Division Expenditures	**$ 835,579**	**$ 819,090**	**$ 825,576**	**$ 828,522**	**$ 858,662**	**$ 858,662**
Offsetting Revenues	(209,414)	(226,600)	(232,660)	(223,800)	(224,000)	(224,000)
County Costs (net)	**$ 626,165**	**$ 592,490**	**$ 592,916**	**$ 604,722**	**$ 634,662**	**$ 634,662**

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 and lost pet searches and maintain a website for online searches for lost pets.
  - Offer microchips in coordination with low-cost rabies vaccination clinics as a service for our adopters and placement partners; require microchipping for owners recovering stray pets.
- Animal Placement
  - Maintain a website for online searches for adoptable pets.
  - Adopt medically and behaviorally sound animals into permanent homes.
  - Transfer animals to placement partners for final re-homing.
- 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 2018-19 Outcomes

- Open Admissions Sheltering: Cared for 30 seized fighting dogs through required hold periods; coordinated forensic veterinary examination of these dogs for purposes of criminal prosecution; and coordinated expert evaluation of the dogs without fighting scars, leading to the rehoming of 8 dogs.
- Lost Pet Recovery: Sustained 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 "flash" adoption specials, and participated in Clear the Shelters for the 3rd year with continued success; and worked with placement partners to allow more positive outcomes for animals with needs beyond our resource availability.
- Animal Health: Sustained in-house sterilization surgeries for adoptable animals; continued treatment of heartworm positive dogs and ringworm cats deemed highly adoptable; maintained successful foster programs for animals needing additional medical work (including heartworm positive dogs) and animals too young or small for adoption (mostly kittens).

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: Serve as open admission shelter					
Domestic animals admitted (cats & dogs)	2,636	2,769	2,700	2,992	2,700
• Cats admitted	1,399	1,443	1,404	1,524	1,400
• Dogs admitted	1,237	1,326	1,296	1,466	1,300
*Service: Maintain strong overall placement and "live release" rates ***					
Number of placements (cats & dogs)	1,779	1,898	1,700	2,000	1,900

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
• Cat placements	989	1,052	1,117	1,200	1,100
• Dog placements	730	846	883	800	800
Live Release rate (all animals) (Target ≥ 80.0%)**	89%	89%	85%	86%	85%
• Live release rate for cats	82%	85%	85%	82%	85%
• Live release rate for dogs	96%	93%	85%	94%	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 2019-20 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 a shelter setting.
- 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 increase the number of adoptions of dogs treated for heartworm and number of adoptions of cats treated for ringworm, among other treatable medical conditions.

Budget Highlights

The FY 2019-20 Manager's Recommended Budget includes:

- use of donated Community Giving Funds to support additional veterinary services and to treat specific health conditions that otherwise limit the adoptability of some cats and dogs;
- additional operations funding to cover the increased costs of foods and shelter cleaning supplies; and
- donations from Friends of Orange County Animal Services and from the Community Giving Fund which subsidize the cost of microchips included in the basic adoption fee.

Animal Services: Animal Control & Protection

2153 - ANIMAL CONTROL (General Fund)

Personnel Services	449,477	510,162	510,162	488,597	562,017	540,827
Operations	6,384	16,609	17,067	15,679	14,825	14,825
Capital Outlay	0	1,730	4,479	4,479	0	0
Total Division Expenditures	**$ 455,861**	**$ 528,501**	**$ 531,707**	**$ 508,755**	**$ 576,842**	**$ 555,652**
Offsetting Revenues	(193,270)	(242,091)	(242,091)	(244,341)	(280,409)	(289,079)
County Costs (net)	**$ 262,591**	**$ 286,410**	**$ 289,616**	**$ 264,414**	**$ 296,433**	**$ 266,573**

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, and 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 dangerous 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 and 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 2018-19 Outcomes

- Involvement in a significant dog fighting case involving collaboration with the Orange County Sheriff's Office and the District Attorney which included the collection of assorted evidence, e.g., DNA samples.
- Participation in the quasi-judicial appeal process for dangerous dogs and other administrative determinations conducted by the Animal Services Hearing Panel Pool.
- Collaborated with Public Health Nurses from the Orange County Health Department to manage human cases of suspected rabies exposure and the managed of all animal rabies exposures in accordance with the new procedures codified in state law.
- Served as a community resource for county's Community Spay Neuter Program, low-cost rabies vaccination clinics and other animal issues.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: General Field Services and Animal Protection					
Service Responses	5941	6292	6012	6081	6128
Rabies Exposures & Bite Investigations	370	445	388	401	411
Dangerous Dog Appeal Hearings	32	20	40	35	35
Cruelty/Neglect Investigations	370	417	392	393	400

FY 2019-20 Objectives

- 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 Orange County.
- Continue to strengthen the knowledge and skills needed to effectively investigate animal cruelty cases, not only for criminal prosecution but administrative actions, e.g., whether a seized animal should be returned or not subject to appeal and a person's ability to adopt animals from Animal Services.

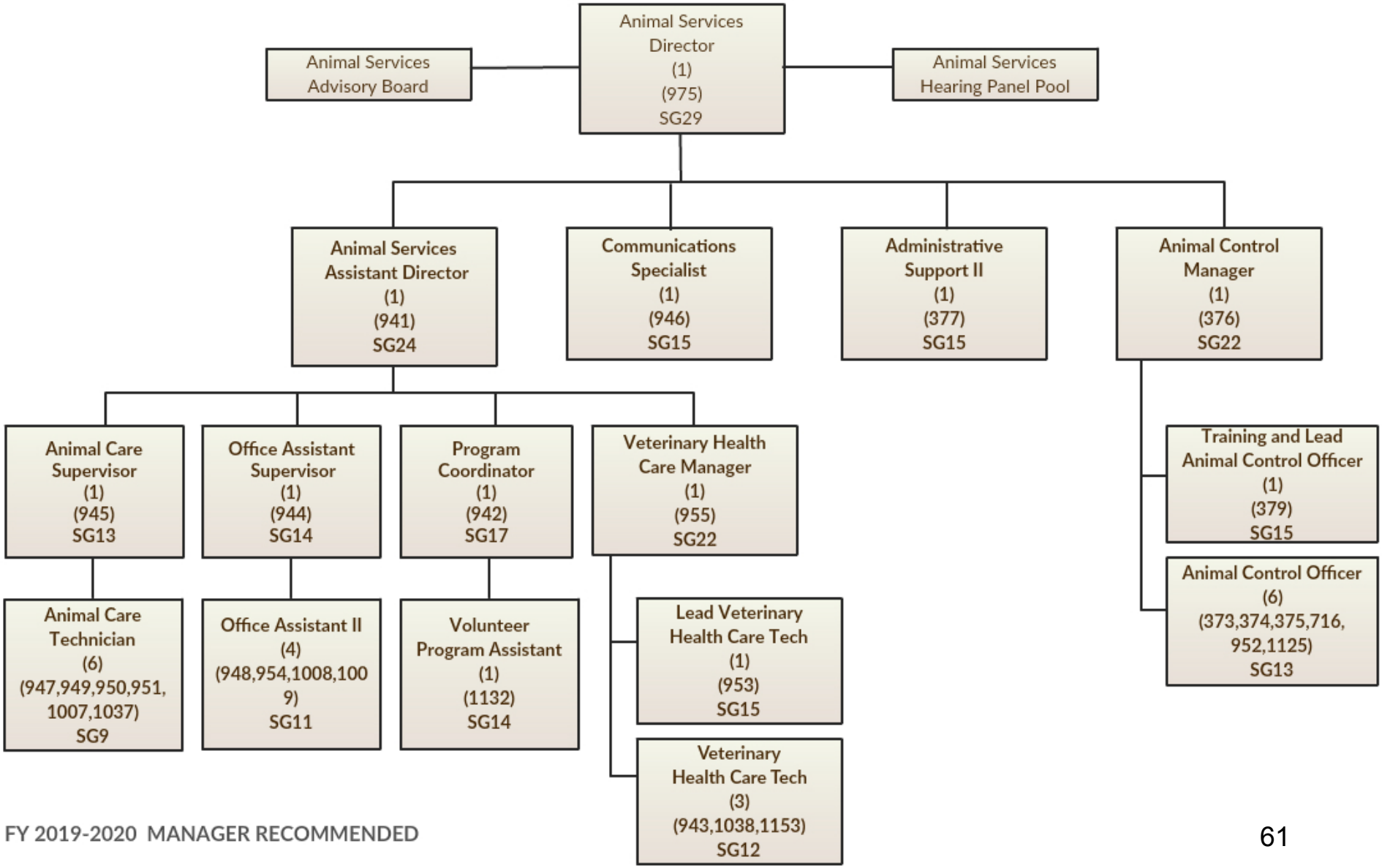
- Continue to serve as a community resource for responsible pet ownership and support wellness clinics and summer camps held at the county's community centers.
- Continue to tap technology to provide more effective service as with Automatic Vehicle Locator (AVL) Technology and the use of a GIS livestock list made available by the Orange County Sheriff's Office.

Budget Highlights

The FY 2019-20 Manager's Recommended Budget includes:

- a total increase of $33,418 in revenue from municipalities due to increased cost recovery. These revenue increases are primarily a result of rising personnel costs and the inclusion of Communication (911) Dispatching in the indirect cost allocation for Animal Services.

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 $4,068,240 by the two school systems and Economic Development in FY 2019-20:

School Systems Recommended Use for FY 2019-20	Amount
Technology – Student Access Computing Devices (Chapel Hill-Carrboro City Schools)	$ 611,660
Facility Improvements at Older Schools – Mechanical Systems (Chapel Hill-Carrboro City Schools)	$ 611,659
Technology – Upgrades (District-Wide – Orange County Schools)	$ 810,801
TOTAL	**$2,034,120**

Economic Development Recommended Use for FY 2019-20	Amount
Debt Service on Infrastructure	$ 904,180
Utility Service Agreement with Mebane	$ 50,000
Collaborative/Outreach	$ 60,000
Small Business Loan Pool*	$ 0
Innovation Center – "Launch Chapel Hill"	$ 73,500
Agricultural Grants	$ 100,000
Business Investment Grants	$ 150,000
Incentives	$ 411,440
Agricultural Summit	$ 5,000
Economic Development Summit	$ 30,000
Local Fest Planning	$ 50,000
Durham Tech Promise (Scholarships)	$ 200,000
TOTAL	**$2,034,120**

** Small Business Loan Pool - existing Article 46 funds will be utilized in FY 2019-20. Currently, there is $330,000 available in this Loan Pool*

Asset Management Services

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

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
By Category (General Fund)						**Account: 240**
Personnel Services	2,410,233	2,422,852	2,422,852	2,422,852	2,579,100	2,226,032
Operations	1,887,409	3,156,907	3,427,826	3,358,963	3,336,283	2,576,403
Capital Outlay	71,342	13,300	22,148	20,148	17,390	4,210
Total Expenditures	**$ 4,368,984**	**$ 5,593,059**	**$ 5,872,826**	**$ 5,801,964**	**$ 5,932,773**	**$ 4,806,645**
Offsetting Revenues	*(328,213)*	*(326,202)*	*(326,202)*	*(331,862)*	*(331,862)*	*(331,862)*
County Costs (net)	**$ 4,040,771**	**$ 5,266,857**	**$ 5,546,624**	**$ 5,470,102**	**$ 5,600,911**	**$ 4,474,783**
Total Asset Management Services and Related Expenditures	**$ 4,368,984**	**$ 5,593,059**	**$ 5,872,826**	**$ 5,801,964**	**$ 5,932,773**	**$ 4,806,645**
2400 - ADMINISTRATION (General Fund)						
Personnel Services	703,022	693,488	693,488	693,488	692,630	692,630
Operations	41,765	34,106	39,402	45,177	32,221	26,956
Capital Outlay	0	0	5,148	3,148	5,180	0
Total Division Expenditures	**$ 744,787**	**$ 727,594**	**$ 738,038**	**$ 741,813**	**$ 730,031**	**$ 719,586**
Offsetting Revenues	(9,940)	0	0	0	0	0
County Costs (net)	**$ 734,847**	**$ 727,594**	**$ 738,038**	**$ 741,813**	**$ 730,031**	**$ 719,586**
2401 - CENTRAL SERVICES (General Fund)						
Personnel Services	0	0	0	0	0	0
Operations	(89,415)	87,796	152,708	152,708	87,796	87,796
Capital Outlay	0	0	0	0	0	0
Total Division Expenditures	**$ (89,415)**	**$ 87,796**	**$ 152,708**	**$ 152,708**	**$ 87,796**	**$ 87,796**
Offsetting Revenues	(318,273)	(326,202)	(326,202)	(331,862)	(331,862)	(331,862)
County Costs (net)	**$ (407,688)**	**$ (238,406)**	**$ (173,494)**	**$ (179,154)**	**$ (244,066)**	**$ (244,066)**
2403 - FACILITIES MAINTENANCE (General Fund)						
Personnel Services	628,117	633,326	633,326	633,326	658,595	658,595
Operations	1,996,581	1,999,318	2,197,995	2,167,358	2,200,897	2,237,920
Capital Outlay	13,585	13,300	13,300	13,300	0	2,000
Total Division Expenditures	**$ 2,638,284**	**$ 2,645,944**	**$ 2,844,621**	**$ 2,813,984**	**$ 2,859,492**	**$ 2,898,515**
Offsetting Revenues	0	0	0	0	0	0
County Costs (net)	**$ 2,638,284**	**$ 2,645,944**	**$ 2,844,621**	**$ 2,813,984**	**$ 2,859,492**	**$ 2,898,515**
2404 - FLEET SERVICES (General Fund)						
Personnel Services	273,995	259,450	259,450	259,450	353,068	0
Operations	(261,414)	822,275	817,859	773,859	791,638	0
Capital Outlay	49,028	0	3,700	3,700	10,000	0
Total Division Expenditures	**$ 61,610**	**$ 1,081,725**	**$ 1,081,009**	**$ 1,037,009**	**$ 1,154,706**	**$ 0**
Offsetting Revenues	0	0	0	0	0	0
County Costs (net)	**$ 61,610**	**$ 1,081,725**	**$ 1,081,009**	**$ 1,037,009**	**$ 1,154,706**	**$ 0**
2405 - CUSTODIAL SERVICES (General Fund)						
Personnel Services	805,099	836,588	836,588	836,588	874,807	874,807
Operations	199,891	213,412	219,861	219,861	223,731	223,731
Capital Outlay	8,728	0	0	0	2,210	2,210
Total Division Expenditures	**$ 1,013,718**	**$ 1,050,000**	**$ 1,056,449**	**$ 1,056,449**	**$ 1,100,748**	**$ 1,100,748**
Offsetting Revenues	0	0	0	0	0	0
County Costs (net)	**$ 1,013,718**	**$ 1,050,000**	**$ 1,056,449**	**$ 1,056,449**	**$ 1,100,748**	**$ 1,100,748**

Asset Management Services – continued

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
- Provides lead customer service support within AMS, acting as liaison between County departments and AMS Facility Maintenance, and Facility Services.
- Provides administrative support to other AMS divisions, including managing and prioritizing work orders, accounts payable, and contract preparation/routing processes.
- 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.
- Provides property and facility management services to County staff, tenants, the NC Courts System, and other occupants with active operating agreements with the County (Community Associations, etc.).

FY 2018-19 Outcomes
- Implemented a new paperless Fleet Maintenance work order system, FASTER, that will markedly improve and automate many elements of the maintenance, inventory, and vehicle management systems.
- Managed the safe remediation of moisture intrusion issues and addressed indoor air quality concerns at the Board of Elections Building. Remediation activities ongoing in other facilities. Revised moisture intrusion response protocol to help prevent future issues.
- Capital projects completed for their intended use in FY 2018-19 include:
    - Justice Facility – Battle Court Room Remediation
    - Sportsplex Field House
    - Emergency Services sleep stations
    - Passmore Center expansion
    - Board of Elections relocation of major electrical and HVAC systems
    - ENO Mountain HVAC replacement
    - Link Center Lower Level renovations including new offices for the Public Defender.
    - Link Exterior Water Proofing (northeast corner)
    - Phillip Nick Waters Emergency Operations Center (EOC) renovation
    - Criminal Justice Resource Department and Health Office moves
    - Heavy duty vehicle lift installation
- Significant Capital Projects started or continued in due diligence, design, or construction, phases include:
    - Southern Campus expansion (Begin Construction).
    - 203 S. Greensboro: Southern Branch Library (design).
    - County Detention Center (design).
    - Environment and Agriculture Center (design).
    - Emergency Services Remediation (construction).
    - Board of Elections Remediation (construction)
    - Link Center remediation (design, construction).

Asset Management Services: Facility Environment and Support Division

Major Services

- Routine cleaning, including contractor management, of County and Court system occupied buildings (24 buildings comprising 325,000 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 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.
- Manage initial response to potential indoor air quaility concerns as needed and assist with the identification of hidden moisture issues and other threats to indoor air quaility.
- 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 2018-19 Outcomes

- Optimized the balance between contract services and in-house floor maintenance providing maintenance floor work for 139,000 square feet of carpet cleaning, approximately 24,000 in VCT and 12,000 square feet of specialty coatings on floors to reduce the signs of aging in County locations. Also provided 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 800,000 square feet across more than 40 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.
- Train building occupants as needed and 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.

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

FY 2018-19 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: 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.
- Manage sustainability projects to include grant-funding procurement, pre-project design, development of budget and specifications, project implementation, and project training.
- Monitor and educate staff and stakeholders about County sustainability efforts.
- Respond to requests for information from County residents, Commissioners, staff, and the news media.
- Coordinate sustainability activities among County departments, boards, commissions, external agencies, other local governments, and community organizations.

FY 2018-19 Outcomes

- *Energy Efficiency Design Assistance*: Coordinated the Duke Energy Design Assistance process for the SportsPlex Field House in partnership with County project managers and private design teams. This process secured $20,000 in up-front incentive payments to the County and established over $11,000 in ongoing annual avoided energy costs based on comparing what was built against the minimum required building performance. Design Assistance coordination is underway for the new Detention Center, the Environment and Agricultural Center, and the Park Operations building.
- *New Grants*: Wrote and won a $12,600 grant to help purchase an all-electric motorcycle for the Orange County Sherriff's Office. Also secured the renewal of a $30,000 grant to support the County's Transportation Demand Management (TDM) Coordinator in partnership with Orange County Public Transportation. The TDM Coordinator creates, manages, and promotes sustainable commute options for County employees and all Hillsborough employers. This position is supervised by the Sustainability Coordinator.
- *Orange County CarShare*: 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 implemented to further streamline the program as it expands to a total of 9 vehicles.
- *Accessibility Improvements*: Collaborated with Facilities Maintenance and Capital Projects Manager to continue addressing all issues identified in the 2016-17 comprehensive accessibility assessment of County facilities.
- *Sustainability Internship Program*: Successfully recruited and managed the work of three additional UNC interns, including one placed in DEAPR. In total the internship program has added more than 2000 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.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Facilities Operating Cost (Total Cost Per Square Foot – Direct Labor, Materials, Contract Services, Utilities)					
Performance Index: FY2009-10 baseline: ***$6.42 per square foot***	$4.82	$4.56	$4.69	$4.49	$4.80
Variance from Index Year:	-25%	-29%	-27%	-30%	-25%
Energy Consumed (Million BTUs per 1,000 Square Feet)					
Performance Index: FY2009-10 baseline: ***96.2***	75.42	105.33[2]	Not Applicable[3]	Not Applicable[3]	Not Applicable[3]
Variance from Index Year:	-21.60%	9.5%	Not Applicable[3]	Not Applicable[3]	Not Applicable[3]
Water Consumption (Gallons per Square Foot)					
Performance Index: FY2009-10 baseline: ***15.93***	9.7	13.83	11.4	13.72	13.72
Variance from Index Year:	-39%	-13.18%	-28%	-13.87%	-13.87

FY 2019-20 Objectives

Administrative Division Objectives

- Safeguard the health and productivity of County facilities and their occupants through proactive planning, preventative maintenance, transparent communication, and quick and complete response to identified issues.
- 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.
- Facilitate efficient utilization of County space, energy, fuel, and equipment resources through collaboration with County departments, the County Manager, and the Board of County Commissioners.
- 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.
- Refine a yearly customer satisfaction survey that will cover all major service areas.

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.

[2] AMS staff is investigating increase in energy use per square foot and may revise if an anomaly is found

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

- Explore and implement custodial service delivery options that will balance service expectations and available resources within an environment of increase facilities area coverage.
- Maintain high level of sanitation in common areas, maximizing indoor air quality and minimizing risks to human health.

Facility Maintenance Division Objectives

- Provide exceptional 24-hour service for County facilities while also reducing after-hours emergency calls and business hour call-backs by executing proactive preventive maintenance work.
- Provide exceptional services for inclement weather events to include response, safety for County employees and visitors to County locations.
- 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 Orange County staff and residents. The promotion of safety and customer service is rooted in customer communication as well as a rigorous training program, specifically focused on safety and preventive maintenance.
- Provide increased service to facilities through inspections and aggressive actions to reduce water intrusion.

Sustainability Program Objectives

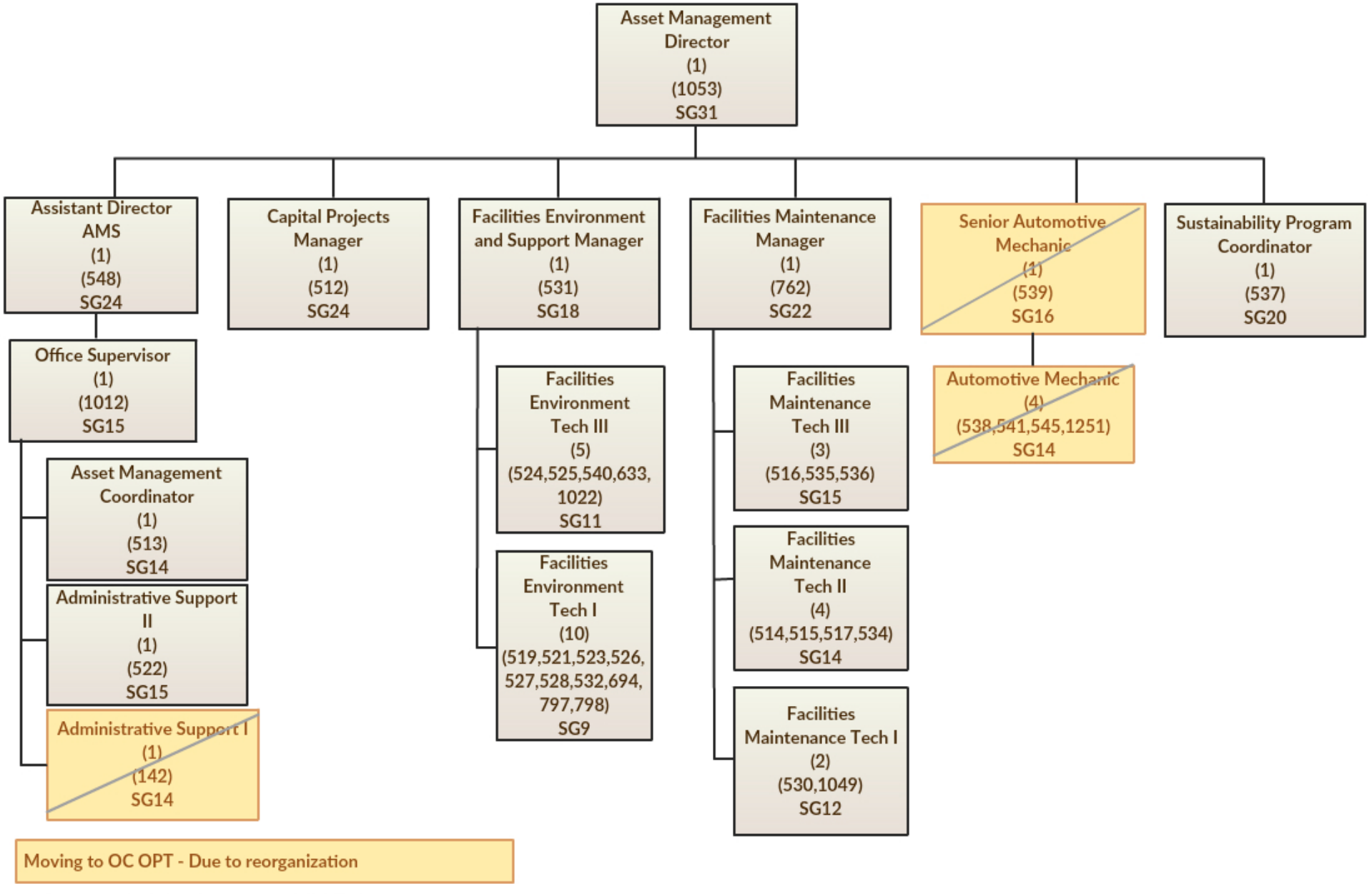
- Implement effective energy, water, and fuel management policies and procedures for County facilities and vehicles that meet County sustainability goals and yield cost savings.
- Update the County's Greenhouse Gas Inventory and begin formal planning process for the County to attain climate change, resilience, and renewable energy goals for the benefit of all County residents.
- 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. Programming includes the County telework program, a carpool ride-matching service, a GoPerks commuter incentive program, and a subsidized bus pass program.
- Manage the operation and repairs of a network of 18 free public charging plugs to promote the adoption of clean-driving electric vehicles.

Budget Highlights

The FY 2019-20 Manager's Recommended Budget includes:

- reassignment of the Fleet Maintenance/Motor Pool Division from Asset Management Services to Orange County Public Transportation;
- operational increases of roughly $220,000 for utility costs; and
- recurring capital funding of $4,210 for a generator monitor and epoxy floor cleaner.

ASSET MANAGEMENT SERVICES



Board of County Commissioners

Phone Number: (919) 245 - 2130 Website: http://www.orangecountync.gov/994/Clerk-to-the-Board

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
By Category (General Fund)						**Account: 200**
Personnel Services	659,200	624,905	624,905	624,905	688,510	688,510
Operations	212,836	292,126	309,317	298,834	302,991	287,991
Capital Outlay	710	0	1,130	0	0	0
Total Expenditures	**$ 872,745**	**$ 917,031**	**$ 935,352**	**$ 923,739**	**$ 991,501**	**$ 976,501**
County Costs (net)	**$ 872,745**	**$ 917,031**	**$ 935,352**	**$ 923,739**	**$ 991,501**	**$ 976,501**
Total Board of County Commissioners and Related Expenditures	**$ 872,745**	**$ 917,031**	**$ 935,352**	**$ 923,739**	**$ 991,501**	**$ 976,501**

Mission Statement

The mission of the Orange County Clerk to the Board's Office is to provide permanent official, records required by North Carolina General Statutes for present and future generations; to provide the Orange Board of County Commissioners (BOCC) a guided focus and direction through meetings and agendas; and to provide for citizen participation and involvement in County Government through the oversight of 20+ volunteer boards and commissions appointed by the BOCC.

Board of County Commissioners: Clerk to the Board

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
- 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.

FY 2018-19 Outcomes

- Provide BOCC meeting administrative support for 36 meetings and was the administrative lead for Granicus (web streaming).
- Push out 36 agendas and meeting highlights before and after Board meetings.
- BOCC to approve approximately 36 sets of minutes-
- Closed Sessions Minutes- Draft for BOCC Approval—approximately 12 closed session minutes
- Succession planning with Risk Management- have drafted COOP Plan
- Strategic Plan for Records Management
    - Implementation of a RIM (records and Implementation) Focus Group to work towards developing a strategy for establishing a County-wide records management program (made up of 8-10 internal departments to review current department strategies, procedures and obstacles, and prepare a report for the County's management team to achieve support for a comprehensive RIM program. The long term plan addresses many organizational areas including space needs, software, retention, compliance, etc. and encompasses buy-in from numerous departments; it's an ongoing strategy and priority, not just a situational fix)

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: Advisory Boards and Commissions (including advertising, processing applications, agenda process for appointments, follow up after appoints are made.)					
# of Applications Received	103	140	158	160	165
% of eligible reappointments resubmitted to BOCC prior to term expiring	*	*	*	*	85 %
# of New Applicants Recommended by an Advisory Board submitted to the BOCC for reappointment	*	*	*	*	100 %
# of Outreach Meetings to Educate Residents on Advisory Boards and Commissions	*	*	*	*	3
Service: Records Management					
% of Contracts completed within 15 days of department request	*	*	*	*	85 %
Length of time to post BOCC actions following a BOCC meeting	*	*	*	*	48 hours
Service: Information Specialist/Administration					
# of days Minutes are prepared and approved post BOCC meeting	*	*	*	*	25 days
% of BOCC Meetings noticed to the Public at least 7 days in advance	*	*	*	*	100 %
% of agendas published in electronic format within 24 hours of receipt	*	*	*	*	100 %

**New performance measure – not previously tracked.*

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
# of BOCC meetings, agendas, minutes, and webcasting	52	50	42	36	40
# of Contracts Executed	667	717	656	800	825
# of Ordinances	38	42	31	33	35
# of Proclamations	18	15	21	15	17
# of Resolutions	80	85	81	85	90

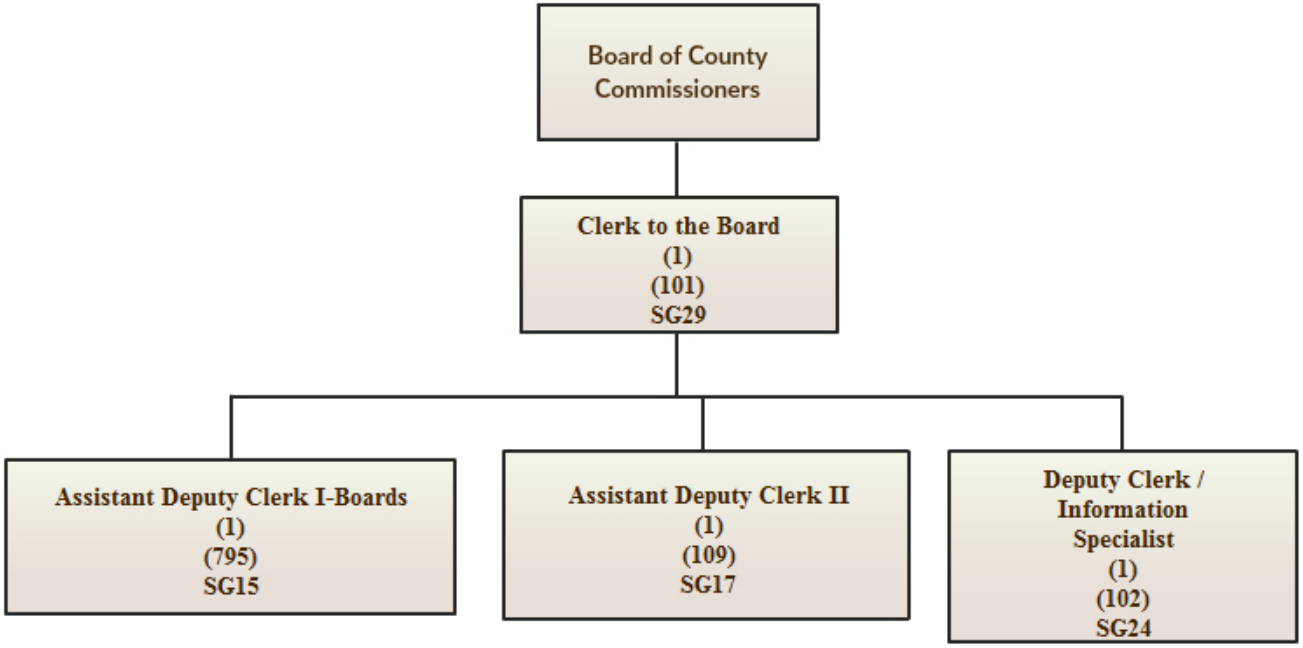
FY 2019-20 Objectives

- Provide BOCC meeting support for 35-40 meetings and is the administrative lead for Granicus (web streaming).
- Push out 35-40 agendas and meeting highlights before and after Board meetings.
- Closed Sessions Minutes- Draft for BOCC Approval—approximately 15 closed session minutes
- Provide approximately 35-40 set of minutes for Board approval
- Strategic Records Management Plan- to continue with the RIM group with approximately 4-6 meetings.

Budget Highlights

The FY 2019-20 Manager Recommended Budget includes no significant budget changes.

BOARD OF COUNTY COMMISSIONERS OFFICE



Board of Elections

Phone Number: (919) 245 - 2350 Website: http://www.orangecountync.gov/1720/Elections

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
By Category (General Fund)						**Account: 310**
Personnel Services	526,188	503,164	503,164	502,448	707,127	707,127
Operations	144,630	186,020	186,934	183,120	245,694	245,694
Capital Outlay	0	0	0	0	0	0
Total Expenditures	**$ 670,818**	**$ 689,184**	**$ 690,098**	**$ 685,568**	**$ 952,821**	**$ 952,821**
Offsetting Revenues	*0*	*(110)*	*(110)*	*40*	*(89,764)*	*(89,764)*
County Costs (net)	**$ 670,818**	**$ 689,074**	**$ 689,988**	**$ 685,608**	**$ 863,057**	**$ 863,057**
Total Board of Elections and Related Expenditures	**$ 670,818**	**$ 689,184**	**$ 690,098**	**$ 685,568**	**$ 952,821**	**$ 952,821**

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 2018 – 19 Outcomes

- Effectively and efficiently conducted the November 6, 2018 General Election held in Orange County
- Successfully operated five early voting sites with a record number of voting hours
- 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

Board of Elections – continued

- 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 biennial List Maintenance and the National Change of Address process resulting in 11,972 voter notices mailed.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: Advisory Boards and Commissions					
% of Election Officials Trained Before Each Election (By Law only Chief Judges and Judges are required to be trained. This performance measure indicates ALL election workers will be trained.)	100 %	100 %	100 %	100 %	100 %
# of Public Outreach Events	*	*	*	*	2
# of days to post Campaign Finance Reports on Website after receipt	*	*	*	*	1

**New performance measure – not previously tracked.*

SERVICE: Conduct Elections

Outcome Measures	2014 Primary	2014 General	2015 Municipal	2016 Primary	2016 General	2017 Municipal	2018 Primary	2018 General
Registered Voters	105,935	109,158	75,212	108,925	116,432	80,168	105,593	115,231
Total Ballots Cast	20,501	52,962	12,615	47,621	82,818	14,108	19,838	67,649
Voter Turnout	19.35%	48.52%	16.77%	43.72%	71.13%	17.60%	18.79%	58.71%
Ballots Cast Prior to Election Day	28.90%	46.12%	30.54%	43.92%	77.06%	32.09%	33.49%	68.27%
Ballots Cast on Election Day	71.10%	53.88%	69.46%	56.08%	22.94%	67.91%	66.51%	31.73%

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	2018 Actual

Board of Elections – continued

Outcome Measures	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual
Absentee Ballots Processed	351	2,188	227	5,259	653	3,190
Registrations Processed	10,810	23,855	15,292	55,224	15,552	30,851
Registrations Removed	10,728	11,099	6,422	12,880	10,542	17,430
Voter Card Mailings	19,691	53,151	22,385	53,064	36,632	42,287

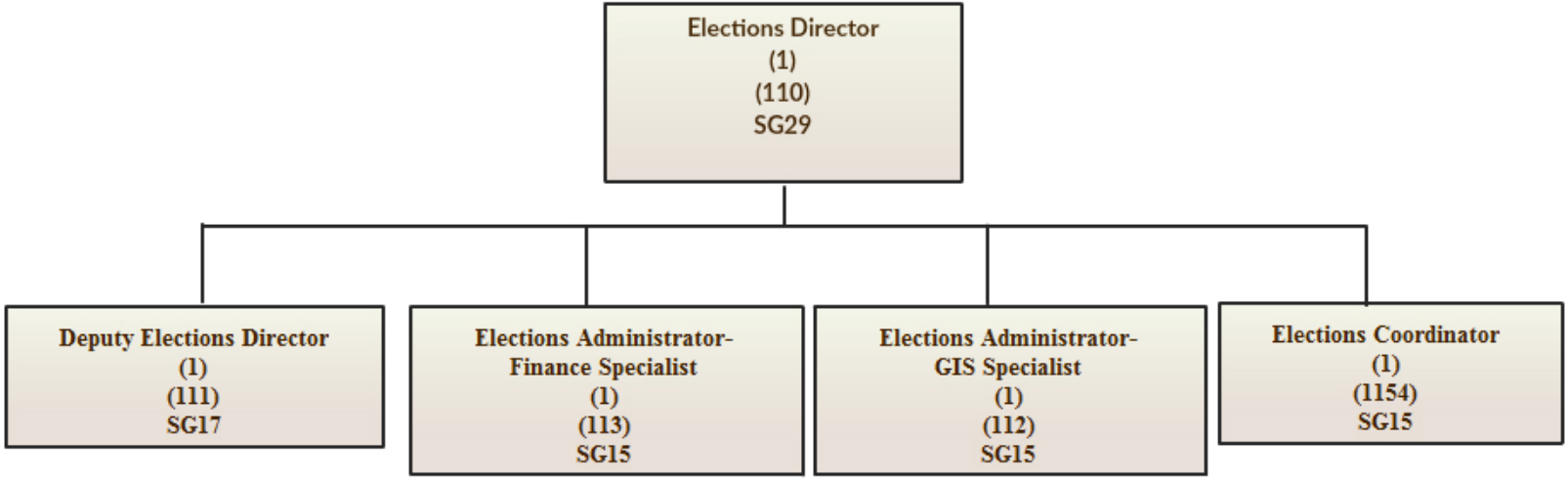
FY 2018 – 19 Objectives

- Implement photo identification requirements as required by law
- Successfully conduct 2019 November Municipal Election, 2020 Presidential Preference Primary, possible Second Primary, and recounts as required
- Successfully operate five early voting sites with extended hours
- Test and employ new ADA voting equipment for the 2019 Municipal Election
- 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 maintain 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
- Provide the best possible customer services to the voting public
- Continue to earn and maintain the public trust

Budget Highlights

- The FY 2019-20 Manager Recommended Budget includes:
    - o Increases in both personnel ($169,414) and multiple operating accounts ($56,674) due to budgeting for three elections in FY2019 – 20, compared to one election in FY2018 – 19. Offsetting revenue totals $89,654 creating a total net County increase of $136,434.

BOARD OF ELECTIONS



Manager Recommended

FY 2019-24 Capital Investment Plan

The Manager Recommended FY 2019-24 Capital Investment Plan (CIP) was presented to the Board of County Commissioners on April 2, 2019. The following CIP Summaries were included as part of the presented Plan. The Board held a work session on April 9, 2019 to begin review and discussion. The Board will consider approval of FY 2019-20 (Year 1) funding of the FY 2019-24 CIP on June 18, 2019.

Orange County Capital Investment Plan- Plan Summary - RECOMMENDED
Fiscal Years 2019-24

	Current Fiscal Year 2018-19	Year 1 Fiscal Year 2019-20	Year 2 Fiscal Year 2020-21	Year 3 Fiscal Year 2021-22	Year 4 Fiscal Year 2022-23	Year 5 Fiscal Year 2023-24	Five Year Total	Year 6 to Year 10
Appropriations								
County Capital Projects	50,688,687	10,067,080	53,491,800	9,508,310	15,441,820	6,491,000	95,000,010	55,654,690
Bond Referendum Projects	2,500,000						-	
Total County Capital Projects	53,188,687	10,067,080	53,491,800	9,508,310	15,441,820	6,491,000	95,000,010	55,654,690
Proprietary Capital Projects								
Water & Sewer Utilities	145,000	1,060,000	1,365,000	115,000	945,000	-	3,485,000	
Solid Waste	1,421,815	1,545,536	2,281,800	3,218,738	3,117,092	1,717,941	11,881,107	8,551,840
Sportsplex	507,000	372,000	260,000	1,395,000	250,000	430,000	2,707,000	3,511,000
Schools Capital Projects								
Chapel Hill Carrboro City Schools	4,928,726	5,048,790	5,143,652	4,634,034	4,734,629	4,838,235	24,399,340	25,857,803
Deferred Maintenance Projects		1,821,900	1,821,900				3,643,800	67,249,493
Bond Referendum Projects				2,672,000			2,672,000	
Recurring Capital Items	1,821,900	1,821,900	1,821,900	1,821,900	1,821,900	1,821,900	9,109,500	9,109,500
Total Chapel Hill Carrboro City Schools	6,750,626	8,692,590	8,787,452	9,127,934	6,556,529	6,660,135	39,824,642	102,216,796
Orange County Schools	3,187,075	3,264,711	3,326,053	2,996,517	3,061,566	3,128,559	15,777,406	16,720,494
Deferred Maintenance Projects		1,178,100	1,178,100				2,356,200	56,261,065
Bond Referendum Projects		20,064,000		11,864,000			31,928,000	
Recurring Capital Items	1,178,100	1,178,100	1,178,100	1,178,100	1,178,100	1,178,100	5,890,500	5,890,500
Total Orange County Schools	4,365,175	25,684,911	5,682,253	16,038,617	4,239,664	4,306,659	55,952,104	78,872,059
Durham Tech Community College (Orange Co Campus)							-	26,547,911
Total	**66,378,303**	**47,422,118**	**71,868,308**	**39,403,599**	**30,550,108**	**19,605,734**	**208,849,865**	**275,354,296**
Revenues/Funding Source								
Available Project Balances							-	
Transfer from Other Funds	652,900						-	
Transfer from General Fund - County	220,000	277,000	315,000	560,000	115,500	50,000	1,317,500	307,500
Transfer from General Fund - W & S Utilities							-	
Transfer from General Fund - Schools				-	-		-	
Transfer from Capital Reserve Fund		3,000,000	3,000,000				6,000,000	
County Capital Fund Balance							-	
Visitors Bureau Fund Balance							-	
Solid Waste Fund Balance	104,972	259,008	246,500			134,000	639,508	
Sportsplex Fund Balance	507,000	372,000	260,000	245,000	250,000	430,000	1,557,000	2,095,000
Solid Waste Programs Fee							-	
Lottery Proceeds	1,356,362	1,402,354	1,402,354	1,402,354	1,402,354	1,402,354	7,011,770	7,011,770
Insurance Proceeds	118,490							
Register of Deeds Fees	80,000	80,000	80,000	80,000	80,000	80,000	400,000	400,000
9-1-1 Funds	368,725						-	
State 9-1-1 Funds							-	
Medicaid Maximization Funds		68,200					68,200	3,629,500
Grants & Contributions	500,000	294,500	785,500	250,000	832,500	250,000	2,412,500	3,510,000
NCDEQ Reimbursement Funds	411,529	67,000	3,500,000				3,567,000	
Grants - Solid Waste Fund							-	
User Fees/Donations							-	
Partner Funding - County Capital (Radio System)			24,516,065				24,516,065	
Partner Funding - County Capital		100,000	55,000	450,000	3,200,000		3,805,000	92,500
Partner Funding - W & S							-	
Article 46 Sales Tax Proceeds - Schools	1,825,976	1,899,015	1,974,976	2,053,975	2,136,134	2,221,579	10,285,679	12,514,099
Article 46 Sales Tax Proceeds - W & S							-	
Article 46 Sales Tax Proceeds		185,000	105,000				290,000	
Article 43 Transit Tax Proceeds	124,971						-	
State Revolving Loan Funds							-	
Financing:								
Debt Financing - County Capital	48,212,072	8,995,380	24,135,235	8,168,310	11,213,820	6,111,000	58,623,745	47,715,190
Debt Financing - W & S Utilities (County)							-	
Debt Financing - W & S Utilities (Article 46)	145,000	1,060,000	1,365,000	115,000	945,000		3,485,000	
Debt Financing - Solid Waste	1,316,843	1,286,528	2,035,300	3,218,738	3,117,092	1,583,941	11,241,599	8,551,840
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 Proceeds	2,500,000						-	
Debt Financing - Schools (Bond Proceeds)		20,064,000		14,536,000			34,600,000	
Debt Financing - Durham Tech (Orange Co. Campus)							-	26,547,911
Debt Financing - Schools Capital	5,889,799	8,012,132	8,092,375	7,174,222	7,257,707	7,342,861	37,879,297	161,562,986
Debt Financing - 2/3 Net Debt Bonds (Schools)	2,043,664						-	
Total	**66,378,303**	**47,422,118**	**71,868,308**	**39,403,599**	**30,550,108**	**19,605,734**	**208,849,865**	**275,354,296**
		-	-	-	-	-	-	-

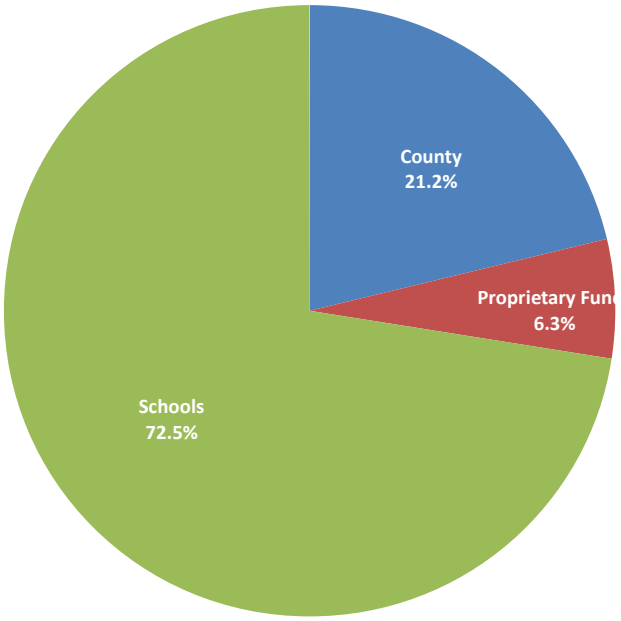
County Capital Projects Summary - RECOMMENDED
Fiscal Years 2019-24

Projects	Current Fiscal Year 2018-19	Year 1 Fiscal Year 2019-20	Year 2 Fiscal Year 2020-21	Year 3 Fiscal Year 2021-22	Year 4 Fiscal Year 2022-23	Year 5 Fiscal Year 2023-24	Five Year Total	Year 6 to Year 10
Appropriations								
Affordable Housing Bond Projects	2,500,000						-	
Court Street Annex		188,600			100,000		**288,600**	
Criminal Justice Resource Department @ Courthouse	75,000	216,300					**216,300**	
Facility Accessibility and Security Improvements	114,500	371,000	107,300	230,000	217,300	76,000	**1,001,600**	700,000
Generator Projects		158,000					**158,000**	
Government Services Annex	293,290	375,000					**375,000**	
HVAC Projects	37,000	1,157,500	808,500	428,000	518,500	757,000	**3,669,500**	1,906,000
Justice Facility Improvements		43,221					**43,221**	
Lake Orange Dam Rehabilitation		95,000	127,500	102,500	270,000	1,900,000	**2,495,000**	
Link Center Up-Fit	50,000						-	
Main Branch Library - Remodel							-	1,200,000
Major Plumbing Repairs- Multiple Facilities		250,778			2,040,000		**2,290,778**	
Old Courthouse Square - Building/Grounds Impr.	20,000		220,000	410,000			**630,000**	
Orange County Northern Campus	34,648,992						-	
Orange County Southern Branch Library	5,625,000	750,000					**750,000**	
Orange County Transit - Bus Shelters	124,971						-	
PFAP Building Improvements		60,000	105,000				**165,000**	
Parking Lot Improvements	16,000	145,500	200,000				**345,500**	1,783,600
Roofing and Building Façade Projects	236,143	1,142,800	657,500	732,810	283,020	218,000	**3,034,130**	1,216,540
Southern Orange Campus Expansion		-					-	5,185,000
Sustainability Projects		50,000	50,000	50,000	50,000	50,000	**250,000**	250,000
Vehicle Replacements	689,328	965,550	880,000	880,000	880,000	880,000	**4,485,550**	4,485,550
Whitted Building		575,000					**575,000**	
Whitted Medical Clinic Renovations		68,200					**68,200**	
Battle Courtroom Remediation	734,000							
Phillip Nick Waters Building Remediation	2,478,459							
Information Technologies Fiber Connectivity			1,160,000				**1,160,000**	
Information Technologies Broadband Connectivity		150,000					**150,000**	
Information Technologies Goverance Council Initiatives	(200,000)	390,000		500,000		500,000	**1,390,000**	1,000,000
Information Technologies Infrastructure	500,000	560,000	450,000	450,000	450,000	450,000	**2,360,000**	2,250,000
Register of Deeds Automation	80,000	80,000	80,000	80,000	80,000	80,000	**400,000**	400,000
Communication System Improvements	505,000	273,250					**273,250**	
Sheriff - Body Cameras	300,000	158,381					**158,381**	
EMS Substations	1,500,000	450,000		100,000	1,000,000		**1,550,000**	1,200,000
Orange County Radio/Paging System Upgrades	(815,000)		38,141,000				**38,141,000**	
911 Center Improvements and Backup Capability	246,275						-	
Blackwood Farm Park	1,795,000				910,000	775,000	**1,685,000**	155,000
Bingham District Park							-	7,000,000
Cedar Grove Park Phase II		550,000		60,000			**610,000**	1,240,000
Conservation Easements	1,000,000		1,000,000		1,000,000		**2,000,000**	3,000,000
Upper Eno Nature Preserve-Public Access Area					438,000		**438,000**	
Soccer.com Soccer Center Phase II			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				400,000	6,400,000		**6,800,000**	
Mountains to Sea Trail	110,000	289,000	181,000				**470,000**	693,000
Hollow Rock Nature Park (New Hope Preserve)			110,000				**110,000**	165,000
Northeast District Park							-	8,000,000
River Park Phase II		150,000					**150,000**	
Twin Creeks Park Campus Phase II			220,000	3,780,000			**4,000,000**	4,000,000
Little River Park Phase II		50,000		500,000			**550,000**	
Fairview Park Improvements	411,529	67,000	3,500,000				**3,567,000**	1,500,000
Cedar Grove Community Center	(66,800)	107,000					**107,000**	
Efland-Cheeks Community Center Upfit	-		100,000				**100,000**	1,000,000
Parks and Rec Facility Renovations and Repairs	180,000	180,000	180,000	180,000	180,000	180,000	**900,000**	900,000
Neuse River Rules - Stormwater Control Measures			125,000	125,000	125,000	125,000	**500,000**	625,000
County Recreation Center							-	3,300,000
Total	**53,188,687**	**10,067,080**	**53,491,800**	**9,508,310**	**15,441,820**	**6,491,000**	**95,000,010**	**55,654,690**

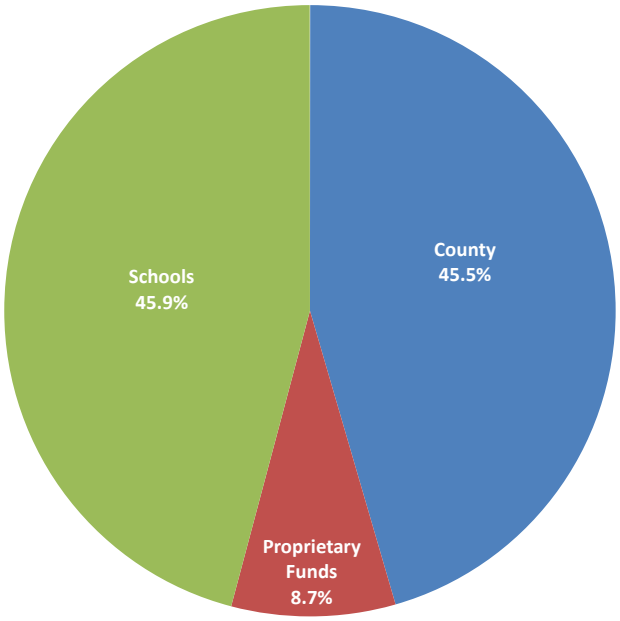
Projects	Current Fiscal Year 2018-19	Year 1 Fiscal Year 2019-20	Year 2 Fiscal Year 2019-20	Year 3 Fiscal Year 2020-21	Year 4 Fiscal Year 2021-22	Year 5 Fiscal Year 2022-23	Five Year Total	Year 6 to Year 10
Revenues/Funding Source								
Available Project Balances							-	
Transfer from Other Funds							-	
Transfer from General Fund	220,000	277,000	315,000	560,000	115,500	50,000	1,317,500	307,500
Transfer from Other Projects	652,900						-	
Register of Deeds Fees	80,000	80,000	80,000	80,000	80,000	80,000	400,000	400,000
User Fees/Donations							-	
Insurance Proceeds	118,490							
County Capital Fund Balance							-	
Visitors Bureau Fund Balance							-	
Article 43 Transit Tax Proceeds	124,971						-	
Article 46 Sales Tax Proceeds		185,000	105,000				290,000	
9-1-1 Funds	368,725						-	
State 9-1-1 Funds							-	
Medicaid Maximization Funds		68,200					68,200	3,629,500
Grant Funding		150,000	750,000	250,000	250,000	250,000	1,650,000	3,250,000
Grant Funding from State/Fed for Parks	500,000	144,500	35,500		582,500		762,500	260,000
NCDEQ reimbursement Funds	411,529	67,000	3,500,000				3,567,000	
Partner Funding - County Capital (Radio System)			24,516,065				24,516,065	
Contributions from Other Infrastructure Partners		100,000	55,000	450,000	3,200,000		3,805,000	92,500
Debt Financing - Affordable Housing Bond Proceeds	2,500,000						-	
Debt Financing - Special Revenue Funds							-	
Debt Financing - E-9-1-1							-	
Debt Financing	48,212,072	8,995,380	24,135,235	8,168,310	11,213,820	6,111,000	58,623,745	47,715,190
Total	**53,188,687**	**10,067,080**	**53,491,800**	**9,508,310**	**15,441,820**	**6,491,000**	**95,000,010**	**55,654,690**

FY 2019-24 Orange County Capital Investment Plan Projects
County-Wide Summary - Appropriations

Year 1: FY 2019-20
$47,422,118

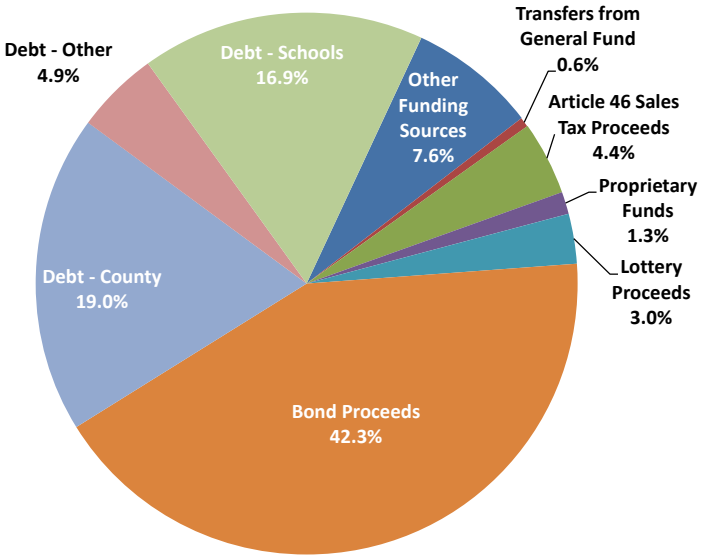


Years 1-5: FY 2019-24
$208,849,865

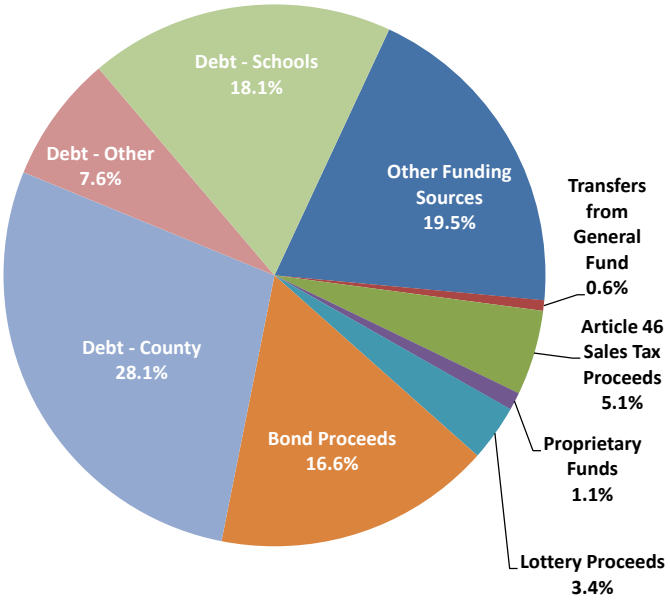


FY 2019-24 Orange County Capital Investment Plan Projects
County-Wide Summary - Funding Sources

Year 1: FY 2019-20
$47,422,118



Years 1-5: FY 2019-24
$208,849,865



Note:
Other Funding Sources includes 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 County Capital projects.
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 2019-24

Projects	Prior Years Funding	Current Fiscal Year 2018-19	Year 1 Fiscal Year 2019-20	Year 2 Fiscal Year 2020-21	Year 3 Fiscal Year 2021-22	Year 4 Fiscal Year 2022-23	Year 5 Fiscal Year 2023-24	Five Year Total	Year 6 to Year 10
Appropriations									
Buckhorn-Mebane EDD Phase 3		145,000	-	1,365,000				1,365,000	
Buckhorn-Mebane EDD Potential Sewer Expansion				-	115,000	945,000		1,060,000	
Hillsborough EDD			1,060,000					1,060,000	
Total	**-**	**145,000**	**1,060,000**	**1,365,000**	**115,000**	**945,000**	**-**	**3,485,000**	
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 - County Debt Service								-	
Debt Financing - Article 46 Sales Tax	-	145,000	1,060,000	1,365,000	115,000	945,000		3,485,000	-
Total	**-**	**145,000**	**1,060,000**	**1,365,000**	**115,000**	**945,000**	**-**	**3,485,000**	**-**
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 2019-24

Projects	Prior Years Funding	Current Fiscal Year 2018-19	Year 1 Fiscal Year 2019-20	Year 2 Fiscal Year 2020-21	Year 3 Fiscal Year 2021-22	Year 4 Fiscal Year 2022-23	Year 5 Fiscal Year 2023-24	Five Year Total	Year 6 to Year 10
Appropriations									
Environmental Support - Equipment	116,484	-	46,166	-	43,220	31,670	-	121,056	394,433
C&D Landfill and Ordinance - Equipment		-	37,842	100,000	552,516	516,844	-	1,207,202	755,836
Sanitation - Equipment	1,123,953	251,790	359,832	701,889	43,956	452,508	669,447	2,227,632	2,725,726
Recycling - Equipment	4,455,927	493,597	926,696	1,233,411	1,000,046	2,116,070	151,094	5,427,317	4,675,845
High Rock Road Convenience Center (1)		676,428						-	
Comprehensive Solid Waste Management Plan			175,000					175,000	
Ferguson Road Convenience Center			-	121,500	693,000			814,500	
Bradshaw Quarry Convenience Center						-	897,400	897,400	
C&D Landfill Expansion - Phase 2 & 3				125,000	886,000			1,011,000	
Sanitation Equip Parking Improvements								-	
Total	**5,696,364**	**1,421,815**	**1,545,536**	**2,281,800**	**3,218,738**	**3,117,092**	**1,717,941**	**11,881,107**	**8,551,840**
Revenues/Funding Source									
Solid Waste Funds	2,747,405	104,972	259,008	246,500		-	134,000	639,508	
Debt Financing	2,416,299	1,316,843	1,286,528	2,035,300	3,218,738	3,117,092	1,583,941	11,241,599	8,551,840
Grant	532,660							-	
Total	**5,696,364**	**1,421,815**	**1,545,536**	**2,281,800**	**3,218,738**	**3,117,092**	**1,717,941**	**11,881,107**	**8,551,840**
Solid Waste Fund Related Operating Costs									
Personnel Services	18,050	72,194	-	-	-	-	-	-	-
Operations		50,765	(8,100)	(7,785)	44,641	(20,565)	34,608	42,799	(144,590)
Recurring Capital	66,855	145,000	13,300	13,300	177,070	29,239	209,489	442,399	234,261
New/Addl Revenue								-	
Total Operating Costs	**84,905**	**267,959**	**5,200**	**5,515**	**221,711**	**8,674**	**244,097**	**485,198**	**89,671**

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

Sportsplex Capital Projects Summary - RECOMMENDED
Fiscal Years 2019-24

Project Budget	Prior Years Funding	Current Fiscal Year 2018-19	Year 1 Fiscal Year 2019-20	Year 2 Fiscal Year 2020-21	Year 3 Fiscal Year 2021-22	Year 4 Fiscal Year 2022-23	Year 5 Fiscal Year 2023-24	Five Year Total	Year 6 to Year 10
Expenses									
New Facilities Projects:									
Field House Expansion Fitness (1) ***Completed***	950,000							-	
Field House Sports/ Recreation (1) ***Completed***	2,800,000							-	
Family Change room project (1a)	222,000							-	
Elevated Connector, Plex to FH (1b) ***Completed***		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)	50,000	85,000			100,000		50,000	150,000	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						60,000	60,000	65,000
Signage Upgrade (17)	25,000							-	30,000
Utility Mgmt./Communcation System (20)			75,000					75,000	50,000
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	25,000
Van - Replacement			75,000						50,000
Ice Rink									
Ice Rink Re-Build (4)					975,000			975,000	
Rink de-humidification /Ice Rink Munters (5)				160,000				160,000	
Major rebuild - compressors/chiller barrel (7)		100,000						-	75,000
Rink Scoreboard ***Completed***	20,000							-	
Rink Renovation: Boards; Lockers; Rubberized Floor					175,000			175,000	75,000
Ice Rink/Fitness Wall Repair/Paint **Completed**	40,000							-	50,000
Fitness									
Equip. Upgrade/Replace (9) ***Prior Years*** **Completed**	200,000	100,000		100,000		100,000		200,000	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) Completed	75,000		52,000			25,000		77,000	100,000
Pools Replaster, Tile, Starter Blocks(16)	150,000							-	150,000
Pool Water Reclamation Project	40,000							-	
Engineering Study for Natatorium Project(18)		20,000						-	
Natatorium Project (18)		80,000					320,000	320,000	375,000
Handicap Lift(s)		12,000							
Roof Asset Mgmt. Prog. (RAMP) recommendations (21)			150,000					150,000	300,000
Total	**5,354,000**	**507,000**	**372,000**	**260,000**	**1,395,000**	**250,000**	**430,000**	**2,707,000**	**3,511,000**
Revenues/Funding Source									
Sportsplex Fund Balance	1,604,000	507,000	372,000	260,000	245,000	250,000	430,000	1,557,000	2,095,000
Debt Financing	3,750,000				1,150,000	-		1,150,000	1,416,000
Total	**5,354,000**	**507,000**	**372,000**	**260,000**	**1,395,000**	**250,000**	**430,000**	**2,707,000**	**3,511,000**
Impact on Operating Budget									
Personnel Services		80,000	160,000	190,000	220,000	250,000	257,500	1,077,500	1,420,000
Operations		195,000	409,760	424,000	459,540	495,080	469,330	2,257,710	2,550,000
Recurring Capital									
New/Add'l Revenue		(125,000)	(1,105,000)	(1,394,000)	(1,412,500)	(1,431,000)	(1,473,930)	(6,816,430)	(7,600,000)
Total		**150,000**	**(535,240)**	**(780,000)**	**(732,960)**	**(685,920)**	**(747,100)**	**(3,481,220)**	**(3,630,000)**

1. Project was re-scoped to create premier recreation facility adding courts and turf. All phases now consolidated to facilitate maximum construction logistics and cost efficiencies. Project broke ground in Nov. 2017. December 2018 completion date.Field House area includes courts and turf for basketball, volleyball, pickleball, soccer, lacrosse, and early childhood education programs

(1a) Combined Prior and Current year funding of $222,000 to construct new Family Change Room. Construction to start early 2019.

(1b) Elevated enclosed connector from Sportsplex to Field House to maintain secure access.

(1c) Increased members and participants will require expanded/upgraded change rooms. Of equal importance is separating adult fitness members from children swimmer

(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 reassessed after Field House addition.

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. Rink is now 23 years old but spot repairs are performing well. Recommend deferral to 2021 from 2020. 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 system: Savings from Sand versus Concrete is approx. $1mil due to significantly shorter project time and business interruption.

5. Munters components replaced in 2015 extending life. Full replacement deferred to 20-21 from 19-20. Cost revised from 125,000 to 160,000 based on quotes.

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

7. Routine process to extend useful life by 5 years. Moved from FY16-18 to FY18-19.

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) (moved from 20-21 to 22-23)

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. Rec Pool done. Comp pool to be done in 2019-20

Old technology being replaced with high effeciency boilers with three times the useful life.

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)

18. Natatorium Project. Refer to Natatorium Project work paper dealing with recurring compressor failures on ten year old hvac unit that cools, heats, dehumidifies .

19. Replace existing worn glass entry doors with ADA, High R value security doors.

20. Carrier Bacnet system used succesfully in the County is highly cost efficent. Based on qoute, cost lowered from $200k and moved forward from 20-21 to 2019-20

21. Pool and Ice Rink Roofs have been replaced. Main Bdg. Roof Original and leaking badly. Costly spot repairs. Recommend doing in 2019-20.

Schools Capital Projects Summary - RECOMMENDED
Fiscal Years 2019-24

Projects by School System	Fiscal Year 2017-18	Current Fiscal Year 2018-19	Year 1 Fiscal Year 2019-20	Year 2 Fiscal Year 2020-21	Year 3 Fiscal Year 2021-22	Year 4 Fiscal Year 2022-23	Year 5 Fiscal Year 2023-24	Five Year Total	Year 6 to Year 10
Chapel Hill Carrboro City Schools									
Long Range Capital									
Debt Financing - Capital Projects[1]		1,147,675	2,436,568	2,485,299	2,535,005	2,585,705	2,637,420	12,679,999	13,999,740
Lottery Proceeds[2]	815,174	823,719	851,650	851,650	851,650	851,650	851,650	4,258,250	4,258,250
Article 46 Sales Tax Proceeds[3]	1,055,203	1,108,915	1,153,272	1,199,403	1,247,379	1,297,274	1,349,165	6,246,493	7,599,813
Facility Improvements to Older Schools	601,000	607,300	607,300	607,300				1,214,600	
2/3 Net Debt Bonds	2,317,658	1,241,117						-	
Recurring Capital Items		1,821,900	1,821,900	1,821,900	1,821,900	1,821,900	1,821,900	9,109,500	9,109,500
Deferred Maintenance Projects[4]			1,821,900	1,821,900				3,643,800	67,249,493
Bond Referendum Projects[5]	69,436,000				2,672,000			2,672,000	
Total	74,225,035	6,750,626	8,692,590	8,787,452	9,127,934	6,556,529	6,660,135	39,824,642	102,216,796
Orange County Schools									
Long Range Capital									
Debt Financing - Capital Projects[1]		742,124	1,575,564	1,607,075	1,639,217	1,672,001	1,705,441	8,199,298	9,052,688
Lottery Proceeds[2]	541,188	532,643	550,704	550,704	550,704	550,704	550,704	2,753,520	2,753,520
Article 46 Sales Tax Proceeds[3]	700,543	717,061	745,743	775,573	806,596	838,859	872,414	4,039,185	4,914,286
Facility Improvements to Older Schools	399,000	392,700	392,700	392,700				785,400	
2/3 Net Debt Bonds	1,538,678	802,547						-	
Recurring Capital Items		1,178,100	1,178,100	1,178,100	1,178,100	1,178,100	1,178,100	5,890,500	5,890,500
Deferred Maintenance Projects[4]			1,178,100	1,178,100				2,356,200	56,261,065
Bond Referendum Projects[5]	15,964,000		20,064,000		11,864,000			31,928,000	
Total	19,143,409	4,365,175	25,684,911	5,682,253	16,038,617	4,239,664	4,306,659	55,952,104	78,872,059
Durham Tech Community College (Orange County Campus)									
Long Range Capital									
State Bond - County Match[6]								-	547,290
Construction/Expansion Project[7]								-	26,000,621
Total	-	-	-	-	-	-	-	-	**26,547,911**
Total all Schools	**93,368,444**	**11,115,801**	**34,377,501**	**14,469,705**	**25,166,551**	**10,796,194**	**10,966,794**	**95,776,745**	**207,636,766**
Revenues/Funding Source									
General Fund (Pay-As-You-Go)	-							-	
Lottery Proceeds	1,356,362	1,356,362	1,402,354	1,402,354	1,402,354	1,402,354	1,402,354	7,011,770	7,011,770
Article 46 Sales Tax Proceeds	1,755,746	1,825,976	1,899,015	1,974,976	2,053,975	2,136,134	2,221,579	10,285,678	12,514,097
Capital Reserve Funds			3,000,000	3,000,000				6,000,000	
Debt Financing - Durham Tech (Orange Co Campus)		-	-	-	-	-	-	-	26,547,911
Debt Financing - Bond Proceeds	85,400,000	-	20,064,000	-	14,536,000	-	-	34,600,000	-
Debt Financing - 2/3 Net Debt Bonds	3,856,336	2,043,664	-					-	
Debt Financing - School Capital/Facility Improvements	1,000,000	5,889,799	8,012,132	8,092,375	7,174,222	7,257,707	7,342,861	37,879,296	161,562,986
	93,368,444	**11,115,801**	**34,377,501**	**14,469,705**	**25,166,551**	**10,796,194**	**10,966,794**	**95,776,745**	**207,636,766**

Note: School Construction is guided by the Schools Adequate Public Facilities Ordinance (SAPFO) projections of capacity and need. The FY 2019-24 CIP is based on the most recent proposed SAPFO projections shared with the Board of County Commissioners in December 2018, scheduled to be certified in Spring 2019.

[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 new Academic Building (56,000 square foot) and surface parking of 250 spaces.

Active Capital Projects Summary - RECOMMENDED
No New Funding for Fiscal Years 2019-24 and Years 6-10

Projects	Prior Years Funding	Current Fiscal Year 2018-19	Year 1 Fiscal Year 2019-20	Year 2 Fiscal Year 2020-21	Year 3 Fiscal Year 2021-22	Year 4 Fiscal Year 2022-23	Year 5 Fiscal Year 2023-24	Five Year Total	Year 6 to Year 10
Appropriations									
County Projects:									
Affordable Housing Bond Projects		2,500,000							
Affordable Housing Land Banking	2,000,000							-	
Battle Courtroom Remediation		734,000							
Link Center Up-Fit		50,000							
9-1-1 Center Improvements and Backup Capability		246,275							
Passmore Center Renovation	550,000								
Phillip Nick Waters Building Remediation		2,478,459							
Orange County Northern Campus	5,556,614	34,948,992							
Orange County Transit - Bus Shelters		124,971							
Historic Rogers Road Community Center	650,000							-	
Total	**8,756,614**	**41,082,697**	-	-	-	-	-	-	-
Proprietary Projects:									
Central Efland/North Buckhorn Sewer Expansion	3,793,900								
Buckhorn EDD - Efland Sewer to Mebane	4,973,000								
Eno EDD	1,925,000								
Historic Rogers Road Neighborhood Infrastructure	6,672,000								
Eubanks Road Waste & Recycling Facilities	3,145,858								
High Rock Road Waste & Recycling Facilities	676,428								
Roll Cart Distribution and Maintenance Building	165,000								
Alternative Waste Disposal	100,000								
Total	**21,451,186**	-	-	-	-	-	-	-	-
School Projects:									
Abatement Projects - OCS	50,000								
ADA Requirements - OCS	599,300								
Energy Efficiency/Lighting Improvements - OCS	259,918								
Total	**909,218**	-	-	-	-	-	-	-	-
Grand Total	**31,117,018**	**41,082,697**	-	-	-	-	-	-	

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 Capital Projects		1,551,950						-	
Transfer from General Fund	1,995,819	534,000						-	
Additional PAYG (from Lottery Funds)								-	
Chapel Hill Reimbursement (43%)	426,560							-	
Carrboro Reimbursement (14%)	138,880							-	
Solid Waste Enterprise Funds	508,283							-	
Article 43 Transit Tax Proceeds		124,971							
Article 46 Sales Tax Proceeds	475,000							-	
9-1-1 Funds		246,275						-	
EPA Special Appropriations Grant	1,348,400							-	
State Revolving Loan Funds	2,351,899							-	
Debt Financing - Article 46 Sales Tax	6,071,400							-	
Debt Financing - 2/3 Net Debt Bonds	86,000								
Debt Financing - Solid Waste Enterprise Fund	3,579,003							-	
Debt Financing - Bond Projects		2,500,000							
Debt Financing - County Projects	14,135,774	36,125,501						-	
Total	**31,117,018**	**41,082,697**	-	-	-	-	-	-	-

Cardinal Innovations (Maintenance of Effort Funds)

By Category (General Fund)	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended Account: 420
Personnel Services	0	0	0	0	0	0
Operations	1,050,187	1,050,187	1,050,187	1,050,187	1,050,187	1,050,187
Total Expenditures	**$ 1,050,187**	**$ 1,050,187**	**$ 1,050,187**	**$ 1,050,187**	**$ 1,050,187**	**$ 1,050,187**
Offsetting Revenues	*(54,144)*	*(50,000)*	*(50,000)*	*(50,000)*	*(50,000)*	*(50,000)*
County Costs (net)	**$ 996,043**	**$ 1,000,187**	**$ 1,000,187**	**$ 1,000,187**	**$ 1,000,187**	**$ 1,000,187**
Total Orange-Person-Chatham Area Program and Related	**$ 1,050,187**	**$ 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 2019-20 Manager's 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 $32,769 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 2019-20:

Cardinal Innovations Maintenance of Effort Funds
(FY 2019-20)

Provider	Comments	FY20 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
New Destinations, Inc.	Orange County Apartments	35,100
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)		90,794
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
	El Futuro	27,500
	Carry forward from fiscal year 2018-19	80,000
	Total County Programming	**305,787**
	Grand Total	**1,355,974**

Child Support Services

Phone Number: (919) 245-2175 Website: http://www.orangecountync.gov/489/Child-Support-Services

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
By Category (General Fund)						**Account: 440**
Personnel Services	975,588	981,915	981,915	939,308	1,004,307	1,004,307
Operations	84,919	115,520	115,520	109,120	113,820	113,820
Capital Outlay	0	600	600	600	0	0
Total Expenditures	**$ 1,060,507**	**$ 1,098,035**	**$ 1,098,035**	**$ 1,049,028**	**$ 1,118,127**	**$ 1,118,127**
Offsetting Revenues	*(1,678,507)*	*(1,550,437)*	*(1,550,437)*	*(1,570,900)*	*(1,700,437)*	*(1,700,437)*
County Costs (net)	**$ (617,999)**	**$ (452,402)**	**$ (452,402)**	**$ (521,872)**	**$ (582,310)**	**$ (582,310)**
Total Child Support Enforcement and Related Expenditures	**$ 1,060,507**	**$ 1,098,035**	**$ 1,098,035**	**$ 1,049,028**	**$ 1,118,127**	**$ 1,118,127**

Mission Statement

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

Major Services

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

FY 2018-19 Outcomes

- Paternity established for 170 children
- Court ordered child support established for 130 families
- $5,400,000 collected for children

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: Paternity					
Paternity established for children	182	139	180	170	170
Service: Establishment					
New child support orders established	*167*	*132*	*160*	*130*	*140*
Service: Enforcement					
Total child support collected	$5,289,985	$5,365,424	$5,300,000	$5,400,000	$5,450,000
Percentage of current support collected annually	*70.07%*	*70.70%*	*70.00%*	*70.00%*	*70.00%*
Percentage of unemployed child support obligors referred to DSS Employment Services	*N/A*	*N/A*	*N/A*	*N/A*	*25%*

FY 2019-20 Objectives

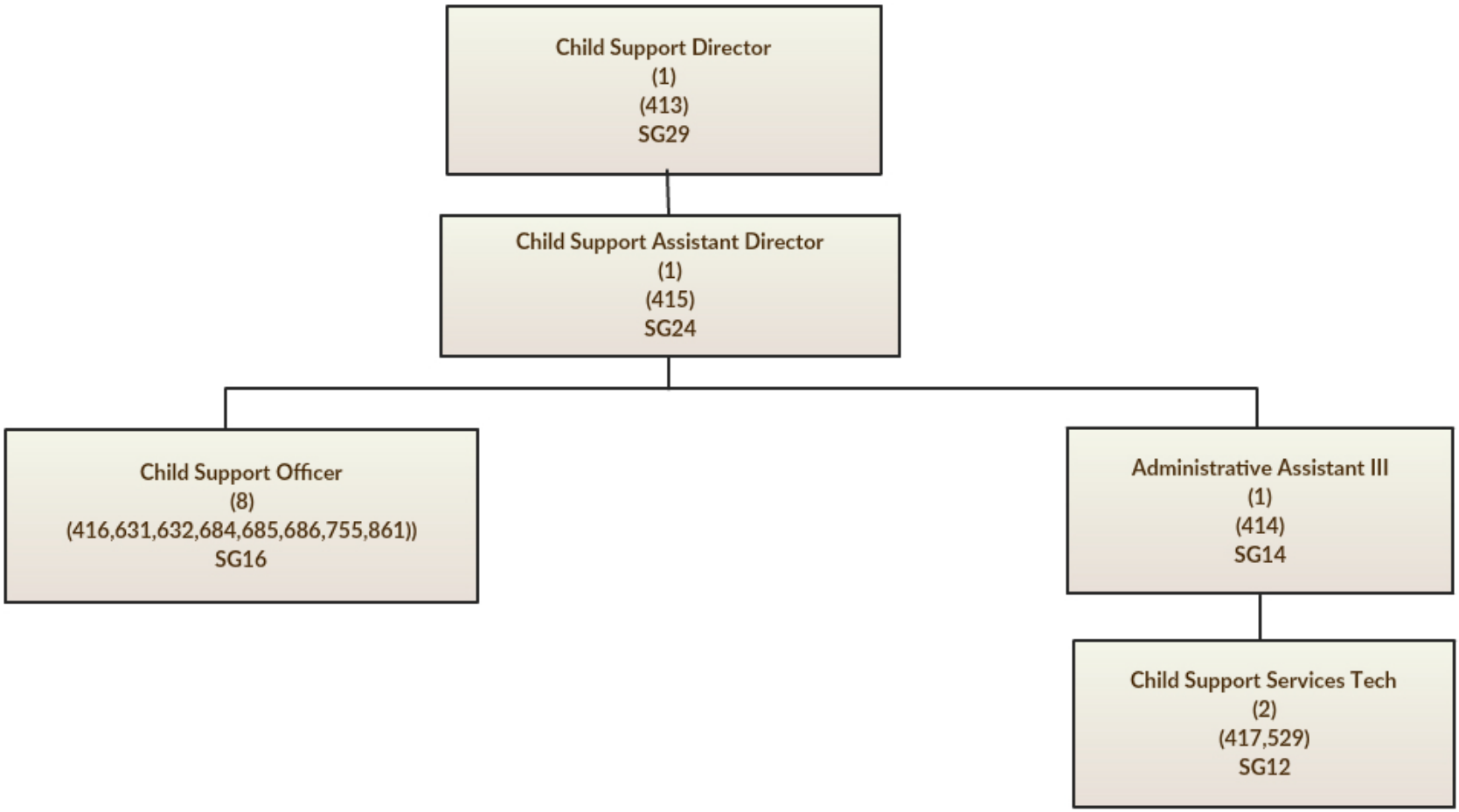
- Establish paternity for 170 children
- Establish new child support orders for 140 families
- Collect $5,450,000 on behalf of Orange County children
- Collect 70% of current child support due
- Build strong partnership with Employment Services Department at DSS

Budget Highlights

The FY 2019-20 Manager Recommended Budget includes:

- Increase of $150,000 in anticipated revenue from state reimbursement.
- Increase of $2,476 in non-permanent personnel
- Net decrease of $1,700 in operations due to decrease of anticipated court fees.

CHILD SUPPORT SERVICES



Community Relations

Phone Number: (919) 245 - 2302 Website: *http://www.co.orange.nc.us/492/Community-Relations*

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Public Affairs (General Fund)						**Account: 212**
Personnel Services	212,357	210,039	210,039	210,039	219,926	219,926
Operations	61,139	63,400	80,861	79,356	67,400	68,900
Capital Outlay	2,680	0	0	0	0	0
Total Expenditures	**$ 276,176**	**$ 273,439**	**$ 290,900**	**$ 289,395**	**$ 287,326**	**$ 288,826**
County Costs (net)	**$ 276,176**	**$ 273,439**	**$ 290,900**	**$ 289,395**	**$ 287,326**	**$ 288,826**
Total Community Relations Related Expenditures	**$ 276,176**	**$ 273,439**	**$ 290,900**	**$ 289,395**	**$ 287,326**	**$ 288,826**

Mission Statement

To improve the public's perception of Orange County Government by providing relevant and accurate information to Orange County residents about available programs and services through various communications methods (social media, county website, electronic newsletters and traditional media outlets).

Community Relations Department

Major Services

- Maintain Orange County website and social media outlets.
- Assist Board of County Commissioners with public appearances.
- Communicate with Orange County residents through This Week in Orange County newsletter and other social media channels.
- Coordinate media relations for county events as needed.
- Assist with event planning (e.g. Ag Summit, SportsPlex Ribbon Cutton events) as needed.
- Serve in Emergency Operations Center during crises or emergencies.

FY 2018-19 Outcomes

- Increase social media outreach by more than 20 percent over previous year.
- Accomplish transition of website to new vendor, complete with redesign.
- Expanded digital message monitors to 13 county facilities.
- Increased awareness of Board of County Commissioners meetings through Meeting in a Minute videos.

Community Relations – continued

Performance Measures	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Budget
Service:					
Followers on Twitter	*1,678*	*2,642*	*3,289*	*4,500*	*5,500*
Facebook followers	*431*	*769*	*921*	*1,500*	*2,000*
*Website traffic**	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*

*Switched to new service provider in 2018; previous year stats no longer relevant

FY 2019-20 Objectives

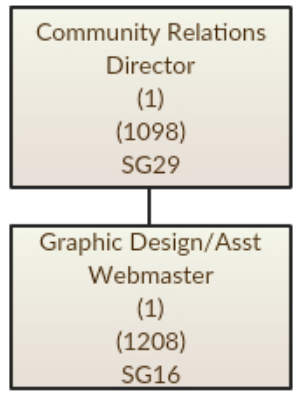
- Continue to grow social media audience and explore new channels.
- Promote website more to increase awareness of county services and increase traffic.
- Promote activities and initiatives of Board of County Commissioners.
- Proactively respond to misinformation about county on social media.
- Develop backup person to serve in EOC during activations.
- Expand digital message monitor system.

Budget Highlights

The FY 2019-20 Manager Recommended Budget includes:

- $1,000 Increase requested in advertising budget to include regular advertisement in The News of Orange to improve information sharing with northern part of county.
- $3,000 Increase requested in contract services for website maintenance and video projects requested by BOCC.
- $1,500 Increase for printing for census outreach.

COMMUNITY RELATIONS



Cooperative Extension

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

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
By Category (General Fund)						**Account: 450**
Personnel Services	295,835	350,197	350,197	350,197	356,644	356,644
Operations	51,709	53,758	53,758	53,758	53,758	43,758
Capital Outlay	0	0	0	0	0	0
Total Expenditures	**$ 347,545**	**$ 403,955**	**$ 403,955**	**$ 403,955**	**$ 410,402**	**$ 400,402**
Offsetting Revenues	*(11,659)*	*(17,270)*	*(17,270)*	*(7,270)*	*(7,270)*	*(7,270)*
County Costs (net)	**$ 335,886**	**$ 386,685**	**$ 386,685**	**$ 396,685**	**$ 403,132**	**$ 393,132**
Total Cooperative Extension and Related Expenditures	**$ 347,545**	**$ 403,955**	**$ 403,955**	**$ 403,955**	**$ 410,402**	**$ 400,402**

Mission Statement

North Carolina Cooperative Extension is an educational partnership between the county, 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.

Cooperative Extension

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
4500 - COOPERATIVE EXTENSION (General Fund)						
Personnel Services	295,835	350,197	350,197	350,197	356,644	356,644
Operations	51,709	53,758	53,758	53,758	53,758	43,758
Capital Outlay	0	0	0	0	0	0
Total Division Expenditures	**$ 347,545**	**$ 403,955**	**$ 403,955**	**$ 403,955**	**$ 410,402**	**$ 400,402**
Offsetting Revenues	(11,659)	(17,270)	(17,270)	(7,270)	(7,270)	(7,270)
County Costs (net)	**$ 335,886**	**$ 386,685**	**$ 386,685**	**$ 396,685**	**$ 403,132**	**$ 393,132**
4520 - 4-H PROGRAM (4-H Fund)						
Personnel Services	6,727	5,500	5,500	5,500	5,500	5,500
Operations	14,964	26,088	26,088	26,088	28,720	28,720
Capital Outlay	0	0	0	0	0	0
Total Division Expenditures	**$ 21,691**	**$ 31,588**	**$ 31,588**	**$ 31,588**	**$ 34,220**	**$ 34,220**
Offsetting Revenues	(25,964)	(31,588)	(31,588)	(34,088)	(34,288)	(34,288)
County Costs (net)	**$ (4,273)**	**$ 0**	**$ 0**	**$ (2,500)**	**$ (68)**	**$ (68)**

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

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 outreach and research-based educational programs to consumers, community groups, business, and families to address the challenges affecting consumer and family well-being.
- 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 at home, at daycare, and at school.
- Help youth increase their life skills through collaboration with other agents.

4H Youth Development

- Youth will gain knowledge in STEM (Science, Technology, Engineering and Math)
- Youth enrolled in the community club program will be active participants in club projects providing positive community contribution.
- Youth in classroom and after-school program activities will increase physical activity and making more nutritious food choices.
- Adults will be trained as club leaders and equipped with materials to be successful.
- Club leaders and teacher will adopt 4-H curriculum.

FY 2018-19 Outcomes

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.

Sustainable Agriculture: Natural Resources (Local Foods)

- Provide educational classes for aspiring farmers, including an eight week basic beginning farmer class (24 classroom hours) and a five week business planning for farmer entrepreneurs class (15 classroom hours)
- Provide management of the Breeze Farm Incubator and farmers farming there.
- Consult with aspiring and beginning farmers to provide them the information they need to develop new farm enterprises, identify markets where they can sell, and to become profitable farm operations that are capable of financially supporting farm families and, in turn, revitalizing the economies in rural communities

Family and Consumer Sciences: Food Safety, Nutrition, and Wellness

- Consumers will learn best food safety practices to prevent foodborne illnesses at home.
- Individuals from the foodservice industry and school nutrition will complete the NC Safe Plates course to help the get their Food Safety Manager Certification.
- 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.
- Members of the Extension & Community Association (ECA) and other volunteers will gain knowledge and/or skills to share within their community with the help of the FCS Agent.

4H Youth Development

- We increased our active 4-H community clubs by 50% for a total of 9 active clubs in Orange County.
- We recruited and trained 18 new 4-h adult club volunteers. This represents a 150% increase in trained volunteers in 2018-2019.
- We increased 4/H student membership in 2018 by 48%.

Cooperative Extension – continued

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 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
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	52	77
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	$95,000

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: Provide classes, consultation, and an incubator farm to grow small, profitable farms in Orange County, which in turn brings much need cash back to struggling rural economies.					
Number of New Farms Created			3	5	3
Pre-tests and post-tests to measure the increase in knowledge related to farming topics covered in class	61.82%	56.3%	50%	50%	50%

Cooperative Extension – continued

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
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. **Significant variation in numbers may be due to changes in Extension Reporting System.*	15,000	12,700	13,000	5,300*	5,300
Number of food service employees receiving Food Safety Manager Certification.	100	61	40	60	60
Number of individuals increasing their fruit and vegetable intake.	--	208	346	250	250
Number of participants trained in safe home food handling, preservation, or preparation practices. **Significant variation in numbers may be due to changes in Extension Reporting System.*	0*	350	70	400	400
Number of individuals increasing their daily physical activity.	--	174	198	198	198
Number of adult participants acquiring the skills needed to serve as a volunteer.	90	107	156	150	150
Service: 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	3000	6000	3000	8900	9500
Number of adults trained as club leaders using 4-H curriculum	20	20	20	30	35

FY 2019-20 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)

- Five new farms launched by participants in the Beginning Farmer Program.
- One farmer who has farmed at the Breeze Farm Incubator for the last three years purchased a 40-acre farm in Cedar Grove in the summer of 2018 and another farm incubating at the Breeze Farm for the past two years signed a 10-year lease with an option to buy during the fall of 2018.
- LocalFest, a festival to celebrate everything local to Orange County was planned and staged in the fall of 2018.
- The issue of growing the local market for small direct to consumer farms was addressed at the 2019 Orange County Agricultural Summit.
- The Breeze Farm Incubator website was launched in 2018.

Family and Consumer Sciences: Food Safetly, Nutrition, and Wellness

- Continue to provide Expanded Food and Nutrition Education Program (EFNEP) to improve the health, well-being, 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 2019-20 Manager's Recommended Budget includes:

- contracted salary increases consistent with state pay scales for extension agents; and
- reallocation of $10,000 in operations to the Article 46 Fund.

County Attorney

Phone Number: (919) 245-2320

By Category (General Fund)	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended Account: 205
Personnel Services	559,979	536,043	536,043	536,043	604,297	604,297
Operations	43,479	56,380	59,742	59,740	68,903	68,903
Capital Outlay	0	0	0	0	2,832	2,832
Total Expenditures	**$ 603,458**	**$ 592,423**	**$ 595,785**	**$ 595,783**	**$ 676,032**	**$ 676,032**
County Costs (net)	**$ 603,458**	**$ 592,423**	**$ 595,785**	**$ 595,783**	**$ 676,032**	**$ 676,032**
Total County Attorney's Office and Related Expenditures	**$ 603,458**	**$ 592,423**	**$ 595,785**	**$ 595,783**	**$ 676,032**	**$ 676,032**

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 2018-19 Outcomes

- Collected $75,871.00 through the collections program.
- Achieved positive results in at least 10 cases in district and superior court. A number of superior court cases remain open.
- Achieved positive results in 29 quasi-judicial hearings.
- Achieved positive results in 5 administrative hearings.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: Delinquent Fees/Account Collections					
This outcome measure is not reflected in the County Attorney budget but rather in the budgets of the departments	*$40,000*	*$75,871*	*$0*	*$70,000*	*$0*

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
participating in the collections program. Amounts have increased due to improved departmental efficiencies					
Complete legal review on all requests for legal services within 10 business days	*Not Tracked*	*94%*	*85%*	*85%*	*90%*

FY 2019-20 Objectives

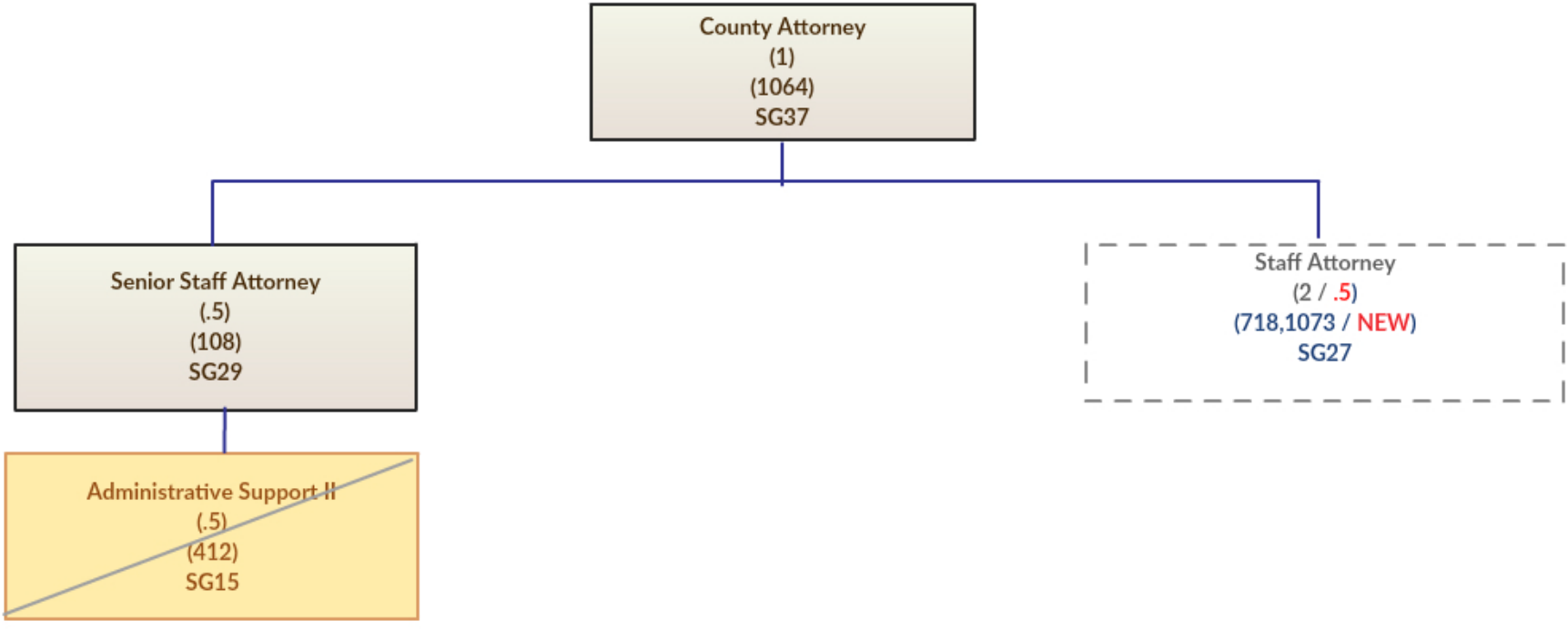
- Objectives to be determined during the County Attorney's annual review with the Board of County Commissioners.

Budget Highlights

The FY 2019-20 Manager Recommended Budget includes:

- New .5 FTE Staff Attorney Position to restore service levels to previous levels. Moving .5 FTE Admin Support to Human Rights & Relations. $56,305 net county cost for position and related operation costs.
- $19,200 increase temp personnel to cover staff parental leave.
- $10,000 increase associated with major ongoing litigation.

COUNTY ATTORNEY'S OFFICE



Moving to Human Rights and Relations

Budget Request

County Manager's Office

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

Mission Statement

The Orange County Manager's Office oversees, coordinates, and evaluates the services of all County departments to ensure that County residents receive responsive, effective, and efficient government services. The Orange County Manager's Office also implements the policies of the Board of Orange County Commissioners (BOCC) and collaborates with other government agencies to provide effective Countywide and regional services to the public.

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
By Category (General Fund)						**Account: 210**
Personnel Services	799,805	848,431	848,431	852,592	887,173	939,232
Operations	1,573,981	1,976,226	1,993,706	1,928,531	2,081,176	2,059,176
Capital Outlay	0	0	0	0	0	3,617
Total Expenditures	**$ 2,373,786**	**$ 2,824,657**	**$ 2,842,137**	**$ 2,781,123**	**$ 2,968,349**	**$ 3,002,025**
Offsetting Revenues	*0*	*(43,310)*	*(43,310)*	*(43,310)*	*(43,310)*	*(43,310)*
County Costs (net)	**$ 2,373,786**	**$ 2,781,347**	**$ 2,798,827**	**$ 2,737,813**	**$ 2,925,039**	**$ 2,958,715**
Orange County Partnership to End Homelessness (Community Development Fund)						**Account: 4706**
Personnel Services	123,782	114,373	114,373	117,669	135,449	135,449
Operations	62,352	68,979	68,979	49,288	87,864	87,864
Capital Outlay	0	0	0	0	0	0
Total Expenditures	**$ 186,134**	**$ 183,352**	**$ 183,352**	**$ 166,957**	**$ 223,313**	**$ 223,313**
Offsetting Revenues	*(143,038)*	*(122,570)*	*(122,570)*	*(106,175)*	*(145,448)*	*(145,448)*
County Costs (net)	**$ 43,096**	**$ 60,782**	**$ 60,782**	**$ 60,782**	**$ 77,865**	**$ 77,865**
Arts Commission (Visitors Bureau Fund)						**Account: 6010**
Personnel Services	81,969	91,107	91,107	91,829	95,377	95,377
Operations	94,415	102,618	108,494	106,242	108,002	115,791
Capital Outlay	0	0	0	0	0	0
Total Expenditures	**$ 176,384**	**$ 193,725**	**$ 199,601**	**$ 198,071**	**$ 203,379**	**$ 211,168**
Offsetting Revenues	*(40,147)*	(36,670)	(42,546)	(40,594)	*(36,703)*	*(36,703)*
County Costs - VB Fund	**$ 136,237**	**$ 157,055**	**$ 157,055**	**$ 157,477**	**$ 166,676**	**$ 174,465**
Total County Manager and Related Expenditures	**$ 2,736,304**	**$ 3,201,734**	**$ 3,225,090**	**$ 3,146,151**	**$ 3,395,041**	**$ 3,436,506**

County Manager: Manager Division

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
County Manager (General Fund)						
Personnel Services	697,359	688,868	688,868	693,029	724,497	776,556
Operations	122,582	153,100	163,750	155,450	152,800	152,800
Capital Outlay	0	0	0	0	0	3,617
Total County Manager Division Expenditures	**$ 819,941**	**$ 841,968**	**$ 852,618**	**$ 848,479**	**$ 877,297**	**$ 932,973**
Offsetting Revenues	0	0	0	0	0	0
County Costs (net)	**$ 819,941**	**$ 841,968**	**$ 852,618**	**$ 848,479**	**$ 877,297**	**$ 932,973**

Major Services

- Oversees the development of the annual operating budget and capital investment plan. Establishes budget criteria and service performance levels to assure efficient service delivery to Orange County residents.
- Oversees and evaluates County operations and coordinates the implementation of Board initiatives and policies.
- Coordinates long range and short range strategic and operational planning with County departments;
- 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 proposed legislation for the BOCC's legislative agenda submitted annually to the North Carolina General Assembly.

FY 2018-19 Outcomes

- Addressed multiple budget and personnel related issues including managing the implementation of the operating and capital budgets and recruiting for high quality department head talent,
- Conducted financial planning exercises and modeling to identify 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 School Capital Planning. 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 identify opportunities for Countywide collaboration.
- Facilitated a strategic planning process with the County Departments and the Employee Advocacy Roundtable (EAR) to identify budget priorities as well as collaboration opportunities.

FY 2019-20 Objectives

- Review County operations for opportunities to improve the quality and efficiency of County services.
- Continue to oversee significant capital projects including the Northern County Campus development, Southern Branch Library construction, and execution of critical infrastructure improvements.
- 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 to advance the Board's policy priorities with particular emphasis in affordable housing, economic development, and transportation.
- Provide leadership in the development of a new Orange County Transit Plan.
- Manage and implement a new process for intergovernmental collaboration and joint project execution.

Budget Highlights

The FY 2019-20 Manager Recommended Budget includes:

- Creation of a Chief Information Security Officer position, starting January 1st, which will monitor the county's cyber and data security. The position will cost $54,308 in FY2019-20.

County Manager: Arts Commission

Arts Commission (Visitor's Bureau Fund)	**2017-18 Actual Expenditures**	**2018-19 Original Budget**	**2018-19 Revised Budget**	**2018-19 12-Month Estimate**	**2019-20 Department Requested**	**2019-20 Manager Recommended**
Personnel Services	81,969	91,107	91,107	91,829	95,377	95,377
Operations	94,415	102,618	108,494	106,242	108,002	115,791
Capital Outlay	0	0	0	0	0	0
Total Art's Commission Division Expenditures	**$ 176,384**	**$ 193,725**	**$ 199,601**	**$ 198,071**	**$ 203,379**	**$ 211,168**
Offsetting Revenues	(40,147)	(36,670)	(42,546)	(40,594)	(36,703)	(36,703)
County Costs (net to Visitor's Bureau)	**$ 136,237**	**$ 157,055**	**$ 157,055**	**$ 157,477**	**$ 166,676**	**$ 174,465**

Major Services

- Serve as the N.C. Arts Council Designated County Partner for Orange County.
- Serve as the Local Arts Agency for Orange County, working in collarboration with local partners for the advancement of arts and culture
- 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. 4th Congressional District High School Art Competition, and Durham Arts Council Emerging Artists Program.
- Initiate and facilitate public arts throughout Orange County.
- Serve as the primary voice 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, as well as the needs of the creative community

- Serve as a source of information and training for local agencies, organizations, and artists.

FY 2018-19 Outcomes

- Hosted annual Arts Grants Program. Thirty-eight, or 57%, of the 67 applications were funded. Of the funded applications, 32% were first-time applicants.
- Served as ambassadors and panelists for the Emerging Artist Program, the Annual Piedmont Laureate Program, and the 4th US Congressional District High School Art Competition.
- Served as county lead for Arts Day 2018, gathering local arts supporters to advocate for public arts support through Arts North Carolina.
- In partnership with the Hillsborough Arts Council, hosted 2nd Annual Paint it Orange: Plein Air Paint-out & Wet Paint Sale, as a fundraiser for OCAC and HAC drawing artists from four states.
- Offered stories of local artists, arts spaces and events on artsorange.org through a partnership with Alicia Stemper/Vitamin O, as well as staff-generated content.
- Coordinated "Arts Moments" to kick off each Board of County Commissioners meeting in 2018 featuring local writers.
- In partnership with The ArtsCenter, hosted a three-day Racial Equity and the Arts workshop for leaders within the arts community.
- Served as part of leadership team in the coordination of the inaugural Orange County LocalFest. Coordinated volunteers and assisted in general logistics. Solicited and juried arts vendors.
- In partnership with Hillsborough Arts Council and Town of Hillsborough, partnered on Calvin St. Tree project which will provide public art in River Park, slated for Spring 2020.
- Participated in the inaugural Orange County Economic Development Summit.
- Worked in partnership with Orange County Department of Parks and Recreation to determine needs of new stage and event infrastructure in River Park. Convened meeting of stakeholders to gather input and ideas.

FY 2019-20 Objectives

- Develop new programs and projects that address identified needs of arts community:
- Professional/organizational development opportunities for artists and arts organizations
- Increased space for the arts in Orange County, especially studio, exhibit, and rehearsal space.
- Offer equitable access to the arts for all residents, regardless of socioeconomic status
- Research new funding sources for the arts to support future infrastructure and programs
- Continue to promote the arts through traditional and digital media.
- Continue to work with regional partners on initiatives including ArtsDay, Emerging Artist Grant Program, Piedmont Laureate, and 4th Congressional District High School Art Competition.

Budget Highlights

The FY 2019-20 Manager Recommended Budget allocated occupancy tax funds equal to 5% of the previous year actual collection, to be used as a benchmark for future allocations of occupancy tax for the Arts Commission excluding personnel costs.

County Manager: Partnership to End Homelessness

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Partnership to End Homelessness (Community Development Fund)						
Personnel Services	123,782	114,373	114,373	117,669	135,449	135,449
Operations	62,352	68,979	68,979	49,288	87,864	87,864
Capital Outlay	0	0	0	0	0	0
Total Partnership to End Homelessness Division Expenditures	**$ 186,134**	**$ 183,352**	**$ 183,352**	**$ 166,957**	**$ 223,313**	**$ 223,313**
Offsetting Revenues	(143,038)	*(122,570)*	(122,570)	(106,175)	(145,448)	(145,448)
County Costs (net)	**$ 43,096**	**$ 60,782**	**$ 60,782**	**$ 60,782**	**$ 77,865**	**$ 77,865**

Major Services

- 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 Housing Inventory Count, the Annual Homeless Assessment Report, the Longitudinal Systems Analysis, 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 policymakers, homeless service providers, and other stakeholders to regularly analyze homelessness data to inform decision-making and better understand system needs.

FY 2018-19 Outcomes

- 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

FY 2019-20 Objectives

- 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.

Budget Highlights

The FY 2019-20 Manager Recommended Budget includes:

- One time county increase of $17,083 for funding temp personnel and grant writer during parental leave.

County Manager: Risk Management

Risk Management (General Fund)	**2017-18 Actual Expenditures**	**2018-19 Original Budget**	**2018-19 Revised Budget**	**2018-19 12-Month Estimate**	**2019-20 Department Requested**	**2019-20 Manager Recommended**
Personnel Services	102,446	100,789	100,789	100,789	103,902	103,902
Operations	1,447,399	1,806,900	1,813,730	1,756,855	1,912,150	1,890,150
Capital Outlay	0	0	0	0	0	0
Total Risk Management Division Expenditures	**$ 1,549,845**	**$ 1,907,689**	**$ 1,914,519**	**$ 1,857,644**	**$ 2,016,052**	**$ 1,994,052**
Offsetting Revenues	0	0	0	0	0	0
County Costs (net)	**$ 1,549,845**	**$ 1,907,689**	**$ 1,914,519**	**$ 1,857,644**	**$ 2,016,052**	**$ 1,994,052**

Major Services

- Provides management of enterprise risk for Orange County including work related injuries, auto liability, general liability, employment liability, equipment and property losses, professional, pollution, cyber/data and other exposures.
- Assesses and maintains liability insurance coverages and resolves County insurance claims. Manages all insurance partners and claims.
- Develops, implements and maintains countywide Safety, Occupational Health and Loss Prevention Programs.
- Advises all departments on occupational safety, health, risk assessment and risk reduction strategies.
- Interfaces with all state and federal occupational safety and health agencies. Completes and/or assist with all required state and federal occupational health, safety and environmental reporting.
- Provides consultation regarding ADA and reasonable accommodations.
- Provides consultation and leadership for development, implementation and evaluation of departmental Emergency Action and Continuity of Operation Plans.

FY 2018-19 Outcomes

- 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 2019-20 Objectives

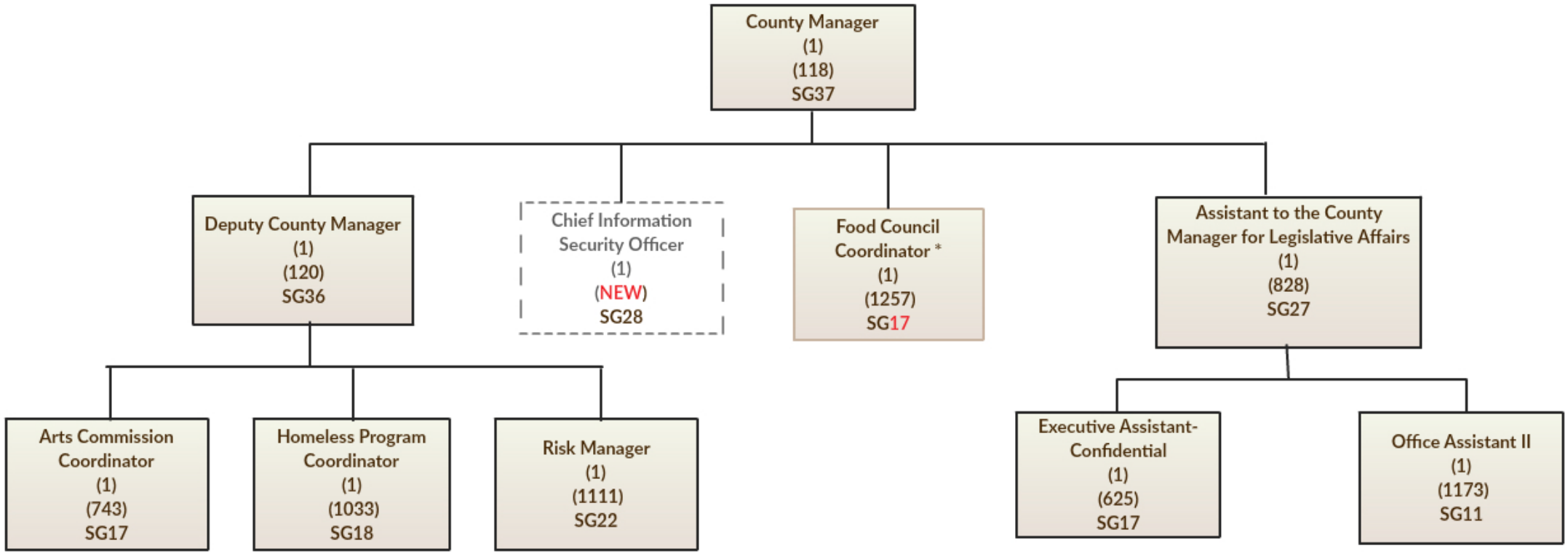
- Work with Departments to complete Business Continuity Plans
- Provide an enterprise risk management program with continuous assessment of evolving risk
- Provide loss prevention and safety services to all departments, working to ensure a safe and healthful work environment for all employees

Budget Highlights

The FY 2019-20 Manager Recommended Budget includes:

- Increase of 5% for worker's compensation, bonds and insurance, totaling $83,000 increase.

COUNTY MANAGER'S OFFICE



Budget Request

* Denotes Time Limited / Grant Funded

Courts

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

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
7000 - COURTS (General Fund)						
Personnel Services	7,500	0	0	0	7,500	7,500
Operations	11,645	61,000	61,000	47,200	61,000	61,000
Capital Outlay	21,542	0	541	551	0	0
Total Division Expenditures	**$ 40,687**	**$ 61,000**	**$ 61,541**	**$ 47,751**	**$ 68,500**	**$ 68,500**
Offsetting Revenues	0	0	0	0	0	0
County Costs (net)	**$ 40,687**	**$ 61,000**	**$ 61,541**	**$ 47,751**	**$ 68,500**	**$ 68,500**
Total Department Expenditures	***$ 40,687***	***$ 61,000***	***$ 61,541***	***$ 47,751***	***$ 68,500***	***$ 68,500***

Major Services

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

Budget Highlights

- The increase in Personnel Services for FY 2019-20 is due to budgeting for the Jury Personnel master list; this is budgeted every other fiscal year.

Criminal Justice Resource Department

Phone Number: (919) 245-2303

Website: http://www.orangecountync.gov/432/Criminal-Justice-Resource-Department

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
By Category (General Fund)						**Account: 720**
Personnel Services	429,625	512,899	512,899	512,899	617,136	597,117
Operations	49,447	105,400	124,357	92,750	100,705	100,705
Capital Outlay	3,397	2,030	7,051	7,051	2,832	2,832
Total Expenditures	**$ 482,470**	**$ 620,329**	**$ 644,307**	**$ 612,700**	**$ 720,673**	**$ 700,654**
Offsetting Revenues	*(507,101)*	*(605,329)*	*(592,829)*	*(592,829)*	*(587,829)*	*(587,829)*
County Costs (net)	**$ (24,631)**	**$ 15,000**	**$ 51,478**	**$ 19,871**	**$ 132,844**	**$ 112,825**
Other Related Programs (Multi-year Grant Fund)						**Account: 30720**
Personnel Services	0	113,312	113,312	111,312	118,132	118,132
Operations	0	30,118	30,118	31,118	31,868	31,868
Capital Outlay	0	6,570	6,570	7,570	0	0
Total Expenditures	**$ 0**	**$ 150,000**	**$ 150,000**	**$ 150,000**	**$ 150,000**	**$ 150,000**
Offsetting Revenues	*0*	*(150,000)*	*(150,000)*	*(150,000)*	*(150,000)*	*(150,000)*
County Costs (net)	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Total Criminal Justice Resource Office and Related Expenditures	**$ (24,631)**	**$ 15,000**	**$ 51,478**	**$ 19,871**	**$ 132,844**	**$ 112,825**

Mission Statement

The Criminal Justice Resource Department directly oversees and staffs the county's Pretrial Release Services program, two drug treatment courts, two pre-arrest diversionary programs, the Criminal Case Assessment Specialist, the Youth Mental Health Liaison and serves as the Intermediary Agency for the Local Reentry Council. The CJRD seeks to support and increase jail alternatives, opportunities for diversion from the criminal justice system, and provide treatment needs assessment and programming for justice-involved individuals with the objective of reducing the numbers of individuals diagnosed with mental illness and substance use issues in detention, safely and successfully reducing overall rates of pretrial detention, reducing recidivism and addressing racial and economic disparities. Finally, the CJRD seeks to ensure a productive collaboration between county and court system stakeholders that promotes the sharing of information and implementation of evidence-based and equitable best practices and programs.

Major Services

- Administer Pretrial Release Services, which provides necessary needs and risk assessment information to 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 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.

- Oversee and administer the county's two drug treatment courts.
- Create, start and administer the MDP and OC-PAD programs, the county's two pre-arrest diversion initiatives.
- Provide support and administration for the Local Reentry Council and the Justice Advisory Council.

FY 2018-19 Outcomes

- Case Manager position funded and in place to offer peer support and case management services to drug treatment court participants.
- Received grant from the NC Department of Public Safety to serve as the Intermediary Agency for the Orange County Local Reentry Council. Two positions hired and started in September 2018. Local Reentry Council fully operational.
- In collaboration with the District Attorney's Office and all Orange County law enforcement chiefs, started the first Orange County 18 and older pre-arrest diversion program (OC-PAD).
- Collaborated with NC Justice Center and the District Attorney's Office to implement the Driver's License Restoration Project in Orange County.
- Organized and participated in statewide justice reform planning sessions along with team of senior stakeholders at the Attorney General's Office, the NC Department of Health and Human Services and in Buncombe County.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: Misdemeanor Diversion Program					
Total number of 16 and 17 year olds served by MDP	69	42	80	60	30[1]
Percentage of successful completions of MDP	89%	93%	90%	91%	91%
Percentage of MDP graduates that remain arrest-free after 6 months	*94%*	*86%*	*90%*	*90%*	*90%*
Service: Pretrial Release Services					
Total number of individuals screened by Pretrial Services	939	906	900	900	880
Number of individuals released to Pretrial Services	*393*	*460*	*400*	*400*	*385*
Percentage of successful completions of or compliance with Pretrial Release (no failure to appear or terminating violation)	79%	80%	82%	80%	82%
Service: Criminal Case Assessment Specialist					
Total number of incarcerated individuals assessed and/or helped with substance use or mental health issues	*114*	*138*[2]	*120*	*140*	*140*
Percentage of referrals that resulted in treatment provision and release from custody	68%	67%	70%	68%	68%
Service: Drug Treatment Courts					
Total number of individuals served in drug treatment courts	45	45	45	50	60

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Percentage of participants in successful compliance or that graduated	64%	66%	65%	65%	65%
Service: Youth Mental Health Liaison					
Number of youth 18 and under referred	N/A	40[3]	70	60	60

1. Raise the Age starts 12/1/2019
2. An additional 21 out of custody individuals were served
3. Position started 11/10/2017

FY 2019-20 Objectives

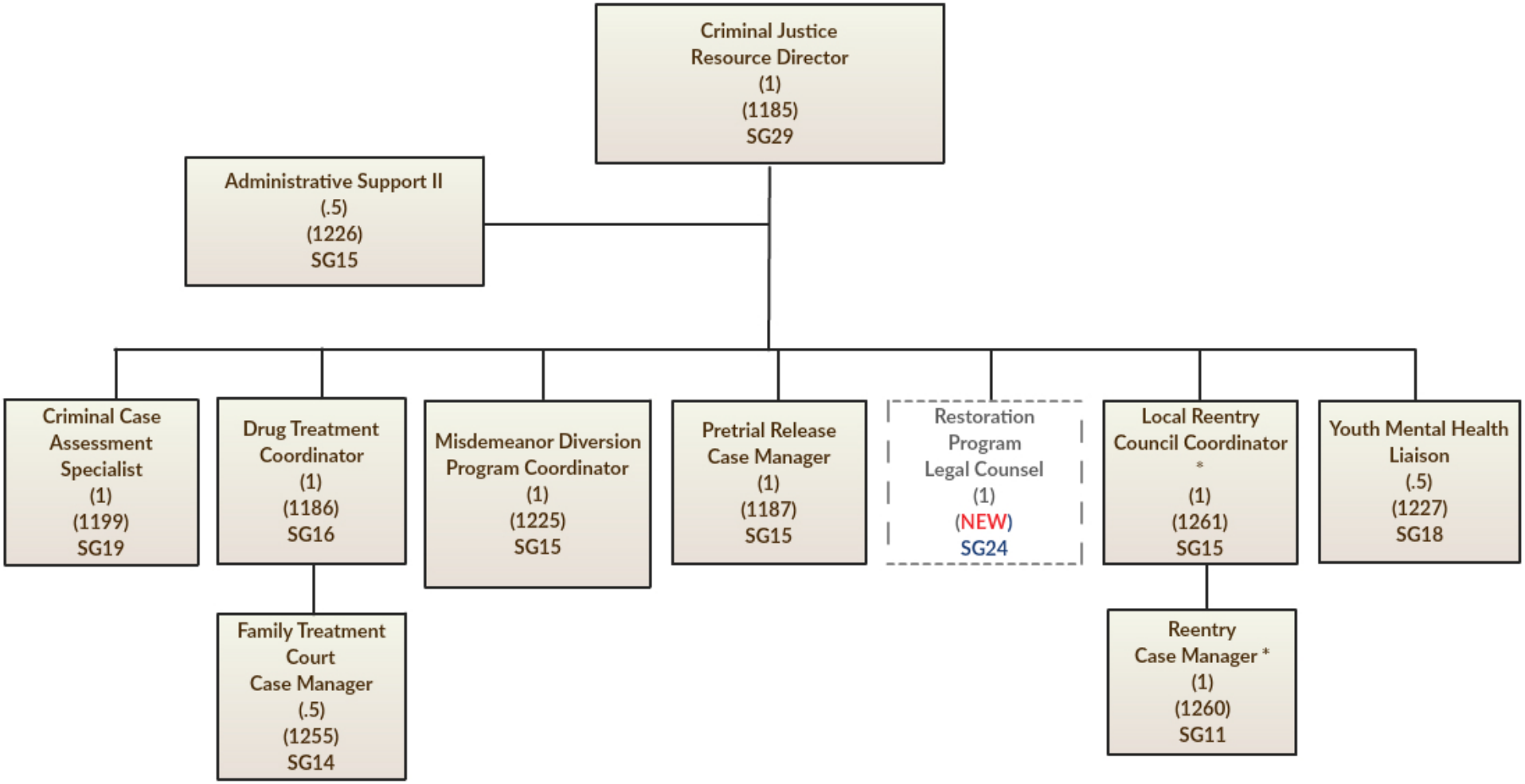
- Hire a full-time attorney to address second chance relief for justice-involved individuals including, but not limited to, driver's license restoration, expungements and criminal justice debt relief.
- Secure a second year of NC Department of Public Safety grant funding for the Orange County Local Reentry Council.
- Complete a Sequential Intercept Mapping (SIM) process with facilitators from the NC Department of Health and Human Services to look at local gaps and needs for addressing people with behavioral health issues in the criminal justice system and use this map to take additional steps to forward the Stepping Up Initiative to reduce the number of individuals with mental illness and substance use diagnoses in detention.
- Work with court stakeholders to implement additional pretrial reform initiatives aimed at reducing unnecessary pretrial detention that disproportionately impacts low-income residents and people of color.
- Continue close collaboration with OCSO to assist in efforts to ensure evidence-based practices and policies for addressing medical, mental health and substance use care for individuals incarcerated at the Orange County Detention Center.
- Combine program data to measure overall key performance metrics: number of individuals diverted from pretrial incarceration by Pretrial Release Services and CJRD mental health and substance use disorder professionals, and number of individuals diverted from the criminal justice system by pre-arrest diversionary programming.

Budget Highlights

The FY 2019-20 Manager Recommended Budget includes:

- 1.0 FTE Restoration Program Legal Counsel position starting October 1st. Net personnel and start-up operation costs are $69,978.
- Decrease in ABC Board Revenue of $17,500 due to error in previous year budget. Expenditures are reduced by same amount.

CRIMINAL JUSTICE RESOURCE DEPARTMENT



* Denotes Time Limited

Budget Request

FY 2019-2020 MANAGER RECOMMENDED

Department of Environment, Agriculture, Parks and Recreation

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

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
By Category (General Fund)						**Account: 615**
Personnel Services	3,077,669	3,054,267	3,057,526	3,039,689	3,249,267	3,249,267
Operations	952,332	949,089	999,925	925,635	749,913	729,913
Capital Outlay	60,365	40,200	89,951	86,018	71,603	63,903
Total Expenditures	**$ 4,090,366**	**$ 4,043,556**	**$ 4,147,402**	**$ 4,051,342**	**$ 4,070,783**	**$ 4,043,083**
Offsetting Revenues	*(634,291)*	*(589,363)*	*(632,298)*	*(651,110)*	*(656,532)*	*(664,532)*
County Costs (net)	**$ 3,456,075**	**$ 3,454,193**	**$ 3,515,104**	**$ 3,400,232**	**$ 3,414,251**	**$ 3,378,551**
Other Related Programs (Multi-year Grant Fund)						**Account: 6100**
Personnel Services	0	0	0	0	0	0
Operations	6,000	25,000	25,000	25,000	0	
Capital Outlay	0	0	0	0	0	0
Total Expenditures	**$ 6,000**	**$ 25,000**	**$ 25,000**	**$ 25,000**	**$ 0**	**$ 0**
Offsetting Revenues	*0*	*0*	*0*	*0*	*0*	*0*
County Costs (net)	**$ 15,000**	**$ 25,000**	**$ 25,000**	**$ 25,000**	**$ 0**	**$ 0**
Total Department of Environment, Agriculture, Parks and Recreation and	**$ 4,096,366**	**$ 4,068,556**	**$ 4,172,402**	**$ 4,076,343**	**$ 4,070,783**	**$ 4,043,083**

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.

Division Name: Administrative Services

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Admin/Support Services (General Fund)						
Personnel Services	602,721	589,428	589,428	591,424	626,125	626,125
Operations	67,602	64,012	65,860	64,772	64,440	62,150
Capital Outlay	3,331	0	333	333	0	0
Total Admin/Support Services Division Expenditures	**$ 673,654**	**$ 653,440**	**$ 655,621**	**$ 656,529**	**$ 690,565**	**$ 688,275**
Offsetting Revenues	0	0	0	0	0	0
County Costs (net)	**$ 673,654**	**$ 653,440**	**$ 655,621**	**$ 656,529**	**$ 690,565**	**$ 688,275**

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 and park open space reservations and program registrations for County facilities and recreation programs through the RecTrac/WebTrac programs.
- Assist outside organizations and groups to host special events on County park property by following all policies and procedures outlined in the County's Facility Use Policy. Obtain all necessary paperwork and insurance to host special events and issue the permit to authorize the event.
- Serve as the department's risk management liaison and address and resolve any 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 2018-19 Outcomes

- 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 turf athletic fields, disc golf, primitive camping and additional trails. Investigated the potential use of park space with new recreational trends including Geocaching, Drones, and UAVs. 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.
- Parks and Open Space Capital Improvements: Organized the construction and engineering contracts for River Park improvements. Planned and oversaw the opening of the Seven Mile Creek Natural Area. Planned and oversaw progress on the initiation of the Blackwood Farm Park Phase Two, which moved into preconstruction phase in Fall 2018. Initiated and oversaw the removal and installation of several playground pieces at the Central Recreation playground. Oversaw the implementation of a playground soft surface sealer to increase the life of the material at Efland Cheeks. Worked with Durham County on a Little River Regional Park Master and Management plan, to update the Interlocal Agreement and direct future capital improvement funding.
- Implement the operating agreements for three community centers. Continue to work with community centers and neighborhood associations to make the centers important locations for community-building, meeting local needs and community activities. The neighborhood associations now manage daily operations to re-energize the support increased activities and programs at Efland-Cheeks Community Center, Cedar Grove Community Center, and Rogers Road Community Center
- Mountains to Sea Trail Planning: Secured adoption of Mountains to Sea Trail (MST) route. Oversee and plan for funding of trail easement acquisition, partnerships, and construction for the first portions of the MST, focusing on extending Hillsborough Riverwalk to Seven Mile Creek Nature Preserve. Also focus on access of the MST through Seven Mile Creek and westward. Continue this multi-year process to build and maintain trail, working with willing landowners, partners, NCDOT, and State Parks.

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

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: Customer Registrations					
Outcome Measure *Total Number of registrations processed*	*7872*	*6889*	*9646*	*6500*	*7000*
Performance Measures (Any type) *% On-line registration taken on WebTrac*	*40%*	*45%*	*42%*	*33%*	*35%*

FY 2019-20 Objectives

- Complete facilitated process for Little River Park, resulting in interlocal agreement renewal with master plan and management plan.
- Plan for and secure MST locations along NC 54 and between Occoneechee Mountain and Seven Mile Creek Natural Area.
- Continue to look for partnership and sponsorship opportunities for County facilities and event spaces, such as River Park and the new performance shell. Renew naming rights agreements for Soccer.com Center.
- Work with the Town of Chapel Hill to initiate plans for the future Millhouse Road Park.
- Update park master plans and oversee and direct new parks and open space facilities plans.
- Continue to expand communication and public outreach efforts about departmental programs and facilities, using new media platforms and methods as possible.

Budget Highlights

The FY 2019-20 Manager Recommended Budget includes:

- Reallocating $7,970 in printing and telephone to recreation
- Increase of $4,730 to continue dispute settlement work with Durham County
- Community Centers will now be budgeted in Human Services Non-Departmental.

DEAPR: Recreation Division

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Recreation (General Fund)						
Personnel Services	661,354	631,025	631,025	626,059	688,353	688,353
Operations	214,720	207,553	225,302	183,483	228,575	228,575
Capital Outlay	8,401	0	0	0	0	0
Total Recreation Division Expenditures	**$ 884,476**	**$ 838,578**	**$ 856,327**	**$ 809,542**	**$ 916,928**	**$ 916,928**
Offsetting Revenues	(571,601)	(560,963)	(599,331)	(618,143)	(522,007)	(530,007)
County Costs (net)	**$ 312,874**	**$ 277,615**	**$ 256,996**	**$ 191,399**	**$ 394,921**	**$ 386,921**

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Community Centers (General Fund)						
Personnel Services	5,221	0	0	0	0	0
Operations	260,174	263,799	263,799	263,799	0	0
Capital Outlay	2,579	0	14,750	14,750	0	0
Total Community Centers Division Expenditures	**$ 267,974**	**$ 263,799**	**$ 278,549**	**$ 278,549**	**$ 0**	**$ 0**
Offsetting Revenues	(3,263)	0	0	0	0	0
County Costs (net)	**$ 264,712**	**$ 263,799**	**$ 278,549**	**$ 278,549**	**$ 0**	**$ 0**

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.

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, building maintenance, rental supervision, and billing support of all Orange County recreation facilities including the Central Recreation Center, Soccer.com Center, Fairview Park, Cedar Grove Community Park and Efland-Cheeks Community Park 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 concession stand at the Soccer.com Center and a mobile food trailer both of which operate under the guidelines of North Carolina health codes and standards. The Soccer.com Center concession stand supports all activities at the Soccer.com Center including tournament, league play, and special events. The mobile food trailer is deployed at County-wide special events including Movies in the Park, Community Egg Hunt, Halloween Spooktacular, Fairview Live, and sports tournaments.

FY 2018-19 Outcomes

- Initiated counselor in training (CIT) 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. First year program had nine CIT's contribute 980 volunteer hours to the 2018 summer camp program over the course of ten weeks.

- Developed partnership with JW Athletics Foundation to provide specialized training in basketball and sport motor skill development. Basketball clinics provide advanced skills training for participants in our youth basketball program. Sports training is designed to improve player speed, agility, reaction times and endurance. JW Athletics Foundation is a nonprofit and 501(c)(3) organization based in Efland, NC, and founded by Jacob Wood to help educate young athletes and provide an environment for them to achieve physical and mental growth. The Foundation strives to challenge young athletes to increase their abilities to compete, with a focus on hard work and a never give up attitude.

- Expanded summer camp opportunities and improved registration process to accommodate additional enrollments. Increased maximum spaces available in summer camps by 295 through reallocation of staff, department supplies and contract services. Improved efficiencies for summer camp registration process by developing a simplified registration form and streamlining the fee structure that assisted with quicker processing times. 2019 Registration opened with 2,163 enrollments compared to 1,717 in 2018.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: Development and implementation of a wide range of recreation programs, for youth and adults.					
Healthy Lifestyle Programs	160	173	165	175	177

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Healthy Lifestyle Enrollments	*6,500*	*6,700*	*7,000*	*7,200*	*8,000*
Service: Recreation Division Programs in Science, Technology, Engineering, Arts, and Math (S.T.E.A.M.)					
(S.T.E.A.M.) Program Offerings	*59*	*60*	*64*	*66*	*66*

FY 2019-20 Objectives

- As requested by 30% of survey respondents in 2017 and 2018, look to implement an affordable afterschool program for elementary school students, that meets the needs of the community by promoting creativity through interactive recreation activities in a fun-filled positive environment. Students will be exploring stem concepts, staying physically active and engaging in enhanced school learning.
- Implement online training options for Parent Meeting. 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.
- Develop and implement fillable online forms using Adobe Pro. Patrons completing online forms including, summer camp registration form, parent training acknowledgement form, vending permit request form along with internal documents i.e., program evaluation, program proposals, and other forms will save time and money.
- Continue collaboration with the Family Success Alliance on the New Hope Elementary summer camp experience but providing staff and materials resources.

Budget Highlights

The FY 2019-20 Manager Recommended Budget includes:

- $79,997 increasing revenues due to expanded services levels and starting afterschool program.
- $51,178 in increasing seasonal staff and departmental supplies for expanded summer camp and afterschool program.
- Little River Park area reimbursement now being budgeted in Parks.

Division Name: Parks Division

Parks (General Fund)	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Personnel Services	1,027,656	1,078,537	1,078,537	1,041,991	1,137,825	1,137,825
Operations	379,224	381,315	396,923	381,023	406,778	406,778
Capital Outlay	42,969	40,200	74,868	70,935	68,403	60,703
Total Parks Division Expenditures	**$ 1,449,848**	**$ 1,500,052**	**$ 1,550,328**	**$ 1,493,949**	**$ 1,613,006**	**$ 1,605,306**
Offsetting Revenues	(3,623)	(4,800)	(4,800)	(4,800)	(110,925)	(110,925)
County Costs (net)	**$ 1,446,225**	**$ 1,495,252**	**$ 1,545,528**	**$ 1,489,149**	**$ 1,502,081**	**$ 1,494,381**

Major Services

- Maintain nine County Parks comprising 746 acres. Assist in the conservation and management of four land-banked future park sites (336 acres) and four nature preserves (including public open spaces) totaling 908 acres.
- Maintain County grounds and landscaped areas including 27 sites that total 140 acres, many of which are in Historic Hillsborough that is visited by patrons from within and outside of Orange County.
- 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.
- Continuously strive to improve the quality and aesthetics of County Parks, athletics fields and facilities. Increase athletic field and open space availability, allowing for an available revenue stream to offset operating costs.
- Continue maintenance and improvements of athletic field conditions and park safety thus helping reduce risk and accidents while improving patron experience.
- Maintain all County play structures to the highest standard, ensuring compliance with all mandated safety codes, protocols and certifications established by 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, education, and nature appreciation.
- Assist other Departments whenever possible, for example; The expansion of the Dog Walking Trail at Animal Services, the installation of Bike Safety Road signs for Planning, working with the “Friends of the Mountains to Sea Trail’ in the installation of hiking trails at 7 Mile Creek nature preserve.
- Promote a high level of safety, efficiency and professionalism through training, seminars, obtaining and maintaining licenses, certification, as well as conduction monthly safety and training meetings.

FY 2018-19 Outcomes

- Maintain all County parks, public open spaces, trails, and landscaped areas/grounds to a high standard.
- Established protocols and procedures to effectively enable athletics fields to be utilized longer while allowing revenue to be generated through programs, rental, and events.
- Research and implement programs, procedures and protocols to lengthen play seasons on all athletic fields while ensuring the health, vitality, and safeness of the natural play surfaces.
- All play structures and grounds met or exceed all safety standards and regulations set forth by the industry.
- Provided and expanded the numerous nature program classes and events from Arbor Day to Stargazing that were enthusiastically attended and appreciated.
- Scheduled timely responses to replacing and or installing new or missing street signs.
- Completed and opened hiking trails at Seven Mile Nature Preserve, which includes a portion of the Mountains to Sea Trail.
- Researched and analyzed methods and programs to further improve management, to include implementing site specific programs targeted to forest and meadow management.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: Manage and maintain parks, open space and landscaped areas. Assist in stewardship of nature preserves.					
Park and trail acreage maintained	*706 acres*	*746 acres*	*746 acres*	*746 acres*	*746 acres*
Landscape Grounds maintained	*134 acres*	*140 acres*	*141 acres*	*141 acres*	*141 acres*
Stewardship assistance at nature preserves and land banked parks	848 acres	848 acres	848 acres	908 acres	908 acres
Maintain play structures to meet or exceed NSI & ASTM regulations, standards and codes	100%	100%	100%	100%	100%

FY 2019-20 Objectives

- Maintain all County Parks, Preserves and open spaces to the level that our constituents deserve and expect.
- Prepare for the upcoming construction in late 2019 of Blackwood Farm Park, and prepare and finalize plans for the expansion of Soccer.Com Center. Initiate planning with the Town of Chapel Hill for Millhouse Road Park.
- Complete new inter-local agreement with Durham County for Little River Regional Park, including a new/updated master plan.
- Work to address baseball/softball field needs in central Orange County, as other fields become unavailable to community providers.
- Continue to build and maintain segments of the Mountains to Sea Trail, working with partner organizations, as they become available.

- Work with outside entities (sports tournament organizers, special events groups) to enable them to provide needed services to public while utilizing park sites and amenities.
- Expand nature programs provided to schools and the public.
- Lengthen duration of use on athletic fields while maintaining them to high level.
- Research methods to improve upon the services we provide and the methods utilized in maintain parks public open spaces and landscaped grounds.

Budget Highlights

The FY 2019-20 Manager Recommended Budget includes:

- $7,058 increases in seasonal staff to increase hours at Cedar Grove, Soccer Complex and Blackwood Farm parks.
- $60,703 recurring capital approved to replace reel mower, paint machine, oven and popcorn machine.
- $22,468 increase for contract services to pay for mobile units due to mold in main locations.

DEAPR: Natural and Cultural Resources

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Natural & Cultural Resources (General Fund)						
Personnel Services	382,258	365,443	368,702	375,858	381,899	381,899
Operations	15,181	19,660	30,724	20,080	37,370	19,660
Capital Outlay	3,085	0	0	0	3,200	3,200
Total Natural & Cultural Resources Division Expenditures	**$ 400,524**	**$ 385,103**	**$ 399,426**	**$ 395,938**	**$ 422,469**	**$ 404,759**
Offsetting Revenues	0	0	0	0	0	0
County Costs (net)	**$ 400,524**	**$ 385,103**	**$ 399,426**	**$ 395,938**	**$ 422,469**	**$ 404,759**

Major Services

- The **Lands Legacy Program** works with willing landowners and other partners (e.g., land trusts, universities, other units of government) to conserve high priority natural and cultural resource lands. The program also oversees the management and conservation planning for the County's nature preserves, working with the assistance of the Parks division.
- The **Historic Preservation Program** promotes the preservation 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 DEAPR staff support.
- **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.

- Partnering with other jurisdictions in the **Eno River Watershed Hydrilla Management Task Force** to manage an invasive aquatic weed (Hydrilla) that has infested 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 an ecological 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.
- 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, such as the annual **Farm to Table** field trip and program for 4th grade students in both school systems..
- Finally, the NCR Division maintains a comprehensive database of significant natural and cultural resources in Orange County. These data are updated regularly; most are available electronically for use by other County departments, other jurisdictions, partner entities, and the general public.

FY 2018-19 Outcomes

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: Land conserved through the Lands Legacy program					
Outcome Measure: Natural/Cultural Resources Land - Acres protected	*73*	*137*	*137*	*197*	*367*
Outcome Measure: Funds (or donated value) received for completing County land conservation projects	$161,000	$180,000	$180,000	$340,000	$2,143,000
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	3	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*	*400*	*400*	*400*
Middle School Earthwalk participants				125	125

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Provide interpretive environmental education signage at park sites (# signs)		10	8	8	15

FY 2019-20 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
- Initiate the master plan from Hillsborough to Seven Mile Creek Preserve and the Cane Creek segments of the NC Mountains-to-Sea Trail
- Complete the Historic Preservation Commission book about the historic resources of Orange County, in partnership with the Alliance for Historic Hillsborough, with funding assistance from state and private grants.
- Designate two new Local Historic Landmarks
- Complete two new National Register nominations
- 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)
- Participate in, with the Town of Chapel Hill Parks and Recreation Department, a park master plan for the future Millhouse Road Park.
- River Park: complete the next phase of planning and park construction management.
- Little River Regional Park: complete the master plan and management plan, in conjunction with the Durham County.
- Fairview / Hillsborough Landfill: continue to assess conditions of the former Town of Hillsborough Landfill utilizing monies from state trust fund in conjunction with the NC Division of Waste Management; communicate the process with residents of the surrounding neighborhood. Use information to inform options for future Fairview Park expansion.
- 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
- Initiate planning for restoration of historic Strayhorn-Blackwood House at Blackwood Farm Park

Budget Highlights

The FY 2019-20 Manager Recommended Budget includes:

- Approving $3,200 in recurring capital for replacing transducers for well monitoring.

Division Name: Soil and Water Conservation District

Soil & Water Conservation (General Fund)	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Personnel Services	398,459	389,834	389,834	404,357	415,065	415,065
Operations	15,431	12,750	17,317	12,478	12,750	12,750
Capital Outlay	0	0	0	0	0	0
Total Soil & Water Conservation Division Expenditures	**$ 413,890**	**$ 402,584**	**$ 407,151**	**$ 416,835**	**$ 427,815**	**$ 427,815**
Offsetting Revenues	(55,804)	(23,600)	(28,167)	(28,167)	(23,600)	(23,600)
County Costs (net)	**$ 358,086**	**$ 378,984**	**$ 378,984**	**$ 388,668**	**$ 404,215**	**$ 404,215**

Mission Statement of the 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 4th grade field trip at Blackwood farm; assist with developing Discovery Trail at Blackwood

FY 2018-2019 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 to plan and host a Landowner appreciation breakfast for participants in the VAD/EVAD program.

- Promote natural resources educational opportunities by assisting citizens, schools, teachers, home-school groups; provide workshops, farm visits, mini-grant programs, teachers' workshops, environmental field days, regional and state Envirothon contest. Develop outdoor classrooms and pollinator gardens at schools to increase awareness of storm water runoff, water quality concerns, and natural resources; assist with 4th grade Farm to Table event at Blackwood Farm; planning, secured grant funding, and assisted with developing and implementing Discovery Trail at Blackwood Farm.

• Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: Administering, contracting and implementing funding programs to install BMP are to reduce soil erosion, reduce nitrogen and phosphorus movement into water systems, and protect natural resources					
State funds encumbered /contracted for BMP's for agriculture	*$90,326*	*$111,666*	*$90,800*	*$74,100*	*$90,000*
Federal USDA-EQIP funds encumbered /contracted for BMP's for agriculture	$50,000	$18,000	$60,000	$30,000	$50,000
State funds encumbered/contracted with urban land users	$6,800	$10,000	$8,000	$8,000	$4,000
Services: Promoted and increased enrollment into the VAD/EVAD program					
Farmland Enrolled in VAD/EVAD program-per year enrollment acres(ac.)	*2392 acres*	*1,512 acres*	*1,600 acres*	*1,200 acres*	*1,000 acres*
Agri. Preservation Bd. Host landowner appreciation breakfast for VAD/EVAD	72 participants	65 participants	75 participants	90 participants	90 participants
Service: Increase outreach program participation to inform citizens of natural resource programs and through educational programs.					
Number of individuals participated	1800	2200	2000	1800	2000

FY 2019-20 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.

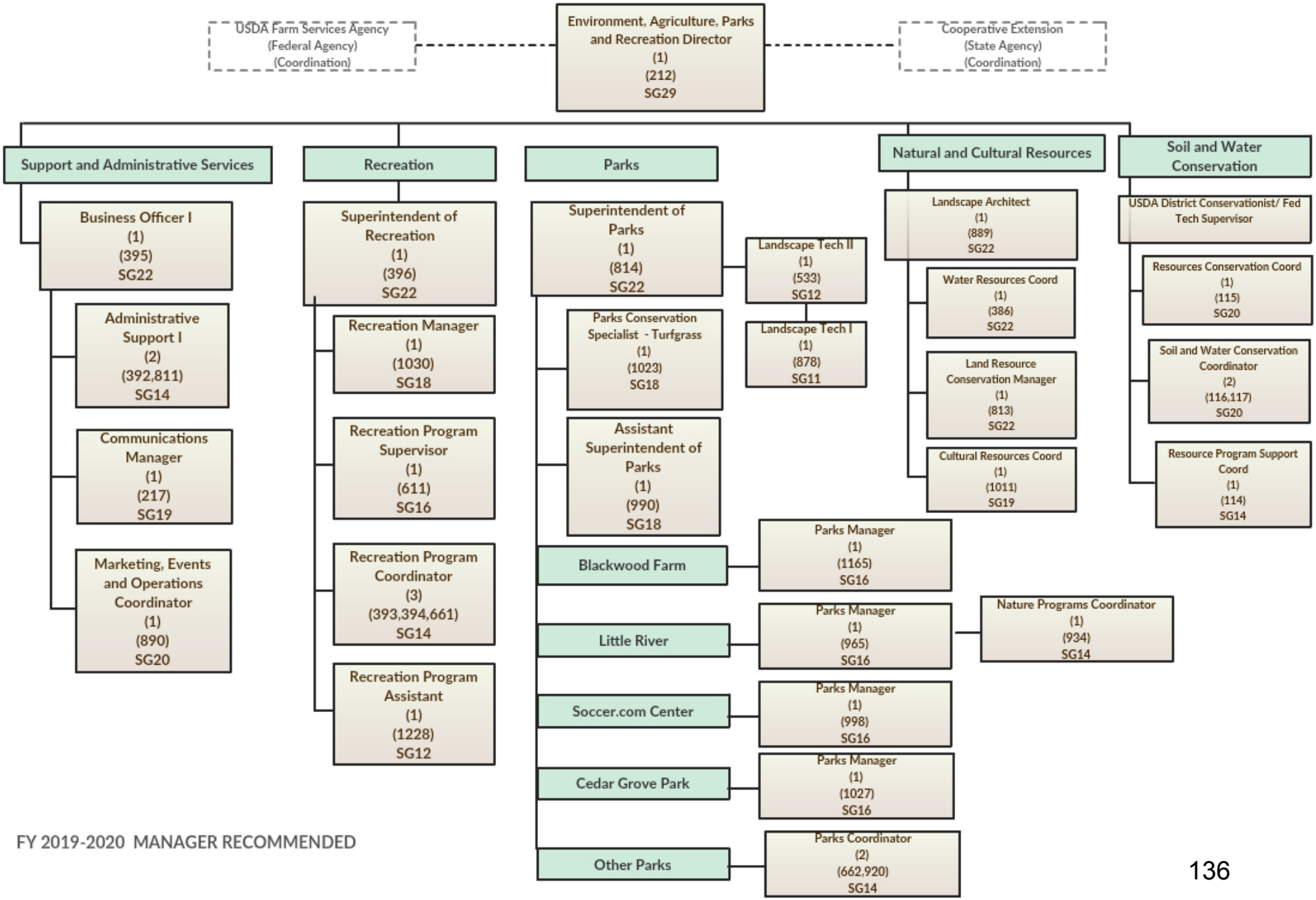
- Increase awareness and enrollment acres in the VAD/EVAD program to qualifying agricultural operations. Develop and record conservation agreements with landowners to protect and enhance County agriculture lands. Install signs on farms throughout county. Assist Agriculture Preservation Board with planning 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 2019-20 Manager Recommended Budget includes no significant budget changes.

DEPARTMENT OF ENVIRONMENT, AGRICULTURE, PARKS & RECREATION



FY 2019-2020 MANAGER RECOMMENDED

Debt Service

Debt Service (General Fund)	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Principal - Schools General Oblig	6,858,825	8,507,791	8,507,791	8,507,791	8,539,754	8,539,754
Principal - Non-General Obligatio	7,865,872	5,758,225	5,758,225	5,758,225	5,780,835	5,780,835
Interest - Non-General Obligation	1,322,939	1,330,719	1,330,719	1,330,719	1,366,587	1,366,587
Interest - Schools General Obliga	2,105,536	2,028,686	2,028,686	2,028,686	2,083,366	2,083,366
Total School Debt Service	**$18,153,172**	**$17,625,421**	**$17,625,421**	**$17,625,421**	**$17,770,542**	**$17,770,542**
Principal - County General Obliga	1,786,175	2,174,978	2,174,978	2,174,978	2,312,543	2,312,543
Interest - County General Obligat	567,379	556,991	556,991	556,991	572,004	572,004
Principal - Non-General Obligatio	6,619,770	6,974,716	6,974,716	6,974,716	7,412,690	7,412,690
Interest - Non-General Obligation	2,344,456	2,616,135	2,616,135	2,616,135	2,686,649	2,686,649
Total County Debt Service	**$11,317,780**	**$12,322,820**	**$12,322,820**	**$12,322,820**	**$12,983,886**	**$12,983,886**
Total Debt Service Expenditure	**$ 29,470,952**	**$ 29,948,241**	**$ 29,948,241**	**$ 29,948,241**	**$ 30,754,428**	**$ 30,754,428**

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 2019-20 recommended General Fund Budgeted Revenues equals $34,289,414 compared to our anticipated debt service payments of $30,754,428. 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 2019-20			
	Per County's Adopted Debt Management Policy	**Legal Debt Limit per NC General Statute**	**As Included in FY 2019-20 Recommended Budget**
Annual Debt Service Payments as a Percentage of General Fund Revenues	No greater than 15%	N/A	13.45%
Total Outstanding Debt as a Percentage of Total Assessed Valuation	No greater than 3%	No greater than 8%	1.27%

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

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
By Category (General Fund)						**Account: 600**
Personnel Services	481,489	402,310	402,310	402,310	419,934	419,934
Operations	71,603	111,151	119,926	105,099	111,151	111,151
Capital Outlay	0	0	0	0	0	0
Total Expenditures	**$ 553,092**	**$ 513,461**	**$ 522,236**	**$ 507,409**	**$ 531,085**	**$ 531,085**
Offsetting Revenues	*0*	*0*	*0*	*0*	*0*	*0*
County Costs (net)	**$ 553,092**	**$ 513,461**	**$ 522,236**	**$ 507,409**	**$ 531,085**	**$ 531,085**
Visitors Bureau (Visitors Bureau Fund)						**Account: 6005**
Overhead	89,876	117,684	117,684	117,684	130,492	130,492
Personnel Services	504,127	491,280	491,280	506,374	518,841	518,841
Operations	1,046,790	1,076,532	1,395,831	1,025,462	1,063,879	1,063,879
Capital Outlay	1,591	3,540	5,097	5,097	0	0
Total Expenditures	**$ 1,642,384**	**$ 1,689,036**	**$ 2,009,892**	**$ 1,654,617**	**$ 1,713,212**	**$ 1,713,212**
Offsetting Revenues	*(1,818,768)*	*(1,846,091)*	*(2,166,947)*	*(1,794,500)*	*(1,879,888)*	*(1,887,677)*
County Costs (net)*	**$ (176,384)**	**$ (157,055)**	**$ (157,055)**	**$ (139,883)**	**$ (166,676)**	**$ (174,465)**
Total Economic Development and Related Expenditures	**$ 2,195,475**	**$ 2,202,497**	**$ 2,532,128**	**$ 2,162,026**	**$ 2,244,297**	**$ 2,244,297**

Mission Statement

- Orange County's Economic Development Department serves to diversify the local economy by assisting in the growth, retention and recruitment of desirable and environmentally clean businesses that pay at or above a living wage and offer benefits, and which are involved in a variety of retail businesses, light industrial manufacturing, logistics distribution, and mixed use commercial office development, and promote the redevelopment and/or expansion of existing facilities.
- The Department also supports agricultural ventures such as farming, food processing, to local Orange County Food Council, and related food systems enterprises. New and existing small business start-ups are supported by an active monthly visitation schedule, the quarterly awarding of small business grant and loan financial resources, and the support of a joint County/Town of Chapel Hill entrepreneurial incubator (LAUNCH, Inc.) that assists high technology start-ups to grow in our community.
- The Department's affiliated Chapel Hill/Orange County Visitors Bureau has a separate professional staff and advisory board that promote tourism throughout the entire County by promoting increased convention activity, hotel stays and restaurant visits. These various business promotion activities help create stable jobs for county residents, generate a salary at or above the County's average living wage and support higher density development.
- A primary goal of the Department is to increase Orange County's employment opportunities and non-residential tax base by adding new business retail sales tax

and property tax revenues. Orange County encourages the attraction of growth oriented businesses that offer the potential to enhance the County's and residents' financial well-being and quality of life.

Major Services

- Operates targeted business investor promotion, recruitment and existing business retention programs that strengthen the local economy via targeted recruitment activity that generates new capital investment in clean and desirable technologies, high-tech employment growth, health benefits and at a salary range at or above the County's living wage.
- Provides guidance to new, expanding, and relocating businesses to include entrepreneurial start-up ventures, high-tech manufacturing, agriculture and related food processing, tourism promotion, and light industrial and distribution operations.
- Supports the economic development activities of the Economic Development Department's affiliated Chapel Hill/Orange County Visitors Bureau, which has its own staff and management, advisory board, and budget funded from Town of Chapel Hill local hotel occupancy tax revenues.
- Provides quarterly grants and loan financing for small businesses, local entrepreneurs and agriculture ventures through Orange County's Small Business Loan Program, the Business Investment Grant, and the Agriculture Economic Development Grant. These loan and grant programs for small local businesses are funded by the portion of Article 46 revenues (¼ cent sales tax revenues for economic development) that benefit various economic development programs.
- Provides county-wide businesses, to include the Hillsborough and Chapel Hill/Carrboro chambers of commerce, locally elected leadership and County-wide residents, with economic and demographic data and related economic development assistance via the Economic Development Department's website, public presentations and printed materials.
- Markets Orange County's available inventory of commercial/industrial buildings, and economic development construction sites to prospective businesses, investors, State of North Carolina corporate site selection business recruiters, and site selection consultants.
- Promotes a growing food system economy through support of local producers, food entrepreneurs, and recruitment of food process and manufacturing business.

FY 2018-19 Outcomes

- Increased by 5% the actual number of qualified corporate investor inquiries received from retail, commercial & industrial prospects & site selection consultants, and boosted the number of actual prospect visits made to Orange County. In FY 2018-19, the Economic Development Department received 75 separate investment inquiries from prospective light manufacturing, commercial and

retail projects. The Department responded to approximately half of those project inquiries with proposals on available sites and buildings, and saw more than 12 actual business investment prospects visit to the County.

- Due to BOCC-led increases in available funds in the FY2018-19 fiscal year budget for our small business and agriculture grant programs, the Department was able to increase the volume of the Article 46-funded Small Business Investment Grant & Agriculture Economic Development Grant programs, to support small businesses and farming operations through the County. Continued efforts to expand the loan portfolio with the Orange County Small Business Loan program also increased. For FY 2018-19 the Department made a total of 128 Small Business Grants, Agricultural Grants and Small Business Loans, which was a 15% increase over the previous fiscal year. These 128 small businesses and farms employ over 450 local residents in existing and expanding ventures. There were no delinquent loans.
- Agriculture support included (1) assistance provided to the annual Orange County Agriculture Summit in February 2018, (2) participating in the formation of a new Orange County Food Council; (3) receipt and use of a grant from the N.C. Dept. of Agriculture to provide loan assistance to Piedmont Food & Agriculture Processing tenants; and (4) marketing and managed the agriculture grant marketing program & review of all grant applications.
- Conducted a new Orange County Economic Summit in October 2018 via WCHL1360 radio.
- Visited all tenants of the “Chapel Hill LAUNCH Innovation Center” incubator, and the “Piedmont Food Processing Center” to assist in business retention & growth support, and marketed the Department’s small business loan and grant programs. Also, the BOCC renewed the Interlocal Agreement between the County and Town of Chapel Hill.
- 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, demographic reports, marketing materials, advertising outreach efforts, and networking opportunities focused in a targeted plan of business retention and expansion, and the recruitment of new businesses. Also issued a second quarterly e-newsletter on economic development activities.
- Continued to market sites in Orange County’s 3 Economic Development Districts (EDDs) to prospective business prospects, with regular emphasis placed on properties located in the Hillsborough and Buckhorn regions. Also marketed commercial office space in Chapel Hill, Carrboro and Hillsborough to several prospects that visited.

- The existing business/retention staff member made over 350 visits for the year with companies in the County, and marketed the small business loan and grant programs.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: Attract new economic opportunities to Orange County.					
Number of Inquiries Received from Commercial & Industrial Prospects	*81*	*82*	*90*	*75*	*85*
Change in frequency of visits by commercial, retail & industrial prospects, compared to the prior year	9%	2%	15%	5%	10%
Service: Market Orange County's business advantages through business development and job growth.					
Visitors to Department's Web Site	56,304	56,933	55,000	56,000	56,000
Number of businesses in Orange County	3,939	4,054	4,000	4,098	4,098
Service: Provide guidance and resources to new, expanding and relocating businesses.					
Small Business Loan (applications/approvals)	7/4	1/0	9/8	10/9	10/9
Business Investment Grant (applications/approvals)	77/23	64/28	100/30	100/30	115/35
Economic Development Agriculture Grant (applications/approvals)	24/9	10/7	20/8	24/8	24/8
Percentage increase of existing business visitation	*15%*	*20%*	*20%*	*20%*	*20%*
Service: Increase the economic vitality of Orange County through leveraging of partnership with NC Department of Commerce					
Industrial site selection proposals submitted to investment prospects	39	53	50	45	50
Service: Foster recruitment and retention of a skilled workforce – attract skilled workers to match requirements of key industries.					
Orange County's Unemployment Rate	4.0%	3.6%	3.8%	3.2%	3.5%
Orange County's Available Workforce	76,144	77,107	77,500	77,700	77,500

FY 2019-20 Objectives

- Take the results of the recently completed SWOT analysis (to determine the strengths, weaknesses, opportunities & threats) of industrial, commercial and retail locations in the County's 3 Economic Development Districts, and portions of the Hillsborough & Efland communities, plus comments made by the Board of Commissioners, to develop a strategy about prioritizing specific sites for development.
- Market the Department's Article 46-funded financial programs that support programs actively used to grow, retain and expand Orange County's many small businesses, farms, agriculture and food system ventures
- Further diversify the sources of business recruitment leads seeking site locations, and increase the number of project inquires received and responded to with community and real estate data for Orange County.

- Collaborate closely on investment projects of mutual benefit with other economic development stakeholders in the County, to include the two Chambers of Commerce, the 3 towns' economic developers, local utilities, commercial & real estate developers, and the University of North Carolina at Chapel Hill.
- Update the Department's aging web site by mid-2019 with new materials, linked marketing videos, and a redesign of presented inventory of available building and green field industrial site data that is suitable for a host of retail, commercial, warehouse and clean, light industrial operations. Create a new 8 minute promotional marketing video to showcase the County and its' diverse businesses attributes.
- Continue the campaign to promote a recognition & appreciation program for existing Orange County small and medium sized businesses and larger manufacturers.
- Work with the County Manager's office the Board of County Commissioners, and the County's town economic developers to promote the new "One Orange" collaboration among all Orange County stakeholders in economic development.

Budget Highlights

The FY 2019-20 Manager's Recommended Budget includes no significant budget changes.

Economic Development: Chapel Hill Orange County Visitors Center

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Visitors Bureau (Visitors Bureau Fund)						**Account: 6005**
Overhead	89,876	117,684	117,684	117,684	130,492	130,492
Personnel Services	504,127	491,280	491,280	506,374	518,841	518,841
Operations	1,046,790	1,076,532	1,395,831	1,025,462	1,063,879	1,063,879
Capital Outlay	1,591	3,540	5,097	5,097	0	0
Total Expenditures	**$ 1,642,384**	**$ 1,689,036**	**$ 2,009,892**	**$ 1,654,617**	**$ 1,713,212**	**$ 1,713,212**
Offsetting Revenues	*(1,889,582)*	*(1,846,091)*	*(2,166,947)*	*(1,794,500)*	*(1,879,888)*	*(1,887,677)*
Net Costs	**$ (247,198)**	**$ (157,055)**	**$ (157,055)**	**$ (139,883)**	**$ (166,676)**	**$ (174,465)**
Total Visitors Bureau	**$ 1,642,384**	**$ 1,689,036**	**$ 2,009,892**	**$ 1,654,617**	**$ 1,713,212**	**$ 1,713,212**
Arts Commission (Visitor's Bureau Fund)						
Personnel Services	81,969	91,107	91,107	91,829	95,377	95,377
Operations	94,415	102,618	108,494	106,242	108,002	115,791
Capital Outlay	0	0	0	0	0	0
Total Art's Commission	**$ 176,384**	**$ 193,725**	**$ 199,601**	**$ 198,071**	**$ 203,379**	**$ 211,168**
Offsetting Revenues	(40,147)	(36,670)	(42,546)	(40,594)	(36,703)	(36,703)
Costs (net to Visitor's Bureau)	**$ 136,237**	**$ 157,055**	**$ 157,055**	**$ 157,477**	**$ 166,676**	**$ 174,465**
Total Visitors Bureau Fund Expenditures	**$ 1,818,767**	**$ 1,882,761**	**$ 2,209,493**	**$ 1,852,688**	**$ 1,916,591**	**$ 1,924,380**

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 2019/20

- Position Orange County as a desirable visitor, conference, & events destination.
- Encourage longer stays; increased spending and repeat visits to Orange County
- Implement a comprehensive 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 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.
- Partner with other Orange County departments, including Arts Commission, Cooperative Extension, Parks and Recreation, and Economic Development to produce marketing materials.

FY 2018-19 Outcomes

- Outline up to 5 measurable results anticipated, by June 30, 2019.
- Anticipate a 4% increase in visitor spending; and an increase in qualified sales leads distributed to hotels and meeting facilities.
- Produce a 2019/20 Orange County Neighborhoods publication and increase distribution to 5,000 publication and locations at which visitors can read this Orange County signature publication.
- In conjunction with Hillsborough Tourism Development Authority and Carrboro Tourism Development Authority produce Walking Tour guides and a new App so that visitors can get self-guided information on how to walk our communities.
- Advertising: Through transit wraps, radio, video, and Our State magazine and similar travel publications, news of Orange County's tourism assets have been seen by 9 million consumers and potential visitors.
- Municipal efforts: The Visitors Bureau has been a strong ally to Carrboro, Hillsborough and Chapel Hill's economic development goals and each municipality meets monthly with staff, through an advisory board, to build programs.
- Tourism helps build attendance at local visitor's attractions and special events through marketing, social media, calendar promotions, website promotions and weekly newsletters. Positioned the amenities of Orange County farms through an on-line app produced in cooperation with the Department of Agriculture.
- This was year the Visitors Bureau introduced Apps. The agency, in response to demand, introduced an agri-tourism App and 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	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Conference, meeting books	38	50	50	50
Generate sales leads for hotels	74	100	100	100
Room nights generated from bureau	1996	2,500	2100	2500
Tourism Communications				
Build attraction visitations (in millions) - *The Visitors Bureau tracks numbers of visitors visiting 25 major select attractions throughout Orange County*	2.1	2.2	2.2	2.2
Media stories on Orange County - *Visitors Bureau sends press releases and works with travel writers and digital influencers to write stories about Orange County*	242	330	300	310
Annual tourism impact (in millions) - *Economic impact is measured by spending, employment, payroll, tax revenues from hospitality industry*	197.9	190	198	200 million
Social Media – online Social Media goals and successes are measured by these metrics				
Facebook likes (follows) – Visitor engagement.	167,84	20,000	18,000	20,000
Facebook posts – Visitor engagement.	346	420	380	500
Twitter follows – Visitor engagement:	4256	4,300	4800	6,000
Twitter posts – Visitor engagement.	835	800	900	900
Instagram follows – Visitor engagement Visitors Bureau tracks the amount of follows resulting from posts.	3189	3,550	3750	5,000
Instagram posts – Visitor engagement Visitors Bureau maintains a presence on Instagram as a segment of the overall marketing strategy.	129	135	145	200

FY 2019-20 Objectives

- Increase tourism growth through strategic marketing.
- Increase overall industry impact from $198 million to $200 million.
- Increase marketing efforts in agricultural and food tourism, hospitality, history and overnight stays at Orange County's 1700 hotel rooms
- URGENT emphasis on growing mid-week DEMAND.
- Recommend strategy for Orange County's growing Short Term Rental (STR) industry, including Airbnb.
- Increase audience reach through all media platforms.
- Serve visitors to walk in visitor center.

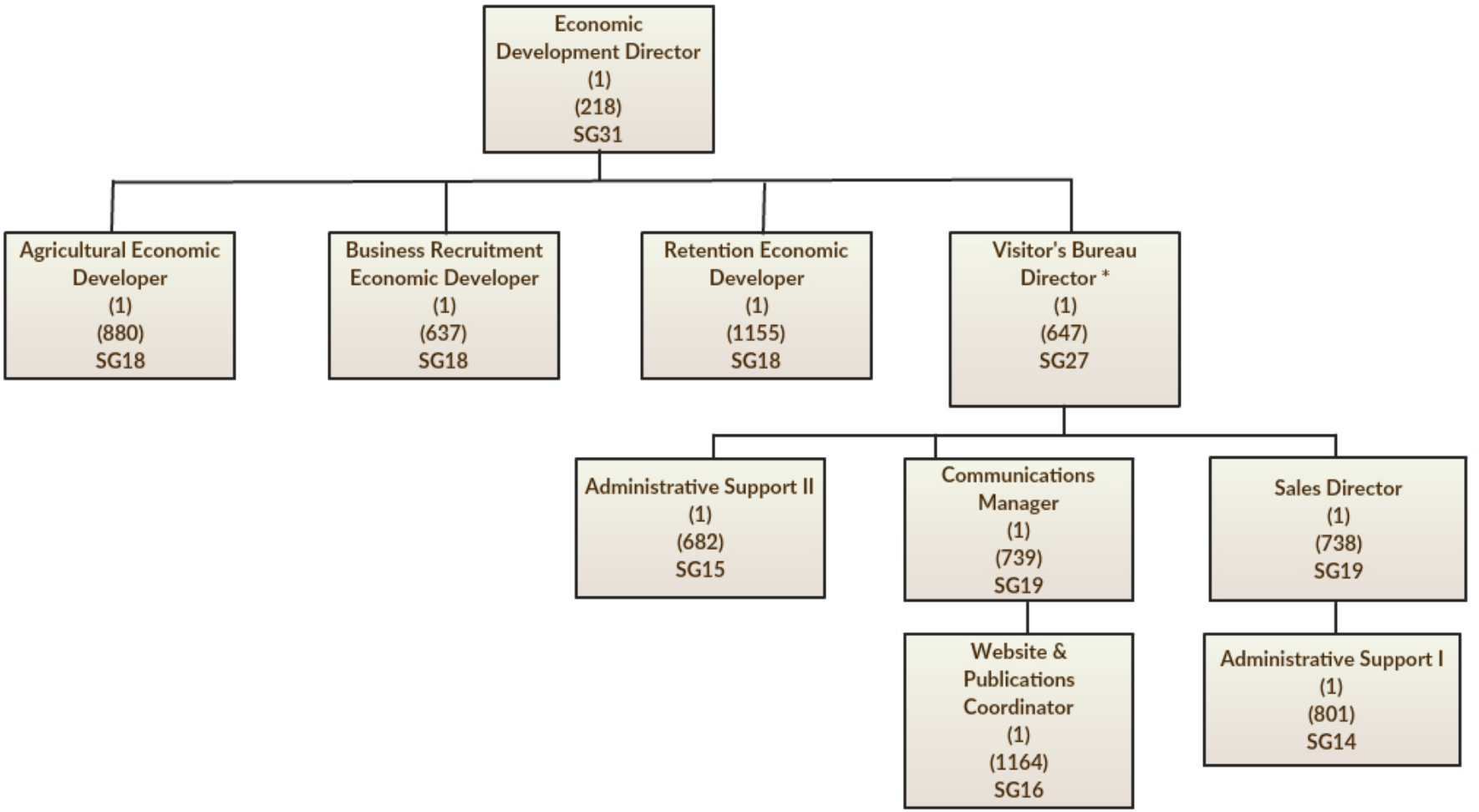
- Promote Orange County through neighborhood guides.

Budget Highlights

The FY 2019-20 Manager Recommended Budget includes:

- Anticipating $80,597 extra revenue from occupancy tax receipts.
- Decreasing operational expenses by $12,653 due to decreases in promotions, trade shows and office supplies, offset partially by increases in subscriptions to monitor growth in Airbnb rentals.

ECONOMIC DEVELOPMENT AND VISITOR'S BUREAU



* Funded through OC/Chapel Hill Visitor's Bureau

Education

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Local School Systems						
Current Expenses (General Fund)						
Orange County Schools	32,215,326	33,365,815	33,365,815	33,365,815	36,094,932	35,301,560
Chapel Hill/Carrboro City Schools	48,530,521	51,591,855	51,591,855	51,591,855	57,122,727	53,269,160
Total Current Expenses (General Fund)	**$ 80,745,847**	**$ 84,957,670**	**$ 84,957,670**	**$ 84,957,670**	**$ 93,217,659**	**$ 88,570,720**
Recurring Capital						
Orange County Schools [1]	1,197,000	0	0	0	0	0
Chapel Hill/Carrboro City Schools [1]	1,803,000	0	0	0	0	0
Total Recurring Capital Expenses	**$ 3,000,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Long Range Capital						
School Capital [2]	1,357,688	0	421,000	1,173,643	0	0
Total Long Range Capital Expenses	**$ 1,357,688**	**$ 0**	**$ 421,000**	**$ 1,173,643**	**$ 0**	**$ 0**
Debt Service						
Interest Non-GO Bonds	2,105,536	2,028,686	2,028,686	2,028,686	2,083,366	2,083,366
Principal & Interest GO Bonds	8,181,764	9,838,510	9,838,510	9,838,510	9,906,341	9,906,341
Principal Non-GO Bonds	7,865,872	5,758,225	5,758,225	5,758,225	5,780,835	5,780,835
School Debt Reserve	0	0	0	0	0	0
Total Debt Service Expenses	**$ 18,153,172**	**$ 17,625,421**	**$ 17,625,421**	**$ 17,625,421**	**$ 17,770,542**	**$ 17,770,542**
Other School-Related Programs						
School Health Nursing Initiative	0	0	0	0	0	0
After School Program	0	0	0	0	0	0
School Health & Safety Contracts[3]	3,413,049	3,558,428	3,558,428	3,558,428	3,629,597	3,629,597
Deferred Maintenance Funds [4]	0	3,000,000	3,000,000	3,000,000	0	3,000,000
School Equity Training [5]	0	0	0	0	260,000	260,000
Total Other School-Related Programs	**$ 3,413,049**	**$ 6,558,428**	**$ 6,558,428**	**$ 6,558,428**	**$ 3,889,597**	**$ 6,889,597**
Total Local School Systems Expenditures	**$ 106,669,757**	**$ 109,141,519**	**$ 109,562,519**	**$ 110,315,162**	**$ 114,877,798**	**$ 113,230,859**
Durham Technical Community College (DTCC)						
Current Expenses (General Fund)						
Durham Technical Community Colleg	641,751	655,144	655,144	655,144	723,256	723,256
Total Current Expenses (General Fund)	**$ 641,751**	**$ 655,144**	**$ 655,144**	**$ 655,144**	**$ 723,256**	**$ 723,256**
Recurring Capital						
Durham Technical Community Colleg	75,000	75,000	75,000	75,000	100,000	75,000
Total Recurring Capital Expens	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 100,000**	**$ 75,000**
Debt Service						
Principal & Interest Non-GO Bonds	260,384	251,080	251,080	251,080	242,108	242,108
Total Debt Service Expenses	**$ 260,384**	**$ 251,080**	**$ 251,080**	**$ 251,080**	**$ 242,108**	**$ 242,108**
Total DTCC	**$ 977,135**	**$ 981,224**	**$ 981,224**	**$ 981,224**	**$ 1,065,364**	**$ 1,040,364**
Total Education Expenditures	**$ 107,646,892**	**$ 110,122,743**	**$ 110,543,743**	**$ 111,296,386**	**$ 115,943,162**	**$ 114,271,223**

[1] The FY 2019-20 Manager's recommended budget includes continuing to substitute $3,000,000 in pay-as-you-go funds to debt financing for School recurring capital. [2] includes substituting $4,012,132 in pay-as-you-go funds to 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. [5] includes $260,000 for school equity training.

Note: In addition to the funding outlined here, in fiscal year 2019-20 Chapel Hill-Carrboro City Schools anticipate receiving approximately $24.2 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 2019-20 totals 7,388, an increase of 43 students from the March 2018 projections. The district continues to experience a growing number of charter students, with a current enrollment of 843 students, as of March 2019, which represents an increase of 74 students. Out of district students are budgeted at 97 students. This brings the total district enrollment to 8,134 for FY 2019-20.

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

  The Chapel Hill-Carrboro City School District DPI projections total 12,355, a decrease of 119 from the March 2018 projections. Charter students are budgeted at the current enrollment of 169, as of March 2019, and out of district students are budgeted at 250. This brings the total district enrollment to 12,274 for FY 2019-20.

2018-19 Enrollment Projections

	CHCCS	OCS	Total
March 2018 Department of Public Instruction ADM Allotment #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%	

2019-20 Enrollment Projections

	CHCCS	OCS	Total
March 2019 Department of Public Instruction ADM Allotment #s	12,355	7,388	19,743
Less: Out of District	(250)	(97)	(347)
	12,105	7,291	19,396
Plus: Budgeted Charter Students	169	843	1,012
Total Budgeted Students	**12,274**	**8,134**	**20,408**
	60.14%	39.86%	

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 2019-20 budget provides $4,340 per student for each of the 20,408 students in the two school systems. This represents a $175 per pupil increase from the $4,165 per pupil approved for fiscal year 2018-19. This increase is to help cover some of the 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 2019-20.

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

  The recommended budget increases the current year funding level by $1,935,745 and brings the total appropriation in current expense funding to $35,301,560.

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

  The recommended budget increases the current year funding level by $1,677,305 and brings the total current expense funding for the District to $53,269,160.

- **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 2019-20. Each penny on the Chapel Hill-Carrboro district tax rate for fiscal year 2019-20 is expected to produce $1,202,575. Anticipated revenue from this special tax is estimated to generate $1,977 per student for the district. Projected revenue from district tax proceeds for fiscal year 2019-20 totals $24,267,972.

School Health and Safety Contracts

The FY 2019-20 recommended budget includes funds totaling $3,629,597, 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 2019-20, 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 $1,804,200 and Orange County Schools' allocation is $1,195,800. Instead of funding the recurring capital from pay-as-you-go funds, debt financing will be utilized in FY 2019-20, as it was 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 2019-20 includes $2,412,896 for Chapel Hill-Carrboro City Schools and $1,599,236 for Orange County Schools, for a total of $4,012,132 in FY 2019-20. Instead of funding the long-range capital from pay-as-you-go funds, debt financing will be utilized in FY 2019-20, as it was in FY 2018-19.

Deferred Maintenance Funds for School Capital Projects

The FY 2019-20 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 $1,804,200, and Orange County Schools appropriation of $1,195,800.

School Equity Training

The FY 2019-20 Manager Recommended Budget includes $260,000 towards Foundational Equity Training which consists of the following: REI-Ground Water training will provide an historical context related to racism and its fundamental impacts on organizations; and Beyond Diversity training which will provide an in-depth analysis of systemic issues as they relate directly to schools and their communities. It allows participants to practice their learning in the context of their work in schools.

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.

The FY 2019-20 Manager Recommended budget provides a total of $1,040,364 to DTCC. This includes current expense funding of $723,256, recurring capital of $75,000 and debt service of $242,108. DTCC's FY 2019-20 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 8, 2019

TO: Ms. Bonnie B. Hammersley
Orange County Manager

FROM: Ms. Jennifer S. Bennett
Assistant Superintendent, Business & Financial Services

RE: 2019-2020 Chapel Hill-Carrboro City Schools Budget Request

The Chapel Hill Carrboro City Schools (CHCCS) Board of Education is submitting its 2019-2020 Budget Request documents to you for the Orange County Board of Commissioners consideration. The district is requesting $5,530,872 for the next school year, of which $3,598,872 (65%) is for continuation funding to cover normal operations and the State's anticipated salary & benefit increases. The other component is $1,932,000 of expansion items that would provide the Board with critical recurring resources to help sustain important programs for our students as well as an additional benefit item for our employees.

The official action taken by the CHCCS Board is below and includes the appropriate authorization for the County Commissioners to increase the district tax, if needed, to fully fund their request:

> ***Be it, therefore, resolved that the Board of Education approves the prepared budget request and attached document and directs the Superintendent to submit its budget request to the Board of County Commissioners. Be it further resolved, the Board also authorizes the Orange County Manager and the Orange County Board of Commissioners to the increase of the district tax by $0.0470 per $100 property valuation (up to a total assessment of $0.2488 per $100 of property valuation), as needed, to fully fund our budget request.***

We are prepared to provide details and answer any questions related to the request at the scheduled meeting on April 23, 2019. Please let me know what additional materials you may need for that meeting or if you have any questions.

c Gary Donaldson, County Chief Financial Officer
Paul Laughton, County Deputy Finance & Admin Svcs

Attachment: 2019-2020 CHCCS Board of Education Budget Request



Board of Education's

County Appropriation Funding Request
Fiscal Year 2019-2020



Vision

The Chapel Hill-Carrboro City Schools exist to provide experiences that empower, engage and inspire.

Empower: make one stronger and more confident

Inspire: create, innovate, explore, experiment

Engage: captivate, attract, involve

Mission

Our learning environments are intentionally designed to empower, inspire and engage students.

Empower: collaborative, safe, challenging

Inspire: student-centered, multiple pathways

Engage: enriched future, lead to a fulfilling life



Strategic Plan Focus Areas

- **Student Success:** This area addresses the academic, social and emotional capacities of students. The Student Success goals assist students in exploring, defining and solving complex problems; pursuing their unique interests, passions and curiosities; and contributing to the community through dialogue service and leadership – all while supporting to the child's well-being.

- **Family & Community Engagement:** Schools are successful when parents, educators and communities lock arms and work together for the benefit of students. Chapel Hill-Carrboro community stakeholders are crucial partners in student success, and, as such, are actively engaged in productive and equitable two-way communications.

- **Employee Experience:** The greatest resource of any organization is its people. Employee experience refers to all people, processes and systems related to an organization's employees. It includes the skills, knowledge and experience that represent an investment in people. CHCCS is committed to the growth, development and care of its employees.

- **Organizational Effectiveness:** Education of children is the core mission of the school district. Ensuring all children's success is only possible if the organization is completely aligned and focused on student academic needs, behavioral support, and social and emotional growth. CHCCS is committed to improving our organizational effectiveness and culture to ensure all children succeed.

Table of Contents

Overview Budget Outlook - FY 2019-20 5
State Funds Revenues 6
Local Funds Revenues 6
Continuation Requirements 8
Expansion Funding Requests 9
Federal and Other Revenues.....11

Summary FY 2019-20 Budget Request.....12

Appendix Tables 13

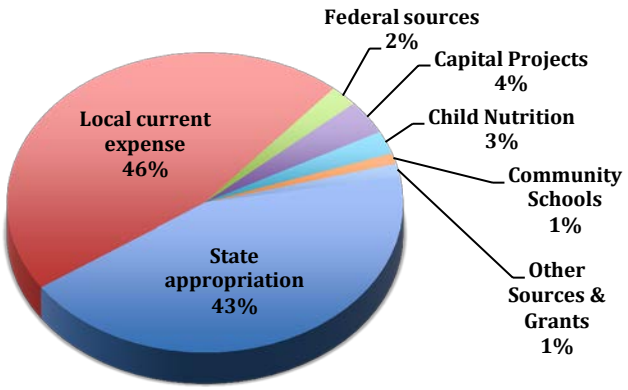
Overview Budget Outlook – FY 2019-2020

The 2019-20 Superintendent's budget focuses alignment of Chapel Hill-Carrboro City Public Schools' current operation and programs with our strategic plan goals. Our focus is to maximize our revenues and provide strong instructional programs for our students. **As such the request is presented asking the county for $3.6 million for continuation funds and limited expansion funding items of $1.9 million. The District is committed to focused and flexible resource alignment to ensure our strategic goals are achieved.** We do not yet have firm state projections related to funding impacts however our continuation requirements are based on collaborative data from across the state. These continuation requirements break down as a net $123,780 for student growth of 30 students (20 CHCCS and 10 Charter schools), $237,715 for operational costs for inflationary impacts and a net $3,237,377 for operating and salary & benefit projections.

The total projected revenues for the 2019-20 school year are presented at $187,618,850. This includes a projected funding required of $8,820,412 (5.0%) for continuation items across all funds for the district that correlates primarily with projected salary and benefit increases. Of the total revenues, approximately 45.9 percent, or $86,086,455 comprises local current expense resources that the county provide from both the appropriation and the supplement tax and includes the adjustments for continuation and expansion from the paragraph above. Capital resources are presented at $6,870,690. These funds are consistent with the funding identified in the *draft* Capital Improvement Plan for 2019 as provided by the County. We are grateful for the capital investments you have made in our district. We remain on schedule for the opening of the addition at Chapel Hill High School in the fall of 2020 funded from those specific bond funds (not reflected in these revenue figures). Our Enterprise funds are reflected As-Is, since they will have to adjust operations to meet revenues. Other sources include funds received from grants, NC PreK, and other direct funding sources.

Funding Sources

State appropriation	$80,960,670
Local current expense	86,086,455
Federal sources	4,282,176
Capital Projects – Capital Outlay	6,870,690
Child Nutrition	4,664,006
Community Schools programs	2,128,885
Other Sources and Grant revenues	2,625,968
	$187,618,850



State Funds Revenues

The state of North Carolina is in the first year of the next biennium budget cycle. We have no concrete data at this time; however, we do anticipate continued work towards increasing teacher pay towards the state goal to be the top in the Southeast region over the next several years. Currently we have included a projected average increase is 5% (last year teacher average increase was 6.5%). The state also continues to have real shortfalls in funds available for retirement and hospitalization. We are using the projected rates based on recent history that reflect an increase to the employer's portion for hospitalization to increase by 4% to $6,354 ($250) per employee and the retirement rate to increase to 19.34%, which is also a 1.5% increase from 18.86% this year. These benefit increases will impact our purchasing power in our federal grant funds, child nutrition services, community schools and local funds.

93% of our State funds are used for personnel costs. The remainder is used for classroom supplies and materials, transportation and other supporting services.

With state revenues being the primary support for staffing, the district will be paying close attention to any legislative changes that could impact our staffing and service delivery in order to compensate for potential loss of state fund revenue. Our school staffing is based on formulas to ensure fair and equitable distribution of staff and support across all our schools and we will be focused on the alignment of those staffing resources with our strategic plan and goals while providing some flexibility for schools to create the individual environments required that will best meet our students needs and help them achieve success.

Local Funds Revenues– FY 2019-20

We continue to evaluate all aspects of district operations as we align resources to ensure we continue to provide the students we serve with the best possible instructional programming possible. As you are aware, the district offers a wide variety of opportunities for our students and parents from dual-language programming, fine arts opportunities, rigorous academic coursework aimed to challenge and engage all students. The funding requested will enable the district to continue its mission and investment in the future of our students. In addition our work in aligning our resources with our strategic plan will help solidify the investment of resources towards continued improvement of our equity efforts and instructional programs.

This budget request reflects our needs and the funding we feel are necessary to continuing our existing instructional operations and success. We are fully committed to our partnership with Orange County Living Wage to create a more just and sustainable local economy. As a Living Wage Certified Employer, we are required to certify eligibility every two years. Our most recent certification is valid through January 4, 2020. The hourly rate in place at the year of certification applies for two consecutive years. Although the Orange County Living Wage annual living wage increase for re-certification in 2020 has not yet been determined; the living wage for 2019 is $14.25, or $12.75 with employer-provided health insurance. After a thoughtful analysis of our current wages and other employer compensation, we are confident that the proposed three-percent increase for classified and other staff contained in our continuation funding request will be adequate for our re-certification.

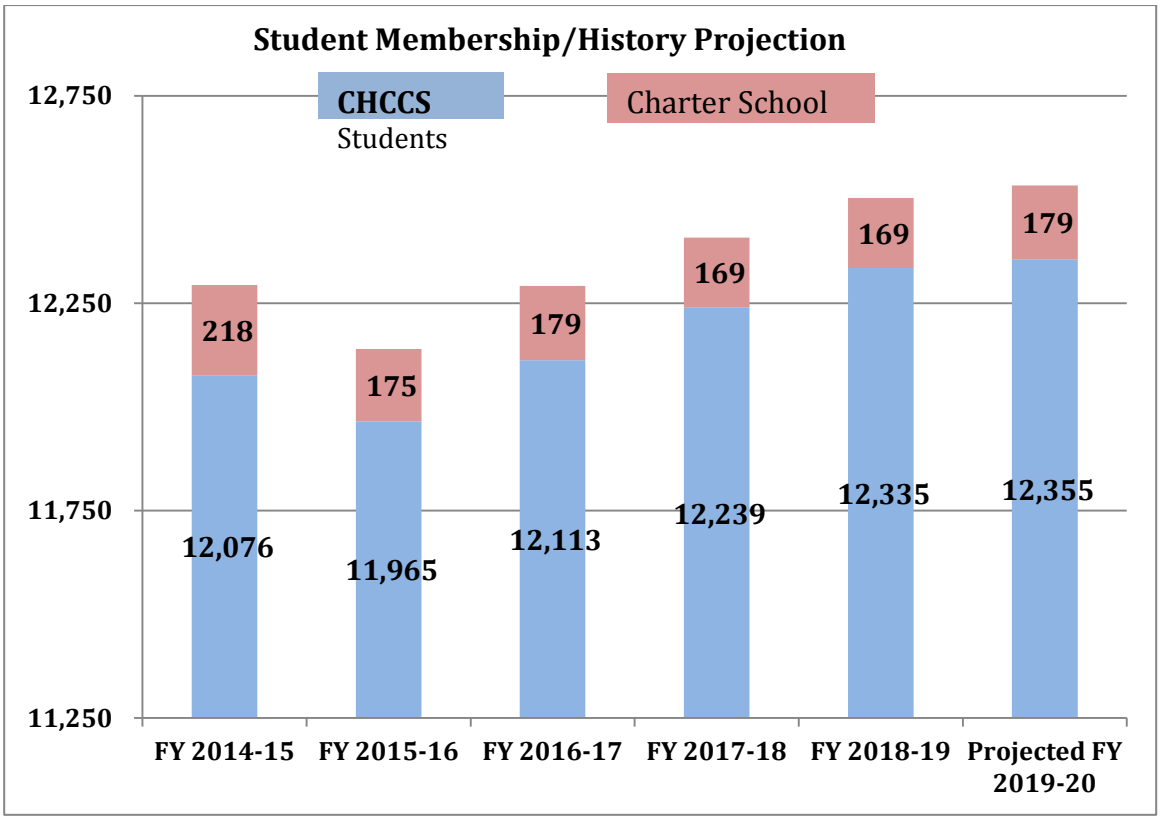
In addition to the county appropriation, Chapel Hill-Carrboro City Public Schools will receive approximately $882 thousand from several other sources such as Fines & Forfeitures, tax revenues (sales & ABC), indirect cost and miscellaneous. We are also proposing that the Board allocate $1.5 million of fund balance so as to decrease the balance currently maintained to be closer to the target requested by the county commissioners. It should be noted however that the use of those funds would leave the district with only 1 month operating cash should any emergencies arise. Given recent events

such as the dual hurricanes this fall, using these funds does give us pause related to this allocation; however, this request reflects the effort to maximize the use of our resources encouraged the commissioners. The intent would be to use these funds towards 1-time capital outlay and technology related needs across the district that is not part of our one-to-one capital project.

Chapel Hill-Carrboro City Schools Continuation Requirements – FY 2019-20

The following provide some details related to the districts' annual continuing operational needs and how those needs align with our students.

Chapel Hill-Carrboro City Student Growth – Average Daily Membership (ADM)



Currently for FY 2018-19 the County provides general appropriation funding at approximately **$4,165** per pupil for a net total of 12,387 public school students through the Chapel Hill-Carrboro City Public Schools budget. The actual students for FY 2018-19 is split at 12,335 (98.6%) for CHCCS students being served (including approximately 250 out-of-district students) and 169 (1.4%) charter school students. The County provides funding net of the out-of-district students and it is based on projected NCDPI figures for the district. The charter school students are spread through 22 different charter schools and across several counties. This data shows that CHCCS is the public school choice destination for our families and we are very proud of that choice.

Growth projections have total county student numbers remaining relatively stable with minimal gain. State-wide there is evidence of a declining school age population from birthrate data. As such we expect relatively flat student population overall. Total projected public school students for FY 2019-20 for Chapel Hill-Carrboro City schools are 12.534 with CHCCS projected at 12,355 students (98.6%) and the charter schools projected at 179 students (1.4%). We are requesting funds for a

projected 30 student increase of $123,780. The CHCCS only projection used is the DPI projection and that is 3 below the county's SAPFO projection of 12,358.

Local Continuation Funding Requirements

The incremental local continuation budget requirement for Chapel Hill-Carrboro City Public Schools is $3,598,872, which is a 7.0% increase to maintain current operational services – AS IS. This is comprised of three main sections: Student Growth impacts, Operational/Inflationary impacts, and Salary/Benefit legislative impacts. The highlights of our base budget requirements to sustain our current level of operations are as follows:

A) **Net funding required for students at the current per-pupil funding of $4,126 would be a net increase of funds of $123,780**. That is comprised of a projected increase CHCCS students from the prior year of 20 and an increase in charter school students of 10. The net change in students for CHCCS is projected using the state projection at this time for consistency from year-to-year. Overall the district has relatively stable student numbers from year-to-year (see prior section).

B) **The requirement for operational costs is a net increase of $237,715.** Operational costs include items for utilities, maintenance, supplies, and others required for district facilities as well as supplies & materials for classrooms funded from local resources. We used the Consumers Price Index *(CPI Dept. of Labor – Dec 2018)* for our projections. This section reflects the following:

1) Inflationary costs for operations from FY 2018-19 are $198,613 that reflects the application of the CPI increase of 1.9% applied to our local non-salary expenditures.
2) Projected increase in utility/energy costs are projected at $39,102 and reflect the CPI average increase in this category of 1.1%.
3) The district has no new square footage coming on-line in FY 2019-20. As such we are not requesting any continuation funds for operational costs this year.
4) *We continue to work on our sustainability initiatives related to being good stewards of our resources and environments. As we achieve savings in these areas they are reinvested towards our sustainability efforts.*

C) **Salary and Benefit requirements for local staff (est. 888 FTE) total $3,237,377.** This breaks down as follows:

- The state appears intent to increasing salaries this next year for teachers and for classified staff. Teacher's average increase is projected at 5.0% and classified staff at 3%. This impact on locally paid staff would be $1,821,339 with the FICA benefit portion being 139,332. This also includes the impact on the local teacher supplement. This request also ensures the district meets the requirements of providing a living wage for its employees under policy 6424/7061.
- There is currently projected to be a 4.0% increase required for employer's hospitalization. This will increase that cost by $250 per person to $6,354, for a total additional cost of $222,175 for local staff.
- The other portion of the benefit increase is related to the impact on the state's retirement rate increasing by 1.5% to 19.34%, which is a percent of salary. The retirement rate impact is an increase of $1,054,531 for local staff.

Expansion Funding Requests from Local Funds

We are requesting minimal funds for program expansion or new programs in the district at this time. Our primary focus this year will be on aligning our resources with our strategic plan and ensuring all are maximized. The following are some points of pride from our work this past year:

- CHCCS has the highest average SAT and ACT scores in North Carolina.
- Our cohort graduation rate continues to outpace the state at 91.6%.
- We continue to average 20 students being selected to the Governor's School.
- We provide 21st Century learning opportunities for our students through our Academy of Information Technology, Google Apps online learning accounts for all students, technology rich classrooms, and certified technology specialists in all schools.
- We offer and continue to expand our advanced learning opportunities through AP courses, gifted specialists throughout the district and our Middle College at Durham Tech.
- We provide our students with Fine Arts opportunities and have state and national award winning programs in choral, band, orchestra, drama, ceramics, and visual arts.
- We continue to strive for a safe & healthy environment for our students by providing school nurses, school social workers, counselors, resource officers (secondary schools) for all our schools.
- We also emphasize healthy living initiatives through our high nutrition standards and physical activity commitments.

We know the programs we have implemented over the past few years and continue to strengthen will help our students achieve great things. We are looking within existing resources to sustain this upward momentum and are not looking to the county to provide any changes required for staffing in the district for FY 2019-20. We do request funds to help us accelerate our work surrounding equity, literacy, crisis and mental health services, school safety and expanded academic and enrichment programing for our struggling students. Below are the efforts for which we request county support through additional funds:

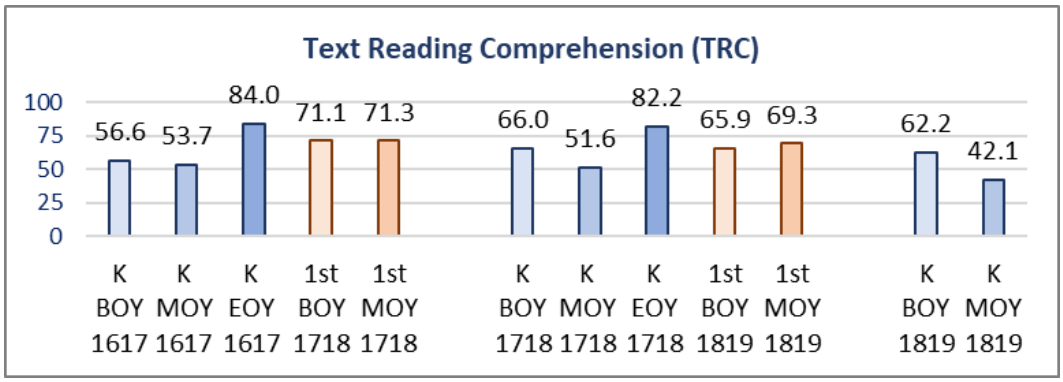
1. Increasing our benefit offerings for our staff to include up to **4 weeks of Maternity/Paternity leave** for qualifying staff. Based on our current average numbers annually, **$450,000** would provide funding to support at least 85 employees at 90% or 75 employees at 100%. This would provide CHCCS with a competitive benefit package to help us recruit and retain high quality teachers and staff.

2. **Creating a Comprehensive Social/Emotional programming** to build a continuum of services for our youth would require **$232,000**. Students need to understand how to regulate their emotions, build positive relationships, make responsible decisions, and understand what it means to care about self and others. Through additional financial support, Student Services will be able to create a social and emotional (SEL) district-wide program that will support the development of aforementioned skills which promotes student success. We will use these funds to create programming that helps with trauma and socially sensitive training, restorative practices and provides the supports our students need to learn in a safe and supportive environment.

3. **Core Equity and Culturally relevant literacy** content training for the district. This work is the cornerstone of our strategic plan and efforts to ensure our district closes all achievement gaps. We will be collaborating with Orange County Schools in this work so as to create the cohesive understanding surrounding equity our community expects. We are requesting

$200,000 to support the CHCCS district work surrounding equity and culturally relevant curriculum, specifically literacy in the school year 2019-2020.

4. **Expanded summer programming** for elementary school and exceptional children students in need of extra academic supports at **$300,000.** As is evidenced on the graphic below we are seeing data that shows a significant drop in students' literacy skill comprehension over the summer months. *Note the drops between EOY and BOY results (84 to 71 – summer of 2017 and 82 to 65 - summer of 2018).* We want to offer an expanded summer program that will focus on instructional effort as well as targeted enrichment areas to help with our literacy gaps we see in our data. This should enable our students to start the next school year ready to learn and on or close to grade level on day one.



5. In addition to the programming requests above our district sees a critical need for immediate work related to **School Safety**. This request will help us implement phase I at **$750,000** of this work by immediately getting the following items in our schools or upgraded to working and current equipment. This will be a 3 year project containing the following items:
    - Emergency digital radio systems to ensure all can be notified and communicate during any school emergency. We currently have radio equipment that is antiquated. Schools and resource officers cannot communicate effectively with first responders.
    - Intercom systems (Interior and Exterior) upgraded or repaired to ensure clear communication is available in our schools for emergencies and announcements.
    - ADA compliance upgraded and implementations to ensure we meet all ADA compliance concerns specifically related to emergency response aspects of this work. (Stairwell evacuations are an example).
    - Continued work to enhance our door access control systems and identification systems to ensure our schools remain safe and secure for students and staff.

The total of these Expansion Request items is $1,932,000. Through our work with strategic plan alignment with a focus on providing some flexibility in resource allocation in relation to that plan we feel we can further maximize the districts resources in more targeted efforts. This will allow for each school to meet their unique needs and align with their school improvement plans. However, to jump start that work, ensure we can support our student's needs and continue our improvements for the safety of our schools we respectively ask the county for funding related to the above expansion items.

Federal and Other Revenues

Currently we are assuming flat funding for federal grant funds and planning for as-is for our other grant funds. We are planning for our enterprise funds to maintain consistent operations and adjust as may be needed for any salary and benefit increases. We are cautious about what the overall federal education budget may mean for public schools. The Federal budget is moving towards a more competitive grant funding model rather than straight entitlement type funding. Given our district's demographic data and academic achievement this could mean less availability of federal funds. We do not have sufficient information to adjust our revenue outlook further at this time, but we continue to monitor those developments.

Our federal funds are used to support our Exceptional Children programs primarily (59%) and our at-risk schools who qualify for Title I targeted assistance funding (26%). We also receive funding through Title II (4%) to support our professional development efforts with our staff to ensure we have high quality professionals working with our students. There are also supplemental funds for Limited English programs (5%) and Homeless students (2%) as well as some support for CTE programs in the district (2%).

Child Nutrition Services through the current contract service provider will balance their budget within any projected revenues. This service area is an enterprise fund so it is intended to be self-supporting, however it is currently supported through some local funding. The current service contract expires in June 2020 so the services will be reviewed during the next fiscal year.

Community Schools offers After School Care programming in our elementary schools. It is also an enterprise fund intended to be self-supporting. They provide care and educational/enrichment programs for our students in a safe and supportive environment. They will manage their budget within their revenues.

Below is a summary of our projected revenues and change from the current year:

Fund	Description	Projected FY 2019-20	% of Total	Change from Prior Year
1	State of North Carolina	80,960,670	43.2%	4,715,059
2	County Appropriation/Supp Tax	86,086,455	45.9%	5,530,872
3	Federal Sources	4,282,176	2.3%	0
8	Other Sources	2,625,968	1.4%	0
	Subtotal Operating Revenue	**173,955,269**	**92.7%**	**10,245,931**
5	Child Nutrition	4,664,006	2.5%	0
7	Community Schools	2,128,885	1.1%	0
4	Capital Projects	2,436,568		1,288,893
4	Lottery Funds	851,650		27,931
4	Article 46 Sales Tax - 1/4 Cent	1,153,272		44,357
4	Facility Improvements	607,300		0
4	Capital Outlay - recurring	1,821,900		0
4	Debt Bonds (2/3 Net)	0		-1,241,117
	Subtotal Capital Revenue*	**6,870,690**	**3.7%**	**120,064**
	Total Revenue CHCCS	**187,618,850**	100.0%	**10,365,995**
				5.8%

* Capital revenue does not reflect the School Bond funds

Summary FY 2019-20 Budget Request

The Board of Education's funding desire is to help sustain our upward trends in student performance by continuing to **engage**, **empower**, and **inspire** our students and staff through our instructional programs and service delivery. The total District Appropriation request of **$5,530,872** would help us greatly continue our important work thru sustaining operations with continuation funds of **$3,598,872**, to fund our students and staff's continuation "as-is" needs and our limited expansion funding recommendation of $**1,932,000** to ensure we can keep our programs and schools moving forward.

We are excited about our plans for deliberate **EQUITY** training throughout the district and county with a joint effort with both school systems as well as our own CHCCS efforts to integrate the equity lens throughout our district from operational levels to the schools and the classrooms. We know these efforts will help us change predictable outcomes for our students who are victims of the achievement gaps.

All of our work will be tied to our strategic plan and a huge cornerstone piece surrounding **EQUITY** across all aspects of our work is going to help our students, staff and community flourish. By providing our students with expanded opportunities for academic enrichment through summer school, extended day, clubs and other activities we know we are going to make great achievement gains. By emphasizing the **WHOLE CHILD** thru our social/emotional programming efforts under Student Services we'll also be adding that extra support our students and parents need to be successful in the classroom and beyond.

Our constant evaluation of our facility needs helps us to always make sure we are putting student and staff safety first. Our safety initiative will enable us to ensure we are creating that safe and welcoming environment for our students and enable us to respond well in any crisis.

We continue to turn a critical eye towards our existing programs and resources while employing new and innovative programs to engage our most at-risk youth and provide them the tools and opportunities they will need to be successful in life. At the same time CHCCS is implementing programs that address the needs of our most accelerated learners so that all of our students can achieve at their full potential. Expanding the opportunities for our students is also critical for our students and families as continues to be exhibited in the fantastic work and collaborative efforts with the CHCCS Foundation, our PTA Council and other active advisory groups.

It is crucial that we have the resources and strong partnerships necessary to offset any challenges while continuing to meet our students' needs in offering high-quality instructional programs. Offering a competitive benefit plan for our employees to include maternity/paternity leave would ensure we can continue to put high quality instructional staff in front of our students.

We will serve over 12,350 students in our schools ready to learn this fall and we remain committed to serving each and every one of them. The support of our parents, community, business partners, the Chapel Hill-Carrboro City Commissioners and others is crucial to help our students succeed.

BE IT RESOLVED that the Board of Education of Chapel Hill-Carrboro City Schools submits its budget request and the authorization to increase the special district tax by $0.0470 per $100 property valuation (up to a total assessment of $0.2488 per $100 of property valuation), as needed, to fully fund our budget request to the Orange County Manager and Orange County Board of Commissioners.

Thank you for considering our funding request for fiscal year 2019-2020.

Appendix Tables

Appendix A: Chapel Hill-Carrboro City Schools' Local Funding Request

Appendix B: Chapel Hill-Carrboro City Schools' Projected Revenue Summary

Appendix C: Chapel Hill-Carrboro City Schools' Continuation Requirements

Appendix D: Chapel Hill-Carrboro City Schools' Capital Improvement Plan (CIP)

Our strategic plan can be found on our website at: https://www.chccs.org/strategic-plan.





Chapel Hill - Carrbobo City Schools - Board of Education's
2019-2020 LOCAL APPROPRIATION FUNDING REQUEST

2019-2020 CHCCS District Student Projection	12,355	
2018-2019 Actual Best 1 of 2 DPI ADM CHCCS	12,335	
Projected Student Increase CHCCS	**20**	
Add: Projected Charter School Students	179	
Less: Out-of-District Students	(250)	
Total Student Billing Base	12,284	

Continuation Budget Requests - LOCAL FUNDS

Student Funding at prior year per-pupil (Estimate)		**123,780**
Operational Inflationary Impacts		**237,715**
Salary & Benefit Increases - Locally funded staff:		
Teacher Salary Increase (5% est)	733,282	
Classified/Other staff Increase (3%)	532,002	
Teacher Supplement Increase (5% est.)	556,055	
FICA on projected Salary Increases	139,332	
Retirement Rate Increase (1.5%)	1,054,531	
Hospitatlization Rate Increase (4%)	222,175	
Subtotal Salary & Beenfit Increases		**3,237,377**
Total Continuation Budget Requests		**3,598,872**
projected Special District tax increase needed		0.0306

Priority Expansion Requests

Maternity/Paternity Leave supplemental income for up-to 4 weeks. The estimate would cover up to 75 employees at 100% or up to 85 employees at 90%. This will help the district provide a very competitive benefit to attract and retain our teaching staff.	450,000
Comprehensive Social/Emotional programming to create continuum of services to ensure students are learning in a supportive and culturally sensitive environment	232,000
Expanded Summer Programming for elementary school and exceptional children students in need of additional academic support	300,000
Professional Development related to Core Equity Training and ensuring Literacy curriculum is culturally relevant	200,000
School Safety Initiaive Funding - Phase I (3 yr plan)	750,000
Total Expansion Budget Requests	**1,932,000**
projected Special District tax increase needed	0.0164
Grand Total of Additional Local Appropriation Requests	**5,530,872**
projected TOTAL Special District tax increase needed	0.0470

Current Special District Tax Rate	$	0.2018
Authorized Special District Tax Rate to cover BOE Request	**$**	**0.2488**

Each penny generates approx. $1.178 million revenue

Chapel Hill - Carrbobo City Schools -- Local Fund Revenue Projection
FY 2019-2020

	Actual FY 2016-2017	Actual FY 2017-2018	Budgeted FY 2018-2019	Projected FY 2019-2020	Projected Change from Current Year
Student Enrollment					
CHCCS Student ADM per NCDPI	12,130	12,289	12,335	12,355	**20**
Charter School Students	179	169	169	179	**10**
Less: Out of District - Students	(229)	(244)	(250)	(250)	**0**
Total Students	**12,080**	**12,214**	**12,254**	**12,284**	**30**
County Appropriation per Pupil	***3,868***	***3,991***	***4,165***	4,650	**485**
Special District Tax per Pupil	1,880	1,933	1,913	1,908	**(5)**
Total Per-Pupil County Funding	**5,748**	**5,924**	**6,078**	**6,558**	**481**
Local Revenues					
County Appropriation	46,388,977	48,530,520	51,591,855	**57,122,727**	**5,530,872**
Special District Tax	22,705,755	23,607,842	23,439,242	23,439,242	**0**
Subtotal County Appropriation	**69,094,732**	**72,138,362**	**75,031,097**	**80,561,969**	**5,530,872**
Other Local Revenues					
Fines & Forfeitures	389,666	350,000	330,000	330,000	**0**
Misc Revenues	277,456	213,933	245,000	245,000	**0**
Sales Tax Revenue	110,011	95,860	100,000	100,000	**0**
ABC Revenue	45,000	45,000	47,000	47,000	**0**
Interest Earned	59,843	88,416	50,000	50,000	**0**
Indirect Cost	107,265	136,887	110,000	110,000	**0**
Subtotal Other Local Revenues	**989,241**	**930,096**	**882,000**	**882,000**	**0**
Specific Local Revenues *1					
Health & Safety Funding	1,970,144	2,011,070	1,920,000	1,920,000	**0**
Tuition - Regular School	197,249	204,878	170,000	170,000	**0**
Tuition - Preschool	591,784	577,218	550,000	550,000	**0**
Medicaid Reimbursements	569,931	641,168	450,000	450,000	**0**
Facility Rentals	250,000	200,000	200,000	200,000	**0**
Subtotal Specific Local Revenues	**3,579,108**	**3,634,334**	**3,290,000**	**3,290,000**	**0**
Appropriated Fund Balance *2	0	0	1,300,000	1,500,000	**200,000**
Prior Year Supplemental Tax Rev	96,697	61,353	125,000	100,000	**(25,000)**
Subtotal Other Local Revenues	**4,665,046**	**4,625,783**	**5,597,000**	**5,772,000**	**175,000**
Total Local Revenues	**73,759,778**	**76,764,145**	**80,628,097**	**86,333,969**	**5,705,872**
Local Revenues Less Specific Revenues	**70,180,670**	**73,129,811**	**77,338,097**	**83,043,969**	**5,705,872**
Fund Balance - Unassigned *2	7,180,587	9,236,779	7,936,779	6,436,779	**(1,500,000)**
% of Local Revenue	10.2%	12.6%	10.3%	7.8%	
Months Payroll/Operations	1.2	1.5	1.3	**1.0**	
County Target - 5.5%	*3,859,937*	*4,022,140*	*4,253,595*	*4,567,418*	

***1:** Specific local revenues if not being used for general operations and those that are restricted in use should be reflected in Other Revenues - Fund 8 and not presented as part of the Fund 2 Local Revenues. We will be adjusting our records for this change in subsequent years. We are presenting in the budget document so as to provide the consistency for comparison purposes with what has been presented in the past.

***2:** There is some concern that the county fund balance target of 5.5% would be low for our district's local operating budget. We would prefer to ensure we have at least 1 month of operating funds available which is closer to an 8% target at minimum. Currently the Board is committed to using the prior years' fund balance accumulation to offset capital outlay/improvement needs in the district in lieu of asking for expansion funds related to that work. That committment would bring the fund balance down to 1 month's operating funds at the end of FY 2019-2020.

CONTINUATION Budget Requirements - Fiscal Year 2019-20

	Category	Funding Requests	Subtotals by Group	% of Ttl Request
	Continuation Budget Requirements - AS-IS			
	Student Growth Projected FY 2019-20			
	CHCCS Student Growth @ same $ per pupil as FY 2018-19 (20 students)	$82,520		*2.29%*
	Charter Schools Student Growth @ same $ per pupil as FY 2019-20 (10 students)	$41,260		*1.15%*
A	CHCCS Subtotal Projected Student Growth @ same $ per pupil as FY 2018-19 - net projected change of 30 students		$123,780	*3.44%*
	Operational Costs			
	Inflationary Cost required for Classroom Supplies & Materials & other nonsalary items - CPI increase 1.9% 2018	$198,613		*5.52%*
	Inflationary Cost required for Utilities/Energy Cost required - avg 1.1% increase 2018	$39,102		
	Operational Costs for FY 19-20 New Square Footage^^	$0		*0.00%*
B	Subtotal Operations Requirement		$237,715	*6.61%*
	Salary and Benefits			
	Estimated Salary Increase for Certified Staff 5.0% avg)	$733,282		*20.38%*
	Estimated Salary Increase for Non-Certified Staff**(3.0% inclusive of state projected and living wage)	$532,002		*14.78%*
	Estimated Increase for Local Supplement (matching state salary increases)	$556,055		*15.45%*
	FICA Increase on Salary increases	$139,332		
	State Employee Benefit Impact Retirement Rate Increase 1.5% from 18.86% to 20.36%	$1,054,531		*29.30%*
	Hospitalization Increase - Employer Cost 4% increase from $6104 to $6,354 per employee ($250 pp)	$222,175		*6.17%*
C	Subtotal Salary and Benefit Requirement		$3,237,377	*89.96%*
	Subtotal Continuation Funding Requirements		$3,598,872	*100.00%*
	Projected Increase in Dollars Per-Pupil for Continuation		$449	

^^ *Operational costs for new square footage will be an item in FY 2020-21 as the new CHHS building progresses.*

** *Living wage for 2019 is $14.25, or $12.75 with employer-provided health insurance.*

CHAPEL HILL - CARRBORO CITY SCHOOLS

CAPITAL INVESTMENTS PLAN 2019 - 2029

FUNDED PLAN

EXPENDITURES

PROJECT TITLE	PENDING 2018-19 Budgeted Lottery Funded Projects	Year 1 2019-20	Year 2 2020-21	Year 3 2021-22	Year 4 2022-23	Year 5 2023-24	Five Year Total		Years 6 to 10 2024-29
ADA Requirements	35,000	35,000	35,000	50,000	50,000	50,000	220,000		250,000
							-		
Abatement Projects							-		
District Abatement Projects	150,000	50,000	50,000	50,000	50,000	50,000	250,000		250,000
Phillips: Complete Remove Asbestos Floor Tile		150,000	150,000				300,000		
							-		
Athletic Facilities							-		
CHHS: Athletic Field Improvements							-		
Carrboro HS: Field Improvements			100,000				100,000		
ECHHS: Field Improvements		175,000	91,418				266,418		
Middle Schools: Tracks							-		500,000
							-		
Classroom/Building Improvements							-		
Seawell: PODs Casework for HVAC	75,000	211,374					211,374		
Phillips: 4 Science Classrooms Casework							-		
Phillips: Correct water inflitration		175,000					175,000		
							-		
Playground Equipment: Seawell, Carrboro, Estes H		200,000	200,000	200,000		200,000	800,000		
McDougleElm/MS: Clasroom Casework							-		500,000
							-		
Doors/Hardware/Canopies							-		
District Hardware and Door Replacements	50,000	75,000	100,000	100,000	100,000	100,000	475,000		150,000
Seawell: Expand canopies							-		120,000
FPG: Canopy at Kiss n Go and Bus Circle							-		150,000
Ephesus: Canopy at Kiss and Go			150,000				150,000		
							-		
Electrical Systems	75,000						-		
All Schools: Electrical Installations		125,000	150,000	150,000	150,000	150,000	725,000		650,000
							-		
Energy Efficiency/Lighting Improvemnets	231,867						-		500,000
Ephesus/Seawell: Replace pneumatic controls				200,000			200,000		
							-		
McDElm: complete conversion from pneumatic		200,137					200,137		
ECHHS: Conversion to Digital Controls					200,000	500,000	700,000		
							-		
Fire/Safety/Security Systems							-		
Security Systems: Camera Upgrades/Expansions/ S	23,307	100,000	150,000	200,000	200,000	200,000	850,000		500,000
FPG Intercom System		106,734					106,734		
ECHHS Intercom System							-		
							-		

Indoor Air Quality Improvements							-		
District IAQ Projects	25,000	50,000	50,000	50,000	75,000	75,000	300,000		200,000
							-		
Rental Space		140,000	143,000	145,000	148,000	150,000	726,000		730,000
							-		
Paving:Parking Lots/Driveways/Walkways	100,000		50,000				50,000		
McD Mdl: bus driveway and parking lot paving				53,297			53,297		
ECHHS: bus driveway and parking lot paving					75,000		75,000		
							-		
Roofing/Building Waterproofing Projects							-		
Glenwood/EstesHills/Ephesus/FPGraham: window seals		200,000							
Smith: Roof project (at 20 years)/envelope seal					573,449	1,000,000	1,573,449		750,000
Scroggs/Phillips: brick pointing/envelope seal			154,650				154,650		
ECHHS: Roof project (at 25 years)							-		2,500,000
							-		
Storm Water Management							-		200,000
Restorations/certifications	50,000	50,000	50,000	50,000	60,000	60,000	270,000		
							-		
							-		

CHAPEL HILL - CARRBORO CITY SCHOOLS

CAPITAL INVESTMENTS PLAN 2018 - 2028

FUNDED PLAN

PROJECT TITLE	PENDING 2018-19 Budgeted Lottery Funded Projects	Year 1 2019-20	Year 2 2020-21	Year 3 2021-22	Year 4 2022-23	Year 5 2023-24	Five Year Total		Years 6 to 10 2024-29
Mechanical Systems			200,000				200,000		
McDougle: HVAC Systems: replace pheumatic con							-		
Rashkis: Chiller replacement							-		626,727
							-		
							-		
							-		
Sustainability Investment		100,000	100,000	100,000	100,000	100,000	500,000		
							-		
Information Technology - IT		961,761	1,619,281	1,607,179	787,074	900,000	5,875,295		9,262,513
							-		
Article 46 Sales Tax - Funded Projects							-		
-Technology: Student Access Computing Devices		548,706	570,654	593,480	617,219	642,000	2,972,059		3,476,782
-Improvements at Older Schools:							-		3,476,782
-Culbreth: HVAC Controls/Heat Pumps Replacement		154,566			180,055		334,621		
-MdDougleMdl: replace pneumatic controls/EMP Controls				203,899	250,000	157,165	611,064		
-CarrboroElm: Auditorium HVAC		150,000					150,000		
-Glenwood: HVAC Energy Management Controls						150,000	150,000		
-Ephesus: HVAC Controls			125,000				125,000		

-EstesHills/Glenwood/CarrboroElm: boiler replacements		100,000					100,000		
-Smith: chiller replacements				375,000			375,000		
-Seawell: POD classrooms HVAC units/Lawlor Bld		200,000	218,749			175,000	593,749		
-TransprotationCenter: HVAC replace gas pack units				75,000			75,000		
-Phillips: Auditorium/Band Room HVAC/Gym Units			285,000			225,000	510,000		
-ECHHS: Chiller 2 Replacement/Cooling Tower		250,000			150,000		400,000		
							-		
Contingency		1,240,512	600,900	631,179	868,833		3,341,424		
							-		
TOTAL CIP EXPENDITURES	**815,174**	**5,748,790**	**5,343,652**	**4,834,034**	**4,634,630**	**4,884,165**	**25,245,271**		**24,792,804**

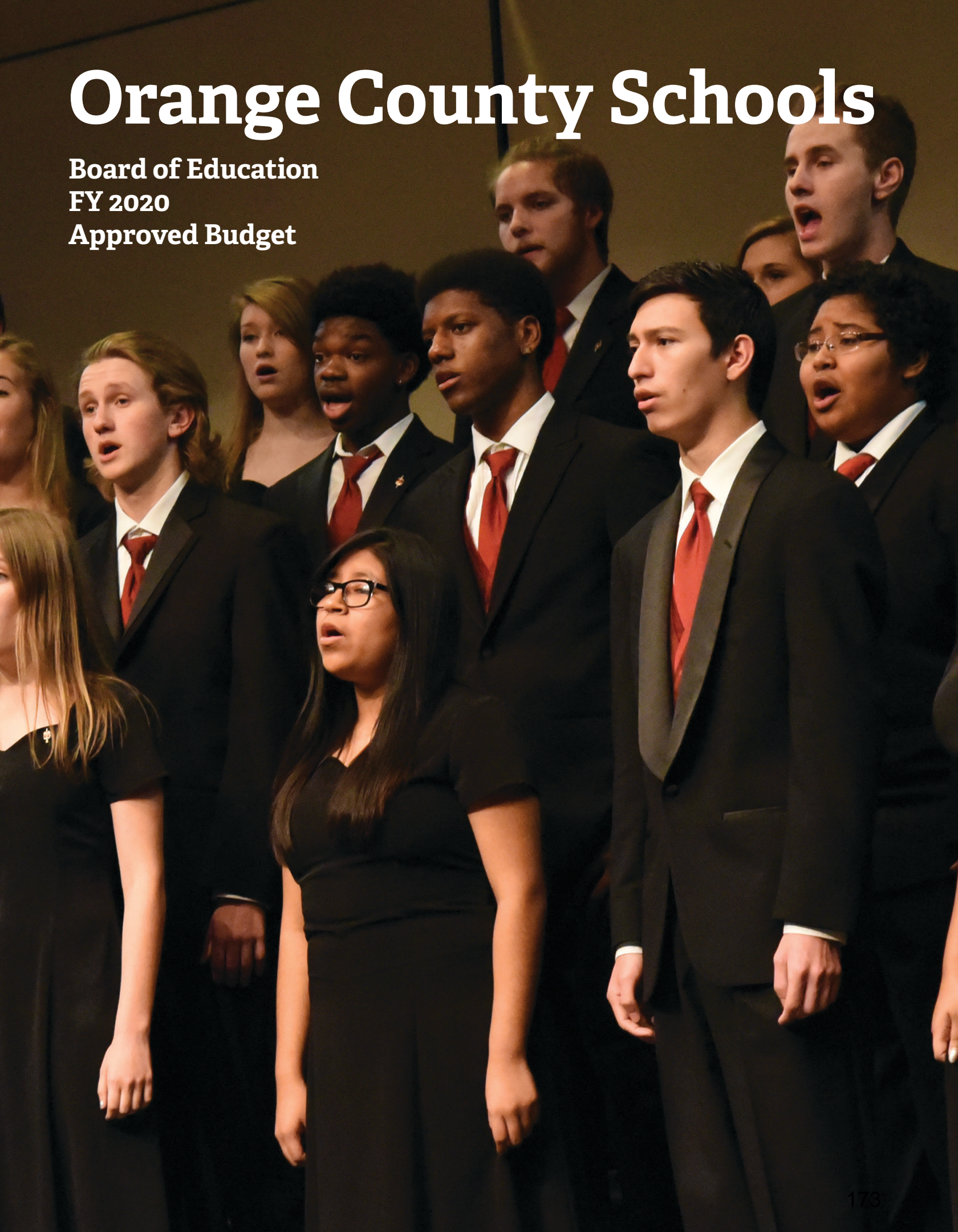
232,165
add to Article 46

CAPITAL FUNDING SOURCES									
	2018-19 Budgeted	Year 1 2019-20	Year 2 2020-21	Year 3 2021-22	Year 4 2022-23	Year 5 2023-24	Five Year Total		Years 6 to 10 2024-29
Long Range Pay-As-You-Go Funds	**2,352,423**	**2,436,568**	**2,485,299**	**2,535,005**	**2,585,705**	**2,637,420**	**12,679,998**		**13,999,740**
Lottery Funds - Budgeted	**815,174**	**851,650**	**851,650**	**851,650**	**851,650**	**851,650**	**4,258,250**		**4,258,250**
							-		
Facility Improvements - 5 Year Funding	**600,900**	**607,300**	**607,300**	**-**	**-**	**-**	**1,214,600**		**-**
Article 46 Sales Tax - 1/4 Cent	**1,097,411**	**1,153,272**	**1,199,403**	**1,247,379**	**1,297,274**	**1,349,165**	**6,246,493**		**7,599,813**
							-		
							-		
TOTAL CIP FUNDING	**4,865,908**	**5,048,790**	**5,143,652**	**4,634,034**	**4,734,630**	**4,838,235**	**24,399,341**		**25,857,803**
		700,000	200,000	200,000	(100,000)	45,930			

2016 SCHOOL BOND - $72,108,000	Projected through 2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Five Year Total
PROJECTS:							
Chapel Hill High School Renovation Project	25,700,000	33,800,000	11,050,000				70,550,000
Lincoln Center Campus	1,558,000						1,558,000

Orange County Schools

Board of Education
FY 2020
Approved Budget



Orange County Schools
FY 2020 Local Budget Request

Table of Contents

01 OCS Board of Education

02 OCS Strategic Plan

03 Message from the Superintendent

05 Budget Narrative

12 OCS Local Funding Request

13 OCS Projected Local Revenue

14 OCS Approved Capital Improvement Plan

17 OCS 2017-2019 Budget Reductions

18 Changes in Local Education Agencies Average Dailey Membership

19 Percentage of Public School Students In Charters

20 NC 13 Years Cumulative Birth Cohorts

21 Changes in NC Population Ages 0 -17

23 NC Private, Homeschool and Public Charter Students

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.



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



Sarah Smylie
Vice-Chair
sarah.smylie@orange.k12.nc.us



Will Atherton
will.atherton@orange.k12.nc.us



Dr. Stephen Halkiotis
shhalkiotis@aol.com



Hillary MacKenzie
hillary.mackenzie@orange.k12.nc.us



Tony McKnight
mcknightforschools@yahoo.com



Matthew Roberts
matthew.roberts@orange.k12.nc.us

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.

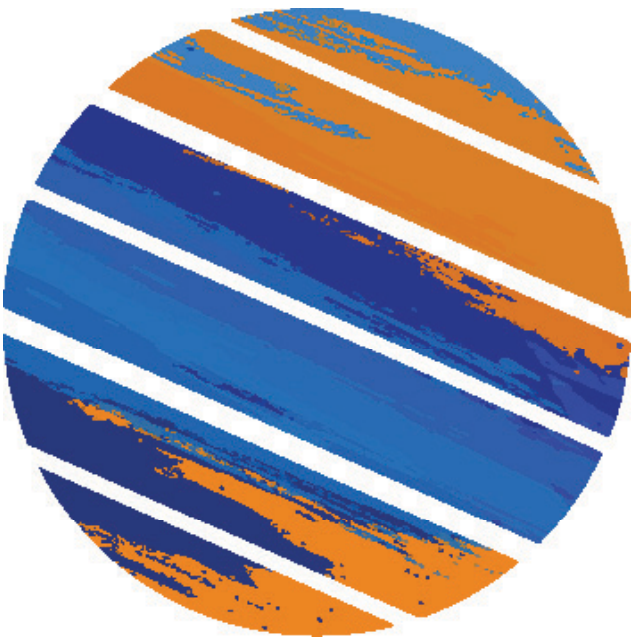
Our Mission

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, 2019

As planning and preparation begins for the 2019/2020 school year, Orange County Schools finds itself facing many challenges, not all of which are unique to our county. Of the 117 Local Education Agencies that comprise the public schools system in NC, seventy plus are projected to see no growth in the 2019/2020 school year. The Office of State Budget and Management recently released NC 13 year's cumulative birth cohorts which reflect the cohorts leveling and remaining relatively constant for the period 2019-2027. Factor this with the forecasted change in NC population for ages 0-17 and a continued decline in student enrollment can be expected for the majority of systems across the state.

Required budget reductions in the 2018/2019 school year presented new challenges for the district. Class sizes in grades 4-8 were increased in order to reduce three local teaching positions and teacher assistants were no longer permitted to work or use accumulated leave on non-student days. Even as we faced these restraints, the district continued to improve academic achievement. We celebrate the achievement that ten of our thirteen schools met or exceed growth and we outpaced the state in College and Career ready as well as grade level proficient students.

Under the leadership and commitment of our Board of Education, Orange County Schools continues to reflect commitment to the district vision and mission out lined in its Strategic Plan. Such commitment is evidenced in:

- Implementation of a Dual Language Program at New Hope Elementary School. A two-way dual immersion model for English and Spanish.
- Universal Breakfast Program in every elementary school providing a free hot breakfast or grab and go option for every student.
- A summer feeding program which provided over 5,700 breakfast and 8,400 lunches to students.

February of this year, the Board of Education unanimously approved the district Equity Policy renewing the focus on equity. Our continuation budget encompasses an Equity Director to lead and implement a continual focus on equity, inclusion and cultural awareness. In collaboration with Chapel Hill Carrboro City Schools, we plan to provide a series of Professional Development sessions for staff across the district.

Orange County Commissioners have and continue to be responsive to our educational needs, but we continue to face new mandates at the state and federal level. Our budget ask for the 2019/2020 school year includes $34.9 million in support of continued operations and $1.2 million in expansion requests for a total request of $36.1 million.

Our budget request is comprised of the following:

$34,874,932 Continuation budget incorporating:

- An Orange County Schools Equity Director
- Universal Breakfast in every elementary school.
- Anticipated State mandated salary increases:
    - Five percent certified staff
    - Two percent all other staff
- Employer retirement contribution increased to 20.36% per eligible employee

- Employer hospitalization contribution increased to $6,354 annually per participating employee

$ 1,220,000 Expansion budget incorporating:

- Equity Professional Development
- Human Capital Management Director to lead diversified recruitment efforts
- Reinstatement of 10 teacher assistant days
- Maternity leave for eligible staff
- Restoration of Class Size in grades 4 – 8
- A literacy facilitator to support alignment of curriculum assessment and instruction for middle and high schools
- Two additional guidance counselors to address acuity of need in our largest elementary schools.
- Custodial Manager/Supervisor to oversee and manage custodial staff and required professional development
- Recruitment and talent management initiative encompassing tuition assistance and signing bonuses

We believe the budget presented for your consideration aligns with the Orange Schools Strategic Plan and our core belief "First Choice for Families". We look forward to the year ahead and celebrating the successes of our students, staff and families.

Sincerely,



Dr. Todd Wirt
Superintendent

District Highlights – FY 2018-2019

Orange County Schools (OCS) continues to strive for excellence. We value the unique skills and gifts the students and staff bring to Orange County Schools. We remain committed to continuous improvement and building on the successes we experience each school year.

Goal I of Orange County Schools Strategic Plan states, "Challenge and engage every learner to achieve at his/her full potential." In upholding rigorous standards through clear learning targets that all learners will master in every grade level and subject, the District has 10 schools that exceeded or met growth.

2017/2018	Exceeds Growth	Mets Growth
Orange County Schools	42%	33%
North Carolina aggregate	27%	46%

The district continues to outpace the State in the percentage of Students College and Career ready as well as grade level proficient.

	% College/Career Ready	% Grade Level Proficient
Orange County Schools	52.7	62.1
North Carolina aggregate	49.2	58.8

Through the strategy of providing equitable pathways to expand learning opportunities for all students, a Dual Language program has successfully launched at New Hope Elementary School. This program offers students a two way dual immersion for English and Spanish through a 50/50 model approach with instruction occurring in English one day and Spanish one day.

The multi-tiered support system (MTSS) implemented within OCS continues to focus and address concerns surrounding student performance. In an effort to support the learning experience of every OCS student population, a Universal Breakfast Program continues to be delivered at every Elementary School. Students have the option of a free hot breakfast or grab and go option every school day. Additionally, a free summer feeding program is offered to ensure students have access to meals when school is not in session. Last summer, OCS served over 5,700 breakfasts and 8,400 lunches as part of this program.

Budget Overview – FY 2019-2020

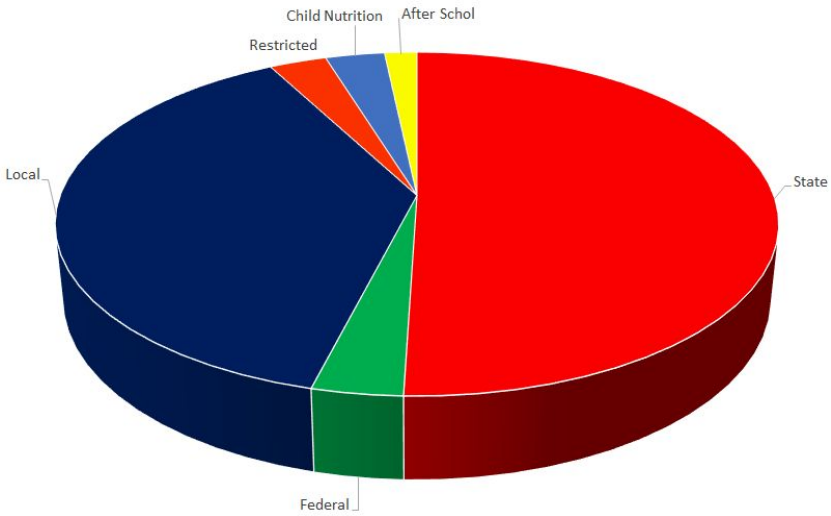
The 2019 -2020 Board of Education approved budget represents Orange County Schools continued commitment to "First Choice for Families". The District continues to be faced with the challenges of meeting on-going critical needs of students and staff while balancing the ever-present uncertainty of the many funding sources that make up the Revenue stream.

Orange County Schools continually strives to maximize revenues from State, Federal and Local sources while ensuring optimal learning experiences for our students. Our budget request for the 2019/2020 school year reflects this commitment.

The district anticipates funding from State of North Carolina in support of staff, curriculum and transportation at $47.7 million. Federal programs are anticipated to contribute $3.4 million in revenue. Orange County Schools currently operates two Enterprise Funds, School Nutrition and After School Care. As Enterprise Funds, these programs are fee based and operate as self sustaining therefore not requiring funding support from other State, Local or Federal revenues provided to the district in support of operational needs.

Funding Sources

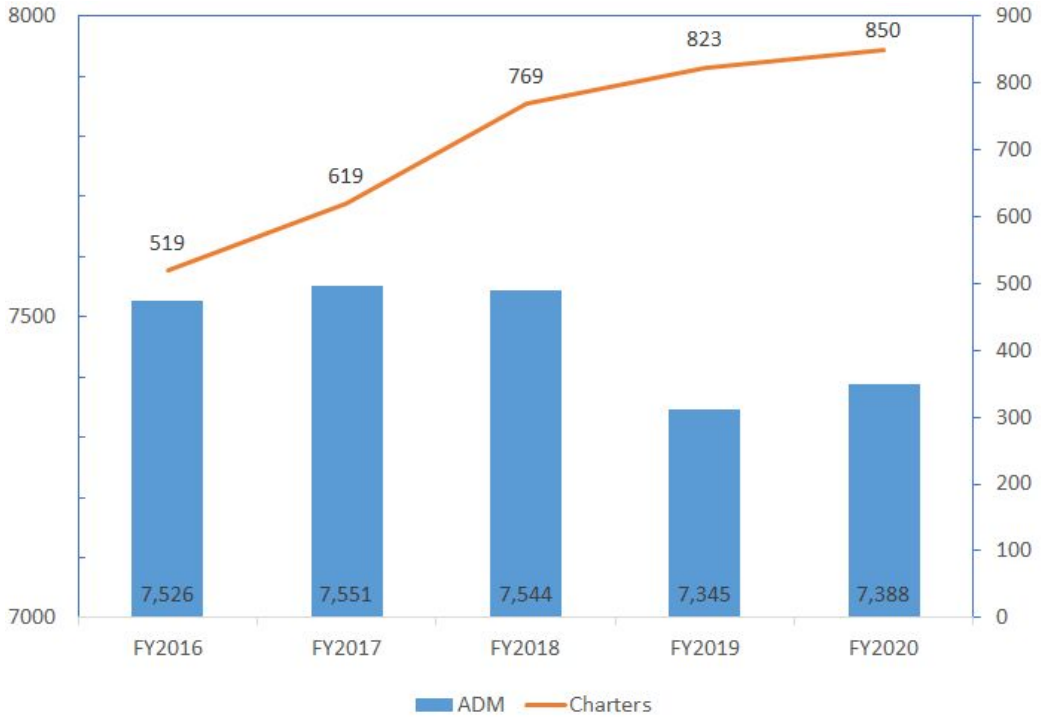
$47,746,932 - State Funding
$ 3,351,730 - Federal Grants
$36,094,932 - Local Funding
$ 2,791,928 - Restricted Local
$ 2,958,950 - School Nutrition
$ 1,559,510 - After School Care
$94,503,982



OCS 2017-2019 Budget Reductions

CONTINUATION

The NC Department of Public Instruction (DPI) projects student average daily membership (ADM) annually. Orange County Schools is projected to grow 43 students to a total ADM of 7,388. While students living within the Orange County School district and attending a Charter School is currently 843 and projected to reach 850 during the 2019/20 school year.



In order to continue operations at the current level and support the projected student growth, Orange County Schools will require a total of $34.9 million in local revenues from the Orange County Board of County Commissioners. This incorporates anticipated increases in local expenditures of approximately $870 thousand to support

- Projected 5% state mandated salary increase for certified staff
- Projected 2% state mandated salary increase for classified staff
- Projected Retirement of 20.36%
- Projected Hospitalization of $6,354 annually per employee
- Elementary Universal Breakfast Program

OCS 2017-2019 Budget Reductions

This continuation requirement is approximately $(850 thousand short), based on the current per pupil funding of $4,165/student.

State mandated salary and benefit increases continue to be the driving force in the requested budget increases. As seen in the data below, the employer portion of employee benefits have risen upwards of 30% in the past five years. State mandated salary increases are provided to all staff, no matter the funding stream. As a result, local budget requests continue to rise.

	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020*
Teacher Pay Increases	2.1%	4.7%	3.3%	6.9%(avg)	5.0%
Classified Staff Increases	$750	1.5%	$1,000	2.0%	2.0%
Employer Retirement Contribution	15.32%	16.12%	17.13%	18.86%	20.36%
Employer Hospitalization Contribution	$5,471	$5,704	$5,869	$6,104	$6,354

*Budgeted

EXPANSION

Beginning October 2018, the Board's Budget Committee met and worked with staff to discuss critical budget issues facing the district. As a result of these conversations, the following expansion items are requested for funding consideration in the FY 2020 local budget:

- $350,000 in support of our Equity Initiative
  - February 11, 2019 the Board approved Local Policy 1030 - Equity in Education. In support of this commitment and in collaboration with Chapel Hill Carrboro City Schools, as a result a series of professional development will be presented to cover equity, inclusion and cultural awareness throughout the district.
  - Furthermore, this initiative is intended to focus on diversity recruitment and hiring resulting in an increase in the number of male and minority candidates hired into teaching positions. A Human Capital Management position is requested to coordinate district recruitment efforts and outreach to university partners providing a strategic and intentional focus on leading a recruitment task force to address district hiring barriers and challenges facing teachers of color.
- $160,000 to reinstate 10 paid workdays for teacher assistant
  - In order to balance the 2018/2019 budget while protecting critical support positions, it was necessary to no longer allow Teacher Assistants the ability to work, or take

leave, on calendared non-student students. These positions offer tremendous support to the classroom teachers and their absence on teacher workdays has been impactful.

- $150,000 to offer maternity/paternity leave
  - The Orange County School Strategic Plan commits to creating a career destination for employees through strengthening recruitment and retention. In an effort to hire and retain highly qualified staff, offering maternity/paternity leave as part of the employee benefit package displays OCS commitment to creating a career destination for employees.
- $230,000 to restore class sizes in grades 4-8 to 1 teacher for every 25 students
  - In order to balance the 2018/2019 budget, it was necessary to increase the class size in grades 4 - 8 to 1 teacher per 27 students. In doing so, OCS was able to reduce expenditures by reducing three locally funded teaching position. The Board remains committed to smaller class sizes to create optimal learning environments for students and desire to restore the class sizes in these grades.
- $100,000 for the salary and benefits associated with the addition of 1 Literacy facilitator
  - The literacy facilitator will support student learning and growth by ensuring the alignment of curriculum, assessment and instruction in our middle and high schools. In our middle schools, the literacy facilitator will help teachers utilize the Teachers College Reading and Writing Project Units of Study in Reading as a common curriculum resource for grades 6-8. The literacy facilitator will support teachers in facilitating instruction through whole group mini-lessons, small group instruction, and individual reading conferences. Middle school literacy coaches will receive ongoing professional development from the literacy facilitator throughout the school year.
  - In our high schools, teachers will receive support from the literacy facilitator in using district pacing guides and curriculum documents for English I-IV and Critical Reading and Composition. The literacy facilitator will support teachers in using College Board and International Baccalaureate for AP English and IB English. Professional development for high school teachers will focus on conferring, daily writing, and selecting culturally relevant texts to boost student engagement. The literacy facilitator will support teachers, coaches, and principals with analyzing their assessment data in order to inform decision-making. The literacy facilitator will

support school administrators with instructional leadership through walkthroughs, creation of look-for tools, and by providing feedback to teachers.

- $137,000 to support the salary and benefits of 2 additional guidance counselors
  - The two largest elementary schools in the district, New Hope Elementary and Cameron Park Elementary, currently support over 600 students with one guidance counselor each. Nationally, it is recommended that one guidance counselor serve every 251 students. Furthermore, the North Carolina average is one counselor for every 378 students. The acuity of need currently presented in schools leave counselors having to triage service based on severity, leaving many students unserved unfortunately.
- $57,000 to support the salary and benefits of a custodial manager/supervisor
  - In an effort to provide managerial support and professional development to custodial staff, the Board desires to add this position to enable other district leaders the ability to focus on those large Bond Projects occurring throughout the district.
- $81,000 to implement signing bonuses and tuition assistance
  - In support of the recently adopted Equity Policy as well as the Equity initiative included in this budget ask, this initiative includes a grow-our-own component that is aimed at growing classified staff into teaching positions through a one-year alternative teacher preparation program that results in teacher certification. The second component will include a $2,000 signing bonus to each newly recruited special education teacher who signs an early contract prior to June 15.

The above expansion requests total $1.2 million. Based on the current per pupil funding of $4,165/pupil, Orange County Schools will require an additional $150/pupil to support the requested expansion items.

In summary, the Orange County Schools approved FY 2020 local budget presented for funding consideration totals $36.1 million. In order to continue operating at current levels, the district requires an additional $850 thousand with an additional $1.2 million to fund expansion items supporting district initiatives directly aligned with the Strategic Plan. This equates to a per pupil need of $4,438 for the 2019/2020 school year.

Appendices:

- ★ Appendix 1 - Orange County Schools Local Funding Request
- ★ Appendix 2 - Orange County Schools Projected Local Revenue Summary
- ★ Appendix 3 - Orange County Schools Capital Improvement Plan (CIP)
- ★ Appendix 4 - Orange County Schools 2017 - 2019 Budget Reductions
- ★ Appendix 5 - Changes in Local Education Agencies Average Daily Membership
- ★ Appendix 6 - Percentage of Public School Students in Membership in Charter Schools
- ★ Appendix 7 - NC 13 Years Cumulative Birth Cohorts
- ★ Appendix 8 - Changes in NC Population Ages 0 - 4 and 5 - 17
- ★ Appendix 9 - NC Private, Homeschool and Public Charter Students

ORANGE COUNTY SCHOOLS
2019 - 2020 CONTINUATION/EXPANSION BUDGET REQUEST

	FY19	FY20		DIFF	
PROJECTED ENROLLMENT	**7,345**	**7,388**		43	
CHARTER SCHOOL Funded	769	843	(**)	74	
less out of district county estimate	103	97		(6)	
TOTAL STUDENT BILLING BASE	8,011	8,134		123	
Revenue at FY 2019 per pupil (4,165)	**$ 33,365,815**	**$ 33,878,110**		**512,295**	
County Appropriation	33,365,815	33,878,110		512,295	
Fund Balance	1,793,883	-		(1,793,883)	
Fines & Forfeitures (Orange Co. Civil penalities)	169,617	150,000		(19,617.00)	
Interest	7,000	7,000		-	
Total Local Revenue	**$ 35,336,315**	**$ 34,035,110**		(1,301,205)	
Fund Balance Appropriations	1,793,883	-			
Local Budget	33,542,432	33,542,432			
Continuation					
Universal Breakfast		100,000	(1)		
FB Appropriated to Balance Budget		362,500	(2)		
State Mandated Increases (Salary & Benefits)		870,000	(3)		
Total Continuation Budget	**$ 35,336,315**	**34,874,932**		4,288	Per Pupil Required
Estimated Continuation Shortfall	**-**	**$ (839,822)**		**123**	Per Pupil Increase

EXPANSION REQUESTS					
Equity Initiative	Staff PD joint venture	$ 180,000	(4)		
	Human Capital Management	$ 125,000	(5)		
Reinstate 10 TA workdays		$ 160,000			
Maternity/Paternity Leave		$ 150,000	(6)		
Restore grades 4-8 class Size 1:25		$ 230,000			
Literacy Facilitator		$ 100,000			
2 Additional Guidance Counselors		$ 137,000	(7)		
Custodial Manager/Supervisor		$ 57,000	(8)		
Recruitment & Talent Management		$ 81,000	(9)		
Total Expansion Requests		$ 1,220,000		4,438	Per Pupil Required
Estimated Continuation/Expansion Shortfall		**$ (2,059,822)**		**273**	Per Pupil Increase

Notes

(**) Jan 2019 Actual

(1) Previous Fund Balance Appropriation

(2) Appropriated Fund Balance to Balance the FY2019 Budget

(3) Represents a 5.0% increase in Certified Salaries; 2.00% increase in classified salaries; 20.36% Retirement; 6,354 hospitalization

(4) Represents anticipated professional development; Equity Director in Continuation Budget

(5) Coordinate district talent management/recruitment efforts; emphasis on diversity recruitment and hiring

(6) 4 weeks paid maternity/paternity pay

(7) One additional counselor for New Hope and one for Cameron Park elementary

(8) Supervisor to manage custodial staff, duties and professional development

(9) Grown-Your-Own Alternative Licensure Tuition and Programming; Special Education signing bonus

ORANGE COUNTY SCHOOLS

2019-2020 Local Current Expense Fund Revenue Projections

$ 273 per pupil increase

Projected Student Enrollment	2017-2018 Budget	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Supt Recom	2019-2020 Board Appvd
State Projection of Students	7,544	7,544	7,345	7,345	7,388	7,388
Less: Out-of-County Tuition Paid	89	89	89	89	97	97
Existing Charter School Students	617	617	769	769	843	843
Total County Resident Students	8,072	8,072	8,025	8,025	8,134	8,134
County Appropriation	3,991	3,991	4,165	4,165	4,438	4,438

Local Revenues	2017-2018 Budget	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Supt Recom	2019-2020 Board Appvd
County Appropriation	32,215,326	32,215,326	33,365,815	33,365,815	36,094,932	36,094,932
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	837,900	837,900	-	-	-	-
ABC Revenue	30,000	30,000	32,000	32,000	32,000	32,000
Appropriated Fund Balance	1,763,791		2,110,195	2,110,195	-	-
Appropriated Fund Balance-Carryover	1,300,769		464,815	464,815	302,311	302,311
Burroughs Wellcome STEM Grant	51,500	51,500	120,000	120,000	120,000	120,000
Fines and Forfeitures	220,000	232,921	169,617	169,617	169,617	169,617
Indirect Cost	128,000	180,129	128,000	128,000	128,000	128,000
Interest Income on Investments	7,000	33,731	7,000	7,000	7,000	7,000
Medicaid Reimbursement	341,000	347,046	362,828	362,828	365,000	365,000
Miscellaneous Revenue	363,182	427,328	310,517	310,517	300,000	300,000
National Pawn Band Grant	2,000	-	-	-	-	-
N.C. PreK	220,000	368,462	250,000	250,000	250,000	250,000
Health & Safety	972,000	1,426,947	972,000	972,000	972,000	972,000
Sales Tax Revenue	60,000	91,660	60,000	88,974	80,000	80,000
Tuition - PreK	15,320	9,125	36,075	36,075	36,000	36,000
Tuition - Regular School	87,423	73,497	55,874	55,874	30,000	30,000
Total Local Revenues	38,615,211	36,325,573	38,444,735	38,473,709	38,886,860	38,886,860

ORANGE COUNTY SCHOOLS
FY2020--2029 CAPITAL INVESTMENT PLAN
COMBINED SCHEDULE

																MODIFIED	NEW
DEBT FINANCED	ADDTL PG	ART 46	OLD FAC	BOND	DESCRIPTION	LOCATION	Year 1 2019-2020 (FY20)	Year 2 2020-2021 (FY 21)	Year 3 2021-2022 (FY22)	Year 4 2022-2023 (FY 23)	Year 5 2023-2024 (FY 24)	FIVE YEAR TOTAL	Year 6 2024-2025 (FY 25)	YEAR 7 2025-2026 (FY26)	YEAR 8 2026-2027 (FY27)	YEAR 9 2027-2028 (FY28)	YEAR 10 2028-2029 (FY29)	YEAR 6-10 SUMMARY	TEN YEAR TOTAL
	X				CLASSROOM BLDG IMPROVEMENTS: CARPET/MASTIC CAMPUS WIDE: A L STANBACK	ALS		$225,000				**$225,000**						$0	$225,000
X					OUTDOOR LEARNING CLASSROOM	ALS	$ 25,000											$0	
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	$84,320	$48,535				**$132,855**						$0	$132,855
	X				EXTERIOR RESURFACING	CP	$250,000					**$250,000**						$0	$250,000
X					ROOF REPLACEMENT PER 2016 ASSESSMENT	CP		$500,000	$175,000	$130,000	$8,720	**$805,000**						$0	$805,000
			X		ROOF REPLACEMENTS PER 2016 ASSESSMENT (SEE BOND FOR BALANCE)	CP	$75,000					**$75,000**						$0	
X					WINDOW REPLACEMENT (phase 1 envelope project)	CP						**$0**						$0	$0
X					METAL ROOF RECOAT	CRHS					$500,000	**$0**						$0	$0
X					NEW SERVING LINE COUNTERS	CRHS		$35,000				**$35,000**						$0	$35,000
X					C W STANFORD ROOF PER 2016 ASSESSMENT	CWS				$18,068	$10,395	**$18,068**	$422,475	$1,012,389	$163,245			$1,598,109	$1,616,177
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					MAINTENANCE LANDSCAPE EQUIPMENT	DISTRICT	$35,000					**$35,000**						$0	
X					AED REPLACEMENT (8 YEAR CYCLE PER UNIT)	DISTRICT						**$0**	$25,000	$25,000				$50,000	$50,000
X					ATHLETIC FACILITIES RESERVE	DISTRICT	$100,000					**$100,000**				$200,000		$200,000	$300,000
			X		CORPORATE DRIVE PROPERTY UPFIT/INFRASTRUCTURE	DISTRICT	$190,000					**$190,000**						$0	$190,000
	X				DISTRICT: TECHNOLOGY UPGRADES	DISTRICT	$172,808	$172,808	$172,808	$172,808	$163,292	**$691,232**	$163,292	$163,292	$163,292			$489,876	$1,181,108
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					$25,000	**$0**						$0	$0
X					PAVING PARKING LOTS/DRIVEWAYS/WALKWAYS	DISTRICT	$150,000	$165,000				**$315,000**						$0	$315,000
X					REPLACE WRESTLING MATS/SAFETY PADDING (MULTI-YEAR FUNDING)	DISTRICT	$25,000					**$25,000**						$0	$25,000
	X				RESERVE: DEFERRED MAINTENANCE	DISTRICT			$152,896		$150,000	**$152,896**	$150,000	$150,000	$150,000			$450,000	$602,896
X					RESERVE: CLASSROOM/BUILDING IMPROVEMENTS--FUTURE FACILITIES PLANNING	DISTRICT	$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	$97,700	$392,700				**$490,400**						$0	$490,400
X					RESERVE: SCHOOL SAFETY INITIATIVES--FACILITY IMPROVEMENTS (E.G. SECURITY VESTIBULES)	DISTRICT	$235,358	$93,580	$228,763	$0		**$557,701**						$0	$557,701
	X				SCHOOL SAFETY INITIATIVES	DISTRICT	$127,896	$152,896				**$280,792**						$0	$280,792
		X			TECHNOLOGY DEBT SERVICE	DISTRICT	$570,079	$570,079	$600,000	$600,000	$600,000	**$2,340,158**	$600,000	$600,000	$600,000	$600,000	$600,000	$3,000,000	$5,340,158
		X			TECHNOLOGY UPGRADES	DISTRICT	$175,664	$205,394	$206,596	$238,859	$286,410	**$826,513**	$321,866	$358,741	$397,090	$436,974	$436,974	$1,951,645	$2,778,158
	X				RESERVE: FUTURE FACILITIES PLANNING	DISTRICT				$377,896	$227,896	**$377,896**	$227,896	$227,896	$227,896	$541,188	$541,188	$1,766,064	$2,143,960
X					ROOF REPLACEMENTS PER 2016 ASSESSMENT	EFLAND		$2,958		$45,152	$564,434	**$48,110**						$0	$48,110
			X		ADD 1-COMPARTMENT COMBI-OVEN	GAB						**$0**						$0	$0
			X		REPLACE COLD STORAGE UNIT	GAB						**$0**						$0	$0

ORANGE COUNTY SCHOOLS
FY2020--2029 CAPITAL INVESTMENT PLAN
COMBINED SCHEDULE

																MODIFIED	NEW
DEBT FINANCED	ADDTL PG	ART 46	OLD FAC	BOND	DESCRIPTION	LOCATION	Year 1 2019-2020 (FY20)	Year 2 2020-2021 (FY 21)	Year 3 2021-2022 (FY22)	Year 4 2022-2023 (FY 23)	Year 5 2023-2024 (FY 24)	FIVE YEAR TOTAL	Year 6 2024-2025 (FY 25)	YEAR 7 2025-2026 (FY26)	YEAR 8 2026-2027 (FY27)	YEAR 9 2027-2028 (FY28)	YEAR 10 2028-2029 (FY29)	YEAR 6-10 SUMMARY	TEN YEAR TOTAL
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
	X				CLASSROOM BLDG IMPROVEMENTS: CARPET/MASTIC CAMPUS WIDE: NEW HOPE	NH			$225,000			**$225,000**						$0	$225,000
			X		MECHANICAL SYSTEM	NH						**$0**						$0	$0
X					ROOF REPLACEMENT PER 2016 ASSESSMENT	NH		$200,000		$384,607	$424,600	**$584,607**	$424,600					$424,600	$1,009,207
X					ROOF REPLACEMENT PER 2016 ASSESSMENT	OHS	$295,222	$135,025	$740,430	$632,922	$149,308	**$1,803,599**						$0	$1,803,599
X					TENNIS COURT RECONSTRUCTION	OHS						**$0**						$0	$0
X					TRACK RESURFACING	OHS						**$0**						$0	$0
			X		UPGRADE SCIENCE CLASSROOMS	OHS						**$0**						$0	$0
			X		DRAINAGE ISSUES ADDRESSED	PE						**$0**						$0	$0
X					HVAC REPLACEMENT	PE						**$0**		$189,805	$1,545,499			$1,735,304	$1,735,304
X					MECHANICAL SYSTEM REPLACEMENT DESIGN	PE						**$0**		$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		**$3,264,711**	**$3,327,840**	**$2,990,397**	**$3,047,156**	**$3,110,055**	**$12,605,104**	**$3,170,748**	**$3,233,239**	**$3,297,587**	**$3,364,309**	**$1,578,162**	**$14,644,045**	**$27,139,149**
					DEBT FINANCED REPLACEMENT FOR IMPACT FEES	CRHS													
				X	MECHANICAL SYSTEM	ALS			$4,000,000			$4,000,000							
				X	ROOF REPLACEMENTS	ALS	$296,420		$240,015			$536,435							
				X	MECHANICAL SYSTEM	CENTRAL			$1,638,200			$1,638,200							
				X	ROOF REPLACEMENTS	CENTRAL						$0							
				X	MECHANICAL SYSTEM	CP	$1,047,007		$239,993			$1,287,000							
				X	ROOF REPLACEMENTS	CP	$274,764					$274,764							
				X	OLDER FACILITY IMPROVEMENTS	CP	$1,000,000					$1,000,000							
				X	CLASSROOM WING ADDITION (Total project: $14.5 Million; $3.1 funded from School Construction Impact Fees)	CRHS	$9,900,000	$4,600,000				$14,500,000							
				X	CORPORATE DRIVE PROPERTY ACQUISITION	DISTRICT						$0							
				X	HAZ MATERIAL MITIGATION: SOFFITS	DISTRICT						$0							
				X	CAPITAL RESERVES FOR BOND PROJECTS	DISTRICT			$900,000			$900,000							
				X	IMPLEMENTATION OF SCHOOL SAFETY INITATIVES	DISTRICT	$1,156,993	$343,007				$1,500,000							
				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						$0							
				X	ROOF REPLACEMENTS	GAB	$27,416	$539,393				$566,809							
				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							

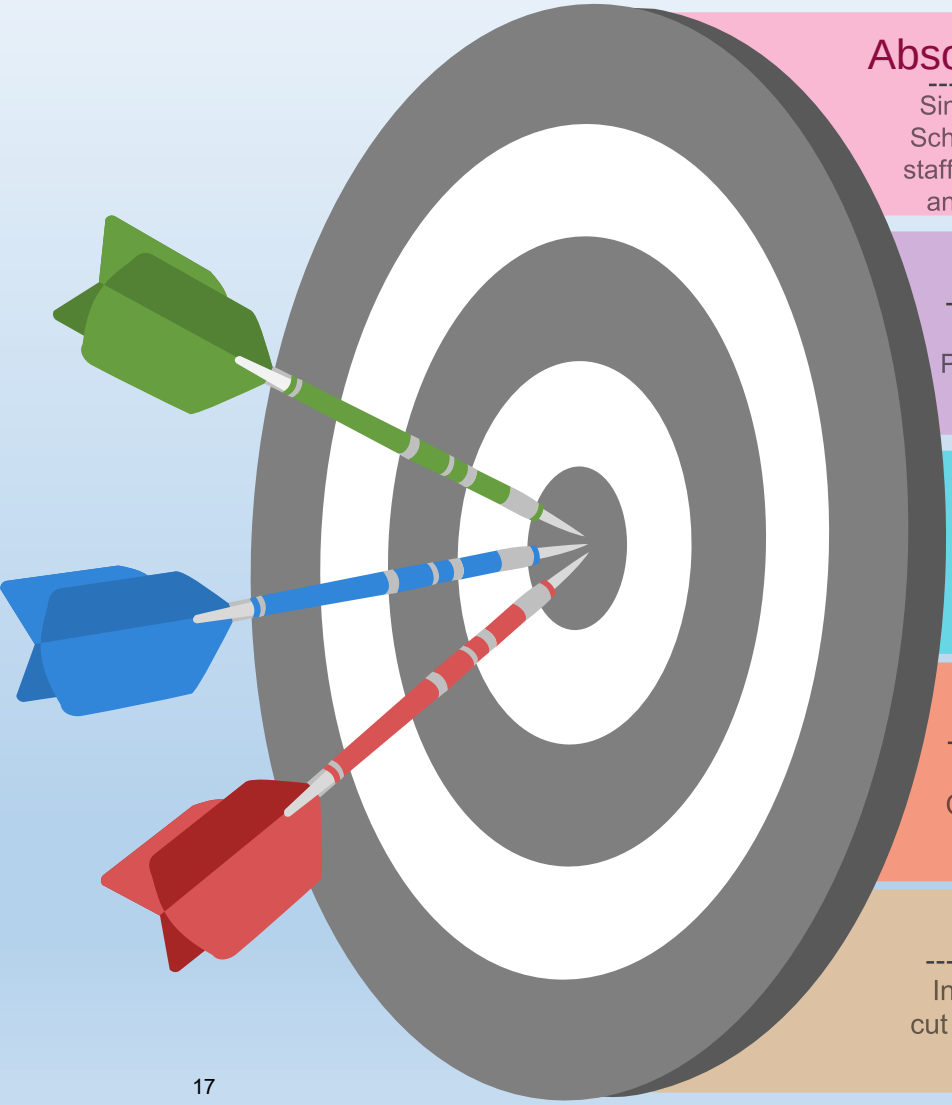
ORANGE COUNTY SCHOOLS
FY2020--2029 CAPITAL INVESTMENT PLAN
COMBINED SCHEDULE

															MODIFIED	NEW
DEBT FINANCED	ADDTL PG	ART 46	OLD FAC	BOND	DESCRIPTION	LOCATION	Year 1 2019-2020 (FY20)	Year 2 2020-2021 (FY 21)	Year 3 2021-2022 (FY22)	Year 4 2022-2023 (FY 23)	Year 5 2023-2024 (FY 24)	FIVE YEAR TOTAL	Year 6 2024-2025 (FY 25)	YEAR 7 2025-2026 (FY26)	YEAR 8 2026-2027 (FY27)	YEAR 9 2027-2028 (FY28)	YEAR 10 2028-2029 (FY29)	YEAR 6-10 SUMMARY	TEN YEAR TOTAL
				X	MECHANICAL SYSTEM REPLACEMENT--GEOTHERMAL	OHS						$0							
				X	REPLACE TRANSPORTATION FACILITY (JOINT PROJECT WITH CHCCS--ASSUMES $3MILLION CONTRIBUTION, NOT INCLUDED IN THIS AMOUNT)	TRANSP						$0							
							$13,877,600	$6,186,400	$11,864,000	$0		$31,928,000							

TOTAL AVAILABLE FUNDING FROM COUNTY:														
DEBT FINANCING (AKA: PAY-AS-YOU-GO)		$735,710	$1,607,075	$1,639,217	$1,672,001	$1,705,441	**$7,359,444**	$1,731,023	$1,756,988	$1,783,343	$1,810,093	$1,837,244	**$8,918,691**	**$16,278,135**
2/3 NET DEBT BONDS (AKA: PAY-AS-YOU-GO)		$839,854					**$839,854**						**$0**	**$839,854**
ADDITIONAL PAY AS YOU GO (AKA: LOTTERY)		$550,704	$550,704	$550,704	$550,704	$550,704	**$2,753,520**	$550,704	$550,704	$550,704	$550,704	$550,704	**$2,753,520**	**$5,507,040**
ARTICLE 46 SALES TAX		$745,743	$775,573	$806,596	$838,859	$872,414	**$4,039,185**	$907,311	$943,603	$981,347	$1,020,601	$1,061,425	**$4,914,287**	**$8,953,472**
FACILITY IMPROVEMENTS TO OLDER SCHOOLS (5-YR ALLOCATION)		$392,700	$392,700	$0	$0	$0	**$785,400**	$0	$0	$0	$0	$0	**$0**	**$785,400**
SUB TOTAL ANNUAL ALLOCATION		***$3,264,711***	***$3,326,052***	***$2,996,517***	***$3,061,564***	***$3,128,559***	***$15,777,403***	***$3,189,037***	***$3,251,295***	***$3,315,394***	***$3,381,398***	***$3,449,373***	***$16,586,497***	***$32,363,900***
DEBT FINANCED (AKA: SCHOOL CONSTRUCTION IMPACT FEES)	CRHS						**$0**						**$0**	**$3,100,000**
BOND REFERENDUM PROJECTS		$13,877,600	$6,186,400	$11,864,000	$0	$0	**$31,928,000**						**$0**	
GRAND TOTAL ANNUAL ALLOCATION		**$17,142,311**	**$9,512,452**	**$14,860,517**	**$3,061,564**	**$3,128,559**	**$47,705,403**	**$3,189,037**	**$3,251,295**	**$3,315,394**	**$3,381,398**	**$6,898,747**	**$33,172,994**	**$67,827,800**

Reductions Enacted to Balance Local Budget

FY 2017 Budget – FY2019 Budget



Absorbed 19 Positions thru Attrition

Since the 2016/2017 School Year, Orange County Schools have decreased it's allotted positions by 29 staff. 10 positions were the result of ADM reductions and 19 were an effort to balance the local budget

Increased Class Sizes in 4-8

Increased class size for grades 4 – 8 to 1:27
Previous years had experienced a class size of 1:25

Central Office Reductions

FY18 - 10% reduction in departmental budgets
FY19 - 7.25 Positions eliminated through reorgs
Central Office vacancies froze 90 days
Eliminated HR Director Position

Thorough review of staff funding

Efficiency review with School Efficiency Consultants identified areas where State funding could be leveraged more effectively.

TA's no longer work workdays

In an effort to balance the FY19 budget and not cut positions, teacher assistants are no longer paid nor work non-student days.

Public Schools of North Carolina

Change in LEA Average Daily Membership (ADM)

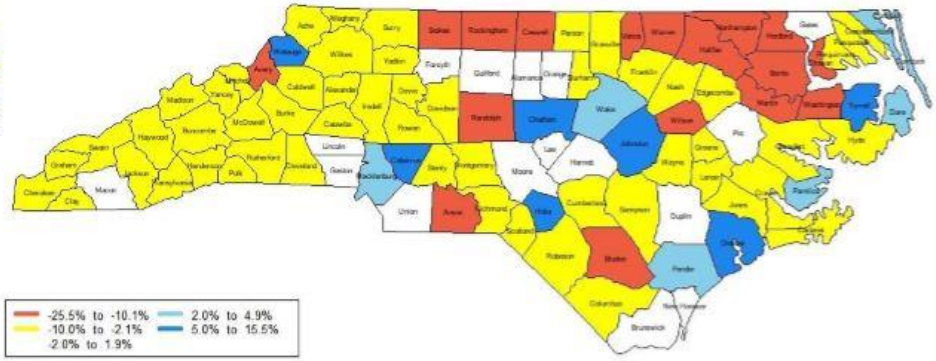
Change between 2003-04 and 2008-09



Change between 2008-09 and 2013-14



Change between 2013-14 and 2018-19



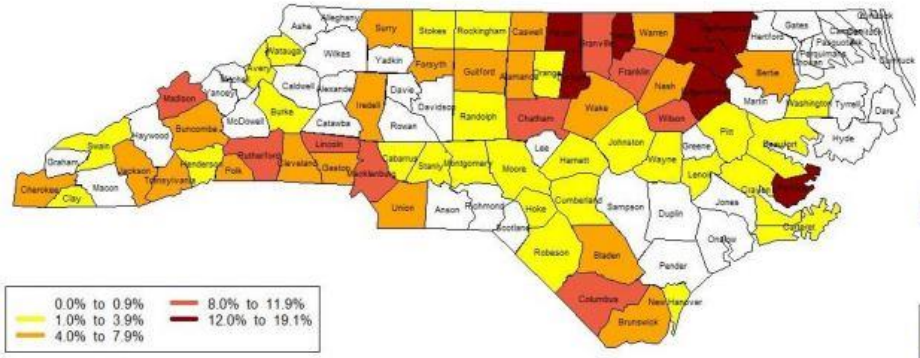
Source: Actual ADM higher of Month 1 and 2

Percentage of Public School Students in Membership in Charter Schools

2011 - 2012



2014 - 2015



2017 - 2018



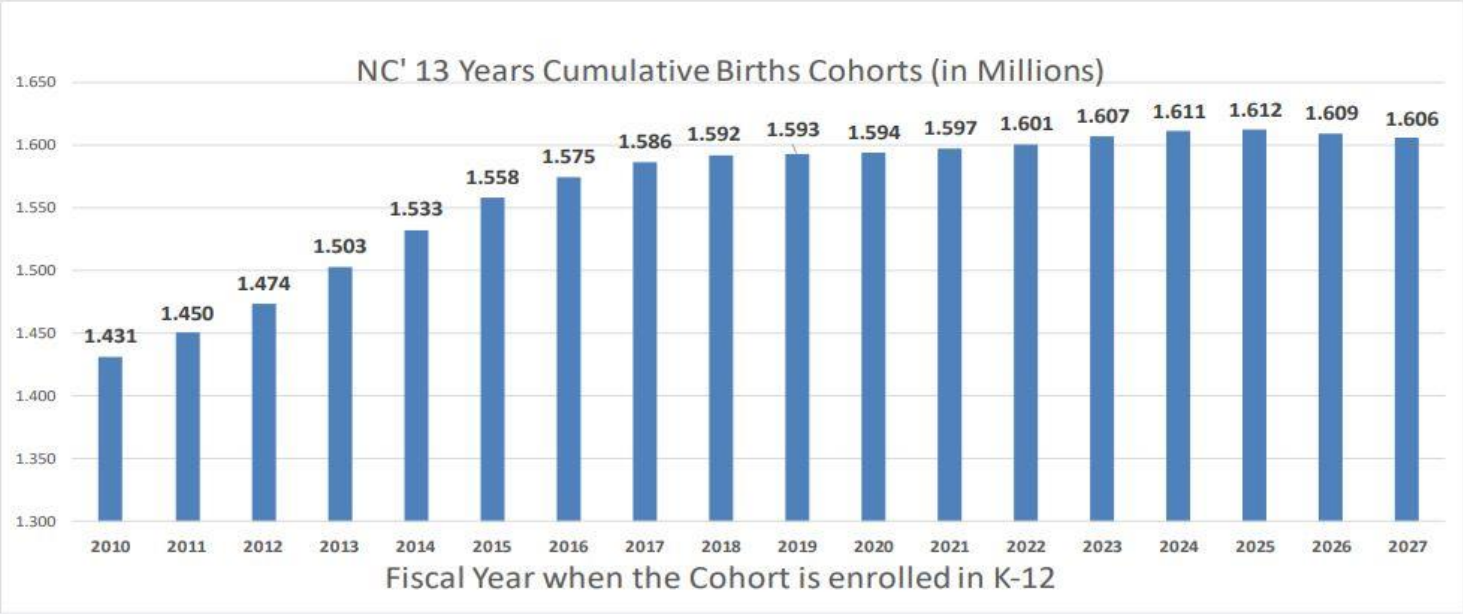
Source: Reported by LEAs. Represents the percentage of K-12 public school students in membership in a charter school students residing in the LEA and in membership in a charter school in the state.

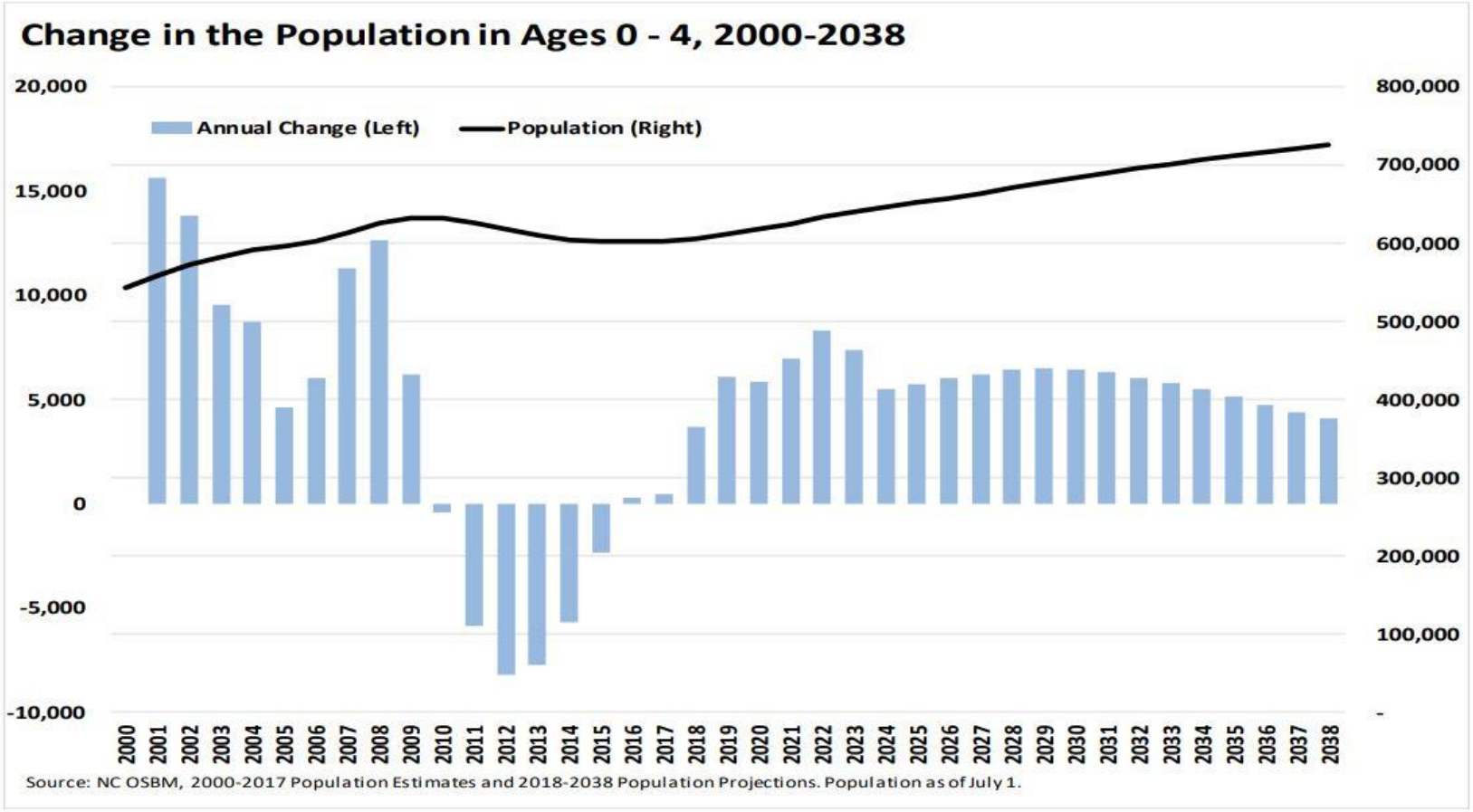
NC 13 Years Cumulative Births Cohorts

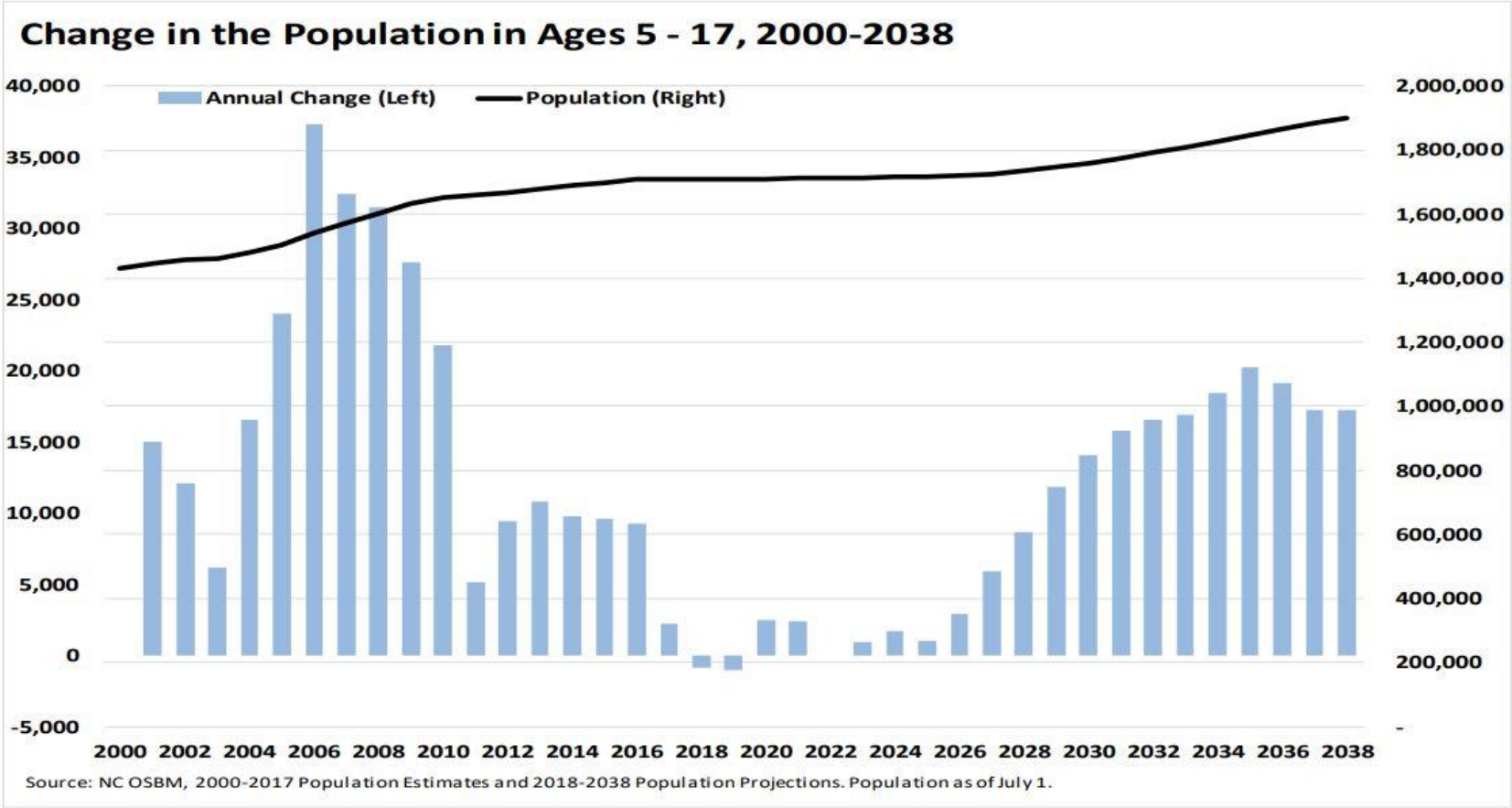
The aggregate total enrollment in K-12 systems (LEA, Charters, Private, Home schooling included) is determined by the size of the cumulative 13 years births cohorts combined with the amount of out of state born students.

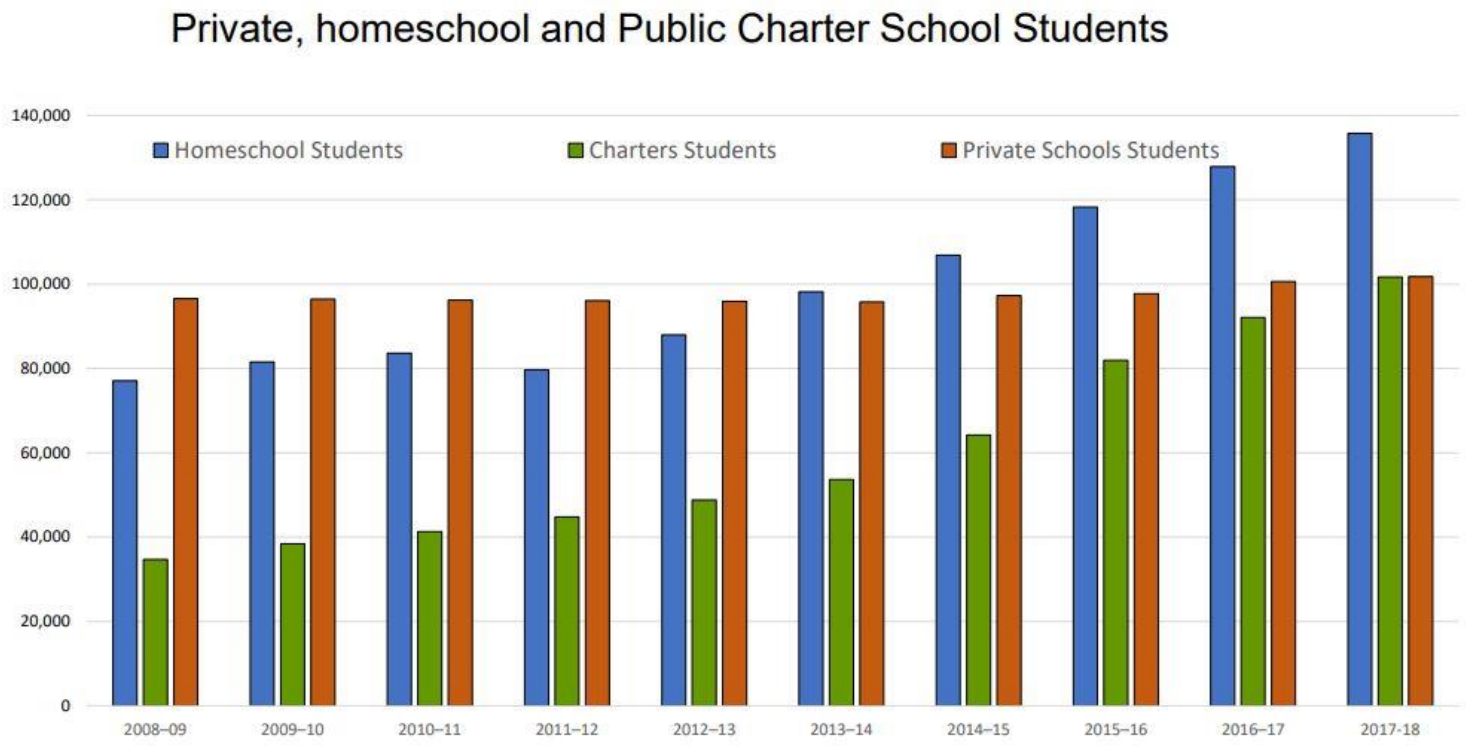
Based on Birth Census provided by DHHS and on the projections published by OSBM, the 13 years cumulative cohorts corresponding to fiscal years 2010 -2027 were computed for the chart below.

The cohorts size steadily increase until 2016-17, after which the totals remain relatively constant.




Change in the Population in Ages 0 - 4, 2000-2038
Annual Change (Left)
Population (Right)
20,000
15,000
10,000
5,000
0
-5,000
-10,000
800,000
700,000
600,000
500,000
400,000
300,000
200,000
100,000
-
2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 2029 2030 2031 2032 2033 2034 2035 2036 2037 2038
Source: NC OSBM, 2000-2017 Population Estimates and 2018-2038 Population Projections. Population as of July 1.


Change in the Population in Ages 5 - 17, 2000-2038
Annual Change (Left)
Population (Right)
40,000
35,000
30,000
25,000
20,000
15,000
10,000
5,000
0
-5,000
2,000,000
1,800,000
1,600,000
1,400,000
1,200,000
1,000,000
800,000
600,000
400,000
200,000
-
2000 2002 2004 2006 2008 2010 2012 2014 2016 2018 2020 2022 2024 2026 2028 2030 2032 2034 2036 2038
Source: NC OSBM, 2000-2017 Population Estimates and 2018-2038 Population Projections. Population as of July 1.


Private, homeschool and Public Charter School Students
140,000
120,000
100,000
80,000
60,000
40,000
20,000
0
Homeschool Students
Charters Students
Private Schools Students
2008–09
2009–10
2010–11
2011–12
2012–13
2013–14
2014–15
2015–16
2016–17
2017-18



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

DURHAM TECH
Office of the President

March 22, 2019

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

Dear Ms. Hammersley:

The FY 2019-20 Budget Request for Durham Technical Community College is attached for your review. Durham Technical Community College's request reflects a total increase of $93,112. This amount includes an increase of $10,112 or 1.18% in existing operating funds, a $58,000 request for a new position, and a one-time request in capital outlay of $25,000 to upgrade the Skill Development Center.

The changes in Current Operating and Capital Outlay Funds appears below:

- An increase of $7,973 (2.5%) for salaries and benefits to match the expected increases for state paid employees and to continue to pay all employees a livable wage.
- $2,139 projected increase of 2% in the cost of utilities
- A new request of $58,000 to fund an additional College Liaison position so that the college can have a designated liaison for both Chapel-Hill and Orange County
- A one-time request in capital outlay funds to replace the carpet and paint walls at the Skill Development Center.

We are also requesting that the new facilities project that is currently shown on Orange County 5 Year Capital Improvement Plan on Year 3 to 5 be changed to Year 1-3 which would allocate $547,290 to the college during FY 2019-2020. Those funds will be used for the advanced planning on the new Education Building that was included on the FY 2017-22 Capital Projects list. The cost of that 56,000 square foot building is now estimated at $26,547,911. The additional building space will enable the college to offer additional program and courses to meet the community needs. The expansion will enable the college to focus additional resources primarily in the following areas, health care, public safety, student services, and flexible classroom space. The college's on-going program need analysis for the new building included significant input from County leaders, economic developers, and public school partners, and was completed in FY 18-19. A copy of the Orange County expansion summary is provided.

We envision the time horizon for a new building to be approximately four years from the time the project is formally approved and funding is committed by the Board of Commissioners. As you know, North Carolina voters approved a referendum in the spring 2016 that provides funds from the sale of bonds for construction on community college campuses. Durham Tech has set aside

$1 million of those funds to help finance the planning and design of a second building in Orange County. We will be able to access those funds once the county has committed its financial support for the project and has invested the additional capital outlay funds that are in our current budget request.

I look forward to meeting with you to discuss this request in greater detail. Meanwhile, thank you for your support. We are proud to be Orange County's community college.

Very truly yours,

William G. Ingram

DURHAM TECHNICAL COMMUNITY COLLEGE
Orange County Budget Request
For Fiscal Year 2019-2020

	Current FY 2018-19		FY 2019-20	From Appropriated	
	Requested	Appropriated	Request	$ Change	% Change
TOTAL CURRENT EXPENSE	$ 655,144	$ 655,144	$ 723,256	$ 68,112	10.40%
TOTAL FINANCIAL AID	$ 200,000	$ 200,000	$ 200,000	$ -	0.00%
TOTAL CAPITAL OUTLAY	$ 75,000	$ 75,000	$ 100,000	$ 25,000	33.33%
GRAND TOTAL	$ 930,144	$ 930,144	$ 1,023,256	$ 93,112	10.01%

DURHAM TECHNICAL COMMUNITY COLLEGE
Orange County Budget Request
Fiscal Year 2019-20

	Current FY 2018-19 Requested	Current FY 2018-19 As Budgeted	FY 2019-20 Total Request	Explanation for Increase
A. Operations - Current Expense				
1 Salaries & Benefits:				
Professional Salaries	121,247	121,247	124,278	2.5 % increase
Service,Maintenance, Skilled	110,917	110,917	113,690	2.5 % increase
FICA	17,761	17,761	18,205	2.5 % increase
Retirement	35,986	35,986	36,886	2.5 % increase
Medical Insurance	22,456	22,456	23,017	2.5 % increase
College Liaison (Salary and Benefits)			58,000	new
Longevity	1,631	1,631	1,672	2.5 % increase
Workers Compensation & Unemployment	3,075	3,075	3,152	2.5 % increase
Group Dental	2,563	2,563	2,627	2.5 % increase
Employee Life Insurance	205	205	210	2.5 % increase
Students (CWS & FSEOG)	3,075	3,075	3,152	2.5 % increase
Sub-Total Salaries & Benefits	318,916	318,916	384,889	
2 Contractual Services:				
Institutional Development				
Waste Removal	2,884	2,884	2,884	
Equipment Maintenance	5,150	5,150	5,150	
Janitorial Service/Maintenance Service	72,100	72,100	72,100	
Building Maintenance	26,780	26,780	26,780	
Landscaping	30,900	30,900	30,900	
Sub-Total Contractual Services	137,814	137,814	137,814	
3 Legal Fees:				
Legal Fees	8,000	8,000	8,000	
Sub-Total Legal Fees	8,000	8,000	8,000	

DURHAM TECHNICAL COMMUNITY COLLEGE
Orange County Budget Request
Fiscal Year 2019-20

	Current FY 2018-19 Requested	Current FY 2018-19 As Budgeted	FY 2019-20 Total Request	Explanation for Increase
4 Insurance:				
Property & Liability Insurance	12,500	12,500	12,500	
Sub-Total Insurance	12,500	12,500	12,500	
5 Rental:				
Facility Services Equipment	2,500	2,500	2,500	
Sub-Total Rental	2,500	2,500	2,500	
6 Utilities:				
Natural Gas	18,025	18,025	18,386	Estimated increase of 2%
Electricity	61,800	61,800	63,036	Estimated increase of 2%
Water	3,399	3,399	3,467	Estimated increase of 2%
Telephone	23,690	23,690	24,164	Estimated increase of 2%
Sub-Total Utilities	106,914	106,914	109,053	
7 Advertising, Publicity, Public Relations:				
Institutional Dues	6,000	6,000	6,000	
Printing and Binding Publications	2,500	2,500	2,500	
Advertising and Publicity	5,000	5,000	5,000	
Sub-Total Advertising, Publicity, Public Relations	13,500	13,500	13,500	
8 Repairs:				
Equipment	7,500	7,500	7,500	
Facilities	10,000	10,000	10,000	
Sub-Total Repairs	17,500	17,500	17,500	
9 Travel:				
Administration				
Maintenance and Housekeeping	2,500	2,500	2,500	
Other Support Personnel	5,000	5,000	5,000	
Sub-Total Travel	7,500	7,500	7,500	

DURHAM TECHNICAL COMMUNITY COLLEGE
Orange County Budget Request
Fiscal Year 2019-20

	Current FY 2018-19 Requested	Current FY 2018-19 As Budgeted	FY 2019-20 Total Request	Explanation for Increase
10 Supplies:				
Operations	12,500	12,500	12,500	
Maintenance	2,500	2,500	2,500	
General Institution	2,500	2,500	2,500	
Sub-Total Supplies	17,500	17,500	17,500	
11 Other Expense:				
Misc. Items	12,500	12,500	12,500	
Sub-Total Other Expense	12,500	12,500	12,500	
TOTAL CURRENT OPERATING EXPENSE	**655,144**	**655,144**	**723,256**	
			10.40%	
12 Financial Aid				
Student Tuition for Orange County Residents	200,000	200,000	200,000	
TOTAL FINANCIAL AID (Sales Tax)	200,000	200,000	200,000	
TOTAL CURRENT EXPENSE	**855,144**	**855,144**	**923,256**	
			7.96%	
B. Capital Outlay				
Recurring Budget				
Capital Improvements	60,000	60,000	60,000	
Contingency Fund	15,000	15,000	15,000	
Non-Recurring Budget				
Skill Development Center	-	-	25,000	New Request -Replace carpet and paint
TOTAL CAPITAL OUTLAY	**75,000**	**75,000**	**100,000**	
TOTAL CURRENT EXPENSE & CAPITAL OUTLAY	**930,144**	**930,144**	**1,023,256**	
			10.01%	

DURHAM TECH

Orange County Expansion

2018-2020

Executive Summary

The past 18 months have been used to conduct comprehensive assessments regarding expansion needs at the Orange County Campus of Durham Tech. This process consisted of an initial Needs Analysis (see **Appendix A**) in fall of 2017 by Hanover Research. We conducted two employer surveys (see **Appendix B**) in 2017 and 2018 and a SWOT analysis (see **Appendix C**) in fall 2018. In addition, committee comments and other formal and informal mechanisms were conducted to discern local workforce needs and identify program mix to address these needs.

Some of the key stakeholders that provided input are as follows:

- Chapel Hill Carrboro City Schools
- Chapel Hill Chamber of Commerce
- Duke Health Care
- Durham Workforce Development Board
- Hillsborough Chamber of Commerce
- NC Works Career Center
- NC Workforce Solutions
- Orange County Economic Department
- Orange County Emergency Management
- Orange County Schools
- UNC Health Care
- Regional Partnership Workforce Development Board
- Triangle Regional Career Pathway

Data from this process indicates a consensus of significant support for expansion from the county, including both school systems. **Assessment results helped to identify three emerging priorities for expansion in Orange County as outlined below.**

First Emerging Priority: Expand Portable Health Pathways.

The demand for well-trained healthcare professionals working outside dedicated healthcare settings is evident. To meet this demand, the expansion of specific health programs must be a priority:

- Increase current CNA offerings; add NA II; look at specialized credentials such as Home Health Aide, Hospice Care provider, Community Health Worker, Dialysis Technician, etc.
- Expand current Anesthesia Technology program to include specialized certificates.
- Provide Durham Tech Main Campus offerings at OCC including CTRA Level I, Medical Spanish Facilitator, Medical Coding, and Medical Assistant.
- Add cardiovascular offerings (e.g. CV Tech or CV/V Interventional Technology, Interventional C and V Tech) and related specialized certificates (RCIA, ECG Tech, Stress Echo, etc).
- Add Human Services offerings (substance abuse, mental health, social services) and cancer information management.
- Add fitness and health promotion (emphasis on prevention and health coaching).

Community-based medicine will be shifted from the hospital setting in the form of ambulatory health care, including clinics, long term care facilities, health department support settings, and home care. Given the shortage of doctors and dentists in rural areas, care will be shifted to providers such as Medical Assistants, Community Health Care Providers and Nursing Assistants. The need for healthcare technology will also continue to increase.

Second Emerging Priority: Grow Public Safety Programs.

Likewise, our public safety leaders appreciate our role in the coordination of public safety programs. We must grow our offerings to meet the demand:

- Implement a full range of EMS offerings and specialties including EMS Instructor training.
- Offer Fire Protection Technology and Fire Services Extension training at OCC.
- Expand BLET and Law Enforcement Extension training.
- Add Emergency Management at OCC.

A fast track Paramedic Academy was created in fall 2018 due to a need voiced by local officials for Paramedics. In addition, over 100 cadets have completed a five month long BLET Academy created in partnership with the Orange County Sheriff's Office. Expansion for these two public safety programs along with Fire Protection Technology, Fire Services Extension training, and Law Enforcement Extension training is needed as expressed by local fire stations. In addition, area public safety entities expressing work force needs include the following: Chapel Hill Police department, Carrboro Police department, Hillsborough Police department, UNC Hospital Security department, UNC Police department, UNC Athletic department, Orange County Emergency Services, Chapel Hill Fire department, Carrboro Fire department, Hillsborough Fire department, and Orange Rural Fire Stations. Specific needs in the expansion planning should include flex space for BLET and EMS scenarios and activities such as defense tactics, physical conditioning, and shower facilities.

Third Emerging Priority: Add General Classrooms, Administrative and Faculty Office Space, Student Services Wing, Flexible Space, and Parking.

General classroom and flexible space must be added to meet the needs of our community. Additional programs and services include the following:

- Expand CCP offerings for both school districts and Middle College program.
- Add general classroom space for short-term work-based learning courses.
- Add a Student Services wing to include admissions, advising, tutoring, testing services, career services, student engagement activities
- Add common areas including bookstore, cafeteria, and multipurpose room to accommodate up to 100 for student events, career fairs, and other events for the campus and community
- Include flex space with shower facilities for public safety programs as well as health and wellness course offerings.
- Add parking capacity to accommodate the increase in programming.

At the Orange County Campus, the lack of space is a recurrent issue each semester. Lack of office space for the growing number of instructors on this campus, lack of "quiet zone" space for ADA compliant testing and on-line tutoring, and the lack of storage space for the equipment each department requires to realistically teach and prepare students for their career.

On busy days, the shortage of parking spaces impacts OCC students due to the lack of alternative parking options beyond the current lots. Based on the results from the SWOT Analysis, customer service and commitment to quality education continue to be our strength. None of the weaknesses identified during the SWOT were items that OCC staff members were previously unaware of. Most weaknesses centered on facilities, both OCC and NC Works, mainly the lack of space at OCC and the need for

upgrades at NC Works. The other weaknesses listed such as no security cameras, no direct bus route to the Durham campus, the lack of food offerings, and the limited offerings of classes and programs will continue to be a challenge with limited space.

On October 1, 2018, we began using a student satisfaction survey to be used by prospective and current students to obtain feedback about their experiences at OCC and NC Works. As of January 23, 2019, a total of 106 respondents completed the survey (See **Appendix D**). The results of the student satisfaction survey indicate that, in general, students are satisfied with their experiences at OCC and NC Works. Going forward, on a bi-annual basis, we plan to administer student satisfaction and other surveys to get feedback from consumers.

Based on the results from the student satisfaction survey, and a specific question that asks about "other services, classes, and/or resources they would like to see at OCC", several themes emerged:

Service	Count	Courses	Count
Tutoring	6	Specific Course or More Courses	31
Bookstore	8		
Cafeteria/Coffee/Food	8	Business	2
Financial Aid	3	Science Related	3
Student Engagement Activities	2	Health Tech	8
Career Services/job placement	2	IT	2
Advising	1	Art	4
Student Records	1		
Bike Shop	1		

The SWOT analysis, surveys, work sessions, and general public provide evidence that the campus is challenged to provide a full-campus experience with very limited space. Student Services function without dedicated space for ADA compliant testing, tutoring, counseling, disability services, financial aid, and other support services. Administrative space for adjunct faculty, College Liaisons, and support staff is also limited. The lack of common area spaces, cafeteria services, bookstore, and multipurpose space for student clubs and community activities challenges OCC's ability to fully serve our student population. In addition, space being at capacity also limits any future career pathways requiring specialized equipment.

Orange County Campus Existing Facilities Description

Durham Tech's Orange County Campus (OCC) is located on 20 acres at 525 College Park Road, Hillsborough. This one-building, comprehensive satellite campus offers a central location in Orange County. The 40,000-square-foot brick structure, in the Waterstone Development, holds 22 instructional spaces, including classrooms, computer and science labs, a library, flexible use space, instructional and student support services areas, and faculty and student lounges.

All classrooms and labs have podiums, projectors, and Docucams. The current OCC teaching space includes eleven classrooms, four computer labs, three science labs, two health program classrooms/labs

(EMS, NA/AT), and 1 unfinished flex room. There are two staff/faculty workspace areas (6 offices in each area), a library, a reception area, one administrative office area (5 staff offices, 5 work areas, and 1 small conference room), one student lounge, four single-sex bathrooms, and IT/storage closets.

As staffing and programming at OCC has evolved, numerous spaces have been repurposed to make them more functional for programming needs. Currently, there is not enough office space for adjunct faculty to access private office areas where they can have personal conversations or advising sessions with students. The lack of office space results in faculty utilizing classrooms as office space, often providing limited office hours on this campus for our students, or not being assigned to OCC at all due to limited resources. Limited space also impacts the provision of ADA compliant testing services to those students with accommodation plans, forcing some students to travel to the Main Campus testing center for test accommodations. In addition, the college provides on-line tutoring services, but OCC has no private computer workspace area designated so students can Skype or work privately with an on-line tutor. The campus library is utilized as a computer lab for students; therefore, due to the sound of the printer, there is no true "quiet zone" on campus. The student lounge is the only area on campus for both students and staff to congregate, and is frequently at capacity.

Storage space is at capacity. Programs specifically assigned to OCC such as Emergency Medical Services (EMS), Anesthesia Technology (AT), and Nursing Assistant (NA) require large volumes of program supplies. Providing enough storage space for these programs has become a challenge and safety concern.

Single layer parking for 198 is available and the county Park and Ride lot, with an additional 119 spaces, serves as an overflow parking lot and is directly adjacent to the campus. As campus offerings have grown, there is a need for additional parking options during peak times of the day. Four bus routes provide service to OCC primarily connecting the campus to Hillsborough and Chapel Hill. The only bus providing service to the city of Durham from OCC runs early morning or late afternoon; therefore, no direct transportation options exist between Durham Tech's Main Campus and OCC for students during peak class times (mid-morning to mid-afternoon).

Orange County Campus Current Instructional Offerings

The Orange County Campus (OCC) aims to be our communities' first choice for excellent credit and non-credit programs and courses that support a multitude of career and lifelong learning opportunities. OCC continues to strive to provide exceptional customer service and high-quality instruction, with a focus on student success. To meet this commitment, it is apparent that expansion to include a second building on the 20-acre site is needed as we continue to grow and promote the Orange County campus to the greater community as an important resource for obtaining credentials, gaining workforce skills, and as a provider of student support services to assist students with meeting their goals. Limited course offerings and dedicated OCC programs has forced some Orange County residents to travel to the Durham Campus or, in some cases, enroll at a neighboring community college.

OCC current offerings include the following:

- AA, AS (first two years of a four-year degree)
- AAS degree in Emergency Medical Sciences
- AAS degree Anesthesia Technology

- General Education courses for post-secondary technical and occupational programs leading to a degree, diploma, or certificate
- Basic Law Enforcement Training (BLET)
- Wide variety of corporate and continuing education courses for workforce preparation and development including EMT, Paramedic, and NA.
- English Language development courses (ESL)
- General Education for personal growth.

Orange County Student Services and Academic Support Services

OCC Welcome Desk and Student Services Support

The OCC Welcome Desk and Student Services staff primarily serve Orange County residents (external consumers) who are seeking to enroll in curriculum (credit-bearing) programs. Staff also meet with prospective students who are seeking to complete short-term training, non-credit courses and/or programs. In addition, the Student Services staff also offer advising to currently enrolled students and advising support to Orange County faculty advisors.

The following student services are available at OCC:

- Career services*
- Academic advising
- Placement testing
- Disability and counseling services*
- Student Activities
- Library support
- Admissions and enrollment services
- ConnectSessions (student orientation)
- Registration services
- Financial Aid services*
- Public transportation information

*Off-site staff from main campus



ORANGE COUNTY EMPLOYER NEEDS ANALYSIS

Prepared for Durham Technical Community College

December 2017

In the following report, Hanover Research evaluates employer perceptions of Durham Tech programs and workforce skills needs, and identifies perceived opportunities for Durham Tech to promote workforce development in Orange County, North Carolina.

HANOVER RESEARCH

www.hanoverresearch.com

TABLE OF CONTENTS

Executive Summary 3

INTRODUCTION 3

RECOMMENDATIONS 4

KEY FINDINGS 4

Section I: Orange County Workforce Needs 6

PROGRAMS NEEDED 6

Health Technology 7

Information Technology 8

Public Safety 9

Non-Credit Programs 10

SKILLS NEEDED 12

Computer and Administrative Skills 12

Communication Skills 13

Interviewing and Professional Skills 13

Section II: Employers and Durham Tech 14

PARTNERSHIP OPPORTUNITIES FOR DURHAM TECH 14

PERCEPTION OF DURHAM TECH 15

Improving Community Relationships 16

© 2017 Hanover Research

EXECUTIVE SUMMARY

INTRODUCTION

Durham Technical Community College (Durham Tech) is interested in expanding its Orange County campus and requires additional information to substantiate the need for expansion and guide program development. To this end, this report evaluates employer perceptions of the Orange County campus and workforce skills needs within Orange County.

Hanover reached out to local stakeholders based on Durham Tech's suggestions and conducted in-depth interviews with the eight respondents who were willing to participate in the study. Participants do not represent every industry in Orange County, but were able to speak about a broad range of local employer needs. In addition to an analysis of the interviews, the report also examines data on the local workforce, large employers, and typical education and skills for in-demand local jobs.

The report is divided into two sections:

- **Section I: Orange County Workforce Needs** focuses on degree programs and vocational training opportunities Durham Tech should consider providing in Orange County.
- **Section II: Employers and Durham Tech** focuses on how local stakeholders view Durham Tech (especially the Orange County campus), and on opportunities for Durham Tech to expand or develop partnerships within the county.

This report references in-depth interviews with the following participants:

- Dwight Bassett, Town of Chapel Hill[1]
- Steve Brantley, Orange County Economic Development[2]
- Denise Carrillo, Frontier Communications[3]
- Sonia Frischemeier, Boomerang Youth, Inc.[4]
- Barry Jacobs, Orange County Government[5]
- Dinah Jeffries, Orange County Emergency Services[6]
- Jeff Strickler, UNC Health Care[7]
- Anonymous local government leader[8]

[1] Bassett, Dwight. Economic Development Officer, Town of Chapel Hill. Telephone interview. October 25, 2017.
[2] Brantley, Steve. Director, Orange County Economic Development. Telephone interview. October 18, 2017.
[3] Carrillo, Denise. Business Development, Frontier Communications. Telephone interview. October 26, 2017.
[4] Frischemeier, Sonia. Director of Operations, Boomerang Youth, Inc. Telephone interview. October 23, 2017.
[5] Jacobs, Barry. Commissioner, Orange County Government. Telephone interview. October 27, 2017.
[6] Jeffries, Dinah. Director, Emergency Services, Orange County Government. Telephone interview. October 25, 2017.
[7] Strickler, Jeff. Vice-president, Hillsborough Hospital, UNC Healthcare. Telephone interview. October 11, 2017.
[8] Anonymous Leader. Local government. Telephone interview. October 18, 2017.

© 2017 Hanover Research

RECOMMENDATIONS

- Hanover recommends that Durham Tech expand the following programs in Orange County: public safety, information technology, and health technology. These programs meet the demands of the largest employers in the county, and offer training in skills that are currently needed in the workforce.
- Durham Tech should consider adjusting its offerings to accommodate a wider variety of students. Working adults would likely benefit from night and weekend programs, while high school students need career readiness training, apprenticeships, and internships.
- Durham Tech should consider expanding its advertising and communication in Orange County, including by reaching out to small businesses and high schools. Employers report that there is limited awareness of Durham Tech's offerings in Orange County.

KEY FINDINGS

- **Local employers believe Durham Tech offers high-quality programs and would like to see expanded offerings and schedules at the Orange County campus.** Some interview participants suggested that the Orange County campus is underutilized and that Durham Tech should try to grow its presence in the county. Others mentioned that adult students and workers would benefit from an expanded schedule, including night and weekend programs at the Orange County campus.
- **Interview participants agreed on several degree and training programs that are needed in Orange County.** In general, these programs would meet the needs of the largest employers in Orange County, and provide training in those skills that are most required across industries. The most in-demand programs include:
  - Credit programs in health technology, information technology and public safety
  - Non-credit programs in career readiness, industrial training, and culinary arts
  - Apprenticeships for skilled trades, internships for high school students, and tailored training programs for specific employers
- **Durham Tech can more effectively partner with employers in Orange County by reaching out to a broader market and by advertising its willingness to partner in a variety of areas.** Some of the most prominent employers in Orange County (e.g., local government and UNC Health Care) are already partnering with, or interested in partnering with Durham Tech. However, not all employers are aware of Durham Tech's offerings, and new or small businesses (especially those that do not participate in the Chamber of Commerce) may not know that Durham Tech is interested in pursuing partnerships. Additional outreach and advertising could create opportunities for apprenticeships, internships, and workforce training.
- **Employer perceptions of Durham Tech are very positive, but there are gaps in communication between Durham Tech and employers.** All the local stakeholders

© 2017 Hanover Research

Hanover interviewed expressed appreciation for Durham Tech, saying that the institution is community-focused, an important partner, and a positive local influence. However, they also felt that many local employers are unaware of Durham Tech's presence in Orange County, and thought that Durham Tech should reach out to a broader range of businesses (beyond Chamber of Commerce members).

- Notably, interview participants lacked information about current Durham Tech offerings. For example, several participants mentioned they would like to see specific programs at the Orange County campus that are (in fact) already offered there. Similarly, several participants said they were unsure whether Durham Tech offered programs they perceived to be in-demand.

- **Durham Tech could also improve outreach to students, who may not share employers' positive perception or may lack relevant information about Durham Tech.** Interview participants thought that Durham Tech is often overshadowed by local research universities, that its location in Durham may contribute to negative student perceptions, and that the Orange County campus is underutilized. Several participants advised Durham Tech to advertise more and to recruit through local high schools and employers. Employers see Durham Tech's Orange County campus as a premier, high-tech location. Durham Tech should use the relatively new campus and Orange County location as a marketing tool.

© 2017 Hanover Research

SECTION I: ORANGE COUNTY WORKFORCE NEEDS

In this section, Hanover discusses degrees and training programs that employers would like to see Durham Tech offer in Orange County and the worker skills that are most important to employers in the county. When possible, Hanover mentions whether Durham Tech already provides relevant coursework or programs in the county. This analysis is supplemented with data from the Bureau of Labor Statistics (BLS), the North Carolina Department of Commerce, and other secondary sources.

PROGRAMS NEEDED

Durham Tech already offers coursework for several credit programs (at the certificate or associate's degree level) that appear to be in demand in Orange County, and several are offered at the Orange County campus as of Fall 2017.[9] However, Durham Tech could consider expanding other in-demand programs which it currently offers only at its Durham campus. In general, there appear to be three types of credit programs that are in-demand in Orange County (Figure 1.1): those in health technology, information technology, and public safety.

Figure 1.1: Summary of In-Demand Credit Programs in Orange County

Health Technology

- Imaging technology, surgical technology, and respiratory therapy needed
- Surgical technology and respiratory therapy offered at main campus
- Imaging technology not available as stand-alone program

Information Technology

- Software development, web development, and office administration needed
- All needed programs offered at main campus
- Some coursework available at Orange County campus

Public Safety

- Basic law enforcement, EMS, and fire protection technology needed
- Law enforcement and EMS offered at Orange County campus
- Fire protection technology only available in Durham

Additional potential areas of demand include culinary arts, electrician and electric project management, industrial logistics, and sustainable technology. Relevant non-credit programs are available at Durham Tech's main campus but do not appear available in Orange County.[10]

[9] "Orange County Campus Schedule." Durham Tech. https://www.durhamtech.edu/schedules/OCCScheduleCurrent.pdf

[10] "Main Campus Continuing Education." Durham Tech. https://www.durhamtech.edu/continuinged/index.htm [2] "Orange County Continuing Education." Durham Tech. https://www.durhamtech.edu/noncredit/occ.htm

© 2017 Hanover Research

HEALTH TECHNOLOGY

Interview participants consistently mention health and medical fields as an area of need and an opportunity for Durham Tech to pursue partnerships in Orange County. Orange County Commissioner Barry Jacobs told Hanover this type of training is "very important" for the local workforce. In fact, health care is among the largest occupational groups in the area, and UNC Health Care is one of the largest employers.[11] Participants feel that proximity between Hillsborough Hospital and campus provides an opportunity for collaboration.



Health Technology in Orange County

Hillsboro Hospital is one of the largest local employers. In health technology, the two areas of highest demand will be surgical technology and imaging technology. Durham Tech currently offers surgical technology, but no stand-alone imaging technology program.

Jeff Strickler, a vice-president with UNC Health Care who oversees Hillsborough Hospital told Hanover that his organization hires workers with a range of associate's-level degree fields including, "surgical technology, imaging technology, respiratory therapy." Strickler suggested there is "increasing demand" for individuals in "any imaging technology type roles." To the extent hospitals prefer non-invasive diagnostic technologies, these types of roles will remain in-demand.

Durham Tech could meet employer needs by expanding its surgical technology program to Orange County, and by creating a program focused on medical imaging technologies.

Durham Tech could help meet existing demand by expanding its existing surgical technology program to its Orange County campus.[12] Durham Tech does not currently offer a stand-alone program focused on imaging technology; a new program could help meet existing demand in Orange County. The Bureau of Labor Statistics reports that imaging technologists usually have an associate's degree or certificate; this includes radiological technologists, MRI technologists, cardiovascular technicians, and medical sonographers. [13] Employment for imaging technologists in North Carolina is projected to grow as fast or faster than the average for all occupations.[14]

---

[11] "2017 State of the Community Report." Chapel Hill-Carrboro Chamber of Commerce. p. 105-107. https://www.slideshare.net/carolinachamber/2017-state-of-the-community-report

[12] "Surgical Technology." Durham Tech. https://www.durhamtech.edu/health/surgicaltechnology.htm

[13] "Radiologic and MRI Technologists." BLS Occupational Outlook Handbook. https://www.bls.gov/OOH/healthcare/radiologic-technologists.htm [2] "Diagnostic Medical Sonographers and Cardiovascular Technicians." BLS Occupational Outlook Handbook. https://www.bls.gov/ooh/healthcare/diagnostic-medical-sonographers.htm

[14] "Employment Projections by Occupation." North Carolina Department of Commerce. http://nccareers.org/employmentprojections/occupation_employment_projections.html#

© 2017 Hanover Research

For other health occupations (e.g., nurses and medical lab workers), UNC Health Care usually hires workers with bachelor's-level training. There is likely only limited demand for nurse aide training (which is currently available). Surrounding counties may have greater demand than Orange County for nurses without a bachelor's degree.

INFORMATION TECHNOLOGY

The need for information technology workers is not tied to a single employer or organization; interview participants told Hanover that Orange County needs more workers trained in a variety of IT fields. Durham Tech is already equipped to offer programs in software development,[15] web development,[16] office administration,[17] and IT and cloud systems administration.[18] However, Durham Tech currently (as of Fall 2017) offers few IT courses at its Orange County campus.



Information Technology in Orange County

Orange County needs more workers with knowledge of software development, web design and development, and coding. Durham Tech can fill this need by expanding several existing IT

Steve Brantley, a Director at Orange County Economic Development, suggested that there are "more jobs than people skilled to fill them," particularly in "coding" and "writing software." Similarly, Dwight Basset, an Economic Development Officer for the Town of Chapel Hill, thinks employers seek trained IT workers, particularly for "coding" roles. Training in these areas is in "high demand" and may be among the "most critical" needs for the region moving forward. Durham Tech could expand its existing software development program to Orange County to meet this demand.

Other participants observed that local employers need IT workers with web design and development skills. Bassett mentioned that employers are looking for workers with expertise in "data management." Sonia Frischemeier of Boomerang Youth mentioned a range of in-demand areas, such as "graphic design" and "maintaining and developing websites" as well as social media administration. Durham Tech could expand its existing web development and cloud systems programs to Orange County to meet this need.

[15] "Software Development." Durham Tech. https://www.durhamtech.edu/it/softwaredevelopment.htm
[16] "Web Development." Durham Tech. https://www.durhamtech.edu/it/webdevelopment.htm
[17] "Office Administration." Durham Tech. https://www.durhamtech.edu/it/officeadmin.htm
[18] "IT and Cloud Systems Administration." Durham Tech. https://www.durhamtech.edu/it/itcloudadmin.htm

© 2017 Hanover Research

Employers also need more workers with basic IT skills. They list administrative skills, including computer and office software skills, as among the most important workforce needs in Orange County.

Finally, local employers regularly hire workers with associate's degrees for administrative roles. Several interview participants mentioned jobs requiring "administrative skills" or "administrative support roles." As discussed in detail below, computer and software skills are especially important. For these jobs, as Strickler told Hanover, an associate's degree is "certainly career-enhancing." Durham Tech's existing office administration programs can meet the demand for individuals with relevant training.

PUBLIC SAFETY

Local government is one of the largest employers in Orange County,[19] and the most significant workforce need among government jobs appears to be public safety training. Several interview participants mentioned law enforcement, emergency medical services (EMS), and fire protection technology as areas in which Durham Tech could contribute to Orange County's needs. Durham Tech's website indicates that law enforcement[20] and EMS[21] programs are in progress at the Orange County campus in fall 2017,[22] but fire protection technology is not yet available in Orange County.[23]

Figure 1.2: Public Safety Program Needs



Dinah Jeffries, who oversees Orange County Emergency Services, told Hanover that the county could benefit from Durham Tech providing necessary training for a variety of public safety workers, especially fire and EMS workers. The anonymous leader thought that several areas in the county would benefit from high-quality local training for "sheriff's deputies, emergency medical technicians, and rural fire districts." Strickler pointed out UNC Health Care employs its own "hospital police" and "hospital-based ambulance service," including its own workforce of EMTs. Strickler also thought there might be a more extensive need for paramedics.

[19] "2017 State of the Community Report," Op. cit.
[20] "Basic Law Enforcement Training." Durham Tech. https://www.durhamtech.edu/publicsafety/BLET.htm
[21] "Emergency Medical Science." Durham Tech. https://www.durhamtech.edu/publicsafety/emergencymedicalscience.htm
[22] "Orange County Campus Schedule," Op. cit.
[23] "Fire Protection Technology." Durham Tech. https://www.durhamtech.edu/publicsafety/fireprotectiontech.htm

© 2017 Hanover Research

Expanding Durham Tech's public safety programs (including fire protection technology) in Orange County could serve a wider range of students and employers, including working adults, rural fire departments, local government, and UNC Health Care.

Several participants noted the high quality of Durham Tech's public safety programs but suggested that a broader range of options would be beneficial. Jeffries mentioned working adults as one population that may struggle with access to existing programs; the anonymous participant suggested variation in time and location would help meet demand. Durham Tech could expand the schedule for existing public safety credit programs, and offer additional continuing education opportunities in Orange County. Durham Tech could also bring its fire protection technology program to Orange County.

NON-CREDIT PROGRAMS

In addition to the credit programs discussed above, several interview participants mentioned the need for training in areas that correspond to existing non-credit programs at Durham Tech (but not offered in Orange County). Many of these types of programs may require partnerships (e.g., internships, apprenticeships, or customized training) that Hanover discusses in more detail in Section II. Note that participants did not specify whether programs should be for-credit, and that Hanover categorizes them based on existing Durham Tech programs.[24]

Figure 1.3: Non-Credit Training Programs Needed in Orange County

Biotechnology or Bioworks
- Existing program at Durham Tech
- Future demand likely, but current demand may be low

Culinary Arts
- Existing program at Durham Tech
- Aramark, UNC Health Care, and local restaurants may be interested in a parntership.

Industrial Trades
- Some existing programs at Durham Tech
- Should be paired with internships or apprenticeships at local employers such as Frontier Communications, General Electric, and construction firms.

Industrial Management
- Could build on existing Durham Tech programs
- Project management, logistics, supply chain for industrial workers.

[24] "Main Campus Continuing Education," Op. cit. [2] "Orange County Continuing Education," Op. cit.

© 2017 Hanover Research

Biotechnology

Although there is not currently high demand, there may be demand in the future for individuals trained to work in biotechnology, biomedicine, or biopharmaceutical laboratories in Orange County. Steve Brantley, who directs the Orange County Economic Development department, suggested that the proximity to the Research Triangle could attract companies conducting research or testing in such areas. Durham Tech's existing Bioworks certificate and Biotechnology continuing education programs could help meet future demand in this area.[25]

Culinary Arts

There may be demand for a culinary arts program at Durham Tech's Orange County campus, based on comments from two interview participants. Durham Tech currently offers relevant programs at its main campus.[26] Strickler at UNC Health Care mentioned that the organization hires associate's degree-holding workers in food operations, and there may be additional demand from local restaurants. Bassett (Chapel Hill) also indicated that culinary arts is an opportunity for Durham Tech to meet local needs. Aramark Food Services is one of the largest employers in Orange County. Further, by a variety of measures, food services and related industries constitute one of the largest segments of the Orange County economy.[27]

Construction and Industrial Trades

Although the level of immediate need is unclear, several participants mentioned that Durham Tech could help train industrial workers in Orange County, as it does through its main campus.[28] Carrillo told Hanover that "we don't have enough" electricians, plumbers, carpenters, and HVAC technicians in the region. Strickler similarly mentioned that UNC Health Care hires its own electricians, plumbers, and HVAC technicians, and Durham Tech could help to train such workers. Jacobs (Orange County) thought it would be beneficial for workers in these areas to develop expertise on sustainable buildings and technology.

Logistics and Project Management

Some participants mentioned programs related to logistics, warehouses, and supply chain management. Such programs are apparently common in surrounding areas, but Orange County may not currently have demand for such programs. Although there is no immediate demand for training in these fields, future growth in the area may bring new needs. Carrillo mentioned a particular need for project management training for electrical engineers.

Workforce Development and Readiness

Local employers expressed interest in more robust workforce development training, particularly interview and job preparation. At its main campus, Durham Tech currently offers

[25] "Biotechnology Continuing Education." Durham Tech. https://www.durhamtech.edu/noncredit/biotechnology.htm
[26] "Culinary Arts and Hospitality." Durham Tech. https://www.durhamtech.edu/noncredit/culinary.htm
[27] "2017 State of the Community Report," Op. cit. 104-107.
[28] "Construction and Industrial Trades." Durham Tech. https://www.durhamtech.edu/noncredit/construction.htm

© 2017 Hanover Research

opportunities similar to what respondents suggested.[29] The "Skills" section below discusses these in detail. Frischemeier suggested a workforce readiness certificate for high school students (in her words, "something kids could work toward").

SKILLS NEEDED

Local employers agreed on several skills that are in demand in Orange County that Durham Tech can help provide. There are three general areas in which Durham Tech can meet the local need for skills training (Figure 1.4): computer and office skills, oral and written communication, and professionalism (mainly related to interviewing). Note that all these skills are related to existing Durham Tech programs (mostly those offered through its main campus).

Figure 1.4: Worker Skills Needed in Orange County

Computer and Office

- Internet, social media, and graphics
- Office software (e.g., Word, Excel, PowerPoint)

Communication

- Writing skills
- Oral communication, especially for managers

Professionalism

- Applying and interviewing for jobs
- Appropriate attire, social media persona, personal presentation

COMPUTER AND ADMINISTRATIVE SKILLS

Computer, technology, and related administrative skills are a definite need in the Orange County workforce – every interview participant mentioned this area. Relevant skills include "ability to use basic office software" and entry-level "administrative skills." However, other participants mentioned the need for more advanced workers, such as being "able to learn the most recent trends" in technology, including new software or updated computers. [30] Some participants suggested "social media" and "managing websites" as particular areas of need. [31]



[29] "Workforce Development." https://www.durhamtech.edu/noncredit/workforce.htm
[30] Interview with Dinah Jeffries.
[31] Interview with Sonia Frischemeier.

© 2017 Hanover Research

COMMUNICATION SKILLS

Several interview participants emphasized written and verbal communication skills and brought up opportunities for Durham Tech to prepare the local workforce in these areas. For example, Carrillo (Frontier) mentioned "basic communication skills" as a need, especially for early-career workers. One local leader suggested that "writing skills are really, really important" but that employers struggle to find workers who communicate well in writing. Jeffries (OC Emergency Services) mentioned a need for workers who have "customer service" skills and are "strong communicators."



Jeffries suggested programs that allow students to role-play or practice difficult scenarios they might encounter in the workplace. Examples might include situations in which there are barriers to communication, as well as general tactics for speaking with diverse audiences and communicating in stressful situations or about complicated topics.

Another participant suggested there is a perception that Durham Tech does not emphasize "oral and written communication" skills and that this is not an area of strength for Durham Tech graduates. For some individuals, this might not prove a barrier to initial employment, but communication skills are increasingly important as workers encounter more varied work scenarios, and "start supervising, and managing, and leading" in their organization.

INTERVIEWING AND PROFESSIONAL SKILLS

Several local employers mentioned interview and related professional skills, or "how to get a job," as Strickler (UNC Health Care) suggested. Carrillo (Frontier) told Hanover that Durham Tech could provide "interviewing skills," especially for high school students or early-career individuals. Examples might include appropriate attire, making a positive and professional impression, and marketing a professional persona on social media. Frischemeier (Boomerang) agreed that this is a need, suggesting a "workforce readiness" training program, especially for high school students.



Interview participants also felt that the final step ("get the job") should be a "major area of improvement" for Durham Tech. Strickler mentioned that he thought Durham Tech could put "greater emphasis" on job placement. Similarly, Frischemeier thought that students would be more likely to pursue programs beyond high school if job placement were a built-in feature. Participants see this topic as being tied to developing students' interviewing skills. While acknowledging the difficulty of motivating younger students to dedicate themselves to job preparation, a clear track through interview training to job placement could help.

© 2017 Hanover Research

SECTION II: EMPLOYERS AND DURHAM TECH

PARTNERSHIP OPPORTUNITIES FOR DURHAM TECH

Local employers told Hanover they are interested in partnering with Durham Tech as well as expanding existing partnerships. Additionally, several interview participants suggested new opportunities that Durham Tech might pursue with employers:

- **Internships** as part of associate's degree or certificate programs,
- **Apprenticeships** as part of industrial training programs, and
- **Specialized training** for employees of local companies.

Several interview participants suggested that Durham Tech could integrate internships into its existing programs. Strickler (UNC Health Care) told Hanover internships can help "get individuals into the workforce," and this is an area that Durham Tech could place "more emphasis." Frischemeier (Boomerang) agreed that "internships with a view to job placement" are needed, perhaps before the end of an associate's-level program. Frischemeier pointed out that an internship allows younger students, who may not have held a full-time job, to "see what their options are" and could be "a significant motivating factor." Meanwhile, internships show local employers that the student is a "viable employee."

Others mentioned apprenticeships in industrial fields. Brantley (OC Development) told Hanover that in some counties, organizations pay for students to complete apprenticeships – students "proactively" attend community college "as an apprentice of an industry." Carrillo (Frontier) suggested that a variety of local businesses might need electricians, plumbers, HVAC technicians, and other specialized workers, and that a hands-on apprenticeship can be an effective training model. Participants mentioned General Electric, the Homebuilders Association, and UNC Health Care as possible partners in this area. Frischemeier emphasized that this type of program helps young people "see through the chaos" and understand that full-time employment is available.

Finally, interview participants mentioned that local employers might have specialized training needs that they could address by partnering with Durham



Job Placement and Training Programs

In general, employers think Durham Tech could be more proactive in helping students with job placement. As Durham Tech's employer partnerships grow in Orange County, it should seek to connect students with employers.

Specifically, Durham Tech should consider partnering with local business to offer internships and apprenticeships. These programs allow students to see tangible outcomes and test their suitability for an occupation and allow employers to test student skills and ensure that graduates meet industry standards.

© 2017 Hanover Research

Tech. Brantley (OC Development) pointed out that new businesses might be more interested in opening in Orange County if Durham Tech could provide training for employees on-site or nearby. Similarly, Bassett (Chapel Hill) told Hanover that partnerships with Durham Tech could be attractive to prospective employers considering Chapel Hill locations. The anonymous participant suggested reaching out through the Chamber of Commerce and informing local businesses that Durham Tech is ready to help create specialized training programs.



Employers view Durham Tech as an important asset and a good community partner. They hope that Durham Tech will expand its offerings in Orange County, and focus on additional outreach to local employers. For example, many small or new businesses may be unaware of existing programs, or unaware that Durham Tech seeks new employer partnerships in Orange County.

PERCEPTION OF DURHAM TECH

Overall, local employer perceptions of Durham Tech are very positive. Employers see Durham Tech as "a great community partner," "a major asset" and "community-builder," and "an important educational option for students in Orange County." Interview participants noted that Durham Tech programs are high-quality and that Durham Tech has "done a really good job of incorporating Orange County interests." All participants expressed the desire to strengthen existing partnerships and build new ones with Durham Tech.

Impressions of the Orange County campus were positive, but with general agreement that the campus is "underutilized." Participants told Hanover the campus is a "premier," "newer and more beautiful" facility, a "very favorable, upscale place to learn." However, other participants see it simply as "a satellite campus" and suggested that there is not "broad knowledge that it's there" among county employers. Carrillo (Frontier) had no complaints about the campus itself but hoped that Durham Tech would "get more programs" at the Orange County location.

Meanwhile, there is a contrast between perceptions of Durham Tech's commitment to the community and the local economy (very positive), and Durham Tech's record of delivering what Orange County needs (mixed). For example, Bassett views Durham Tech as "seeming to struggle" with identifying the primary areas of need in Orange County. Strickler (UNC Health Care) suggested that although Durham Tech is eager to help, it sometimes struggles with "follow-through" on specifics.



Employers think that Durham Tech offers high-quality programs, but that it should expand marketing to students in Orange County. Durham Tech could leverage positive perceptions of its Orange County campus to attract new students.

© 2017 Hanover Research

IMPROVING COMMUNITY RELATIONSHIPS

Local employers agreed that given Durham Tech's high-quality programs, and commitment to the community, the most significant area for improvement is communication. Some participants emphasized the need to communicate with local business leaders, while others focused on Durham Tech's marketing and outreach to potential students in Orange County.

COMMUNICATING WITH LOCAL EMPLOYERS

Some participants suggested that while Durham Tech intends to meet the needs of local employers, it does not always capture necessary information about these needs. For example, Strickler mentioned that although Durham Tech participates in a community advisory board, Durham Tech could get a better sense of employer needs through advisory groups "specific to certain types of industries." Bassett (Chapel Hill) agreed that although Durham Tech is active within the Chamber of Commerce, "there is a segment of the market that may not be a member," including new or small businesses. Staying in close context with a variety of industries would help Durham Tech "capture information" and stay aware of "changes in the industries."

Similarly, participants thought that in some market segments employers would want to get involved with Durham Tech programs in Orange County, "if they were aware of them." But Durham Tech's offerings "are not broadly understood." Some market segments (especially small businesses) may be unaware of what Durham Tech offers in Orange County or may be unaware that Durham Tech seeks new partnerships. Bassett told Hanover that "working to educate the business community about how they can partner [with Durham Tech] would be a really good beginning point."

COMMUNICATING WITH POTENTIAL STUDENTS

Durham Tech's proximity to large research universities such as Duke University, North Carolina State University, and University of North Carolina – Chapel Hill presents a challenge for developing a strong reputation in the community. Several participants worried that despite Durham Tech's high-quality programs, it could be "overshadowed" by local research institutions. Participants emphasized the importance of advertising for Durham Tech, especially since students who will not attend four-year universities may be unaware of the variety of promising career options available after training at Durham Tech.

Several local employers mentioned a perception that Durham Tech does not advertise widely and questioned whether Durham Tech recruits through local high schools and guidance counselors. Brantley and Bassett suggested that Durham Tech "advertise more," and tell the community "what they do and what they offer." Frischemeier suggested "attracting younger people" who might not understand Durham Tech, and recruiting "through local high schools and guidance counselors." Frischemeier also pointed out that Durham Tech's website is difficult to navigate; some programs are difficult to find, and several do not show a clear path to a job.

© 2017 Hanover Research

PROJECT EVALUATION FORM

Hanover Research is committed to providing a work product that meets or exceeds client expectations. In keeping with that goal, we would like to hear your opinions regarding our reports. Feedback is critically important and serves as the strongest mechanism by which we tailor our research to your organization. When you have had a chance to evaluate this report, please take a moment to fill out the following questionnaire.

http://www.hanoverresearch.com/evaluation/index.php

CAVEAT

The publisher and authors have used their best efforts in preparing this brief. The publisher and authors make no representations or warranties with respect to the accuracy or completeness of the contents of this brief and specifically disclaim any implied warranties of fitness for a particular purpose. There are no warranties that extend beyond the descriptions contained in this paragraph. No warranty may be created or extended by representatives of Hanover Research or its marketing materials. The accuracy and completeness of the information provided herein and the opinions stated herein are not guaranteed or warranted to produce any particular results, and the advice and strategies contained herein may not be suitable for every client. Neither the publisher nor the authors shall be liable for any loss of profit or any other commercial damages, including but not limited to special, incidental, consequential, or other damages. Moreover, Hanover Research is not engaged in rendering legal, accounting, or other professional services. Clients requiring such services are advised to consult an appropriate professional.

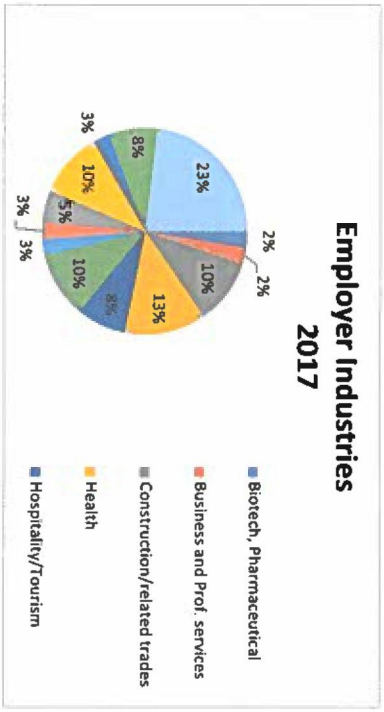


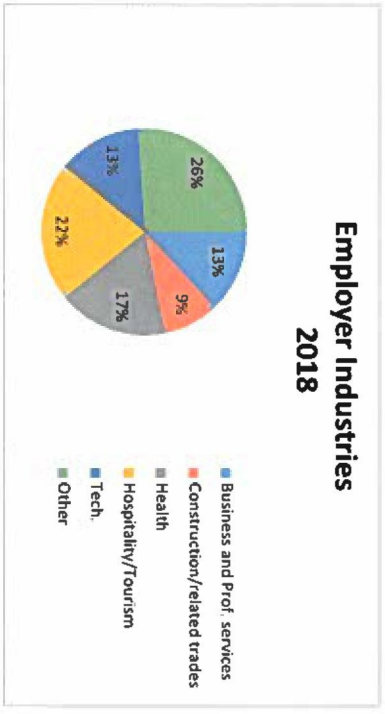
4401 Wilson Boulevard, Suite 400
Arlington, VA 22203
P 202.559.0500 **F** 866.808.6585
www.hanoverresearch.com

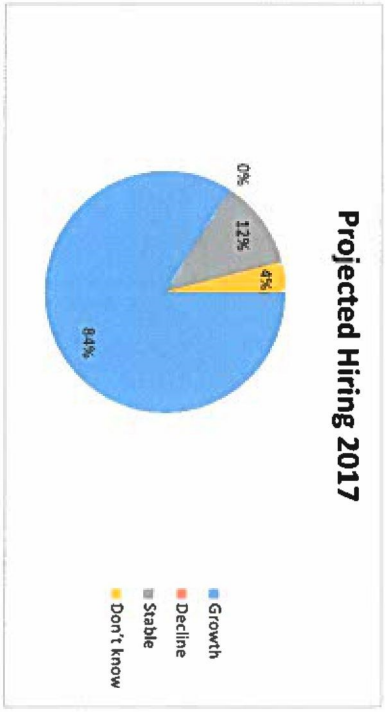
© 2017 Hanover Research

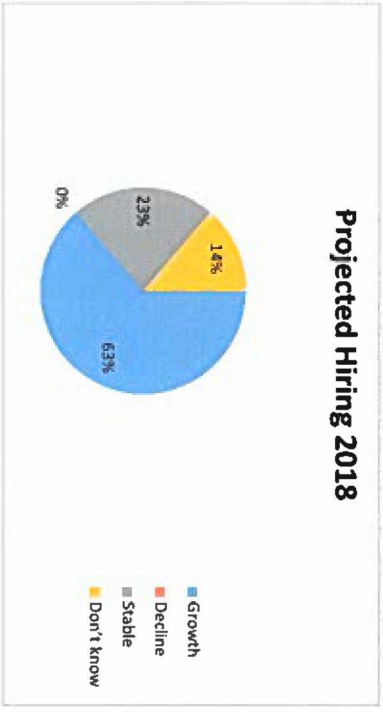
APPENDIX B - Employer Training Needs Survey Results

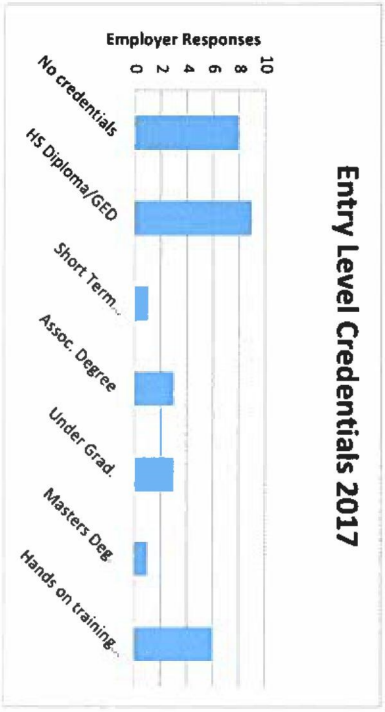
Employer Training Needs Surveys 2017-2018

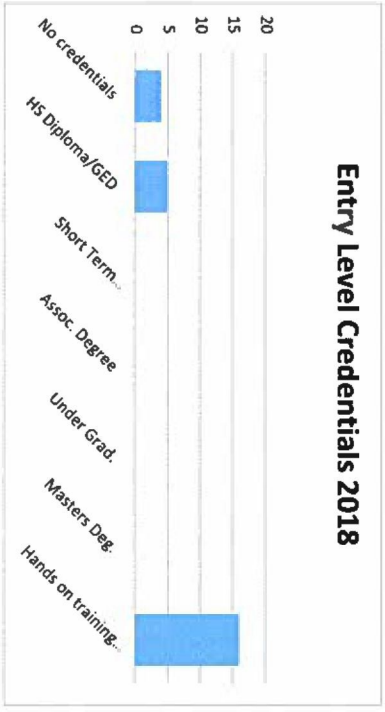












APPENDIX B

Employer Traning Needs Survey 2018	Name of Company and industry Sector													Projected 5 Year Hiring Trend					Entry Level Hiring Credentials						
	Biotech, Pharmaceutical	Business and Prof. services	Construction/related trades	Health	Hospitality/Tourism	Manufacturing	Environmental/Natural recourses	Public Admin.	Retail/wholesale	Social service/Justice	Tech.	Transportation/Trucking/Heavy equipment	Other	Growth	Decline	Stable	Don't know	No credentials	HS Diploma/GED	Short Term Credentials, National, State, or Local	Assoc. Degree	Under Grad.	Masters Deg.	Hands on training or experience
Respondee																									
Tailgate Guys					X												X	X							
CMIT Solutions Chapel Hill		X												X											X
CHSMA													X			X									X
Joseph C Woodard Printing		X														X									X
Shamon Media, Inc. Durham Magazine		X												X					X						X
Holliday PLLC - CPA Firm		X												X											X
Pinacle Financial Partners		X												X											X
Atma Hotel Group - Hampton Inn Carrboro					X											X									X
The Daily Tar Heel		X															X	X							
Lime Energy			X														X								X
Enitech											X			X											X
Novo Print			X													X			X						
Hannah's Home Health & Care Consulting				X										X					X						X
CEI Business Services											X			X					X						
Boer Brother Heating & Cooling			X											X											X
Pam Derr				X												X		X							
Sheraton					X									X				X							X
Hyatt Place Chapel Hil					X									X					X						
UNC Hillsborough				X										X											X
Panciuto					X									X											X
ALT HR Partners		X												X											X
Chapel Hill-Carrboro YMCA				X										X											X
Total	0	3	2	4	5	0	0	0	0	0	3	0	6	14	0	5	3	4	5	0	0	0	0	0	16

Employer Training Needs Survey 2018	Over the next 3-5 years, which occupations face the greatest hiring challenges?	What specific skills are most often lacking?
Respondee		
Tailgate Guys	Labor staff for gameday	Reliability, on time
CMIT Solutions Chapel Hill	IT Helpdesk	All the above
CHSMA	Piano + strings teacher	Soft skills, professsionalism
Joseph C Woodard Printing	Press operators	Communication
Shamon Media, Inc. Durham Magazine	Editorial content/digital distribution	Time management, project leadership
Holliday PLLC - CPA Firm	Tax preparers/bookkeeper	Bookkeeping
Pinacle Financial Partners	Financial specialists	N/A
Atma Hotel Group - Hampton Inn Carrboro	Front desk staff, housekeeping	Customer service skills
The Daily Tar Heel	Business manager, admin, accounting	Writing skills
Lime Energy	Management	N/A
Enitech	Network technicians	Soft skills
Novo Print	Sales	Loyalty, integrity
Hannah's Home Health & Care Consulting	LPNs, RNs, companions	Customer service oriented, working with adults & seniors
CEI Business Services	Sales	Technical aptitude
Boer Brother Heating & Cooling	HVAC service techs	Personal skills, basic job skills, tech skills
Pam Derr	None	N/A
Sheraton	N/A	Attendance , availability
Hyatt Place Chapel Hil	Front desk, housekeeping	Soft skills, technical training
UNC Hillsborough	Certified medical assistants	Customer service
Panciuto	Cooks, waitstaff	Knife skills, baking, critical thinking, problem solving
ALT HR Partners	HR employee relations + sales	N/A
Chapel Hill-Carrboro YMCA	Aquatics, youth serving staff	Leadership skills, customer service, relationship building skills

APPENDIX B

Employer Training Needs Survey 2017	Name of Company and Industry Sector													Projected 5 Year Hiring Trends					Hiring Credentials						
	Biotech, Pharmaceutical	Business and Prof. services	Construction/related trades	Health	Hospitality/Tourism	Manufacturing	Environmental/Natural recourses	Public Admin.	Retail/wholesale	Social service/Justice	Tech.	Transportation/Trucking/Heavy equipment	Other	Growth	Decline	Stable	Don't know	No credentials	HS Diploma/GED	Short Term Credentials, National, State, or Local	Assoc. Degree	Under Grad.	Masters Deg.	Hands on training or experience
Respondee																									
LabCorp				X		X								X					X		X	X		
OC EMS													X	X					X	X				
McLaurin Parking Co.												X				X		X						
OC Emergency Services													X	X					X					
People Ready			X			X								X				X						
Oxford House, Inc.										X				X										
TRI-ARC Food Systems, Inc.						X								X					X					
J. Evans Beauty													X	X				X	X					X
Kelly Services						X								X					X					
Premier Home Health Care Services Inc.				X										X										X
Kelly Services						X										X								X
Carrboro Fire-Rescue Dept.													X	X					X					X
Vocational Rehabilitation services				X													X							X
Premier Home Health Care Services Inc.				X										X										X
NC Community College System													X	X										
Wendy's													X	X				X						
Wendy's													X	X				X						
NC DHHS FNS ET										X				X								X		
Regional Partnership WDB	X	X	X	X	X	X	X	X	X	X	X	X	X	X										
Haven Design Build			X											X				X			X	X		
The Arc of the Triangle													X	X					X					
Tommy Hilfiger									X					X				X						
McLaurin Parking Co.												X		X				X						
Progressive Water Solutions			X											X					X					
NCDVRS										X						X					X		X	
Total	1	1	4	5	3	4	1	1	2	4	1	3	9	21	0	3	1	8	9	1	3	3	1	6

APPENDIX B

Employer Training Needs 2017	Over the next 3-5 years, which occupations face the greatest hiring challenges?	What specific skills are most often lacking?
Respondee		
LabCorp	N/A	N/A
OC EMS	EMS and 911 telecommunicators	Ems Cert., drivers license-valid, customer service, and typing 35 + WPM
McLaurin Parking Co.	Basic customer service roles/driving positions	Customer service
OC Emergency Services	911 telecommunicators	typing proficiency, critical decision making skills
People Ready	Hospitality/food service	Experienced cook/food prep.
Oxford House, Inc.	N/A	N/A
TRI-ARC Food Systems, Inc.	Management/crew	N/A
J. Evans Beauty	Stylist	N/A
Kelly Services	Assembly, material handler, forklift, shipping, picking and placing	Attendance
Premier Home Health Care Services Inc.	C.N.A.'s. LPN's, RN's	Soft skills-professionalism
Kelly Services	low job fill	Licenses
Carrboro Fire-Rescue Dept.	Diversity/lack of certification of volunteer fireman	Interpersonal
Vocational Rehabilitation services	N/A	N/A
Premier Home Health Care Services Inc.	C.N.A.	Work Ethic
NC Community College System	Upper MGMT	N/A
Wendy's	Crew	Customer service
NC DHHS FNS ET	Upper MGMT and entry level admin.	N/A
Regional Partnership WDB	N/A	N/A
Haven Design Build	Unskilled labor, project/program mgrs.	Math, problem solving,mgmt, proj. mgmt, software, confidence
The Arc of the Triangle	Direct care support professionals	N/A
Tommy Hilfiger	Sales Associate	Time Mgmt.
McLaurin Parking Co.	Basic monitoring, cashier pos., valet drivers, traffic control officers	Attendance
Progressive Water Solutions	Sales and customer service	Self-confidence
NCDVRS	N/A	N/A

APPENDIX C - Orange County Services SWOT

	Weakness	Threats	Strengths	Opportunities
Community Engagement	**(1)** Consistency with messages **(2)** OCSDS and DSS sites need a Durham Tech "point person" to maintain integrity and standards. **(3)** Relationships with public schools still unclear, what is our role? What is the status of this relationship? We have tried many things but they still have negative opinions. **(4)** Available staff to do outreach	**(1)** The community college growth in our service area (Wake Tech, etc.) **(2)** If Education Navigation (EN) staff grows, do we have space to expand infrastructure? **(3)** University mindset-must partner with four years schools to increase engagement with parents. **(4)** Change in CTE leadership-do we have to rebuild relationships?	**(1)** Rapid local area growths **(2)** Educational Navigation and connections to DSS, NGO's, local non-profits and faith based agencies **(3)** OCC staff have done an amazing job to increase visibility of OCC. **(4)** EN-provided five years of grant funding and student success stories. **(5)** EN-recognized for best practices across state (**6**) Great reputation **(7)** High quality connections with CTE directors and instruction. Invitations to provide presentations on degrees and short term credentials **(8)** Interest in collaboration with DT. (OCC).	**(1)** Additional partnership with UNC health **(2)** Increase awareness of activities at other Orange county sites (ex. DHS) **(3)** EN staff could grow and expand to serve more students and enroll more participants. **(4)** Continue to build "identity" if applicable **(5)** OCC needs annual marketing and communication workshop which includes strategy development and assessment of area **(6)** Expand awareness **(7)** Need audience development and strategies to reach those audiences **(8)** Marketing HS programs to CHCCS to increase participation at OCC.
Facilities	**(1)** Building-limited on what is offered **(2)** Limited areas where students can study and collaborate. **(3)** Bathrooms-no family/single bathroom **(4)** Not enough space to expand staff **(5)** No cafeteria and no coffee **(6)** No security cameras **(7)** No bookstore	**(1)** Limited county/state dollars-small tax base **(2)** No control over county bus routes **(3)** Technology innovations/advancements **(4)** OCSDC- security (primarily at night) **(5)** OCSDC-leaking/AC (problems common)/need new location **(6)** Better outside lighting	**(1)** Clean **(2)** Well marked signage **(3)** Welcome desk is the first thing to be seen **(4)** Welcoming staff (answers phones and questions) **(5)** On a bus route **(6)** Staff-looks contemporary, like an institution of higher education	**(1)** Transportation increased **(2)** Marketing photos (college wide) **(3)** Nice space to host community meetings/events **(4)** Look to expand-have the land **(5)** More work spaces for all adjunct faculty

APPENDIX C - Orange County Services SWOT

	Weakness	Threats	Strengths	Opportunities
Facilities	**(8)** Limited space to expand (particularly lab space for new programs). **(9)** No direct bus route to Durham campus **(10)** Lack of expansion for parking **(11)** Lack of immediate IT or facilities response (at OCC and OCSDC) **(12)** OCSDC-building needs improving, very outdated **(13)** OCSDC-new management **(14)** Lack of experienced security/police (need more armed) **(15)** Grounds need to be upgraded with outside student seating and flowers/plants **(16)** Unlocked entry doors **(17)** No quiet (guaranteed) places for testing or accommodations that need computer.		**(7)** Work space for adjunct facility with privacy and computer and copier.	
OCC Support Services	**(1)** Not having a consistent presence of specialized services **(2)** Knowledge of specialized services **(3)** Lots of computer labs, having to share tech personnel with many other campuses (non-remote repairs wait or "bandaged" by non-expert staff). **(4)** Number of available staff	**(1)** Budget **(2)** Space limitations and ability to expand **(3)** Space limitation at OCSOC	**(1)** Comprehensive staff response **(2)** Excellent library services **(3)** Excellent support for faculty (particularly new faculty) **(4)** Morale and team work-instructors want to come here to teach **(5)** 24/7 security services **(6)** Wrap around services	**(1)** Market Services better **(2)** Increased collateral that aligns existing college materials, but highlights OCC (specific needs) **(3)** Staff and faculty development-utilize available technology to help share events (streaming) and allow OCC-based

APPENDIX C - Orange County Services SWOT

	Weakness	Threats	Strengths	Opportunities
	(5) Consistent procedures (i.e. registration) **(6)** Proctoring for accommodations and retests is a burden on front office and other staff (space and staffing is an issue for this important issue). **(7)** Need support services at OCSDC		**(7)** Public school liaison **(8)** Education Navigator on staff **(9)** Patience with students that have challenges	individuals to remotely attend **(4)** Professional development classes for staff through webinar
Programs/Courses	**(1)** Limited space (ex. Labs) **(2)** Limited offerings and scheduling **(3)** Limited diversity of course offerings **(4)** Limited expandability, skills, HRD and workforce development in OC (number of classes has dropped significantly) **(5)** Limited short term credentials offered here due to space (OCSDC)	**(1)** Potential competition with Alamance, CCCC and Wake **(2)** Public schools "limited" support for referring students to community college **(3)** Alamance Con Ed Dean and new Prog Dir aggressively adding new high demand credentials in Con Ed **(4)** Budget-limited marketing compared to competition	**(1)** Wide array **(2)** Anesthesia Tech **(3)** Health related offerings with proximity to UNC **(4)** Equipment **(5)** Responsive to community services **(6)** Public Success **(7)** High demand credentials valued by employers **(8)** Employers come to us for candidates	**(1)** More programing that partners with UNC health care **(2)** Reach out more to non-native English speakers for ESL and EAP/EFL classes **(3)** Expand employability, skills, jobs and career readiness programs, courses and workshops **(4)** Need more high demand credentials in health care, IT, and Admin (meta majors and pathways) **(5)** Engage public schools superintendents in discussions of partnerships of public support **(6)** EMS **(7)** Expand programing at OCSDC and DSS locations

Orange County Student Satisfaction Survey

The following are the results for the Orange County Student Satisfaction Survey.

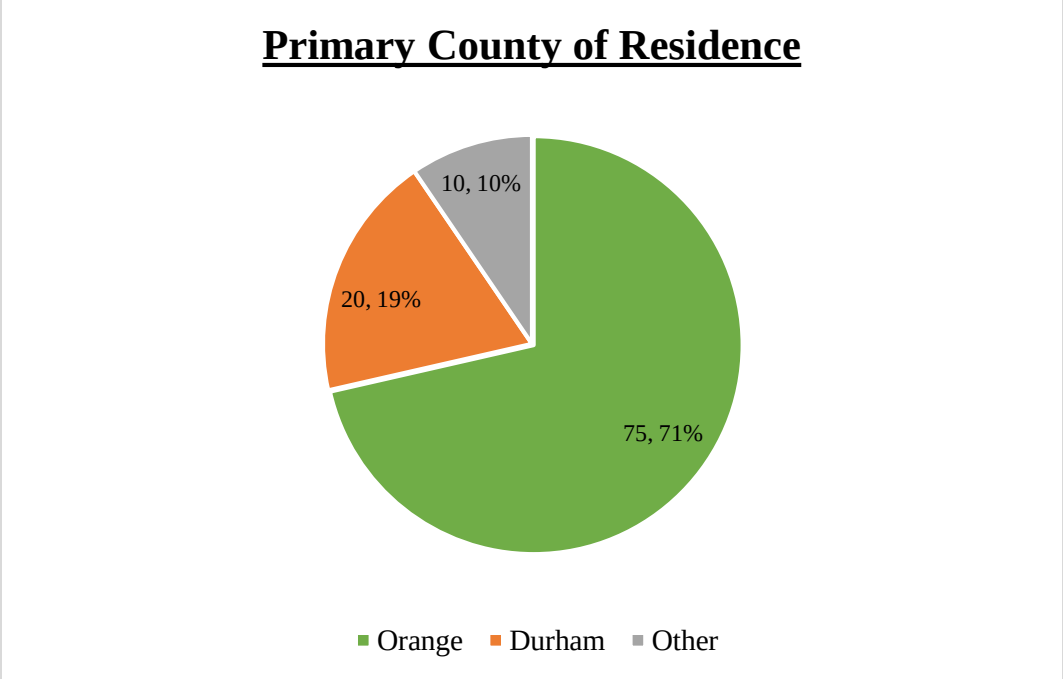
Overview

106 students completed this survey.

County Residence

When asked about their county of residence:

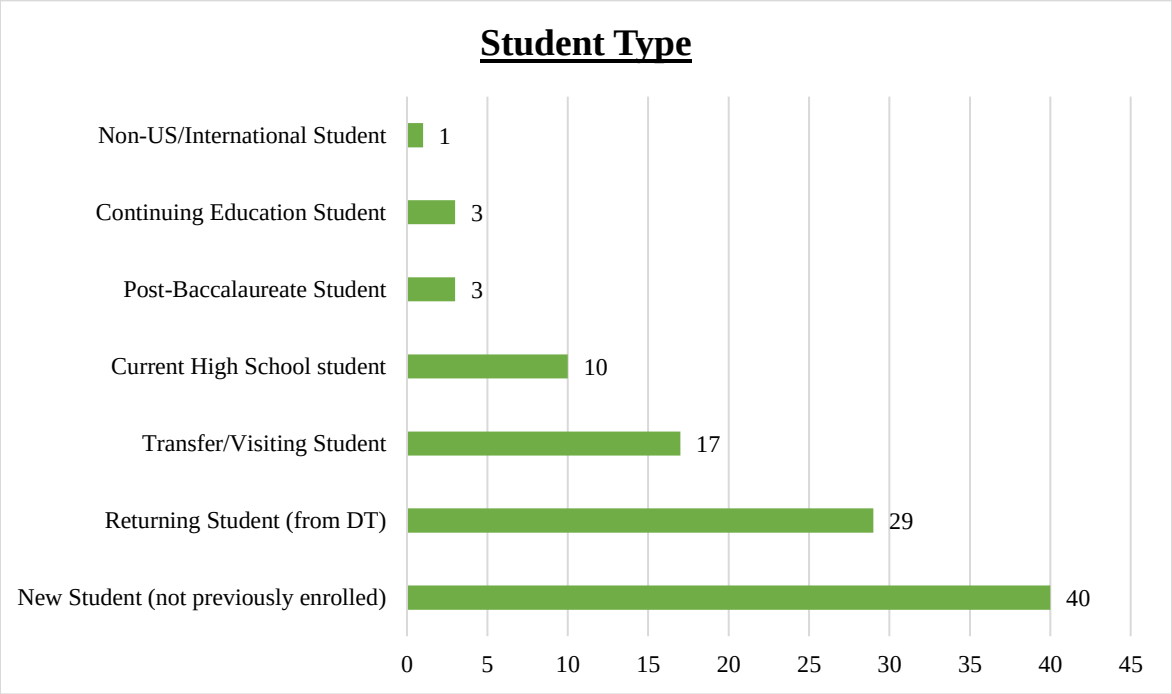
- 71% (75) students reported living in Orange County.
- 20% (19) students reported living in Durham County.
- 10% (10) students reported living in another county.
    - Alamance 4
    - Chatham 3
    - Graham 1
    - Wake 1
    - Person 1



APPENDIX D – Orange County Student Satisfaction Survey Results

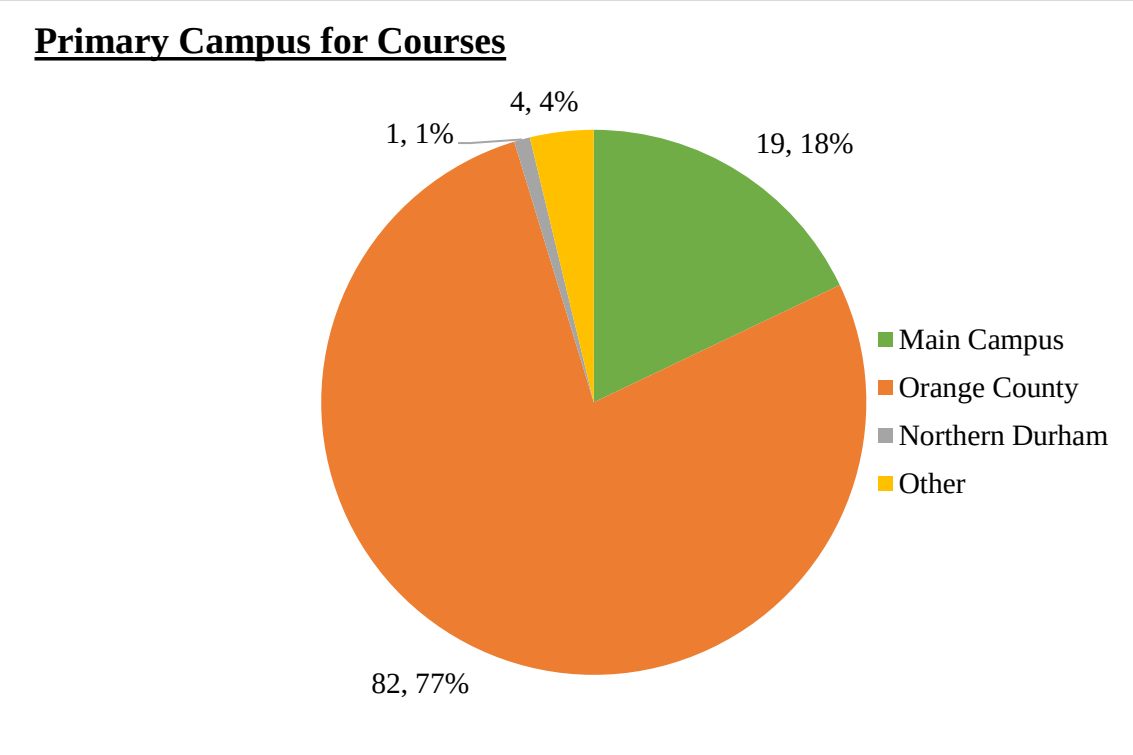
Student Type

Students were asked to identify what type of student they were.



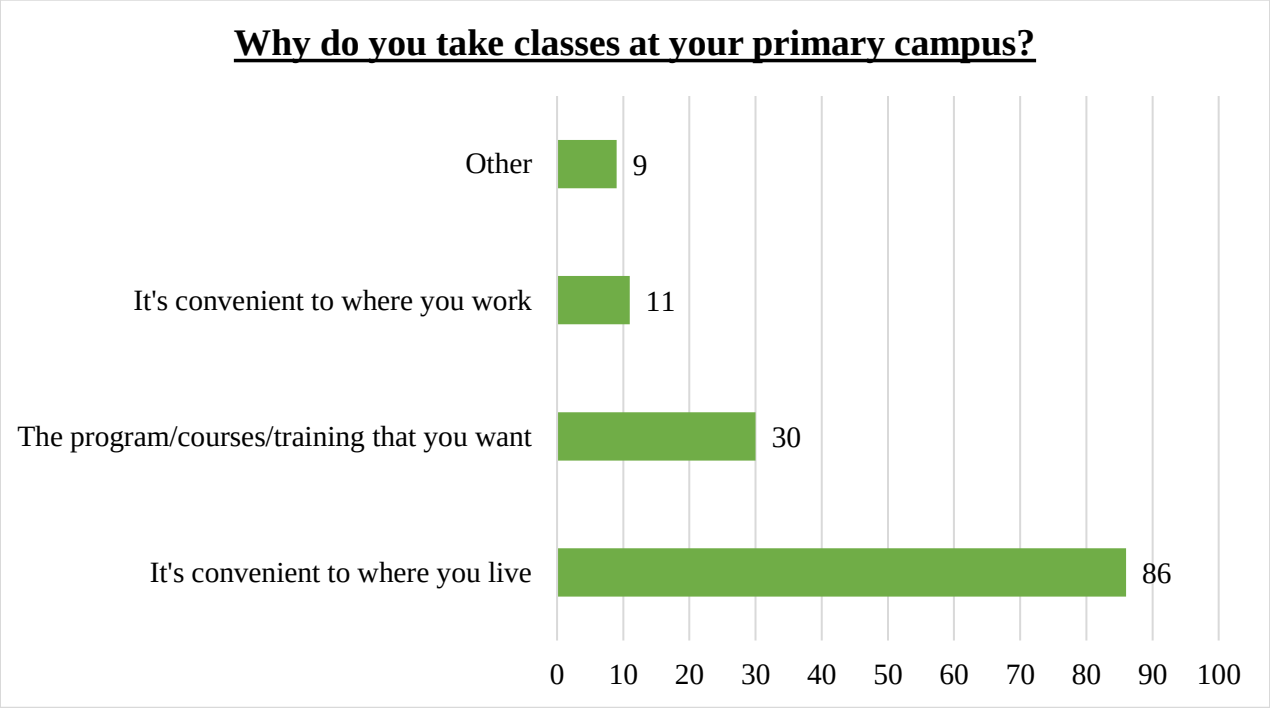
Primary Campus

Students were asked to identify which campus they primarily took classes at.



APPENDIX D – Orange County Student Satisfaction Survey Results

Students were also asked to indicate why they take classes at a particular campus. They responded mostly with it is convenient to where they live, followed by convenient to work.



Other responses included:

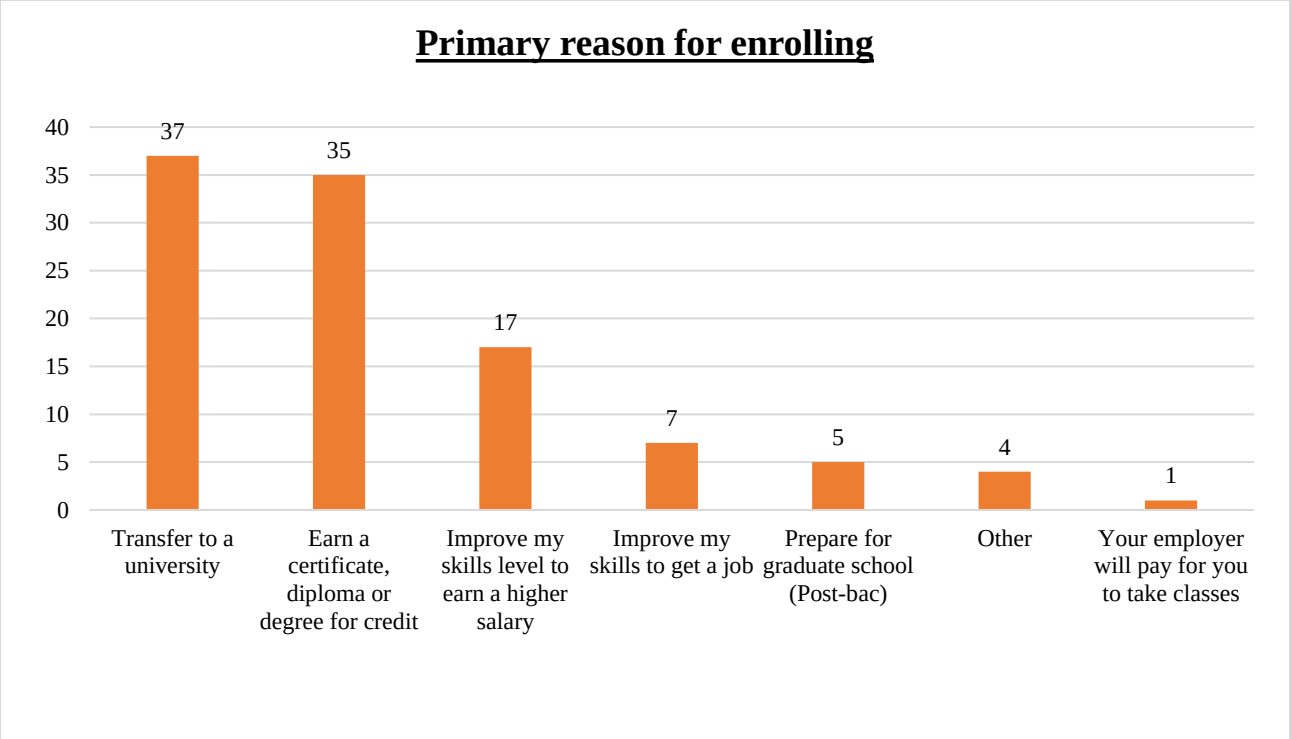
- My parents prefer me to go to OCC because they think it is safer than main campus.
- My ex goes to main campus
- Close to my high school
- Busing to the main campus is a pain
- Best class schedules for me
- Its where MCHS was located for me
- Less people/less stressful than main campus.
- Smaller and staff is more personable.
- It just ended being that all my classes were on that campus

Enrollment

Students were asked to indicate their primary reason for enrolling.

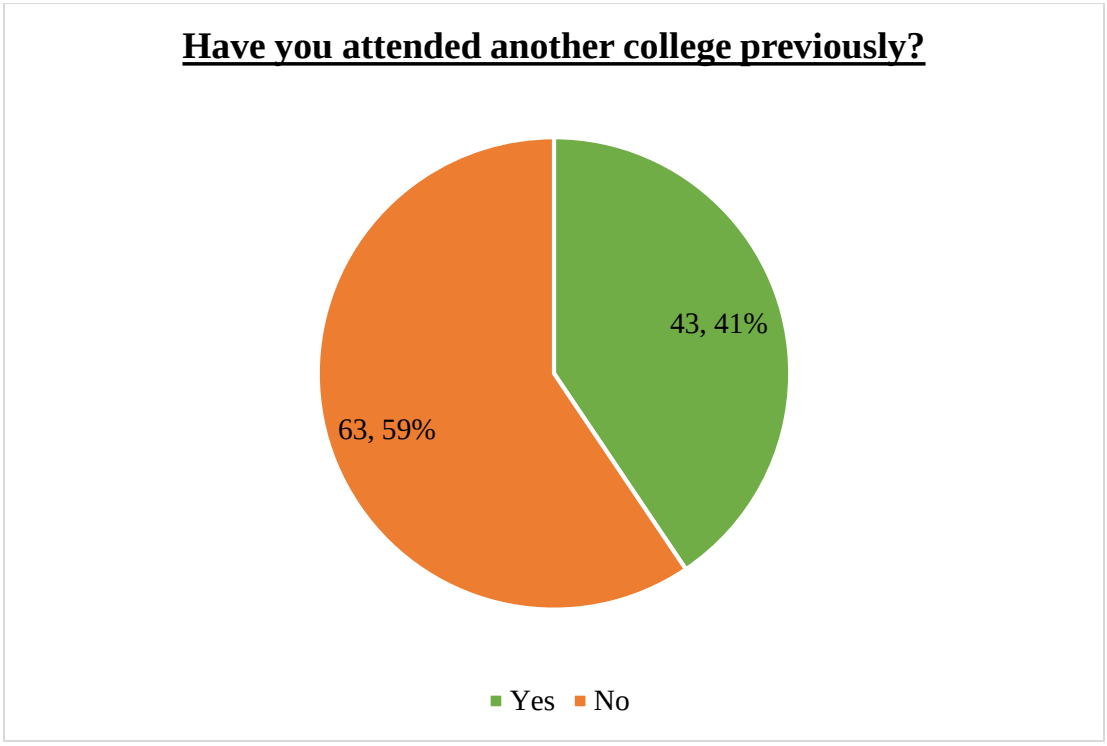
- Most student indicated they enrolled in order to transfer to a university or to earn a certificate/diploma/or degree.
- Options that had no students responses include:
    - To gain vocational/tech/professional training for no credit
    - To learn more about a specific topic
    - Your social services agency will pay for you to take classes
    - Family member/friend/mentor encouraged you to enroll

APPENDIX D – Orange County Student Satisfaction Survey Results



Previous Enrollment

Students were asked to indicate if they have attended another college previously.



APPENDIX D – Orange County Student Satisfaction Survey Results

Other colleges that students indicated included:

College	Count
Alamance Community College	8
Appalachian State	2
Cape Fear Community College	2
NC A&T State University	2
UNC Greensboro	2
UNC Charlotte	2
UNC Chapel Hill	2
West Virginia University	2
Central Piedmont	1
Baton Rouge Community College	1
Brookstone College of Business	1
Broward college	1
Catawba Valley Community College	1
CCP	1
Central Carolina Community College	1
Chowan University	1
East Carolina University	1
Emory University	1
Forsyth Tech	1
Iowa State University	1
Gwinnet College	1
Mount Olive	1
North Carolina Central University	1
Randolph Community College	1
Southeastern Community College	1
UNC Wilmington	1
State University of NY at Delhi and Farmingdale	1
College Courses in High School	1
Outside of US	1

*some students listed more than one college or listed Durham tech so this number will not equal the amount of ‘yes’ responses for previous college enrollment

APPENDIX D – Orange County Student Satisfaction Survey Results

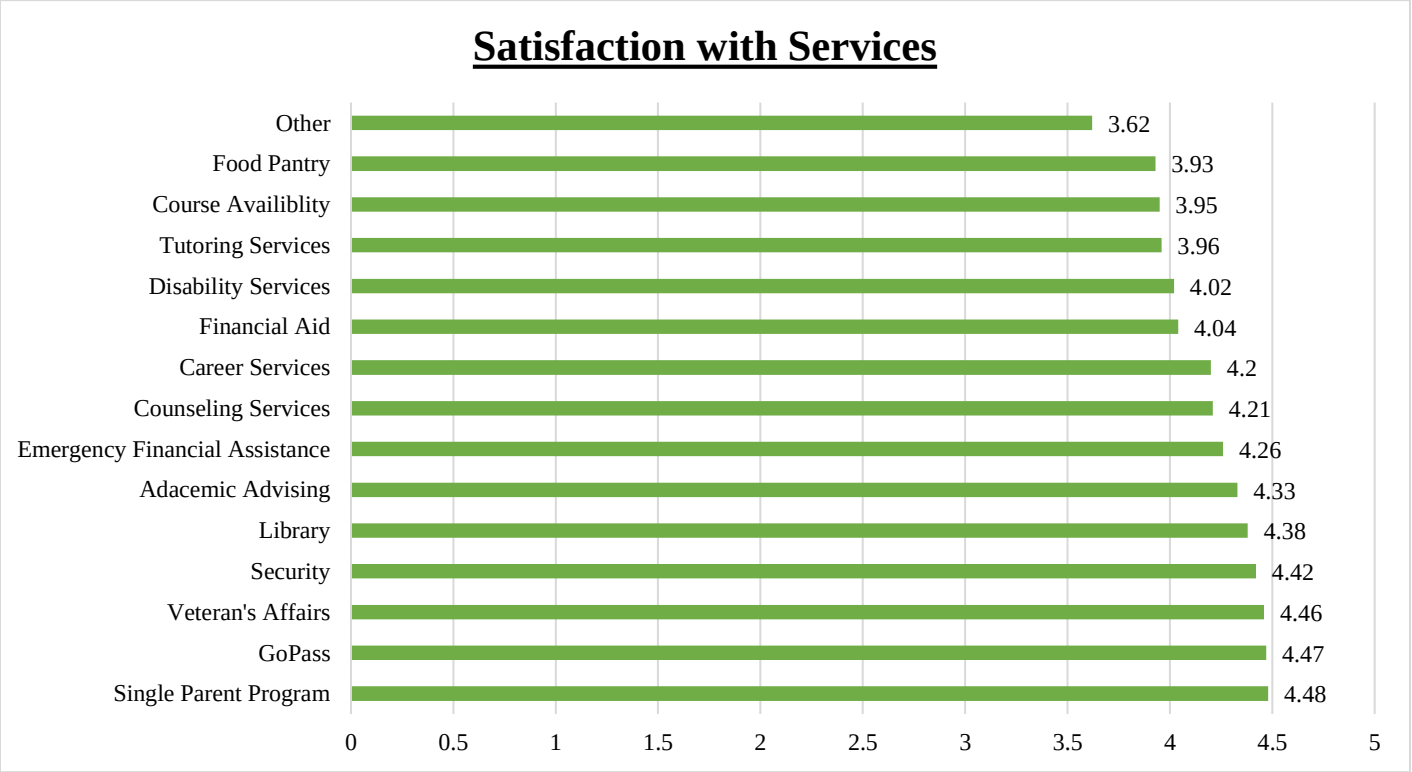
Student Satisfaction

The scale was from 5- Completely Satisfied to 1- Strongly Dissatisfied

Satisfaction with Services

Students were asked to report how satisfied they were with the services on OCC.

Students were the most satisfied with the single parent program, GoPass, and Veteran's affairs.



Students who selected "Other" reported dissatisfaction with the following:

Items	Count
Lack of Coffee	3
Lack of student lounge/center	2
Lack of Engineering classes	1
Parking issues	1
Lack of Cafeteria	2

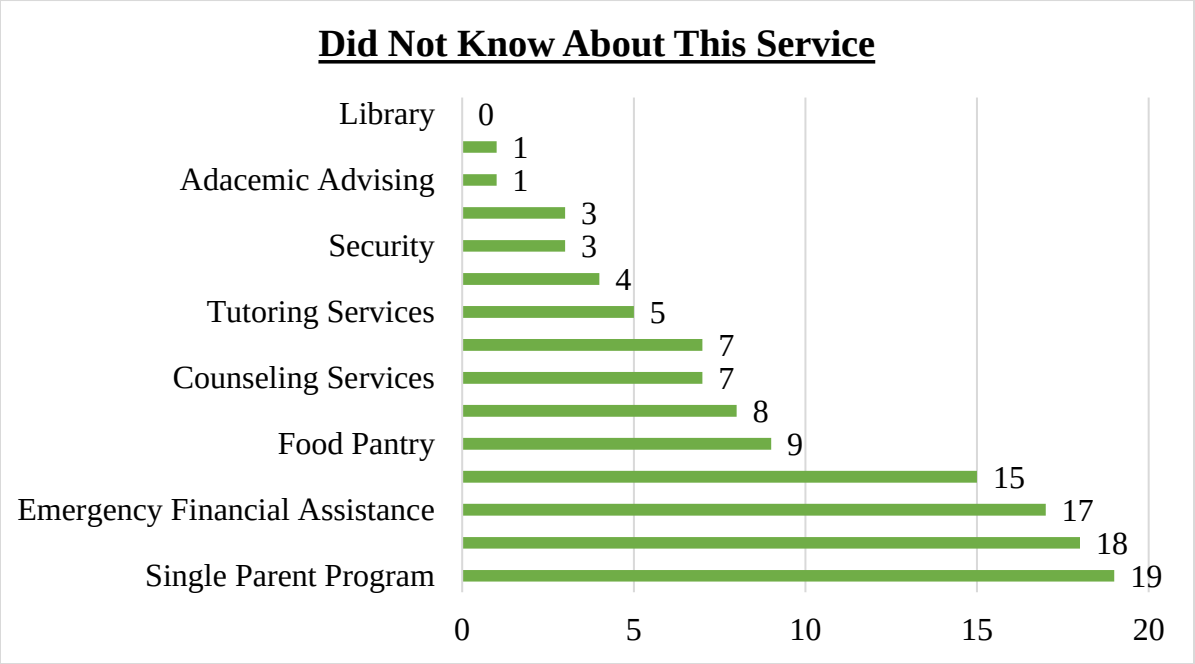
Knowledge of Services

Students had the option to select "did know about this service"

Students most commonly did not know about the Single Parent Program, Veteran's Affairs and Emergency Financial Assistance.

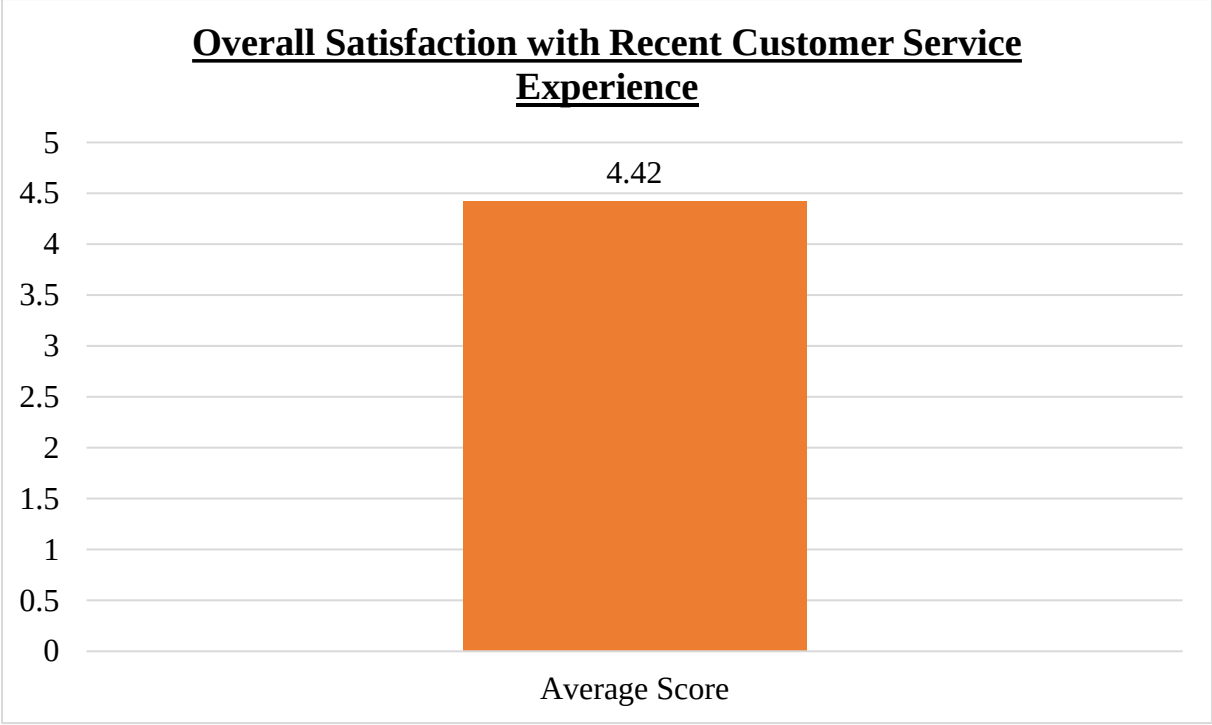
APPENDIX D – Orange County Student Satisfaction Survey Results

Everyone reported they know about the library.



Overall Satisfaction

Students were asked to rate their overall satisfaction with their recent customer service experience at OCC.



Student Commentary

Students were asked report if they would like any other services, classes and/or resources they would like to see at OCC. Students gave a variety of responses but for conciseness these were the primary themes.

Services

Service	Count
Tutoring	6
Bookstore	8
Cafeteria/Coffee/Food	8
Financial Aid	3
Student Engagement Activities	2
Career Services/job placement	2
Advising	1
Student Records	1
Bike Shop	1

Courses

Courses	Count
Specific Course/More Courses	31
Business	2
Science Related	3
Health Tech	8
IT	2
Art	4

Additional Commentary

Students were also asked to provide any additional commentary

The primary themes from this question were:

Main Themes
Friendly Staff/Faculty
Great class sizes
A bigger café/more food options
More classes
Good environment
Great campus location
Eliza Murphy

Here are a selection of comments:

- The faculty is very friendly and helpful. I look forward to each class that I have at this campus.
- Please increase the amount of classes and teachers that are here at the Orange County Campus. This campus is very close to my house and the main campus is really far. I really like that the classes here at the OCC are very small rather that is campus at main campus.
- The academic Advisors are awesome. Thumbs up to them.
- We need coffee
- Everyone was nice on the first day and that was a great first impression.
- Everyone was wonderful and helpful.
- I have enjoyed attending Durham Tech and appreciate all the assistance the staff/faculty have given me.
- Mrs. Eliza Murphy is phenomenal at helping students, I really appreciate her helping me at the drop of a hat. She is an invaluable individual.
- Eliza Murphy was very helpful in guiding me and answering all my questions.

DURHAM TECH
Orange County Campus

Durham Technical Community College / Orange County Campus
525 College Park Road / Hillsborough, North Carolina 27278
919-536-7238 / 919-536-7297 fax durhamtech.edu/orange

Durham Tech Promise

Durham Tech Promise is our commitment to Orange County public high school graduates. Currently, Durham Tech Promise (previously known as ConnectFunds) provides up to $1,000 per year for two years. To be eligible, in-state students must enroll in at least six credit hours in a semester immediately after high school. Graduates of any public high school in Chapel Hill/Carrboro and the Orange County Schools are eligible. No application is necessary. All curriculum programs are eligible. Graduates classified as out-of-state should contact the Financial Aid Office for additional eligibility information. Disbursements are made in $500 payments per semester. This financial assistance has afforded the opportunity for HS graduates to continue their post-secondary education without accruing student debt.

Based on the need of some career paths that only require short-term training for employment, we would like to include non-credit short-term training options in this initiative as well. Our public school liaisons report numerous graduates at each high school are interested in this option but lack of finances prohibit them from enrolling. The following is a list of courses we are proposing be included:

- BioWork Plus
- Central Sterile Processing
- Certified Medical Admin. Assistant
- Dialysis Technician
- Electrical Line Technician
- Esthetician Technology
- Fire Services Extension
- Massage Therapy
- Phlebotomy
- Welding Technology
- Carpentry
- Certified Nursing Assistant
- Culinary
- EKG
- Emergency Medical Services
- FESTO Advanced Manufacturing 4.0
- HVAC
- Paramedic
- START Careers in Hospitality

If approved, beginning in the academic year 2019-20 Durham Tech would add these non-credit short term training programs in the Durham Tech Promise commitment: The maximum award per student would be $1,000 per year. Students may request approval for a second course, upon successful completion of a first course, as long as the total maximum award per student does not exceed the $2,000 currently allocated for curriculum.

This is not a request to increase our current Durham Tech Promise funding of $200,000 for the 2019-20 academic year but upon approval provides consent to allow for reallocation of funds to include additional short-term training.

Orange County Emergency Services

Phone Number: (919) 245 - 6100 Website: *http://orangecountync.gov/640/Emergency-Services*

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
By Category (General Fund)						**Account: 750**
Personnel Services	8,876,353	9,640,242	9,640,242	8,901,044	9,946,268	9,946,268
Operations	1,334,059	1,047,061	1,145,539	996,639	1,379,064	1,238,861
Capital Outlay	170,037	90,074	114,612	113,612	208,156	194,890
Total Expenditures	**$ 10,380,449**	**$ 10,777,377**	**$ 10,900,394**	**$ 10,011,296**	**$ 11,533,488**	**$ 11,380,019**
Offsetting Revenues	*(3,352,641)*	*(2,782,153)*	*(2,783,153)*	*(3,365,260)*	*(2,732,261)*	*(2,747,261)*
County Costs (net)	**$ 7,027,808**	**$ 7,995,224**	**$ 8,117,241**	**$ 6,646,036**	**$ 8,801,227**	**$ 8,632,758**
Emergency Telephone Fund						**Account: 7551**
Overhead	16,005	16,005	16,005	0	0	0
Personnel Services	0	0	0	0	0	0
Operations	631,302	724,089	746,091	753,454	768,078	768,078
Capital Outlay	17,789	5,000	373,725	5,000	0	0
Total Expenditures	**$ 665,096**	**$ 745,094**	**$ 1,135,821**	**$ 758,454**	**$ 768,078**	**$ 768,078**
Offsetting Revenues	*(646,742)*	*(919,145)*	*(1,309,872)*	*(823,795)*	*(580,225)*	*(580,225)*
Net Cost	**$ 18,354**	**$ (174,051)**	**$ (174,051)**	**$ (65,342)**	**$ 187,853**	**$ 187,853**
Total Emergency Services and Related Expenditures	**$ 11,045,544**	**$ 11,522,471**	**$ 12,036,215**	**$ 10,769,749**	**$ 12,301,566**	**$ 12,148,097**

Mission Statement

A Prepared, Coordinated, and Integrated Emergency Services System.

Orange County Emergency Services Department

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 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.
- 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.
- 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.
- 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.

Emergency Services: Administrative Division

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
7500 - EMERG MANAGEMENT - CENTRAL ADM (General Fund)						
Personnel Services	741,956	420,150	420,150	432,301	425,406	425,406
Operations	597,568	231,435	254,570	200,395	232,435	232,435
Capital Outlay	0	1,000	1,000	1,000	1,000	1,000
Total Division Expenditures	**$ 1,339,524**	**$ 652,585**	**$ 675,720**	**$ 633,696**	**$ 658,841**	**$ 658,841**
Offsetting Revenues	(17,760)	(16,636)	(16,636)	(17,760)	(32,761)	(32,761)
County Costs (net)	**$ 1,321,764**	**$ 635,949**	**$ 659,084**	**$ 615,936**	**$ 626,080**	**$ 626,080**

FY 2018-19 Outcomes

- Assure that all WPPRs are complete within 2 weeks of review date. All WPPRs above proficiency will be completed and reviewed by the Division Lead and approved by the Director 2 weeks prior to department due date.
- Created the RFP with scope of work and submit for bids. The RFP is currently being prepared for submission.
- County radio project is ready to be submitted with a recommendation to select the infrastructure and receive approval during budget process to move forward with design and next phase.
- South Orange Rescue Squad will be operating independently in April 2019.
- Orange County EMS has re-introduced the Paramedic Academy through Durham Technical Community College limiting the need for any distance programs. This has improved recruiting for paramedics through the academy process remaining in Orange County.
- The 9-1-1 Backup Center was upgraded to sustain extended operations due to the move from the Primary Center.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: 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)	89%	85.71	95%	100%	100%
Service: Improve hiring through reviewing incentives, open house, and job fairs.					
Department retention rate	9.02%	7.46%	6.02%	9.31%	6.4%

FY 2019-20 Objectives

Emergency Services has identified the following areas as key performance indicators (KPI). In FY 2019-20, the department will gather data to better understand existing performance in these areas and to create measurable performance goals. This information is anticipated to be included in the budget document next fiscal year.

- Identify incentives to progress response times and improve specific response components by consistently and accurately measuring performance (matching supply and demand, improving component times, responding appropriately and harnessing technology that is used to its full potential).

- Apply industry standards in the Quality Assurance/Quality Improvement processes to apply strategies and principles to include the 9-1-1 process as well as the dispatch parts of a call. This will also integrate with the objective based on response times that will include all responders. This will also require creating achievable goals based on specific system and geographical factors.
- Identify the technologies applied in assessing how the various communities are reporting damage during a disaster event. This will detect the success of applications (apps, social media, online reporting, etc.) and target communities that may need more education and outreach pertaining to available resources for reporting.

Emergency Services: Emergency Management Division

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
7501 - EMERGENCY MANAGEMENT (General Fund)						
Personnel Services	5,909	340,330	340,330	315,941	351,245	351,245
Operations	0	91,431	91,431	86,903	180,659	143,434
Capital Outlay	0	3,000	3,000	3,000	9,000	9,000
Total Division Expenditures	**$ 5,909**	**$ 434,761**	**$ 434,761**	**$ 405,844**	**$ 540,904**	**$ 503,679**
Offsetting Revenues	0	0	0	0	0	(15,000)
County Costs (net)	**$ 5,909**	**$ 434,761**	**$ 434,761**	**$ 405,844**	**$ 540,904**	**$ 488,679**

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 2018-19 Outcomes

- Finalized a complete renovation of the Orange County EOC and implemented technology to conduct damage assessments (major success during Hurricane Florence response).
- Coordinated the response to two Federally Declared Disasters (Hurricane Florence and Tropical Storm Michael), Winter Storm Diego, numerous high interest events, and an additional water supply emergency.
- Deployed personnel to assist other areas throughout the state and nation (Hawaii Volcano Response).
- Working with regional partners, we began collaborating on a Complex Coordinated Attack Regional Plan (funded by FEMA for ~$1M), participated in the completion of the Triangle J Regional Resiliency Plan, and began the initial steps of updating the county's hazard mitigation plan.
- Continued an aggressive public outreach strategy to add to the Orange County CERT Program. Successfully developed and implemented a CERT Council made up of community leaders to provide self-governance to the program.
- Finalized the County Wide Radio Improvement assessment with all community public safety partners.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: Emergency Management (Prevention, Mitigation, Preparedness, Response, and Recovery)					
Number of Disaster/Emergency Exercises Conducted	5	6	5	3	5

Emergency Services – continued

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Number of Emergency Plans Update/Developed	3 (large plans)	3	2	0	2
Percentage of County Departments that were provided one-on-one consultation on disaster responsibilities.	75%	100%	100%	65%	85%
Number of Training Opportunities for County Staff and Stakeholders					
Local Emergency Planning Committee (LEPC) Meetings	3	0	4	2	4
Number of times the EOC was activated before the hazard/event occurred	5	4	5	11	10
ICS/Incident Management Training	12	8	6	4	6
Community Emergency Response Team Activities (CERT)	45 Trained 17 Events	60 Trained 15 Events	100 Trained 5 Events	45 Trained 17 Events	50 Trained 10 Events

FY 2018-19 Objectives

- Emergency Management will further implement the Crisis Track tool to enhance damage assessment, including financial tracking.
- EM will continue to pursue options to improve 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 educating the business and private sector partners, developing a business EOC model, and investing equipment and training into improving local technical rescue capabilities (swift water, trench, collapse, wilderness SAR).
- EM will streamline the local response process with all stakeholders including our municipalities by developing a Comprehensive Emergency Management Plan

Emergency Services: Emergency Medical Services

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
7575 - EMERGENCY MEDICAL SERVICES (General Fund)						
Personnel Services	5,276,653	5,717,316	5,717,316	5,427,130	5,901,795	5,901,795
Operations	540,393	539,860	575,772	485,476	733,598	640,526
Capital Outlay	165,494	40,282	64,820	63,820	198,156	184,890
Total Division Expenditures	**$ 5,982,540**	**$ 6,297,458**	**$ 6,357,909**	**$ 5,976,426**	**$ 6,833,549**	**$ 6,727,211**
Offsetting Revenues	(3,317,967)	(2,749,017)	(2,750,017)	(3,330,000)	(2,681,000)	(2,681,000)
County Costs (net)	**$ 2,664,573**	**$ 3,548,441**	**$ 3,607,892**	**$ 2,646,426**	**$ 4,152,549**	**$ 4,046,211**

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 2018-19 Outcomes

- EMS is projected to respond to 15,321 calls for service, provide evaluation and treatment to 11,188 patients, and transport 8,784 of those patients to area hospitals by June 30, 2019.
- Due to the temporary cessation of the paramedic continuing education program at Durham Technical Community College, EMS had to explore other options for recruiting and training new paramedics, therefore the 17/18 Paramedic Academy successfully recruited one full time paramedic through a partnership with Lenoir Community College.
- Working closely with Durham Technical Community College in 18/19, a local paramedic academy was revamped and EMS is actively engaged with the joint paramedic academy. We have a signed memorandum of understanding with the community college and we are closely communicating with DTCC to ensure our providers are fully engaged and are successful. We recently received communication that our providers are performing exceptionally in the program.
- EMS began its colocation with Chapel Hill Fire at the newly constructed Fire/EMS Station at Glenn Lennox. In addition EMS began a colocation with Eno Fire Department.
- Caldwell Fire successfully enhanced their medical first response capabilities to the EMT level. New Hope Fire will also seek EMT level in this fiscal year.
- To counteract a growing number of opioid overdoses, we shifted our support of the Sheriff's Office COORE program to ensure victims of overdose were receiving naloxone, COORE, Health Department, and addiction resource materials as well as immediate access to clean needle exchange, and medication lock boxes. To date, over 38 naloxone kits with educational materials have been handed out. We have conducted multiple clean needle exchanges. The Sheriff and EMS Operations Manager attended the NCACC County Commissioner's conference to present our partnership in August.
- We tested and went live with a medical director phone system that allows our EMS Fellows and Medical Director to take medical control calls from our EMS providers around the clock. This system records all calls and allows for careful review.
- In 17/18 the Community Paramedic position was approved without funding and we sought funding to support the position. Our goal was to screen, call, and visit at least 200 fall risk geriatric patients enabling them to refer this vulnerable population to vital services available in Orange County with the goal of assisting these patients to maintain independence. The community paramedic coordinator position would become the liaison between Emergency Services, Department on Aging, Piedmont Community Health, Cardinal Mental Health Services, and UNC Hospitals. In addition the program will evaluate the potential expansion of mental health, substance abuse, and other chronic health condition evaluation, treatment and referral. In 2018, EMS responded to 1,796 fall related calls with 70.32% of these calls for patients 59 and older.
- In February of 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.
- Utilizing existing paramedics we have completed 21 Stay Up Stay Active visits with all 21 receiving follow up visits from Department on Aging. As a combined team, we are projecting to reach 30 patients by June 30, 2019.
- These medics have continued to work closely with the Department on Aging. Because of this close relationship, we were invited to participate with the Department on Aging Master Aging Plan.
- Working with UNC Trauma Injury Prevention we were able to bring the Remembering When program to Orange County (a Fire and Fall prevention educational program for our Senior population). We will have conducted two of these programs, the first at ENO haven in November and the second at Carolina Springs in Carrboro in February.
- We are currently working with Duke Primary Care to expanding our Stay Up and Active referral capabilities.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget

Emergency Services – continued

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Emergency Calls					
Total Calls for Service	14894	15502	15500	15321	15500
Number of Ambulance Move Up Calls	1386	1584	2000	1382	1500
Standby or Special Events (includes South Orange Rescue Squad)	336	559	550	380	440
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)	09:57	09:43	09:30	09:53	10:00
Average Wheels Rolling Time	00:48	00:69	00:49	00:68	00:50
Stay Up Stay Active					
Paramedic Initiated Visits	110	28	180	30	30

FY 2019-20 Objectives

- EMS will continue with the Orange Rural Fire Department, the Town of Hillsborough and the Asset Management Department to construct a new Fire/EMS/Police station in the Waterstone Subdivision.
- EMS will continue to work with the Asset Management Department to construct a stand-alone station in Efland.
- EMS will conduct an extensive airway course for all EMS providers in the system, participate in active assailant drills on UNC campus with UNC Police and Chapel Hill Fire, and conduct a patient safety course on Medication Administration Cross Check (MACC).
- EMS will expand the electronic patient care reporting system to include all first response partners in an effort to improve patient outcome information for our fire departments.
- EMS will fully integrate Code Stat reporting to provide cardiac arrest resuscitation feedback to individual providers including first response partners to enhance our response. Initial reports have indicated strong compliance with evidence based guidelines.
- Stay Up Stay Active participants who are currently Duke Primary Care patients with access to transportation will be referred to a Fall Reduction Program through Duke Primary Care on Churton Street.
- EMS will recruit four full time paramedics from the 18/19 paramedic academy. These paramedics have committed to providing at least two year of service to the County after successfully passing their boards.

Emergency Services: Fire Marshal Division

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
7505 - FIRE MARSHAL (General Fund)						
Personnel Services	253,675	248,879	248,879	252,237	261,326	261,326
Operations	64,494	53,421	80,056	77,110	18,118	18,118
Capital Outlay	0	0	0	0	0	0
Total Division Expenditures	**$ 318,169**	**$ 302,300**	**$ 328,935**	**$ 329,347**	**$ 279,444**	**$ 279,444**
Offsetting Revenues	(16,914)	(16,500)	(16,500)	(17,500)	(18,500)	(18,500)
County Costs (net)	**$ 301,255**	**$ 285,800**	**$ 312,435**	**$ 311,847**	**$ 260,944**	**$ 260,944**

Major Services

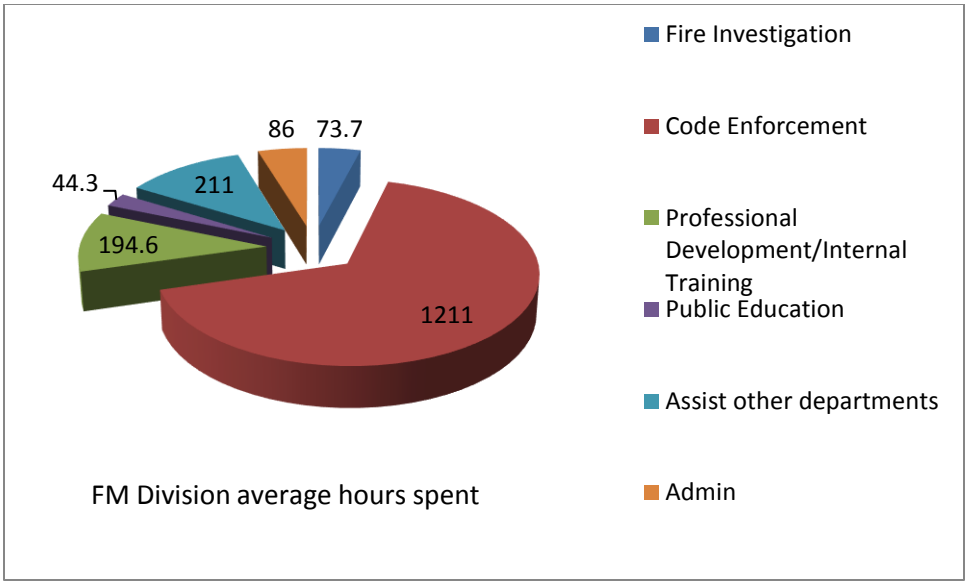
- Administer fire protection enforcement program using the N.C. Fire Prevention Code and National Fire Protection Association Standards by conducting fire inspections, issuing permits, reviewing architectural blueprints through plan review, providing design guidance through code interpretation
- Administer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

FY 2018-19 Outcomes

- Implement central permitting with go live date of February 2019
- Renewed contracts with fire departments
- Currently working with county attorney to implement a fire code enforcement ordinance

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018 Actual	2019-20 Budget
Service: Measurement of time spent on responsibilities of office in hours					
Outcome Measure					
Average code enforcement over a 12 month period in the division	N/A	1180.75	1200	1211	1200
Average fire investigation over a 12 month period in the division	N/A	138.55	140	73.7	140
Average dedicated public education over a 12 month period in the division	N/A	34.25	40	42.8	40

- Out of the three main services we provide, fire prevention education, code enforcement and fire investigation, we are accounting for hours spent. Regulatory work (code enforcement) accounts for the majority of our time spent while our focus is in education, we provide the education but have little time to left to dedicate towards public education.
- There was a drop in the number of hours spent in fire investigations. We have seen in this last year a decline in the amount of fires.
- Code enforcement includes all work related to plan review, construction meetings/phone calls, research, data entry, inspections and consultations.



FY 2019-20 Objectives

- Continue to add to locate and inspect properties that have not been identified as having an inspection.
- Continue to account for accurate performance measures
- We anticipate more time spent on regulatory code enforcement due to foreseen growth in developments
- Open the customer service portal to Energov

Emergency Services: Communications

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
7550 - PUBLIC SAFETY COMMUNICATIONS (General Fund)						
Personnel Services	2,598,160	2,913,567	2,913,567	2,473,436	3,006,496	3,006,496
Operations	131,603	130,914	143,710	146,755	214,254	204,348
Capital Outlay	4,543	45,792	45,792	45,792	0	0
Total Division Expenditures	**$ 2,734,306**	**$ 3,090,273**	**$ 3,103,069**	**$ 2,665,983**	**$ 3,220,750**	**$ 3,210,844**
Offsetting Revenues	0	0	0	0	0	0
County Costs (net)	**$ 2,734,306**	**$ 3,090,273**	**$ 3,103,069**	**$ 2,665,983**	**$ 3,220,750**	**$ 3,210,844**

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.
- Complete CAD to CAD connections with neighboring jurisdictions.

FY 2018-19 Outcomes

- The 9-1-1 Backup Center was completed, and then upgraded to act as the primary 911 center for Orange County due to building issues.
- 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 2 Academy retaining 7 new telecommunicators. 4 Trainee currently finishing the in center portion of training, and 6 new trainees starting a 3rd academy in April.
- Virtual Private Connections with Alamance County completed to begin CAD to CAD process.
- Retention rate is at 83.3%.The national average is at 81%.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: In compliance with NC 9-1-1 Board's operating standards for all 9-1-1 PSAPS, ninety (90) percent of emergency 911 calls received on emergency lines shall be answered within ten 14 (10) seconds, and ninety-five (95) percent of emergency 911 calls received on emergency lines shall be answered within twenty (20) seconds. Compliance shall be evaluated monthly using data from the previous month via EcATS.					
Outcome Measure	97.15	98	98	98	98
Performance Measures (EcATS (9-1-1 State Funded Statistics Software)	Yes	Yes	Yes	Yes	Yes
Service: Decrease the average duration of a 9-1-1 call to 90 seconds or less in comparison with the national standard.					
Performance Measures (Any type)	106.94	106.5	105	107	105
Performance Measures (Any type)					

FY 2019-20 Objectives

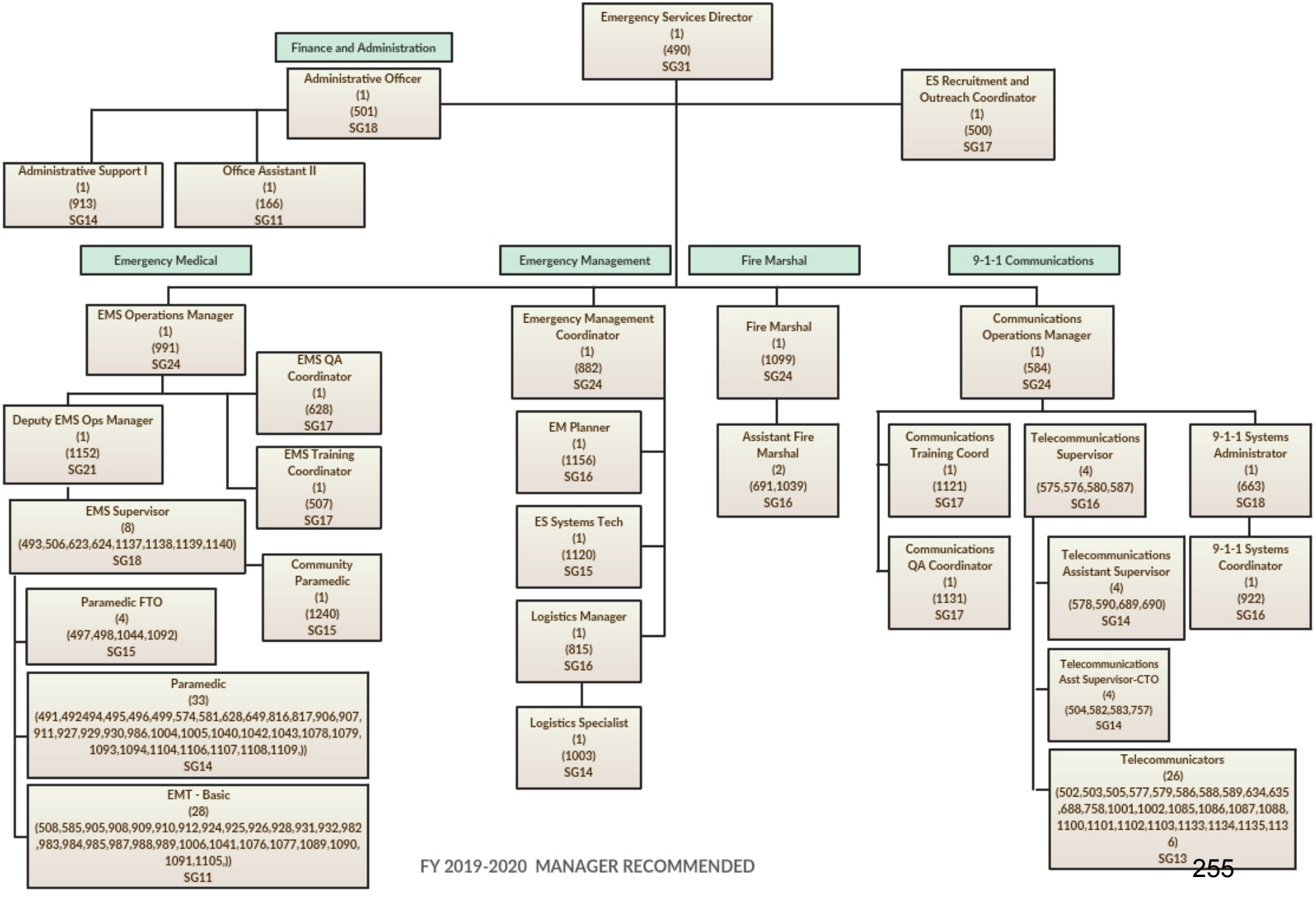
- Continue collaborations with surrounding PSAPs developing CAD to CAD interface to provide faster notification of resources for large scale events and transfer of calls for resident and visitors on borderline calls.
- Focus on health and wellness for telecommunicators with a balance of home and work 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.
- Work with our partner agencies to assure that closest and appropriate resources are dispatch for response.

Budget Highlights

The FY 2019-20 Manager's Recommended Budget includes:

- recurring capital funding of $194,890 for ambulance outfitting and replacement operational equipment;
- funding for a comprehensive emergency management plan and potential cost recovery revenue with municipalities; and
- County funding for an existing community paramedic position. (This position was previously expected to operate with external funding.)

EMERGENCY SERVICES



Finance & Administrative Services

Phone Number: (919) 245-2151 Website: http://www.orangecountync.gov/699/Finance-Administrative-Services

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
By Category (General Fund)						**Account: 230**
Personnel Services	1,240,951	1,220,943	1,220,943	1,179,586	1,273,728	1,273,728
Operations	189,444	284,662	284,483	275,650	260,990	260,990
Capital Outlay	0	0	1,723	1,723	0	0
Total Expenditures	**$ 1,430,395**	**$ 1,505,605**	**$ 1,507,149**	**$ 1,456,959**	**$ 1,534,718**	**$ 1,534,718**
County Costs (net)	**$ 1,430,395**	**$ 1,505,605**	**$ 1,507,149**	**$ 1,456,959**	**$ 1,534,718**	**$ 1,534,718**
Total Finance and Administrative Services and Related Expenditures	**$ 1,430,395**	**$ 1,505,605**	**$ 1,507,149**	**$ 1,456,959**	**$ 1,534,718**	**$ 1,534,718**

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.

Finance and Administrative Services: Finance and Purchasing Division

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Finance Office (General Fund)						
Personnel	871,562	861,163	861,163	850,937	897,714	897,714
Operations	174,291	270,823	272,367	265,772	242,829	242,829
Recurring Capital	0	0	0	0	0	0
Total Finance Office Expenditures	**$ 1,045,853**	**$ 1,131,986**	**$ 1,133,530**	**$ 1,116,709**	**$ 1,140,543**	**$ 1,140,543**
County Costs (net)	**$ 1,045,853**	**$ 1,131,986**	**$ 1,133,530**	**$ 1,116,709**	**$ 1,140,543**	**$ 1,140,543**
Total Expenditures	**$ 1,045,853**	**$ 1,131,986**	**$ 1,133,530**	**$ 1,116,709**	**$ 1,140,543**	**$ 1,140,543**

Major Services

- Complete the Comprehensive Annual Financial Report (CAFR).
- Provide transparent financial data through the Popular Annual Financial Report (PAFR).
- 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 2018-19 Outcomes

- Ensure all County fund balances meets budgeted goals of the County.

- Completed the submittal of the Comprehensive Annual Financial Report to the North Carolina Local Government Commission and received the Award for Excellence in Financial Reporting from the Government Finance and Officers Association for the twenty-seventh year.
- Continue to focus on professional development, training resources, bench strength and cross-training without compromising internal controls.
- Continue focus on Cash Handling audits to ensure strong internal controls at all County cash collection points.
- Continue implementation of Kronos Activities Module for tracking project and grant related expenditures.
- Regular and quarterly financial reporting to ensure compliance with the Fiscal Control Act and taking timely corrective management action.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Unassigned Fund Balance, as percent of General Fund Expenditures (Target: ≥ 16%)	16.8 %	16.2 %	16.0 %	16.0%	16.0%
Debt Service, as a percent of General Fund Expenditures (Target: ≤ 15%)	12.4 %	12.7%	13.8 %	13.8%	13.5%
% of Invoices not Paid in 30 Days	*	*	*	*	0%
% of Purchasing Card not Reconciled in 30 Days	*	*	*	*	0%
Dollar Amount of Revenues not Timely Recorded (within 30 days)	*	*	*	*	$5,000

**New performance measure – not previously tracked.*

FY 2019-20 Objectives

- Business Automation Initiative: to utilize MUNIS Budget Central module to streamline budget submittals for departments during budget development.
- Business Automation Initiative: to expand use of vendor electronic funds transfers (EFT) to decrease paper checks.
- Business Automation Initiative: Continue collaboration with Human Resources for automated workflow for Personnel Action Forms.
- Business Automation Initiative: Implement MUNIS Employee Travel Reimbursement through automated workflow
- Business Automation Initiative: Implement MUNIS Online Vendor Bidding program to enhance Purchasing function.
- Enhance Fiscal Year End Close and Review for audit preparation
- Continue focus on Cash Handling Audits

Budget Highlights

The FY 2019-20 Manager Recommended Budget includes no significant budget changes.

.

Finance and Administrative Services: Budget Division

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Budget Office (General Fund)						
Personnel	369,388	359,780	359,780	328,649	376,014	376,014
Operations	15,154	13,839	12,116	9,878	18,161	18,161
Recurring Capital	0	0	1,723	1,723	0	0
Total Budget Office Expenditures	**$ 384,542**	**$ 373,619**	**$ 373,619**	**$ 340,250**	**$ 394,175**	**$ 394,175**
County Costs (net)	**$ 384,542**	**$ 373,619**	**$ 373,619**	**$ 340,250**	**$ 394,175**	**$ 394,175**
Total Expenditures	**$ 384,542**	**$ 373,619**	**$ 373,619**	**$ 340,250**	**$ 394,175**	**$ 394,175**

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 2018-19 Outcomes

- Publish County Revenue Manual describing the major sources of income and revenue raising capacity for the General Fund.
- Utilize Debt Model as part of the Capital Investment Plan to determine Debt Affordability and Capacity.
- Utilize Multi-Year Financial Model in development of the General Fund Budgeted Revenues and Expenditures.
- Continue collaboration with Human Resources on use of MUNIS Position Control.
- Published the FY 2018-19 Approved Operating and Capital Investment Plan Budgets and delivered to the Board of County Commissioners prior to their first meeting in September, 2018 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-seventh year.
- Provided the Board of County Commissioners with a detailed Financial Report of Revenues and Expenditures on a quarterly basis.

FY 2019-20 Objectives

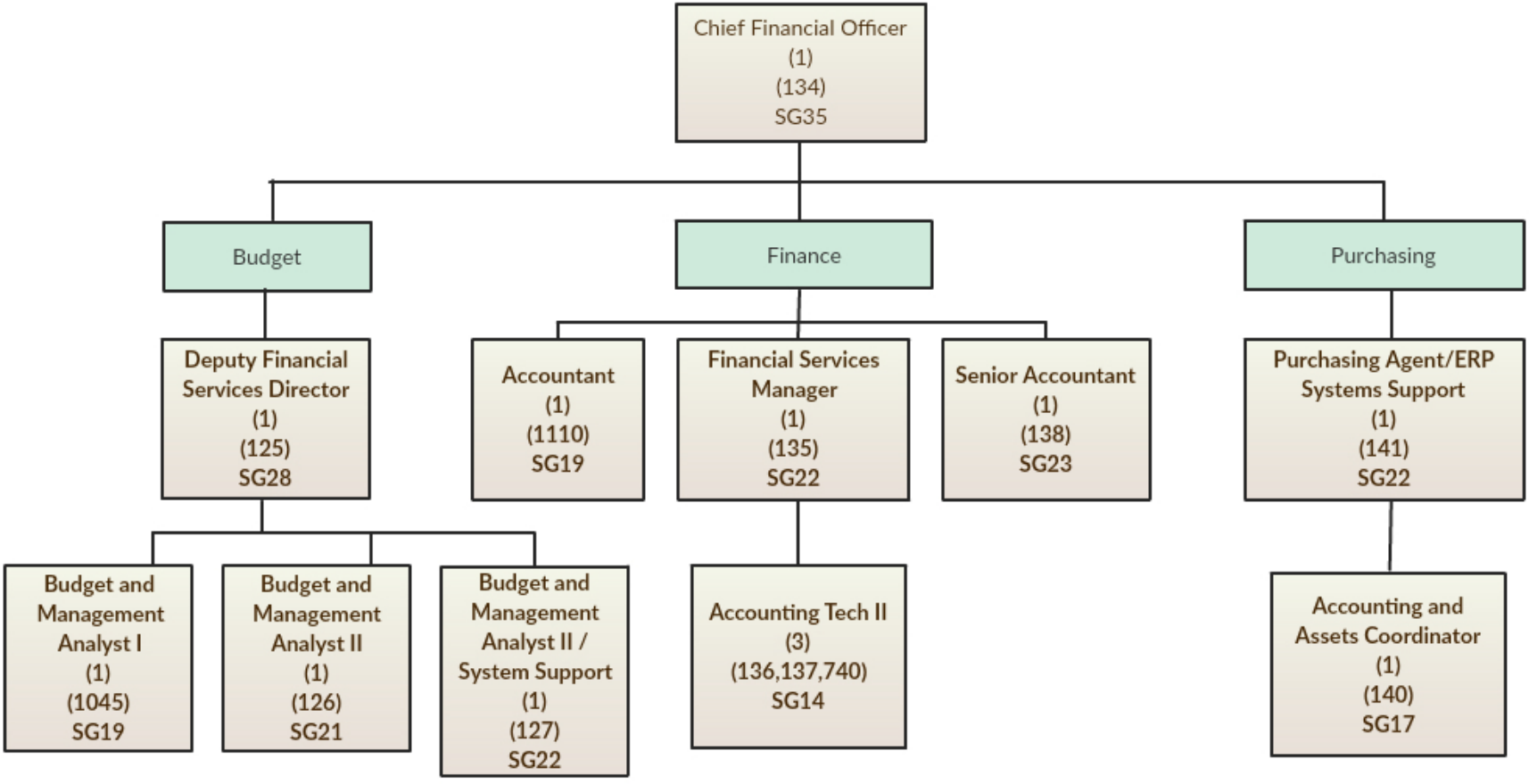
- Publish the FY 2019-20 Approved Operating and Capital Investment Plan Budgets to the Board of County Commissioners at their meeting in September, 2019.

- Continue utilizing Multi-Year Forecast of Revenues and Expenditures to determine key financial trends
- Continue utilizing Debt Model to determine County's Debt Affordability and Capacity.
- Quarterly Reporting of Revenues and Expenditures to County Manager and Commissioners.
- Coordinate financing for the Northern Campus and General Obligation Bond Referendum School Projects.
- Expand Multi-Year forecasting to include Proprietary, Special Revenue and Internal Service funds.

Budget Highlights

The FY 2019-20 Manager Recommended Budget includes no significant budget changes.

FINANCE AND ADMINISTRATIVE SERVICES



Fire Districts

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Fire Districts *(Fire District Funds)*						
Cedar Grove	247,659	260,316	320,316	320,316	262,145	262,145
Chapel Hill	272,664	267,256	267,256	267,256	271,585	271,585
Damascus	98,895	98,157	98,157	98,157	104,105	104,105
Efland	501,796	519,934	519,934	519,934	523,209	523,209
Eno	693,273	798,623	798,623	798,623	819,205	819,205
Little River	227,309	280,696	280,696	280,696	286,700	286,700
New Hope	627,958	661,408	661,408	661,408	691,422	691,422
Orange Grove	552,907	566,139	566,139	566,139	579,388	579,388
Orange Rural	1,268,521	1,314,043	1,394,043	1,394,043	1,357,369	1,357,369
South Orange	596,153	567,376	567,376	567,376	575,344	575,344
Southern Triangle	220,100	232,706	232,706	232,706	251,534	251,534
White Cross	496,833	493,220	493,220	493,220	590,714	590,714
Total Fire District Expenditures	**$ 5,804,068**	**$ 6,059,874**	**$ 6,199,874**	**$ 6,199,874**	**$ 6,312,720**	**$ 6,312,720**
Offsetting Revenue	*$ (6,062,100)*	*$ (6,059,874)*	*$ (6,199,874)*	*$ (6,339,861)*	*$ (6,312,720)*	*$ (6,312,720)*
Net Cost	**$ (258,032)**	**$ 0**	**$ 0**	**$ (139,987)**	**$ 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 550 firefighters and first responders contributing more than 66,000 training and service hours in Orange County.

Cedar Grove Fire District **$262,145**

- The tax rate for this district is recommended to remain at the current tax rate of 8.10 cents for FY 2019-20.
- In FY 2018-19, the department replaced a 1985 Squad truck with a 2007 Mini Rescue truck with self-contained breathing apparatus (SCBA); purchased new battery operated Hurst tool for Rescue truck; hired two (2) additional part-time personnel; purchased 10 new SCBA packs; purchased a new turn out gear dryer; and recruited four (4) new personnel.
- In FY 2019-20, the department plans to hire two (2) additional part-time personnel in order to have all days covered; install additional water points; apply for grants to help purchase equipment; continue to provide training for personnel; and work on maintaining their ISO grade of 6.
- Their Five-Year plan includes continue working toward replacing a 33 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 **$271,585**

- 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 2019-20.

Damascus Fire District **$104,105**
Southern Triangle Fire Service District **$251,534**

- The North Chatham Fire Department will continue to contract with Orange County to provide fire services to the citizens in both the Damascus Fire Protection District and the new Southern Triangle Fire Service District within Orange County. There will be a separate agreement for the Damascus Fire Protection District since a different NC General Statute provides the County authority to contract for Fire Protection.
- The Southern Triangle Fire Service District was one of three new Fire Service Districts that replaced Fire Protection Districts in FY 2013-14. There were no changes to the Damascus Fire Protection District.
- The tax rate for both the Damascus Fire Protection District and the Southern Triangle Fire Service District is recommended to increase by .50 cents, from a current tax rate of 10.30 cents to 10.80 cents for FY 2019-20. This rate increase is to continue to meet the needs of operations and replacement of aging apparatus. This tax rate is consistent with the Chatham County tax rate.

Efland Fire District **$523,209**

- The tax rate for this district is recommended to remain at the current tax rate of 6.78 cents for FY 2019-20.
- In FY 2018-19, the department replaced four (4) ten year old radios, and are on track to upgrade all of their radios over the next two years; upgraded all of their lifepacks with the built-in thermal imagers; a new vehicle for the Chief was put into service; upgraded medical supplies for the EMT level service they now provide; installed new gear washing equipment to help reduce carcinogens that get on the gear during structural firefighting operations; continue to upgrade rescue equipment to meet the medium rescue standards; and continue to train/certify personnel, and maintain apparatus and the station.
- In FY 2019-20, the department plans to purchase additional radios to replace older ones that cannot be repaired; purchase a device that performs chest compressions when they have patients in remote areas who need to be carried out; pay off the balance on the Station #2 loan; and purchase land for a future Station #3.
- Their Five-Year plan includes continuing to work on the design of crew quarters at Station #2; the first phase of the design will feature a decontamination corridor so that after structure fires, volunteers can decontaminate and reduce their exposure to cancer causing agents; a second phase will incorporate features that can be used for pump testing, indoor apparatus training and room for a small drill tower. The new station will have an oversized meeting room for class training, crew quarters additional bays, and a decontamination area. The first phase is estimated to cost approximately $700,000, and will require a tax rate increase to fund. With new apparatus costing $350,000 to $450,000, the district will schedule these costs in relation to their cash flow. Their next apparatus replacement is scheduled for 2024.

Eno Fire District **$819,205**

- The tax rate for this district is recommended to remain at the current tax rate of 9.68 cents for FY 2019-20.
- In FY 2018-19, the department certified four (4) additional personnel for Water Rescue; received delivery of a new Fire/Rescue Engine; moved EMS into Station #2; maintained their ISO rating of 7; replaced the generator unit at Station #1.
- In FY 2019-20, the department will start the process in replacing a 20 year old Engine; improve their ISO rating; purchase a new SCBA Fill Station; replace old and out dated mobile radios for one truck; purchase five (5) new pagers and chargers; purchase new turnout gear to replace gear no longer NFPA approved; perform exterior upgrades to Station #1.
- Their Five-Year plan includes replace two (2) Fire Engines; replace a 20 year old EMS Unit vehicle; purchase additional radios (rotating one truck per year until updated); and purchase additional turnout gear to replace older/ outdated gear.

Little River Fire District **$286,700**

- The tax rate for this district is recommended to remain at the current tax rate of 5.92 cents for FY 2019-20.
- In FY 2018-19, the department completed their financial audit; purchased land for Station #2; paved the parking lot at Station #1; performed NCDOI Equipment inspections; maintained ISO

rating of 5; performed fire prevention and community outreach; continued to recruit volunteers; transitioned to EMT Responder level; and applied for grants to upgrade equipment.

- In FY 2019-20, the department will continue efforts to maintain ISO rating of 5; recruit additional firefighters and EMTS; apply for additional grants; replace outdated turnout gear to meet standards; conduct their annual financial audit; build Station #2; purchase a Squad truck for Station #2; and complete writing specifications for a new Fire engine to replace a 1994 model.
- Their Five-Year plan includes purchasing a new Fire engine to replace a 1994 model; apply for additional grants to upgrade equipment to meet standards; conduct their annual financial audit; research the feasibility of hiring additional part-time staff; maintain their ISO rating of 5 and recruit additional firefighters and EMTs.

New Hope Fire District **$691,422**

- The tax rate for this district is recommended to remain at the current tax rate of 9.94 cents for FY 2019-20.
- In FY 2018-19, the department has received 17 new members; continue to train for firefighter certification and have completed four (4) new certification courses; members attended area fire schools for technical rescue and other specialized training; provide fire prevention/fire safety classes to over 200 children and 50 adults at schools, fire station tours, and Camp New Hope; placed a new Squad vehicle and tanker in service to replace aging vehicles and enhance fire protection capabilities in the district; and made improvements to Station #2 by cleaning and painting the exterior of the building.
- In FY 2019-20, the department plans to add a First Responder/utility vehicle to improve the unified command system; continue to train for fire fighter certification, train new fire drivers, and offer mandatory Emergency Vehicle Driver training; send members to are 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 seek out and apply for grants to enhance service delivery and offset operational costs; identify ways to enhance volunteer membership to offset decreasing volunteers response to daytime calls; continue recruitment and retention program and firefighter certification training; provide mandatory Traffic Incident Management System training for all members; and install new insulation and repaint the interior of Station #2.
- Their Five-Year plan includes continuing certification training and offering specialized training courses, including OSHA required training courses; apply for grants for personal protective equipment and communications equipment; revise strategic plans for the department to increase efficiency; maintain a viable volunteer membership; increase pay and improve benefits for both full-time and part-time employees; continue to replace personal protective equipment on rotating basis to meet National Fire Protection Agency requirements.

Orange Grove Fire District **$579,388**

- The tax rate for this district is recommended to remain at the current tax rate of 6.81 cents for FY 2019-20.
- In FY 2018-19, the department worked to pay off a truck and ordered the next truck in their 20 year purchase plan; focused on membership issues by recruiting new members; increased radio infrastructure; and obtained automobile extrication rescue equipment.

- In FY 2019-20, the department plans to complete integration of new truck into operations; add eight (8) new members; purchase handheld VHF radios and turnout equipment; and begin process of replacing a fire engine.
- 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 as per NFPA recommendations and update aging equipment; and continue planning for 24 hour EMS base.

Orange Rural Fire District **$1,357,369**

- The tax rate for this district is recommended to remain at the current tax rate of 9.15 cents for FY 2019-20.
- In FY 2018-19, the department secured an interest free loan to partially fund Station #4; repaved the parking lot at Station #1; increased employer retirement contribution for employee retention; adjusted starting salaries to become more competitive; purchased a rehab trailer; certified two (2) emergency vehicle technicians to work on apparatus in-house; deployed personnel to Hoke and Brunswick counties for storm support; three (3) employees completed Fire Investigator training; certified four (4) personnel to swift water rescue; adopted a fleet replacement plan; hosted a county wide training session; and hosted and coordinated a water haul exercise for all county fire departments.
- In FY 2019-20, the department plans to replace a 2007 Support vehicle; complete ISO recertification; apply for NC AREMS water rescue provider; begin construction of Station #4; complete repairs to the primary fire station; apply for NC AREMS trench rescue; begin a cancer reduction initiative for firefighters; update exhaust extraction system at two stations; switch to a standardized training platform for paid and volunteer members; send three (3) personnel to trench rescue class for certification; and plan to replace a 1996 fire engine.
- Their Five-Year plan includes constructing Station #4, in conjunction with the Town and County, hire a full-time Fire Chief; replace an aged tanker; and continue to coordinate with the Town to move the primary fire station.

South Orange Fire Service District **$575,344**

- 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 2019-20.

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 **$590,714**

- The tax rate for this district is recommended to increase by 1.00 cents, from a current tax rate of 11.37 cents to 12.37 cents for FY 2019-20. This rate increase is to add staff to cover 24 hours day/5 days a week. The district is also requesting $40,000 from their available fund balance to help install a training tower as part of a grant received.
- In FY 2018-19, the department hosted over a dozen North Carolina firefighter certification classes and several rescue technical courses; placed two (2) water rescue boats in service; hosted their annual open house with over 250 in attendance; successfully managed and staffed stations during a hurricane, tropical storm, and an early season winter storm events; provided emergency power to local service station in effort to allow citizens to have access to fuel to run emergency generators and means to evacuate to shelters, if needed; purchased 22 new sets of turnout gear to better protect staff; and refurbished their 1996 Brush truck.
- In FY 2019-20, the department plans to purchase rescue struts and four (4) additional sets of turnout gear; continue their rigorous training regiment; prepare for their ISO re-inspection; continue overseeing the installation of the training tower awarded to fire departments in the county; and add 24 hours staffing five (5) days/week.
- Their Five-Year plan includes the replacement of a service vehicle in FY 2020-21; continue replacing extrication equipment to meet the automotive 2025 steel strength requirements; continue the planning process for replacing a fire engine in 2022; replace self-contained breathing apparatus in 2023; 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, 2019

Health Department

Phone Number: (919) 245-2400 Website: http://www.orangecountync.gov/204/Health-Department

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
By Category (General Fund)						**Account: 410**
Personnel Services	7,670,367	8,032,859	8,051,939	7,612,325	8,738,797	8,738,797
Operations	2,106,701	2,312,372	2,808,107	2,278,126	1,836,633	1,869,402
Capital Outlay	20,392	0	35,452	34,778	0	0
Total Expenditures	**$ 9,797,459**	**$ 10,345,231**	**$ 10,895,498**	**$ 9,925,229**	**$ 10,575,430**	**$ 10,608,199**
Offsetting Revenues	*(3,556,687)*	*(3,438,404)*	*(3,568,750)*	*(3,222,263)*	*(3,491,498)*	*(3,491,498)*
County Costs (net)	**$ 6,240,772**	**$ 6,906,827**	**$ 7,326,748**	**$ 6,702,966**	**$ 7,083,932**	**$ 7,116,701**
Total Health Department and Related Expenditures	**$ 9,797,459**	**$ 10,345,231**	**$ 10,895,498**	**$ 9,925,229**	**$ 10,575,430**	**$ 10,608,199**

Health Department: Financial and Administrative Services Division

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
4100 - HEALTH CENTRAL ADMINISTRATION (General Fund)						
Personnel Services	919,567	1,000,789	1,000,789	984,465	1,063,289	1,063,289
Operations	181,525	128,064	146,972	133,706	158,944	158,944
Capital Outlay	0	0	0	0	0	0
Total Division Expenditures	**$ 1,101,092**	**$ 1,128,853**	**$ 1,147,761**	**$ 1,118,171**	**$ 1,222,233**	**$ 1,222,233**
Offsetting Revenues	(80,139)	(80,065)	(86,065)	(86,065)	(42,921)	(42,921)
County Costs (net)	**$ 1,020,954**	**$ 1,048,788**	**$ 1,061,696**	**$ 1,032,106**	**$ 1,179,312**	**$ 1,179,312**

Major Services

- Provide administration, operations, financial reporting, statistical analysis, medical billing, 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 2018-19 Outcomes

- Instituted multiple department-wide automation projects such as conversion to electronic, HIPAA-compliant faxing and Kronos Activities (effort tracking.)
- Prepared department for upcoming Medicaid Transformation in fall 2019 through revenue and staffing analyses, contract negotiations, and training.
- Coordinated a county-wide analysis of Behavioral Health services, which included recommendations for system improvements.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: Vital Records is charged with completing, verifying information, and obtaining the signature of the Health Director on all birth and death certificates before they are sent to the Register of Deeds.					
Outcome Measure: Improve efficiency, effectiveness, and accuracy of Vital Records processing.					
Percentage of errors on death certificates sent to the state	1%	1%	0%	1%	0%
Death Certificates Processed	1,534	1,557	1,600	1,503	1,500
Birth Certificates Processed	4,079	4,405	4,500	4,400	4,500
Service: The Human Resources section coordinates the department-wide WPPR process, acts as the liaison to the county HR office, and provides internal personnel management and guidance in accordance with the State Personnel Act.					
Outcome Measure: Improve timely, performance feedback loop between supervisors and staff.					
Performance Measures: Percentage of WPPR's submitted to HR by the specified due date	98%	95%	100%	96%	100%

FY 2019-20 Objectives

- Increase percentage of WPPR's submitted to HR by the specified due date to 100 %. We will 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 2019-20 Manager's Recommended Budget includes:

- reallocation of $37,144 in Medicaid Maximization funds to other Public Health programs;
- reallocation of existing FTEs for improved organization and management; and
- $30,880 in additional funding for a contracted IT Support Analyst, offset by savings in other expenditure reductions.

Health Department: Dental Health Services

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
4101 - DENTAL HEALTH (General Fund)						
Personnel Services	1,035,071	1,114,234	1,114,234	1,087,874	1,162,809	1,162,809
Operations	199,127	258,292	254,171	215,926	262,959	262,959
Capital Outlay	5,156	0	5,700	5,700	0	0
Total Division Expenditures	**$ 1,239,354**	**$ 1,372,526**	**$ 1,374,105**	**$ 1,309,500**	**$ 1,425,768**	**$ 1,425,768**
Offsetting Revenues	(531,237)	(560,217)	(561,217)	(525,464)	(582,477)	(582,477)
County Costs (net)	**$ 708,117**	**$ 812,309**	**$ 812,888**	**$ 784,036**	**$ 843,291**	**$ 843,291**

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 2018-19 Outcomes

- Added third fulltime hygienist resulting in a decrease in hygiene appointment wait time from nine to three months.
- Provided oral health screenings in Orange County schools identified as having a higher percentage of children on free or reduced lunch programs.
- Provided Dental Health Services program promotion at three community events.
- Continued presentations at county's New Employee Orientation to promote Dental Clinic services for Orange County employees
- Continued collaboration with WIC to provide dental home for underserved children and pregnant women.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: Provide oral health screening and sealants to children of Orange County					
Number of children received oral health screenings in schools	450	600	700	100*	600
Number of children from screenings that participated in sealant day at clinic	15	16	30	0	20
Service: Provide dental care to economically disadvantaged Orange County Residents					
Number of total dental patient visits	6,924	6,992	7,200	7,100	7,200
Percent of Medicaid/Health Choice visits	32%	32%	35%	33%	35%
Service: Increase total percentage of pediatric patients served					
Percent of pediatric patient visits age 0 to 17	38%	38%	40%	39%	39%
Average monthly pediatric procedures (new measure)	900	934	1,000	1,000	1,000
Service: Increase services to prenatal patients					
Total number of prenatal patients seen	153	94	150	35	50

*Screenings this year done by NC Regional Dental Hygienist

FY 2019-20 Objectives

- Conduct dental screenings at four Orange County schools identified as having a higher percentage of children on free or reduced lunch programs.
- Begin mobile dental clinic program promotion in August 2019
- Acquire mobile dental clinic by November 1, 2019.

- Begin seeing patients on the mobile dental clinic two days per week at Southern Human Services Center by January 2020.
- Begin seeing patients at community centers, assisted living facilities and nursing homes by January 2020.

Budget Highlights

The FY 2019-20 Manager's Recommended Budget includes:

- reallocation of $22,260 in Medicaid Maximization funds from other Health programs;
- reallocation of existing FTEs for improved organization and management;
- operational savings of $31,660 for temporary dental coverage no longer needed; and
- appropriation of $36,852 for mobile dental operations.

Health Department: Health Promotion and Education Services

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
4120 - HEALTH PROMOTION & EDUCATION (General Fund)						
Personnel Services	581,889	560,595	560,595	551,240	1,027,929	1,027,929
Operations	641,326	779,449	966,143	766,705	345,940	345,940
Capital Outlay	3,910	0	889	924	0	0
Total Division Expenditures	**$ 1,227,125**	**$ 1,340,044**	**$ 1,527,627**	**$ 1,318,869**	**$ 1,373,869**	**$ 1,373,869**
Offsetting Revenues	(345,795)	(346,588)	(365,588)	(381,785)	(325,992)	(325,992)
County Costs (net)	**$ 881,330**	**$ 993,456**	**$ 1,162,039**	**$ 937,084**	**$ 1,047,877**	**$ 1,047,877**

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 our work.

FY 2018-19 Outcomes

- Tobacco Prevention and Control Coordinator developed data collection, evaluation tools, and data management tools for the pilot implementation of the individualized tobacco treatment program. From the pilot the Tobacco Prevention and Control Coordinator was able to develop a protocol for individualized tobacco treatment and an updated protocol for the group Freshstart classes.
- The BOH Strategic Plan Manager facilitated an ACEs and trauma-informed conversation on behalf of the Board of Health in October 26, 2018 and February 22, 2019. The BOH Strategic Plan Manager served as a panelist on January 24, 2019 following a screening of the Resilience film hosted by Public Schools First NC, Orange Resilience Initiative, and Faith Leaders for Public Education to make the connection between ACEs, resiliency and racial equity. On February 27, 2019 The BOH had an educational session from Sara Garrison and Ennis Baker on ACEs, trauma-informed care, and resiliency.
- Healthy Carolinians of Orange County completed and submitted the 2018 State of the County Health Report in March 2019 to the NC Department of Public Health. The

Coordinator shared the 2018 SOTCH with the Board of Health at the March Board Meeting, per Accreditation requirements.

- Healthy Carolinians of Orange County began the process for the 2019 Community Health Assessment process in January 2019. This year long process will include developing the Leadership Team; determining the subgroups necessary to address all components of the CHA; develop and finalize the community survey instrument; recruit volunteers to survey the community; host 4-5 survey days; analyze the primary and secondary data; share survey and data results with the community; prioritize health issues; write the document; submit the document; create and submit community action plans.
- The Family Success Alliance adopted a new Strategic Plan (2019-2022) in October 2018 and began implementation immediately. We added seven new partners and developed a collaborative application for grant funding to support our collective work. We welcomed our Manager of Family Engagement and two new zone Navigators, bringing us up to 9 Navigators. FSA Navigators work with families in two neighborhood zones and have expanded their reach to 557 family members in 132 families. A UNC evaluation found that three out of four families say that their navigator helps them understand their child's development better and that they know how to find resources to support their child's education.

Performance Measures	2016-17 Actual	2017-18 Actual	2018 -19 Budget	2018-19 Projected	2019-20 Budget
Service: Community Health Assessment					
Community Health Assessment/State of the County Health Report	1	1	1	1	1
Service: Policy Development					
New health-related policy or practice implemented	4	2	3	3	3
Service: Family Success Alliance					
FSA zone families enrolled in the navigator program	77 as individuals	120 as individuals	165 as individuals	165 as individuals	180 as individuals 30 in groups

FY 2019-20 Objectives

- Develop relationships in community to host convening of youth serving organizations to create a cross-school district coalition focused on youth health.
- 2019 Community Health Assessment:
  - Analyze community survey data results.
  - Conduct prioritization among the community to determine the top health issues to be addressed in the CHA.
  - Write and develop the final document.
  - Create four year community action plans that reflect and address the chosen health priorities.
- Create, develop, and/or reconstruct Healthy Carolinians of Orange County subcommittees to implement initiatives that were identified in the CHA and will be addressed by way of the community action plans.
- The Board of Health will advance health and racial equity through continued development and support of community partnerships aided by the 474 CLAS Standards Advancing Health Equity Agreement Addendum.
- The Family Success Alliance will evolve the Family Empowerment Model and begin implementing a tiered model of support that includes high-touch, low-touch, and group support; FSA will cultivate new and deeper partnerships, developing a common

understanding of "equity" and putting it into practice to increase the impact on FSA's key goal areas. FSA will bring in additional external funding to support the work.

Budget Highlights

The FY 2019-20 Manager's Recommended Budget includes:

- a reduction of $20,596 in revenue due to nonrecurring donations and other revenue; and
- an additional 8.25 FTEs for the Family Success Alliance Navigators program, fully offset by operational decreases to contract and temporary staff.

Health Department: Environmental Health

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
4130 - ENVIRONMENTAL HEALTH (General Fund)						
Personnel Services	1,292,690	1,365,758	1,379,758	1,281,300	1,412,887	1,412,887
Operations	130,922	115,867	137,262	110,239	113,552	113,552
Capital Outlay	0	0	0	0	0	0
Total Division Expenditures	**$ 1,423,612**	**$ 1,481,625**	**$ 1,517,020**	**$ 1,391,539**	**$ 1,526,439**	**$ 1,526,439**
Offsetting Revenues	(670,385)	(678,818)	(715,333)	(699,532)	(693,361)	(693,361)
County Costs (net)	**$ 753,228**	**$ 802,807**	**$ 801,687**	**$ 692,007**	**$ 833,078**	**$ 833,078**

Major Services

- Assuring proper construction and operation of septic systems and wells, including in mobile home parks through permitting, evaluation, and inspection (annual for mobile home parks).
- 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.

FY 2018-2019 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 92% using the continued process implemented with the County Attorney's office.
- Achieved 100% inspection rate in the Food & Lodging Program.
- Met required level for the Voluntary Retail Food Standards for inspection staff.
- 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
Service: Inspection and permitting of on-site wastewater systems (septic systems)					

Performance Measures	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Budget
Collection rate for WTMP fees	95%	97%	97%	92%	95%
Failure rate of septic systems observed during WTMP inspections	8.7%	5%	7.5%	5%	5%
Service: 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 2019-2020 Objectives

- Implement customer service portal and full integration of LMCPS software in July 2019 to allow for citizens, realtors and researchers independent 24 hour access.
- Implement tablets with data plans/air cards/mobile phone hot spots for use by onsite staff in the field to improve inspection efficiency and faster permitting after go-live with new permitting software.
- Provide public outreach on Environmental Health subjects at least once per month, except July and December.
- Increase the operational inspections of seasonal public swimming pools to 75%.
- Increase staff that are cross-trained, have recent public health law training, and are trained in racial equity.

Budget Highlights

The FY 2019-20 Manager's Recommended Budget includes:

- a reduction of $20,596 in revenue due to nonrecurring donations and other revenue; and
- an additional 8.25 FTEs for the Family Success Alliance Navigators program, fully offset by operational decreases to contract and temporary staff.

Health Department: Personal Health

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
4140 - PERSONAL HEALTH (General Fund)						
Personnel Services	3,841,149	3,991,483	3,996,563	3,707,446	4,071,883	4,071,883
Operations	953,800	1,030,700	1,303,559	1,051,550	955,238	988,007
Capital Outlay	11,326	0	28,863	28,154	0	0
Total Division Expenditures	**$ 4,806,276**	**$ 5,022,183**	**$ 5,328,985**	**$ 4,787,150**	**$ 5,027,121**	**$ 5,059,890**
Offsetting Revenues	(1,929,132)	(1,772,716)	(1,840,547)	(1,529,417)	(1,846,747)	(1,846,747)
County Costs (net)	**$ 2,877,144**	**$ 3,249,467**	**$ 3,488,438**	**$ 3,257,733**	**$ 3,180,374**	**$ 3,213,143**

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 2018-19 Outcomes

- Increased by 3% the percentage of clients with improved blood glucose control after completing DSME.
- Increased number of Medical Nutrition Therapy appointments to 794.
- Increased by 2% the number of clients completing 9 of 10 hours of Diabetes education classes.
- Increased the use of long acting reversible contraceptives (LARCs) by Family Planning clients.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: Provide Medical Nutrition Therapy and Diabetes Self-Management Education Services to Residents					
% with improved blood glucose control at the 3mos f/u appointment (completing all 10 hours of DSME)	74%	73%	75%	76%	77%
# of MNT appointments	794	782	762	794	800
% completing 9 of 10 hours of DSME program	82%	83%	85%	85%	86%
Service: Provide Breast and Cervical Cancer Screening for residents					
Number of eligible women screened for breast and/or cervical cancer	50	54	84	50	55
Service: Provide long-acting reversible contraceptives for Family Planning Pts.					
Number of Family Planning patients using LARCs.	N/A	N/A	N/A	240	275

FY 2019-20 Objectives

- Increase medical clinic patient encounters by 10% from FY19.
- Increase the number of Medicaid women who receive a post-partum home visit.
- Increase enrollees into the FIT Program.

Budget Highlights

The FY 2019-20 Manager's Recommended Budget includes:

- additional revenue of $74,031 from grants and reallocation of Medicaid Maximization funding;
- increase of 0.5 FTE for an existing Office Assistant II position contingent on ongoing grant funding; and
- outside agency funding for El Futuro in the amount of $32,769.

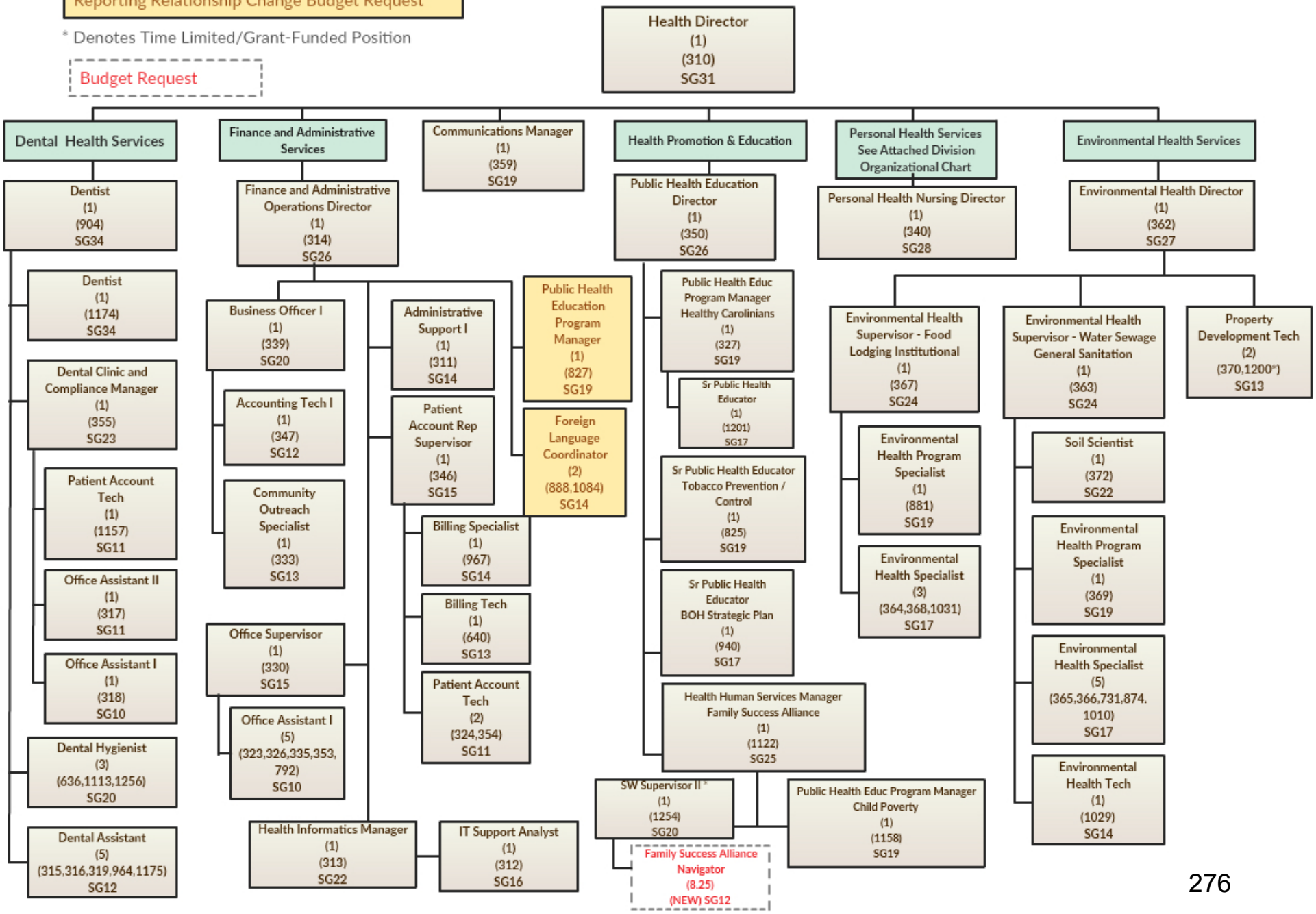
FY 2019-2020 MANAGER RECOMMENDED

HEALTH DEPARTMENT

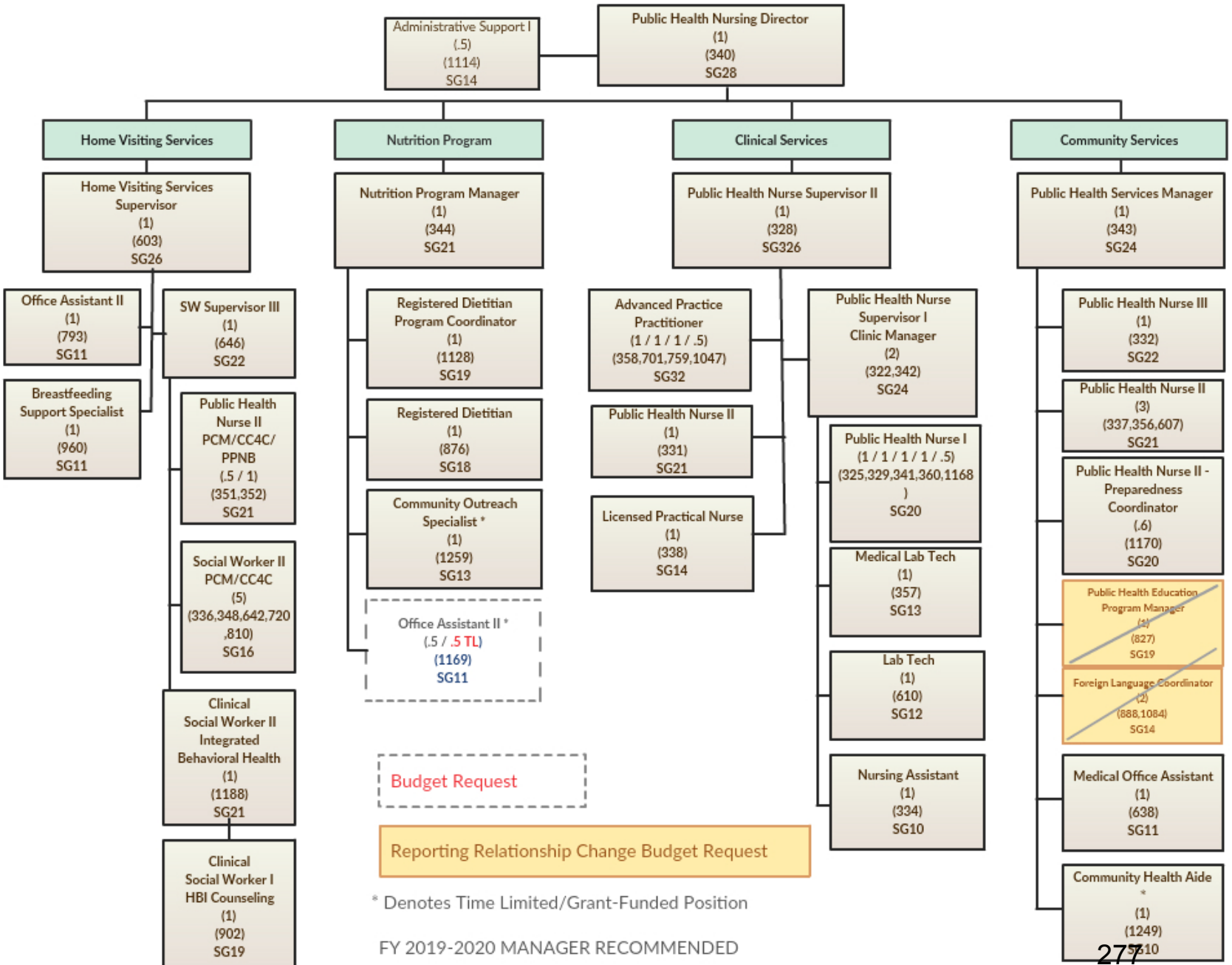
Reporting Relationship Change Budget Request

* Denotes Time Limited/Grant-Funded Position

Budget Request



Health - Personal Health Services Division



Housing and Community Development

Phone Number: (919) 245-2490 Website: *https://www.orangecountync.gov/1268/Housing-Community-Development*

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
By Category (General Fund)						**Account: 460**
Personnel Services	0	162,102	148,530	161,651	164,635	164,635
Operations	20,473	169,360	169,360	108,500	169,360	169,360
Capital Outlay	0	0	35,054	35,054	0	0
Total Expenditures	**$ 20,473**	**$ 331,462**	**$ 352,944**	**$ 305,205**	**$ 333,995**	**$ 333,995**
Offsetting Revenues	*0*	*0*	*0*	*0*	*0*	*0*
County Costs (net)	**$ 20,473**	**$ 331,462**	**$ 352,944**	**$ 305,205**	**$ 333,995**	**$ 333,995**
By Category (Community Development Fund)						**Accounts: 4703, 4707, 4710, 4711, 4730**
Housing Rehabilitation	252,579	257,388	629,094	375,000	856,847	756,847
HOME Program	626,005	562,110	692,097	340,000	696,662	696,662
Risk Mitigation/Displacement	0	75,000	142,778	25,000	75,000	75,000
Total Expenditures	**$ 878,584**	**$ 894,498**	**$ 1,463,969**	**$ 740,000**	**$ 1,628,509**	**$ 1,528,509**
Offsetting Revenues	*(530,803)*	*(573,806)*	*(425,776)*	*(39,130)*	*(544,730)*	*(469,730)*
Net Cost	**$ 347,781**	**$ 320,692**	**$ 1,038,193**	**$ 700,870**	**$ 1,083,779**	**$ 1,058,779**
By Category (Housing Fund)						**Account: 4800**
Personnel Services	486,960	450,017	481,308	485,460	514,632	514,632
Operations	99,598	100,099	94,522	91,799	91,799	91,799
Capital Outlay	19,310	0	1,429	0	0	0
Rental Assistance	4,087,133	3,915,393	3,915,393	3,915,393	3,815,893	3,815,893
Total Expenditures	**$ 4,693,001**	**$ 4,465,509**	**$ 4,492,652**	**$ 4,492,652**	**$ 4,422,324**	**$ 4,422,324**
Offsetting Revenues	*(4,528,693)*	*(4,201,264)*	*(4,201,264)*	*(4,201,264)*	*(4,201,264)*	*(4,201,264)*
Net Cost	**$ 164,308**	**$ 264,245**	**$ 291,388**	**$ 291,388**	**$ 221,060**	**$ 221,060**
Total Housing & CD and Related Expenditures	**$ 5,592,058**	**$ 5,691,469**	**$ 6,309,565**	**$ 5,537,857**	**$ 6,384,828**	**$ 6,284,828**

Mission Statement

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

Housing and Community Development: General 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 Departmental budget and assures compliance with fiscal audit requirements.
- Assists 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 2018-19 Outcomes

- Worked with HR to fill the Housing Specialist vacancy within the Housing Choice Voucher (HCV) Program. The department has two (2) Housing Specialist positions; one was vacant.

- Worked with HR to fill the new HCV Program Manager position within the Housing Choice Voucher (HCV) Program.
- Worked with HR and the County Manager's Office to review, refine and enhance the organizational structure according to identified programmatic needs of the department. Implemented several changes, including revising the organizational chart.
- Worked with HR to hire a new Community Development Specialist. This position is a part of the restructure and is a new position, which was approved in the last budget cycle. Staff in this position will coordinate the County's Housing Rehabilitation activities and assist the Director with activities under the Affordable Land Banking/Manufactured Home Park Initiative, as well as collect data on all County housing efforts.
- Worked with HR to hire a new Business Officer. This position is a part of the restructure and was very much needed given the number of accounts and various state and federal grants. In order to acquire the new position, a re-alignment and deletion of a position took place.
- In process of filling two (2) vacancies, a *Housing Rehabilitation Specialist* and a *Housing & Community Development Manager*. The H&CD Manager is a position that was upgraded from a Coordinator level. Both positions should be filled on or before June 30, 2019.
- Hosted one of the first Grantee and Community Partners Meeting in November 2018. This will become an annual capacity building and update session for grantees and community partners.
- Assumed the role of coordinator as it relates to oversight of the three (3) community centers in the County. A team-approach will be undertaken as it relates to engaging with the other applicable County departments that provide services to the community centers.

FY 2019-20 Objectives

- Continue the departmental restructure and undertake the third phase of the restructure. Conduct a 2-day, off-site departmental retreat for staff, as well as hold a mid-year 1-day department-wide meeting to review accomplishments and set goals for the new FY20-21 Budget Year.
- Expand resource development activities in order to leverage additional programmatic funds. Identify new potential state, federal and private sources of funding and make application, as appropriate.
- Enhance County Coordination with the three (3) Community Centers and provide at least one (1) capacity building workshop for the nonprofits that manage these Centers.
- Acquire BOCC approval for recommended revisions and refinement of the Affordable Housing Bond Program. Administer the second round of RFPs for the Affordable Housing Bond Program.
- Refine implementation and continue to administer the Local Voucher Program.
- Host at least one additional capacity building workshop for grantees and community partners, as well as continue hosting the annual Grantee and Community Partners Meeting.
- Host two (2) trainings for contractors participating in the County's Housing Rehabilitation Initiative's various activities.

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's Administrative Plan and as required by HUD.

- 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 2018-19 Outcomes

- Provided rent subsidies to 537-550 low-income families, including sixteen (10) homeless individuals, to enable them to obtain standard, affordable rental housing in the County.
- Provided rent subsidies to five (5) additional veterans under the HUD-VASH Voucher Program and in conjunction with the Durham Veterans Administration. At this time, no additional VASH vouchers are available.
- Hosted the second annual briefing for participating and interested landlords, thereby, increasing the number of units available for rent by program participants. The attendance grew this year to 50+ landlords.
- One additional (1) Housing Choice Voucher holder purchased a home during the year. Therefore, four (4) HCV participants have purchased homes utilizing their voucher.
- Hosted, to date, two (2) engagement activities and workshops for HCV participants.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 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	581	553	600	565	575
Service: Ensure housing procured by voucher holders meet minimum standards of health and safety					
Number of annual housing inspections conducted	581	553	600	590	590
Service: Housing Choice Voucher Holder to Homeownership Program					
Number of Housing Choice Voucher Holders to qualify for Homeownership	11	N/A	0	1	1
Number of Housing Choice Voucher Holders moved to Homeownership	1	1	3	1	2

FY 2019-20 Objectives

- Increase the number of rent subsidies provided to low income families to 575, including providing vouchers to individuals and families with a homeless preference.
- Increase the number of landlords from 195 to 205 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 two (2) additional individuals. Currently, there are four (4) Voucher holders participating in the Homeownership Program. Several of the individuals who began the process in 2016 may now be able to complete the process and purchase a home. Outreach will be conducted with these individuals.
- HCV Program staff will also work to decrease the time (from 60-90 days to 30-60 days) it takes to "lease up" for HCV participants. Outreach to residents will be expanded. However, without additional staff and given the limited supply of affordable housing in the County, this goal may be challenging to achieve.

Budget Highlights

- The proposed FY19-20 Budget includes a request for additional funds in the "Temporary Personnel" line item. This is an off-set and was achieved by eliminating the Student Intern position in this division, as well as reducing several operational line items.
- Additional funds are needed in order to extend the term of the temporary staff. This position serves as the Front Desk Receptionist/Administrative Assistant at the Hillsborough Office. The position assists the HCV Inspector with all administrative functions as the Inspector has some 537-550 units to inspect. The department is utilizing temporary staff until the budget will support a full-time position. The former full-time position was eliminated to assist in having funds to hire a Business Officer.
- The funds requested for Training/Development remain slightly high again this year due to the continued restructure, program refinements and new protocols, as well as changes to the HUD regulations governing the Housing Choice Voucher Program. The training is for both staff and Board members.
- The funds requested for Contract Services covers the annual subscription for client software system, annual update of the utility allowances, annual subscription fee for criminal background checks, which also include employment and income checks, as well as a programmatic consultant. In addition, H&CD is working with IT to purchase an entirely new software system but that will take approximately 7-12 months to complete installation. The Housing Authority is required some type of system to interact with the HUD system.
- Funds are being requested in order to continue to host annual HCV Participant and Landlord Engagement activities.

Housing and Community Development: Community Development Division

The Community Development Division includes several programs that promote affordable housing in Orange County, the HOME Program, and Single-Family Housing Rehabilitation Initiatives. 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 (D-MAP) and new Revolving Loan Program for Manufactured Home Park Owners. All of these programs are capitalized with local dollars.

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 2018-19 Outcomes

- Provided, to date, homeownership assistance to sixteen (16) first-time homebuyers earning between 30% and 80% of area median income.
- Continues 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. To date, no units have been completed but rehabilitation of one (1) unit is underway and expected to be completed by May 2019.
- Development of the HOME-funded Rapid Re-Housing Program is underway and will be launched in late April 2019. Anticipate serving at least ten (10) individuals and/or families.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: First Time Homebuyers Programs					

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Number of First-time homebuyer programs	12	10	10	20	10
Service: Housing Rehabilitation Programs					
Number of substandard housing units repaired	10	0	8	1	5
Service: Acquisition of Existing House					
Number of homes purchased for affordable housing	0	0	1	1	3
Service: New Construction Partnership Homeowner Partnership					
Number of units constructed for purchase by low-moderate income families	12	0	0	0	0
Services: Tenant Base Rental Assistance					
Number of rental assistance, rent deposits and utility payments	0	0	0	10	10

FY 2019-20 Objectives

- Provide homeownership assistance, through various community partners, to ten (10) 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 80% or below of the area medium income. It is anticipated that five (5) homes will be completed.
- Provide acquisition funds for two (2) affordable rental units 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 ten (10) low and very low income families and individuals.

Major Services – Single-Family Housing Rehabilitation Initiative

- 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.
- The Single-Family Housing Rehabilitation Initiative has two (2) components, an Urgent Repair Program and a Comprehensive Housing Rehabilitation Program. Both of these programs are locally funded and can be used to address repair of manufactured homes. However, the maximum assistance for manufactured homes is limited to $8,000. The County also received funds from the NC Housing Finance Agency for urgent repair activities and essential (moderate) housing rehabilitation activities. These activities will also be discussed in this section. All funds are leveraged against each other in order to bring about a more comprehensive rehabilitation of the units approved to receive assistance.
- The Urgent Repair Program is limited to addressing health, safety, accessibility or life threatening issues and is available only to low income senior and/or disabled home owners at 50% of the AMI. The maximum amount of assistance under this program is $8,000.
- The Comprehensive Housing Rehabilitation Program provides assistance for homes that have need of more extensive repairs. The maximum assistance under this program is $70,000.
- Orange County received two (2) grants from the North Carolina Housing Finance Authority for housing rehabilitation activities. See below:

- NCHFA 20017 Urgent Repair Program provided assistance for low income senior and/or disabled home owners who are at 50% AMI or below. This program has been completed and the grant closed in February 2019.
- NCHFA Essential Single Family Rehabilitation Program provides moderate housing rehabilitation assistance for low income home owners who are at 80% or below the AMI. The maximum amount of assistance is $25,000.

FY 2018-19 Outcomes

- Ongoing review of eligibility requirements and programmatic offerings of the County's Housing Rehabilitation Program to identify barriers to providing repairs in a timely manner. The assessment has been completed and program refinement and enhancement continue and are not expected to be completed until June 30, 2020.
- Continues working with other applicable County departments and community partners (Home Preservation Coalition) who receive County housing and other 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 activities.
- Completed six (6) homes under the NCHFA 2017 Urgent Repair Program. Program closed in February 2019.
- Completed, to date, thirteen (13) homes under Orange County's Urgent Repair Program. Four (4) additional units are in various stages of processing but are anticipated to be completed by June 30, 2019.
- Under the NCHFA Essential Housing Rehabilitation Grant, one (1) unit had been completed and two (2) units are in various phases of rehabilitation and are anticipated to be completed by April 30 and May 31, 2019 respectively. Two (2) additional units are in various stages of processing.
- Under Orange County's Comprehensive Rehabilitation Program, completed three (3) units, to date. One (1) additional unit is currently being processed.
- Hosted training for participating contractors as it relates to required Asbestos certifications. Seventeen (17) contractors and community partners' construction personnel attended.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 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 an elderly and/or disabled occupant.					
Number of dwelling units repairs with immediate health, safety or accessibility issues.	10	13	20	23	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	2	10	9	15

FY 2019-20 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 2019-2020; fifty (50) units in FY 2020-2021 and sixty (60) units in FY 2021-2022.
- Continue being a partner in 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.
- Funds in the current Urgent Repair Account were split between the Urgent Repair and Single-Family program components. This is a multi-year fund. .

- The requested amount for the FY19-20 Budget is for $200,000.
- After the segmentation of the Urgent Repair Account, there was a balance of $243,000 in the Single-Family Rehab Program component. The department will complete its revised request to the State and seek approval for use of existing Program Income funds for Single Family Rehabilitation programs.
- However, $353,000 in funds is being requested in case the State denies the use of the Program Income and the County is asked to return the funds from the 2011 grants.
- The funds requested for Training/Development remain slightly high again this year due to the continued restructure, program refinements and new protocols. In addition, the overall number of staff in this division has increased by three (3) new staff members.
- Requested funds in the Contract Services line item include the cost for lead and asbestos testing, as well as the facilitator for the trainings for contractors. Two (2) trainings will be offered in FY19-20 for contractors.

Risk Mitigation and Housing Displacement Fund

- The program was created to assist in maintaining the number of landlords who participate in various Orange County Voucher and other subsidized programs; assist with housing stabilization and mitigate displacement of low and very low income residents, as well as prevent homelessness.
- Persons in *Coordinated Entry* and those working with the *Criminal Justice Resource Department* are eligible to receive assistance from the Fund. Assistance is provided in three (3) activity areas noted below. The requested FY19-20 Budget amount is also listed with the information below:
- Risk Mitigation (for landlords only) – 45% (**$33,750**)
- Housing Stabilization (provision of assistance for security deposits, utility connections and rental payments) – 35% (**$26,250**)
- Displacement Mitigation Due to an Urgent Community Need (i.e. manufacture home park closures) – 20% (**$15,000**)

As it relates to the requested funds above, line item transfers can be implemented between activity areas to ensure that adequate financial support is available given identified community needs.

FY 2018-19 Outcomes

- **Risk Mitigation:** Provided assistance to three (3) landlords at a cost of $8,879.55.
- **Housing Stabilization:** Provided assistance to eleven (11) low and very low income persons at a cost of $14,265.
- **Displacement Mitigation:** Provided assistance to one (1) family at a cost of $950.00.

Manufactured Home Park Initiative: For several years Orange County had a keen interest in addressing a growing community challenge relating to the closure and/or redevelopment of manufactured home parks. In addition, the County also wanted to help mitigate some of the relocation challenges faced by low income individuals and families who were living in the parks slated for closure or redevelopment. The Manufactured Home Park Initiative was created to address this growing community challenge. The Initiative has two (2) components: (1) a $280,600 Displacement Mitigation Assistance Program (DMAP) and (2) a $500,000 Revolving Loan Pool for Manufactured Home Park owners seeking to upgrade or expand their parks.

EmPOWERment, Inc. is providing relocation coordination services under a contract with the County as it relates to the D-MAP.

The funds for both of these activities are included in the Affordable Housing Land Banking and Manufactured Home Park Initiative under the County's Capital Improvement Program (CIP).

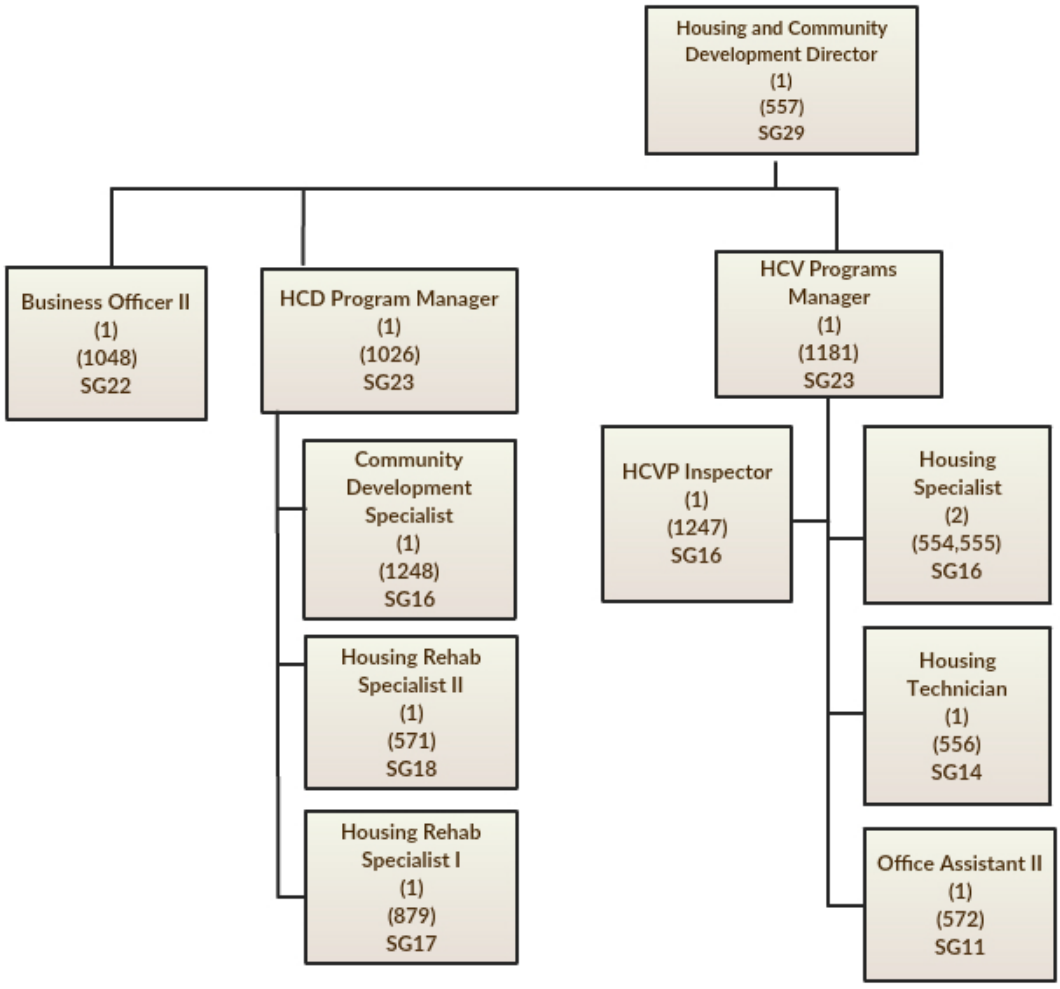
- **Displacement Mitigation Assistance Program (DMAP):** Four (4) low income families were served. Of this number, two (2) families received assistance. One of the families that received assistance did so as a result of a collaboration between Orange County and Habitat.
- **Revolving Loan Pool:** The initial framework for the new loan program has been completed. Formal guidelines and the launch of the program will take place by June 30, 2019.

Budget Highlights

The FY 2019-20 Manager's Recommended Budget includes:

- $453,000 in new county funding for local housing rehabilitation initiatives;
- $100,000 for the local voucher program;
- funding for the preparation of a Consolidated/Annual Action Plan; and
- an increased appropriation of fund balance in Housing Choice Voucher program.

HOUSING AND COMMUNITY DEVELOPMENT



Human Resources

Phone Number: (919) 245 - 2550 Website: http://www.orangecountync.gov/882/Human-Resources-Department

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
By Category (General Fund)						**Account: 250**
Personnel Services	825,919	840,585	840,585	833,576	899,101	899,101
Operations	113,642	116,200	120,051	88,745	103,856	103,856
Capital Outlay	1,682	0	1,120	1,120	0	0
Total Expenditures	**$ 941,244**	**$ 956,785**	**$ 961,756**	**$ 923,441**	**$ 1,002,957**	**$ 1,002,957**
County Costs (net)	**$ 941,244**	**$ 956,785**	**$ 961,756**	**$ 923,441**	**$ 1,002,957**	**$ 1,002,957**
Total Human Resources and Related Expenditures	**$ 941,244**	**$ 956,785**	**$ 961,756**	**$ 923,441**	**$ 1,002,957**	**$ 1,002,957**

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 2018-19 Outcomes

- Launch the new Performance Management System (NEOGOV Perform) to pilot departments.
- Complete compensation and salary grade studies through salary grade 14 and apply appropriate compression adjustments when applicable.
- Provide recommendations for step approach within the salary schedule.
- Implement health benefit self-enrollment for new hires.
- Provide a series of workplace sensitivity training to employees.

FY 2019-20 Objectives

- *Workforce Planning and Staffing*
  - Focus on setting objectives relative to performance indicators such as turnover rate, retention and current retirement risk.
  - Continued focus of providing standardization of hire and promotional salaries.
  - Continued focus on providing fair and equitable hiring practices.
  - Focus on centralizing other pre-employment practices among departments including volunteers.
  - Complete compensation and salary grade studies through salary grade 22 and apply appropriate compression adjustments when applicable.
- *Employee Development and Training and Performance Management*
  - Centralize training of county departments to provide consistency and internal economies of scales; provides means of teaching in-demand skills to employees and creates a shared culture of development and leadership.
  - Transition all employees to the NEO GOV performance management system.
- *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.
  - Continued participation in Employee Advocacy Roundtable Committee Meetings and reviewing items presented in the annual SWAT analysis.
  - Continue to work with employees on all employment programs and leave polices.
- *Employee Benefits*
  - Administer the County Health Insurance benefits to the North Carolina Health Insurance Pool.
  - Provide excellent customer service and programs to employees and retirees by evaluating practices and making necessary changes when warranted.
- *Administration Services*
  - 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.
  - Complete updates to Employee Handbook and Supervisor Handbook.
  - Implement time schedule to address consistency with practices and policies.

Performance Measures	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual
Service: Workforce Planning and Staffing				
Average # permanent of employees (yearly)	951	965	984	969
Total # of separations from employment (including retirement)	126	135	122	71
Annual turnover rate	13.25%	13.99%	12.40%	7.33%
Total # of retirements	25	24	25	14
Retirement turnover rate	2.63%	2.49%	2.54%	1.44%
Service: Employee Development and Training and Performance Management				
Training Participation Rate:				
Training Participation Rate	9.00%	8.66%	10.21%	12.22%
Total # of training courses offered	89	81	92	100
Performance Review Completion Rate		83.11%	74.39%	106.50%

Performance Rating Distribution				
Exceptional Rating		28.18%	29.51%	35.27%
Proficient with Superior Rating		18.95%	22.13%	21.32%
Proficient Rating		51.25%	46.99%	41.47%
Needs Improvement / Unsatisfactory Rating		1.62%	1.37%	1.94%
Service: Recruitment and Section				
# of Request to Fill Vacancy Processed	210	233	250	283
Average # of Days to Approve Request to Fill Vacancy	12	2.1	2.7	3.8
Average # of Days to screen and refer to Hiring Manager		1.4	1.3	1.4

Budget Highlights

The FY 2019-20 Manager Recommended Budget includes:

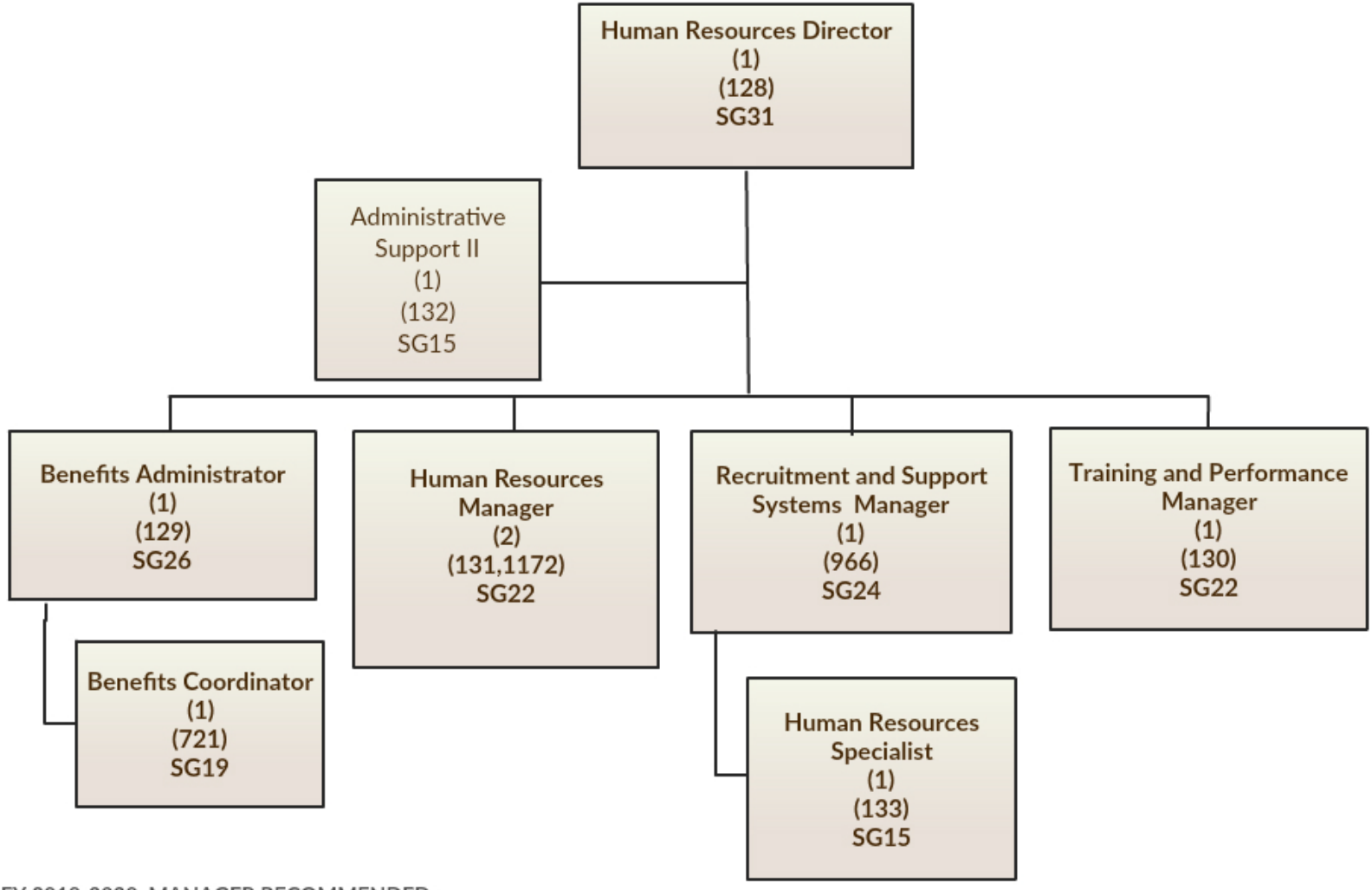
- Increased funding for Drug and Alcohol Testing by $5,000 to cover additional cost associates with changes in the DOT Federal Transit Administration (FTA) regulations.

Health and Dental Insurance Fund

REVENUE	FY 2019/2020
70396001 - ACTIVE/COBRA INSURANCE	
Premium County Paid	$11,272,842
Premium - Employee Paid	$2,035,457
Other Revenue - Wellness	$25,000
TOTAL	$13,333,299
70397001 - PRE-65 RETIREE INSURANCE	
Premium County Paid	$1,645,525
Premium - Employee Paid	$165,215
TOTAL	$1,810,740
70398001 - POST-65 RETIREE INS	
Premium County Paid	$1,040,697
Premium - Employee Paid	$19,336
TOTAL	$1,060,033
Sub Total	$16,204,072
Appropriated Reserves	$910,000
TOTAL	**$17,114,072**

EXPENSE	FY 2019/2020
70396020 - ACTIVE/COBRA INS OPERS	
Contract Services	$124,488
Insurance	$12,664,911
Claims	$540,000
Affordable Care Act	$3,900
TOTAL	$13,333,299
70397020 - PRE-65 RETIREE INS OPERS	
Insurance	$1,810,240
Affordable Care Act	$500
TOTAL	$1,810,740
70398020 - POST-65 RETIREE INS OPERS	
Insurance	$1,060,033
Sub total	$16,204,072
Transfer to General Fund	$910,000
TOTAL	**$17,114,072**

HUMAN RESOURCES



Human Rights & Relations

Phone Number: ***919-245-2487***

Website: *https://www.orangecountync.gov/157/Human-Rights-Relations*

By Category (General Fund)	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended Account: 460
Personnel Services	190,201	244,544	244,544	244,544	287,886	287,886
Operations	20,288	35,925	38,428	36,553	56,145	56,145
Capital Outlay	0	0	0	0	0	0
Total Expenditures	**$ 210,489**	**$ 280,469**	**$ 282,972**	**$ 281,097**	**$ 344,031**	**$ 344,031**
Offsetting Revenues	0	(31,650)	(31,650)	(31,650)	(31,650)	(31,650)
County Costs (net)	**$ 210,489**	**$ 248,819**	**$ 251,322**	**$ 249,447**	**$ 312,381**	**$ 312,381**
Total HHR and Related	**$ 210,489**	**$ 280,469**	**$ 282,972**	**$ 281,097**	**$ 344,031**	**$ 344,031**

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.

Department Name: 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 2018-19 Outcomes

- Received nineteen (19) fair housing complaint inquires and nine (9) were accepted for investigation.
- Participated in eight (8) LEP Outreach activities.
- Conducted five (5) workshops or presentations.

- Assisted the Human Relations Commission with 1) Community Conversations; 2) 29th Annual Pauli Murray Award Ceremony; 3) Women's History Month Courageous Conversation Speaker Series; 4) Community Read and 5) Monitoring human rights and relations issues.
- Assist community partners with the facilitation of the Orange County Annual "Community Dinner".

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: Prevent discriminatory practices in housing and public accommodations.					
Number of Complaints Received	13	10	10	19	10
Number of Cases Initiated	*10*	*10*	*10*	*9*	*10*
Number of Workshops & Presentations	*16*	*20*	*20*	*5*	*20*
Service: Assess the needs and conduct outreach to Limited English Proficient communities.					
Number of LEP Outreach Activities	*10*	*6*	*10*	*9*	*10*

FY 2019-20 Objectives

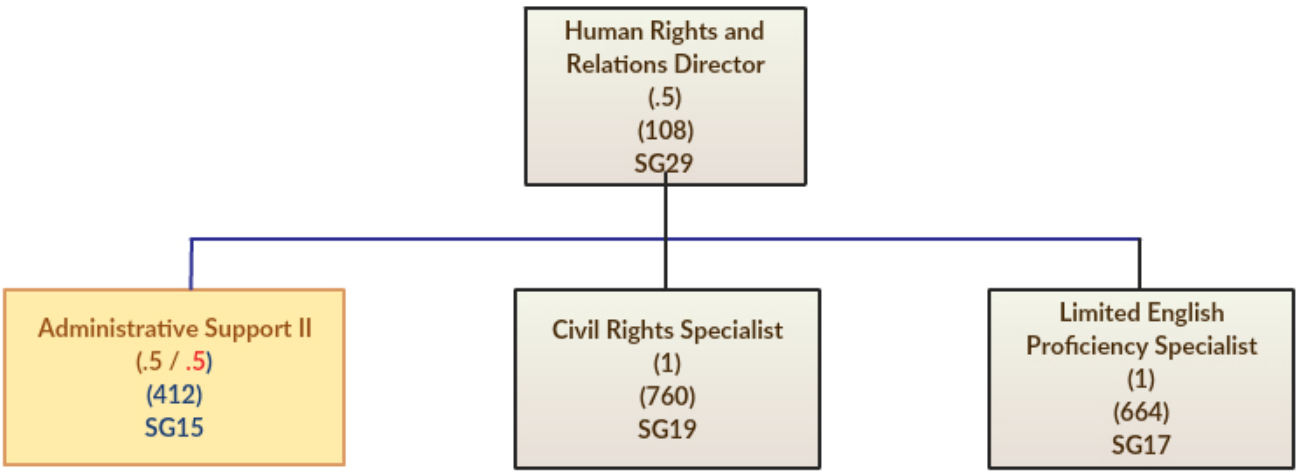
- Internal racial equity strategic planning capacity building
    - Internally reviewing /strategizing on racial equity issues with Orange County government
- Racial equity strategic planning to expand and strengthen local and regional collaborations focused on achieving racial equity
    - Collaborating with local governments within Orange County on advancing racial equity in Orange County
- Receive, investigate and seek to resolve discrimination complaints in the areas of housing, public accommodation and bias related incidents;
- Conduct educational outreach and trainings in the community regarding Fair Housing and the Orange County Civil Rights Ordinance.
- Promote dialogue and interaction among diverse sectors of the community.

Budget Highlights

The FY 2019-20 Manager Recommended Budget includes:

- $20,000 increase to review/analyze racial equity issues within Orange County.

HUMAN RIGHTS AND RELATIONS



.5 Moved from County Attorney

Note: 0.5 Director split between County Attorney's Office and Human Rights and Relations Department

Information Technologies

Phone Number: (919) 245-2280 Website: http://intranet.orangecountync.gov/IT/

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
By Category (General Fund)						**Account: 315**
Personnel Services	1,593,504	1,651,565	1,651,565	1,534,142	1,683,573	1,683,573
Operations	1,531,661	1,796,451	2,014,660	1,903,110	2,393,041	2,393,041
Capital Outlay	0	0	0	0	0	0
Total Expenditures	**$ 3,125,166**	**$ 3,448,016**	**$ 3,666,225**	**$ 3,437,252**	**$ 4,076,614**	**$ 4,076,614**
Offsetting Revenues	*0*	*(19,645)*	*(19,645)*	*(19,645)*	*(19,645)*	*(19,645)*
County Costs (net)	**$ 3,125,166**	**$ 3,428,371**	**$ 3,646,580**	**$ 3,417,607**	**$ 4,056,969**	**$ 4,056,969**
Total Information Technologies and Related Expenditures	**$ 3,125,166**	**$ 3,448,016**	**$ 3,666,225**	**$ 3,437,252**	**$ 4,076,614**	**$ 4,076,614**

Mission Statement

Information Technologies serves 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 2018-19 Outcomes

- Land Records Central Permitting Project (Live in February 2019 and Customer Web Portal up in June 2019)
- Broadband Pilot First customers getting signed up April May FY 19
- Support One Stop Voting and Election Day Support for two cycles
- Pre-trial Case Management
- Migrated Financial Server into the Cloud for access anywhere during disaster recovery operations
- HR Performance Review System
- Phone System Upgraded to latest software version
- Centralized Faxing
- 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, 75% complete.
- Register of Deeds Software Replacement
- Replaced Email Archiving System
- PC replacements units (45 laptops + 50 desktops)
- Replaced Help Desk management system

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	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: Network and VoIP					
Network Uptime	99.90%	99.48%	99.90%	99.85%	99.90%
Service: Help Desk					
Incoming Trouble Tickets	10,155	10,043	12,000	10,236	11,000
Service Call Resolution within Targets	75.94%	77.97%	80.00%	78.41%	80%
Service: Disaster Recovery					
Data Backup Success Rates	99.90%	99.90%	99.90%	99.99%	99.90%
Applications & Operations Projects:					
All projects in queue (start of year)	118	57	80	54	17
New projects added to queue	136	72	55	29	45
Closed/completed Projects	97	75	73	66	62
On Hold/Waiting	57	54	15	17	0
Canceled	14	2	5	0	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 Energov 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, Other Counties, Residents)
- Support Services Functional Leadership Team
- Work with the Town of Hillsborough on network expansion projects.
- 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
- Work and Coordinate with Town of Carrboro on Library project

FY 2019-20 Objectives

- PC and printer replacements
- Central Permitting Project completed and moved into the IT support phase
- Finish Phase 1 and enter into Phase 2 of Broadband Pilot
- Complete Phase 1 of Town of Hillsborough Orange County fiber build out
- IT security upgrades and expansion

Cost projected for FY2020:	**$1,910,902**	**Percent (%) change**
Eight (8) Existing/ongoing multi-year account (savings) in above	$(25,789)	-1.3%
Added services/features - FY19	$121,259	8.4%
Six (6) Decommissioned Applications FY19	$(119,742)	-6.3%
FY20 Budgeted cost for new multi-year contracts	$560,547	29.3%
General increase on existing annual agreements	$38,770	2.0%
Increase (decrease) over FY2019	**$615,168**	**32.2%**

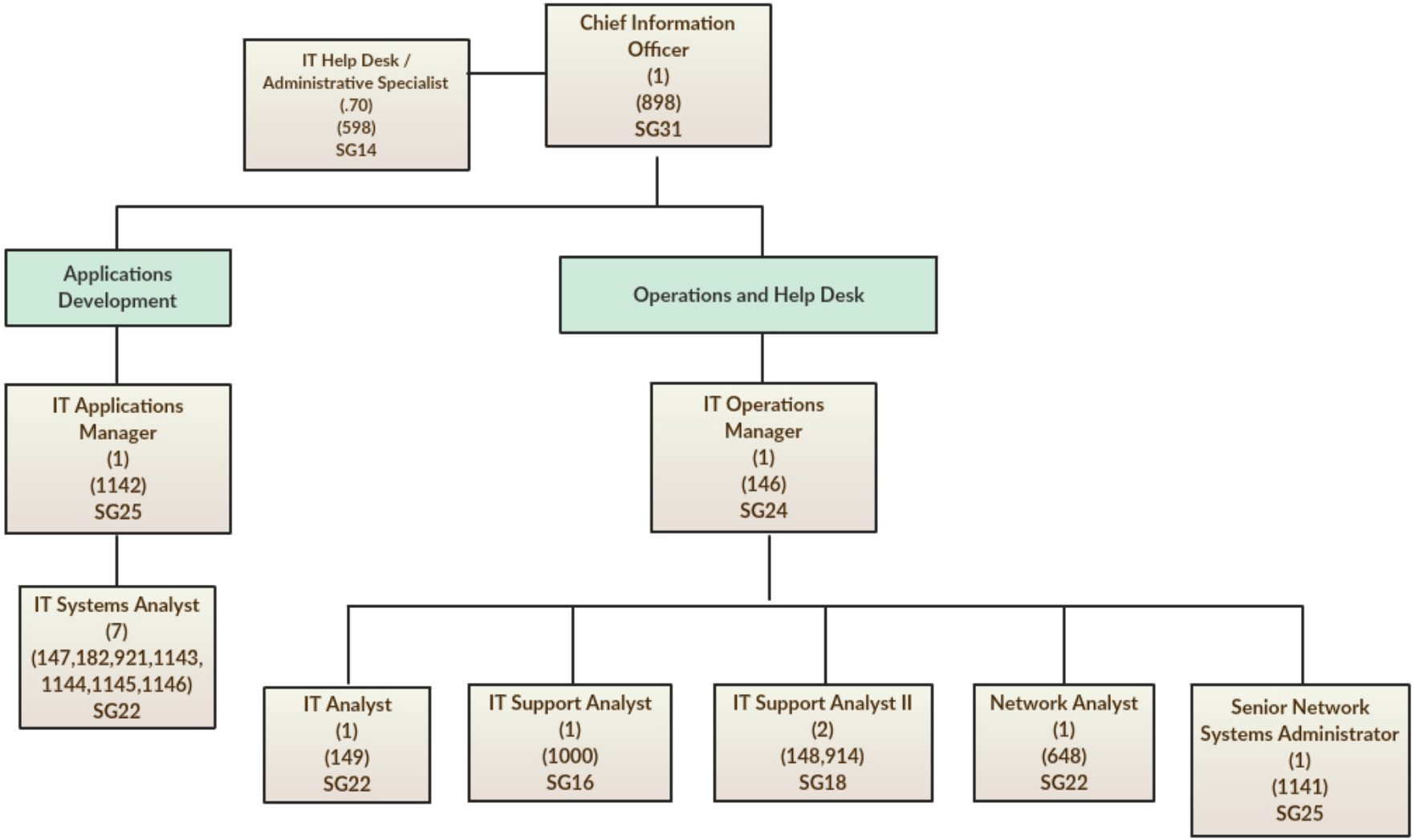
Budget Highlights

The FY 2019-20 Manager's Recommended Budget includes:

- additional operational funding of $615,168 for annual software maintenance and licensing agreements. This funding covers 111 maintenance agreements, including multi-year contracts and new and expanded application support; and
- cost savings of $30,500 due to renegotiation of contract with internet service provider.

*Funding for additional cybersecurity efforts included in FY 2019-24 Capital Improvement Plan. Funding for additional cybersecurity personnel services included within Manager's Office request.

INFORMATION TECHNOLOGIES



Library Services

Phone Number: (919) 245-2525 Website: *www.OrangeCountyLibrary.org*

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
By Category (General Fund)						**Account: 500**
Personnel Services	1,912,888	1,881,192	1,881,192	1,859,575	1,949,699	1,949,699
Operations	444,179	477,867	492,344	491,618	508,759	493,639
Capital Outlay	0	0	7,951	0	0	0
Total Expenditures	**$ 2,357,067**	**$ 2,359,059**	**$ 2,381,487**	**$ 2,351,193**	**$ 2,458,458**	**$ 2,443,338**
Offsetting Revenues	*(154,430)*	*(138,597)*	*(161,025)*	*(145,874)*	*(138,597)*	(138,597)
County Costs (net)	**$ 2,202,637**	**$ 2,220,462**	**$ 2,220,462**	**$ 2,205,319**	**$ 2,319,861**	**$ 2,304,741**
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	**$ 2,445,808**	**$ 2,440,257**	**$ 2,462,685**	**$ 2,432,391**	**$ 2,541,884**	**$ 2,526,764**

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

Department Name: Main Library

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Central Library (General Fund)						
Personnel Services	1,720,735	1,697,940	1,697,940	1,660,116	1,757,235	1,757,235
Operations	397,479	430,778	445,255	444,505	448,952	439,952
Capital Outlay	0	0	7,951	0	0	0
Total Central Library Division Expenditures	**$ 2,118,214**	**$ 2,128,718**	**$ 2,151,146**	**$ 2,104,621**	**$ 2,206,187**	**$ 2,197,187**
Offsetting Revenues	(146,934)	(130,777)	(153,205)	(137,654)	(130,777)	(130,777)
County Costs (net)	**$ 1,971,280**	**$ 1,997,941**	**$ 1,997,941**	**$ 1,966,967**	**$ 2,075,410**	**$ 2,066,410**

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 2018-19 Outcomes

- Created the Community Engagement division within the library to support our strategic plan initiatives directly impacting our community involvement through partnerships. Partnered and hosted timely projects such as *Bringing It Home: A Service Provider Conversation* to address Orange County's response to the opioid crisis, citizenship classes with OC Literacy, and Lunch and Learn Chamber events.
- Based on customer demand, increased digital collection offerings to include more 24/7 access to books, movies, comics, music and more.
- Reinvigorated Friends of the Library, resulting in increased activity such as local author events/fairs, participation in Last Fridays, and more frequent book sales.
- Created a strong emphasis in on-boarding new employees and volunteers, and began succession planning for the library.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 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 Use / Circulation of Physical Materials	400,545	412,886	420,000	450,000	450,000

Library Services – continued

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Annual Use / Circulation of Digital Materials	*11,773*	*15,411*	*18,000*	*23,000*	*25,000*
Items circulated by courier throughout system	430	8,190	15,000	28,000	30,000
Number of uses by our meeting spaces for the public	4,602	3,195	4,000	4,100	4,500
Service: Partner for Impact: Emphasize strategic partnership to increase literacy for children birth to five, school-aged children and adults					
Annual family program attendance	10,540	10,672	9,500	9,000	9,000
Outreach through our Partnership Grant - # of Daycares	3	11	10	15	16
Outreach – Storytime-to-Go Bag circulation at Daycares	109	255	161	300	300
Outreach – Book Circulation to Daycare staff	*n/a*	*n/a*	*569*	*800*	*1,000*
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	1,000	1,200	4,000	5,000	6,000
Catalog visits annually	361,093	353,230	325,000	350,000	350,000
Annual check-outs of wifi-to-gos	422	1,231	900	988	1000
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	$23,936	$15,000	$15,000	$17,151	$10,000

FY 2019-20 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 county's Southern Branch Library, including enhancing system wide processes, as well as laying groundwork for best-practice library design, programming, and operations.

Budget Highlights

The FY 2019-20 Manager Recommended Budget includes:

- $9,000 increase between book, electronic and processing costs to match rising unit costs.

Main Library (FY 2018-19, 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

Department Name: Carrboro Branch Library – McDougle Middle School

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Carrboro Branch Library (General Fund)						
Personnel Services	132,846	120,708	120,708	139,235	126,511	126,511
Operations	34,303	34,097	34,097	34,121	41,547	38,050
Capital Outlay	0	0	0	0	0	0
Total Carrboro Branch Library Division Expenditures	**$ 167,148**	**$ 154,805**	**$ 154,805**	**$ 173,356**	**$ 168,058**	**$ 164,561**
Offsetting Revenues	(5,387)	(6,470)	(6,470)	(6,470)	(6,470)	(6,470)
County Costs (net)	**$ 161,761**	**$ 148,335**	**$ 148,335**	**$ 166,886**	**$ 161,588**	**$ 158,091**

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 2018-19, 26 hours per week)

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
3:30pm – 8pm	3:30pm – 8pm	3:30pm – 8pm	3:30pm – 8pm	closed	10am – 2pm	1pm – 5pm

FY 2018-19 Outcomes

- Provided support for ongoing work with the manager's office toward building and planning for the Southern Branch Library.
- Nurtured stronger staff connections through 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, and music 24/7.
- Re-invigorated Friends membership activity through meetings and Southern Branch planning.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 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 2019-20 Manager Recommended Budget includes:

- $3,493 increase between book, electronic and processing costs to match rising unit costs.

Library Services: Cybrary Branch Library

Cybrary (General Fund)	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Personnel Services	58,754	62,544	62,544	60,224	65,953	65,953
Operations	12,398	12,992	12,992	12,992	18,260	15,637
Capital Outlay	0	0	0	0	0	0
Total Cybrary Division Expenditures	**$ 71,151**	**$ 75,536**	**$ 75,536**	**$ 73,216**	**$ 84,213**	**$ 81,590**
Offsetting Revenues	(2,109)	(1,350)	(1,350)	(1,750)	(1,350)	(1,350)
County Costs (net)	**$ 69,042**	**$ 74,186**	**$ 74,186**	**$ 71,466**	**$ 82,863**	**$ 80,240**

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.
- Serve as a safe public gathering spot.

Cybrary Branch Library – (FY 2018-19, 39 hours per week)

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
9am – 4pm	9am-4pm	9am – 4pm	9am – 4pm	9am – 4pm	10am – 2pm	closed

FY 2018-19 Outcomes

Library Services – continued

- Provided support for ongoing work with the County Manager's office toward beginning construction of the Southern Branch Library.
- Saw continued increase of library use by Club Nova members, participated in Project Homeless Connect
- Continued to evolve the Cybrary's collection. Albeit much smaller, the collection there is now as diverse as the collection at Main, and our small but healthy collection of children's items at the Cybrary, has shown surprisingly robust circulation statistics.

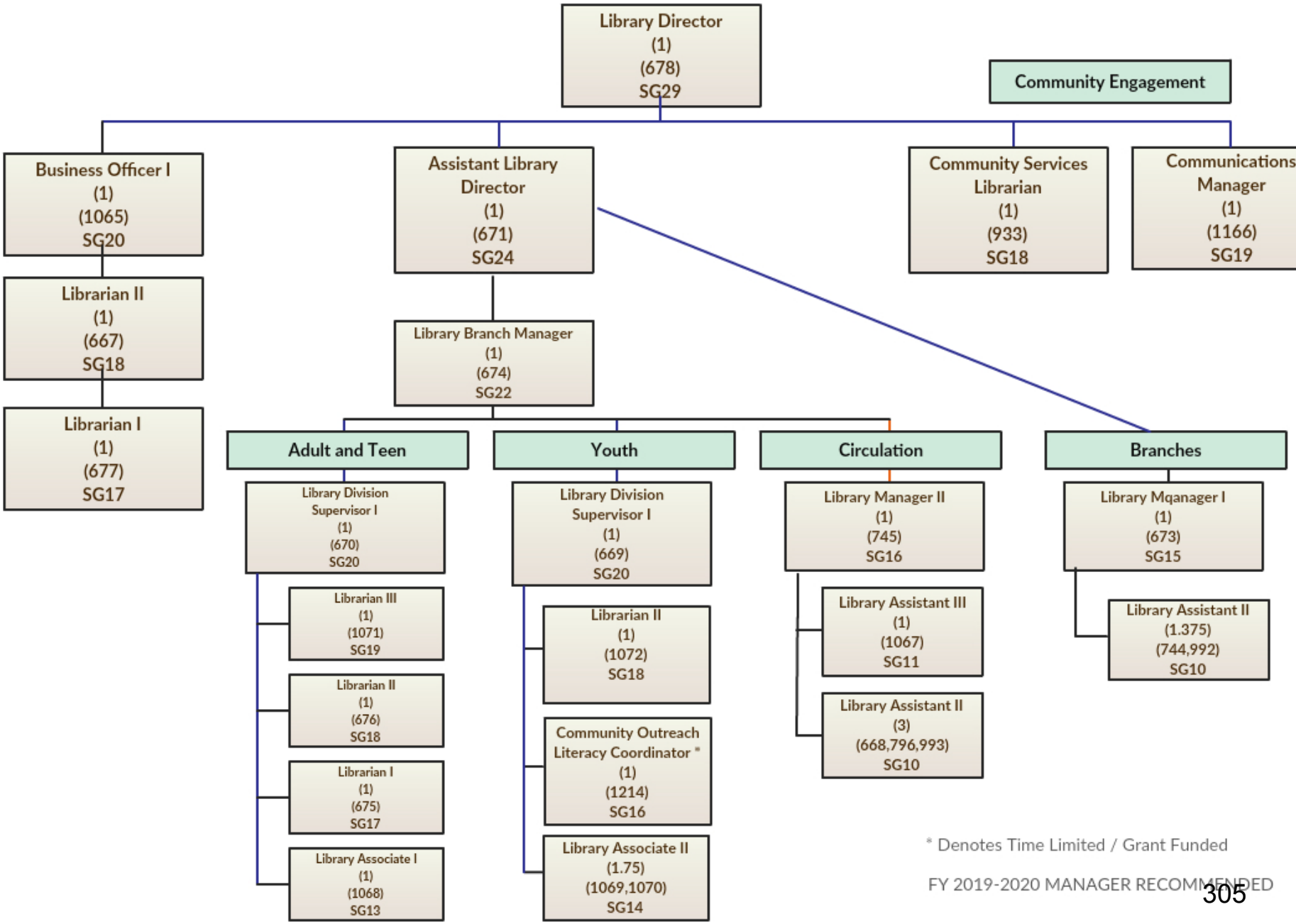
Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: Support library services including technology and research assistance.					
Technology assistance at Cybrary	2,093	2,268	1,700	1,700	1,800
Annual number of library visits	14,328	14,934	14,000	15,000	15,000

Budget Highlights

The FY 2019-20 Manager Recommended Budget includes:

- $2,623 increase between book, electronic and processing costs to match rising unit costs.

PUBLIC LIBRARIES



* Denotes Time Limited / Grant Funded

Non-Departmental Summary

Community Services

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

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Community Services						
Big Brothers Big Sisters	5,800	6,430	6,430	6,430	10,000	7,680
Bike Safety	6,888	5,000	5,000	4,500	0	0
Boys & Girls Club of Durham & Orange Co	6,500	5,000	5,000	5,000	10,000	5,000
Bridge II Sports	5,438	6,272	6,272	6,272	10,000	7,577
Contribution for Sanitation Svs.	1,553,487	500,000	500,000	0	500,000	0
Forest Service	55,751	58,963	58,963	58,963	58,854	58,854
Historic Hillsborough Commission	9,028	9,054	9,054	9,054	11,000	9,054
Historical Foundation	6,699	9,606	9,606	9,606	20,000	9,606
DCHC Metropolitan Planning ORg.	25,622	23,121	23,121	25,000	35,019	35,019
Farmer Foodshare	6,250	7,375	7,375	7,375	28,500	7,375
Hillsborough Arts Council	9,750	10,763	10,763	10,763	40,000	12,225
Jordan Lake Partnership Dues	2,500	10,800	22,004	22,000	22,000	22,000
Jordan Lake Water Storage Dues	2,528	4,050	4,050	4,050	4,050	4,050
Kidzu Children's Museum	10,460	12,992	12,992	12,992	19,170	13,301
Lake Orange	20,082	38,500	68,765	68,750	40,000	40,000
Parks Payment In Lieu Update	21,845	0	19,655	19,655	0	0
Pied. Conservation Council Dues	2,000	2,000	2,000	2,000	3,000	3,000
Piedmont Wildlife Center	4,475	0	0	0	0	0
Previously Unfunded Organiza	0	0	0	0	50,000	0
Public Gallery of Carrboro	1,000	0	0	0	0	0
Resrve For Planning Initiatves	0	0	0	0	130,346	15,000
Rural Planning Organization	7,500	7,500	7,500	7,500	7,500	7,500
Solid Waste Program Fee For County Property	2,677	8,000	8,000	8,000	8,000	8,000
Solid Waste Program Fee Payments in Lieu of Taxes	14,543	90,000	90,000	15,000	50,000	50,000
The ArtsCenter	12,500	13,250	13,250	13,250	15,000	13,863
TJCOG Water Quality	15,365	15,500	15,500	15,365	15,500	15,500
Triangle Bikeworks	2,200	3,790	3,790	3,790	5,000	4,214
Upper Neuse River Basin Dues	108,531	115,732	115,732	121,058	122,064	122,064
Community Services Total	**$ 1,919,419**	**$ 963,698**	**$ 1,024,822**	**$ 456,373**	**$ 1,215,003**	**$ 470,882**

Community Services
Non-Departmentals

Big Brothers Big Sisters of the Triangle **$7,680**

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.

Bike Safety **$0**

The Bicycle Safety Task Force received $5,000 in FY 2018-19, along with an additional $5,000 in the Visitor's Bureau Fund, to develop a campaign for bicycle safety education and research. The FY 2019-20 Manager Recommended Budget does not include any funds for the Bike Safety Task Force.

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 **$7,577**

Bridge II Sports creates opportunities for children and adults with physical challenges to participate in team, individual, and recreational activities. Funds will support EveryBODYPlaysNC (EBPNC) and adapted sports programs that serve Chapel Hill residents, with physical disabilities.

Contribution for Recycling and Sanitation Services **$0**

The Sanitation Division was transferred from the General Fund to the Solid Waste Enterprise Fund, effective July 1, 2010. The FY 2019-20 Manager Recommended Budget does not include a General Fund contribution to the Solid Waste Fund for related Recycling and Sanitation operations.

Forest Service **$58,854**

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

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.

Durham-Chapel Hill-Carrboro (DCHC) Metropolitan Planning Organization $35,019
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.

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 $12,225
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.

Jordan Lake Partnership Dues $22,000
Orange County joined an 11-local government coalition with a goal of "collaboratively defining Jordan Lake's role in a long term sustainable and secure regional water supply for the Research Triangle Region." Funds in this account are used to pay Jordan Lake Partnership dues.

Jordan Lake Water Storage Allocation Dues $4,050
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 $13,301
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 $40,000
These funds provide for maintenance, grass cutting and other grounds keeping at Lake Orange and upstream sediment structures. Lake Orange maintenance funds serve to protect the County's interests in the infrastructure of Lake Orange, as a drinking water source and natural habitat in the Eno River channel. Reservoirs require protection from the growth of trees on dams, the activities of beavers clogging overflow structures raising water levels to unsafe levels, and from the loss of storage volume due to collected sediment.

Park Payment-in-Lieu Technical Update **$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 **$3,000**

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 or in FY 2019-20.

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 or in FY 2019-20. The Community Relations department will contract with this agency to provide necessary services.

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 **$50,000**
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 **$13,863**
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 **$4,214**
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 **$122,064**
These funds provide for Orange County to remain a member of the Upper Neuse River Basin Association. Starting in FY 2013-14, activities undertaken by the UNRBA over the next five to ten years, to alter Stage II of the Falls Lake Rules, will require substantial funding. UNRBA has contracted with Cardo ENTRIX to conduct a comprehensive surface water monitoring project over a four-year period (2015-18), the purpose of which is to collect better data needed to revise the State’s nutrient reduction goals that will be required of all local governments in the Upper Neuse watershed (including Orange County).

Non-Departmental Summary

General Government

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

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
General Government						
DMV Collection Charges	270,385	0	0	0	0	0
Manager's Miscellaneous	17,092	20,000	20,000	7,500	20,000	20,000
Meeting Supplies	9,257	10,500	10,500	8,000	10,500	10,500
School Collaboration Consultant	1,400	2,000	2,000	2,000	2,000	2,000
Stormwater Fees For Co. Property	54,375	40,500	40,500	40,500	40,500	40,500
Tax Bill Inserts	0	4,000	4,000	0	4,000	4,000
Triangle J Dues	21,525	25,500	25,500	22,000	25,500	25,500
County and Town Collaboration Meetings	0	0	0	0	0	2,500
General Government Total	**$ 374,035**	**$ 102,500**	**$ 102,500**	**$ 80,000**	**$ 102,500**	**$ 105,000**

General Government Non-Departmentals

DMV Collection Charges **$0**
Fee for collection of Motor Vehicle Taxes, by the State of North Carolina.

Manager's Miscellaneous **$20,000**
This account provides funds for miscellaneous, non-budgeted expenditures that often arise during the fiscal year. It provides the Manager with the flexibility to handle small non-budgeted items as they occur immediately. This account prevents requesting small expenditures from the Board of Commissioners' contingency account.

Meeting Support Supplies **$10,500**
This account provides funds for costs associated with Department Director Meetings, Department Director Retreat, Employee Advocacy Roundtable, and internal United Way campaign meetings.

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.

County and Towns Collaboration Meetings **$2,500**
To cover mediation costs associated with joint County and Town meetings.

Non-Departmental Summary

Human Services

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

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Human Services						
A Helping Hand	6,500	6,500	6,500	6,500	6,500	6,500
Boomerang Youth	11,725	13,008	13,008	13,008	20,000	13,358
Center for Community Self Help	0	50,000	50,000	50,000	50,000	50,000
Cedar Grove Neighborhood Assoc.	0	0	0	0	95,000	91,347
CH/Carrboro Meals on Wheels	15,000	15,900	15,900	15,900	20,000	17,335
CH/Carrboro Meals on Wheels Soc	0	7,267	7,267	7,267	0	0
CH/Carrboro Public School Foundation	563	0	0	0	0	0
Charles House	22,500	23,250	23,250	23,250	24,000	23,363
Child Care Services Assocation	5,250	0	0	0	35,000	0
*Club Nova	12,500	16,250	16,250	16,250	87,500	19,813
Community Empowerment Fund	13,750	15,625	15,625	15,625	39,050	23,824
*Community Home Trust	205,353	208,680	208,680	208,680	214,079	214,079
Compass Center	65,200	72,777	72,777	72,777	77,145	72,777
Dispute Settlement Center	81,500	81,850	81,850	81,850	92,000	82,358
Duke Homecare & Hospice	1,100	1,115	1,115	1,115	1,500	1,134
El Centro Hispano	31,905	32,834	32,834	32,834	38,000	33,609
*El Futuro	0	0	0	0	35,000	0
EmPOWERment	27,500	28,250	28,250	28,250	35,000	30,613
Freedom House	36,000	36,300	36,300	36,300	0	0
Habitat for Humanity	37,500	41,250	41,250	41,250	70,000	51,313
Human Rights Center of Chapel Hill and C	8,752	10,775	10,775	10,775	20,000	12,159
Inter-Faith Council for Social Service	50,000	55,150	0	0	71,500	57,603
KidSCope	75,000	75,000	75,000	75,000	75,000	75,000
*Ligo Dojo Of Budo Karate	3,000	0	0	0	0	0
Marian Cheek Jackson Center	11,250	19,875	19,875	19,875	24,000	21,319
Medical Examiner	59,300	42,000	42,000	60,000	42,000	42,000
Movement of Youth	20,213	30,529	30,529	30,529	88,986	30,529
OC County Literacy Council	15,600	15,810	15,810	15,810	22,500	16,145
OC County Rape Crisis Center	52,500	54,750	54,750	54,750	60,000	56,588
OC Disability Awareness Council	8,250	8,513	8,513	8,513	15,000	8,513
OE Enterprises, Inc.	54,550	54,550	54,550	54,550	60,000	56,458
Orange Congregation in Mission	71,415	77,715	0	0	92,415	78,450
Orange Congregation in Mission Soc	0	7,267	0	0	0	0
Orange County Food Council	50,080	0	0	0	0	0
Orange County Prtrshp for Young Children	5,500	5,950	5,950	5,950	10,000	5,950
Orange County Rural Alliance	12,500	20,750	20,750	20,750	40,000	27,488
Orange County Rural Alliance Soc	0	7,267	7,267	7,267	0	0
Pathways to Change	9,400	7,000	7,000	7,000	20,400	7,000
Piedmont Health Services	16,500	16,500	16,500	16,500	30,000	16,500
Planned Parenthood	20,000	20,000	20,000	20,000	20,000	20,000
PORCH	0	0	0	0	10,000	3,780
Previously Unfunded Organiza	0	0	0	0	98,978	0
Refugee Support Center	0	5,000	5,000	5,000	5,000	5,000
Rogers Eubanks Neighborhood Assoc.	0	0	0	0	118,740	88,377
Senior Care of Orange County	35,000	35,000	35,000	35,000	40,000	36,750
Social Justice Reserve Fund	0	328,199	228,199	0	328,199	200,000
TABLE	8,500	10,450	10,450	10,450	18,000	10,450
The Arc of the Triangle	6,450	6,608	6,608	6,608	7,500	6,653
The Art Therapy Institute	300	555	555	555	7,000	877
*The Exchange Club-Child Abuse	0	0	0	0	24,327	0
Transplanting Traditions	0	0	0	0	7,500	375
TROSA	0	0	0	0	5,000	250
United Voices of Efland Cheeks Comm.	0	0	0	0	87,599	89,351

Voices Together	17,500	18,250	18,250	18,250	20,000	18,513
Volunteers For Youth	8,750	9,075	9,075	9,075	10,500	9,289
Youth Community Project	7,038	0	0	0	10,000	0
Human Services Total	**$ 1,201,194**	**$ 1,593,394**	**$ 1,353,262**	**$ 1,143,063**	**$ 2,429,918**	**$ 1,732,790**

* In FY 2019-20,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 (Public Health), Ligo Dojo of Budo Karate (Social Services - Youth Enhancement Funds), The Exchange Club Child Abuse Prevention Center (Social Services).

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. **$13,358**

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.

Center for Community Self Help **$50,000**

Center for Community Self Help is overseeing the Northside Neighborhood Initiative project. The Northside Neighborhood Initiative (NNI) is a collaborative, cross jurisdictional effort. Entering its fifth year, the NNI received a $3M loan commitment from UNC in spring 2015 and Town of Chapel Hill implementation support the first three years. The NNI produces essential units to meet the affordable housing gap; saves subsidy dollars at the back end for the County; models collaboration with all affordable housing partners; secures racial and socioeconomic diversity; retains 4th and 5th generation county residents; and allows mobilization of additional creative options for elder housing. In the spring of 2018, the NNI team was informed of a funding loss and requested additional money from the County outside of the Outside Agency process. The Board of County Commissioners approved $50,000 to support this affordable housing initiative.

Cedar Grove Neighborhood Association **$91,347**

The Cedar Grove Neighborhood Association is honored to have and maintain an Operation Agreement with Orange County as it relates to the Cedar Grove Community Center (CGCC). CGCC is housed in the historic Cedar Grove School, which was built in 1950 and converted to a County facility in 1976. The building was renovated into a community center in 2016. The Center provides services and support to all community citizens in Northern Orange County. The mission of the Cedar Grove Community Center (CGCC) is to provide challenging and engaging academic, cultural, social, wellness and healthful living experiences for all citizens.

Chapel Hill-Carrboro Meals on Wheels **$17,335**

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 Meals on Wheels – Social Justice **$0**

In FY 2018-19 the Board of County Commissioners approved three agencies to receive **one-time funds** for direct meal delivery. Each of the three organizations received an equal amount of $7,267. The three agencies were: Chapel Hill – Carrboro Meals on Wheels, Orange Congregation in Missions, and Orange County Rural Alliance.

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 or in FY 2019-20.

Charles House **$23,363**

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. The Manager does not recommend funding for this agency in FY 2019-20 as the services are duplicative to the Childcare Subsidy program offered at Social Services.

Club Nova **$19,813**

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 ($19,813).

Community Empowerment Fund **$23,824**

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 **$214,079**

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 **$82,358**

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 **$1,134**

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 **$33,609**

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. In total, El Futuro is recommended to receive $32,769 in FY 2019-20.

EmPOWERment **$30,613**

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 **$0**

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. This agency did not apply for Outside Agency funding in FY 2019-20.

Habitat for Humanity of Orange County **$51,313**

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.

Human Rights Center of Chapel Hill and Carrboro **$12,159**

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) **$57,603**

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. Funds will only be disbursed as parents/children choose his organization and are eligible for the Youth Enhancement program. This agency did not apply for Outside Agency funding in FY 2019-20.

Marian Cheek Jackson Center **$21,319**

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.

Orange County Literacy Council **$16,145**

The Orange County Literacy Council helps adults reach their education, employment and life goals. Trained volunteers provide individualized and small group instruction to adult learners who want to improve their reading, writing, basic math, English language and GED preparation skills.

Orange County Rape Crisis Center **$56,588**

The Orange County Rape Crisis Center works to stop sexual violence and its impact through support, education, and advocacy. The agency provides residents with 24-hour crisis intervention services, community education, training, and provides educational programs for students, in Chapel Hill-Carrboro City Schools and Orange County Schools.

Orange County Disability Awareness Council **$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.

OE Enterprises **$56,458**

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) **$78,450**

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 Congregations in Mission (OCIM) – Social Justice **$0**

In FY 2018-19 the Board of County Commissioners approved three agencies to receive **one-time funds for** direct meal delivery. Each of the three organizations received an equal amount of $7,267. The three agencies were: Chapel Hill – Carrboro Meals on Wheels, Orange Congregation in Missions, and Orange County Rural Alliance.

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 was established for this in the County Manager's Office in FY 2018-19 and is recommended to continue in FY 2019-20.

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 Rural Alliance (OCRA) **$27,488**

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.

Orange County Rural Alliance (OCRA) – Social Justice **$7,267**

In FY 2018-19 the Board of County Commissioners approved three agencies to receive **one-time funds** for direct meal delivery. Each of the three organizations received an equal amount of $7,267. The three agencies were: Chapel Hill – Carrboro Meals on Wheels, Orange Congregation in Missions, and Orange County Rural Alliance.

Pathways to Change **$7,000**

Pathways 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. 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.

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.

Porch **$3,780**

The mission of PORCH Chapel Hill – Carrboro is to alleviate hunger and promote better nutrition in the Community through monthly food drives supporting many initiatives. Funding supports the Food for Families program where, monthly, fresh food is distributed to 50 low-income families already served by PORCH.

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.

Rogers Eubanks Neighborhood Association **$88,377**

The Rogers-Eubanks community, dating back to the 1700s, is located within the boundaries of two (2) local jurisdictions in Orange County, the Town of Carrboro and the Town of Chapel Hill. In 2007, the socially cohesive and culturally rich historic community founded a tax-exempt organization in order to formalize long-term community alliance and movement. The organization, known as the Rogers-Eubanks Neighborhood Association (RENA), needed a place for sharing community resources and developing programs. RENA was able to initially partner with the Faith Tabernacle Oasis of Love International Church, located in the community, for approximately two (2) years. As RENA's programs grew, the organization needed more space and rented a small house in the neighborhood. However, based on the success of the

afterschool program and summer day camps, additional space was still needed. The Rogers-Eubanks Neighborhood Association (RENA) collaborated with Orange County and a new community center was built. The Rogers Road Community Center held a dedication in November 2014, entered into an Operating Agreement with Orange County and opened its doors shortly thereafter in the new facility. Since that time, other innovative programs have been added to meet the growing needs of the residents and youth in the community. In 2017, the Center served approximately 1000 persons and to date in 2018-2019, some 2,545 persons are participating in the various program offerings.

Senior Care of Orange County **$36,750**

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 **$200,000**

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. In FY 2019-20, the Manager Recommends $200,000 for the Social Justice Reserve Fund.

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 **$6,653**

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 **$877**

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 ($877). The County will administer both contracts (MOE and General Fund dollars) for ATI in FY 2019-20.

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 2019-20.

Transplanting Traditions **$375**

Transplanting Traditions Community Farm (TTCF) works with refugees from Burma to foster a heathier community and maintain agricultural traditions as they build new lives in North Carolina. The heart of TTCF is an eight-acre farm in Orange County where refugee families grow food, build farm businesses, celebrate culture, and create a sense of home. TTCF became a 501c3 organization in the fall of 2018. Previously this was a project overseen by Orange County Partnership for Young Children.

TROSA **$250**

TROSA is an innovative, multi-year residential program that enables substance abusers to be productive, recovering individuals by providing comprehensive treatment, work-based vocational training, education and continuing care – all at no charge.

United Voices of Efland Cheeks **$89,351**

The United Voices of Efland-Cheeks, Inc. (UVEC) is a grassroots organization with tax-exempt status, founded and organized in 1994. Its mission is to "improve the quality of life for children, youth, adults and seniors in the Efland-Cheeks community by providing a variety of educational, literary, scientific and charitable activities." In 2017, UVEC established a partnership with Orange County and entered into an Operating Agreement that allows UVEC to operate and manage all activities at the Efland-Cheeks Community Center. The United Voices of Efland-Cheeks (UVEC) offers a variety of programs at the Community Center including academic and cultural summer enrichment camps, the Efland Tutoring Academy, a Commodity Supplemental Food Program, art exhibits, a Sheriff's Youth Ride-a-Long Program, a Youth Fall Festival, various activities for seniors, as well as other cultural, social and community-building activities throughout the year. The Center also serves as the host site for Girl Scouts Troop #4377. In 2017, the Center served 1,335 persons and 2,207 persons were served by Center programming in 2018.

Voices Together **$18,513**

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 **$9,289**

Volunteers for Youth provides services to Orange County youth to integrate them into the community in ways that help them make responsible choices and recognize that they have a stake in their future. This agency receives a county match through the Juvenile Crime Prevention Council (JCPC) program; see the Public Safety Non-Departmental Section for more details.

Youth Community Project **$0**

Youth Community Project strives to create youth-run cultural center /café, where all teens can gather to discover and nurture their passions, in an open, respectful environment that celebrates the unique contributions of all people. The Manager does not recommend funding for this agency in FY 2019-20.

Non-Departmental Summary

Other Agencies - Library

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

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 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 2018-19. 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.

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 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.

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Support Services						
401 K Plan Enhancement	0	600,000	600,000	0	600,000	600,000
ASCAP	1,401	1,341	1,341	1,426	1,426	1,426
Drug Testing	16,926	20,000	26,966	17,000	25,000	25,000
Employee Development	53,554	60,400	71,825	50,000	84,489	60,000
Health Incentives Program	8,327	40,000	15,500	7,500	40,000	40,000
Health Insurance Increase	0	875,521	875,521	0	0	0
Living Wage Adjustment	0	27,194	27,194	0	25,000	25,000
OC Living Wage	17,725	18,408	18,408	18,408	22,000	18,588
Recruitment/Selection	17,734	28,500	53,000	25,000	28,500	28,500
Retiree Health Insurance	2,154,065	0	0	0	0	0
Salary - Wage Increase	0	1,654,615	1,654,615	0	1,839,498	1,839,498
Salary Savings	0	(2,000,000)	(2,000,000)	0	(2,000,000)	(2,000,000)
Sportsplex Mbrship - Co. Share	40,068	40,000	40,000	40,000	40,000	40,000
Tuition Refunds	21,984	40,000	40,000	32,000	40,000	40,000
Support Services Total	**$ 2,331,784**	**$ 1,405,979**	**$ 1,424,370**	**$ 191,334**	**$ 745,913**	**$ 718,012**

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) **$1,426**
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 **$25,000**
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 **$60,000**
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 **$0**
There is no change projected in Health and Dental Insurance premiums for FY 2019-20*. See Appendix A for more details.*

Living Wage Adjustment **$25,000**
The FY 2019-20 Manager Recommended Budget includes an increase in the living wage for temporary employees from $14.25/hour to $14.95/hour, effective July 1, 2019. *See Appendix A for more details*.

Orange County Living Wage **$18,588**
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 2019-20 Manager Recommended Budget includes funds totaling $2,686,222 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 **$1,839,498**

Funds for a Wage increase of 2.00%, effective July 1, 2019, and an employee performance award of $500, $750 or $1,000, effective with WPPR Review Dates from July 1, 2019 to June 30, 2020. For FY 2019-20, the Manager recommends that all employees subject to a performance evaluation receive their WPPR bonus on their base salary, as was the case in FY 2018-19. 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 Savings **($2,000,000)**

Implements a Salary attrition savings of $2,000,000 in FY 2019-20.

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.

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Public Safety						
Boomerang	29,863	27,312	28,131	28,131	28,131	28,131
Child & Adolescent Services	3,695	0	8,200	8,200	8,200	8,200
Dispute Settlement Center	28,234	27,061	40,500	40,500	40,500	40,500
Family Advocacy Network	37,329	40,722	40,722	40,722	40,722	40,722
Fire Districts Audits	24,000	40,000	40,000	30,000	40,000	40,000
Governor's Crime Commission	9,272	9,826	9,826	8,500	10,114	10,114
Intensive Services Program	3,333	11,294	0	0	0	0
JCPC Administration	6,638	15,500	8,834	8,834	15,500	15,500
OCJCPC Matching Funds	79,890	83,321	83,321	83,321	83,321	83,321
Vol For Youth - Teen Court	40,992	39,155	40,330	40,330	40,330	40,330
Volunteers For Youth	92,190	88,224	90,870	90,870	90,870	90,870
Wrenn/Haven House	10,529	9,459	10,722	10,722	10,722	10,722
Young Warriors	19,004	19,004	9,422	9,422	9,422	9,422
Public Safety Total	**$ 384,969**	**$ 410,878**	**$ 410,878**	**$ 399,552**	**$ 417,832**	**$ 417,832**

Public Safety Non-Departmentals

NC Dept. of Public Safety/Adult Correction & Juvenile Justice Pass-Through Funds:

Boomerang (YMCA) **$28,131**

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.

Child and Adolescent Services **$8,200**

Child and Adolescent Services is a program provided under Freedom House. Consumers assessed with a mental health/trauma-related disorder will be connected to up to 10 sessions of Cognitive Behavioral Therapy, a psychiatric evaluation and up to two psychiatric follow-up visits. Consumers assessed to have a substance use disorder will also be connected to at least ten sessions of individual SUDs counseling using Cognitive Behavioral Therapy as a method of treating identifying thoughts, feelings and the impulses that lead to drug use and other illegal acts.

Dispute Settlement Center: Victim (Resolve/Mediation) **$40,500**

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.

Family Advocacy Network **$40,722**

Family Advocacy Network is a program provided under Freedom House that 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.

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 **$10,114**

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 **$0**
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.

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 **$40,330**
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 **$90,870**
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 **$10,722**
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 **$9,422**
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	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
By Category (General Fund)						**Account: 325**
Personnel Services	1,053,263	1,317,651	1,317,651	1,195,592	1,672,336	2,025,404
Operations	330,646	370,481	488,575	444,012	557,152	1,317,002
Capital Outlay	25,122	60,000	60,000	10,000	318,266	43,374
Total Expenditures	**$ 1,409,031**	**$ 1,748,132**	**$ 1,866,226**	**$ 1,649,604**	**$ 2,547,754**	**$ 3,385,780**
Offsetting Revenues	*(920,840)*	*(1,657,388)*	*(1,768,388)*	*(1,657,388)*	*(2,090,273)*	*(1,952,202)*
County Costs (net)	**$ 488,191**	**$ 90,744**	**$ 97,838**	**$ (7,784)**	**$ 457,481**	**$ 1,433,578**
Total Orange Public Transportation and Related	**$ 1,409,031**	**$ 1,748,132**	**$ 1,866,226**	**$ 1,649,604**	**$ 2,547,754**	**$ 3,385,780**

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.

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
4350 - ORANGE PUBLIC TRANSPORTATION (General Fund)						
Personnel Services	1,053,263	1,317,651	1,317,651	1,195,592	1,672,336	1,672,336
Operations	330,646	370,481	488,575	444,012	557,152	557,152
Capital Outlay	25,122	60,000	60,000	10,000	318,266	30,194
Total Division Expenditures	**$ 1,409,031**	**$ 1,748,132**	**$ 1,866,226**	**$ 1,649,604**	**$ 2,547,754**	**$ 2,259,682**
Offsetting Revenues	(920,840)	(1,657,388)	(1,768,388)	(1,657,388)	(2,090,273)	(1,952,202)
County Costs (net)	**$ 488,191**	**$ 90,744**	**$ 97,838**	**$ (7,784)**	**$ 457,481**	**$ 307,480**

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 2018-19 Outcomes

- Hired 5 fulltime transit operators.
- Hired new Business Officer.
- Hired new Transit Mechanic.
- Hired new Operations Assistant.
- Procured Ecolane dispatching software, replacing CTS for scheduling and reservations.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: OCPT provides safe courteous and reliable public transportation services throughout Orange County					
Outcome Measure : Revenues from fares and grants	$952,557	$1,053,263	$1,317,651	1,413,302	1,768,745

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Performance Measures total number of daily routes	26	26	36	26	32
Performance Measures (incidents per 200K)	1.6	2.1	1.8	1.3	1.1
Performance Measures (Ridership)	60,976	53,888	62,000	61,792	65000

FY 2019-20 Objectives

- Deploy expansion routes such as: Hillsborough Circulator II, Flex Routes (mobility on demand), and Efland Commuter Loop or alternative route.
- Procure vans/buses for expansion routes and replace vehicles that have reached useful life.
- Procure new mobile ticketing system for enhanced fare collection and customer service.

OCPT: Fleet Maintenance / Motor Pool (Moved from AMS effective FY 2019-20)

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
2404 - FLEET SERVICES (General Fund)						
Personnel Services	0	0	0	0	0	353,068
Operations	0	0	0	0	0	759,880
Capital Outlay	0	0	0	0	0	13,180
Total Division Expenditures	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 1,126,128**
Offsetting Revenues	0	0	0	0	0	0
County Costs (net)	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 1,126,128**

Major Services

- Maintain County's fleet of over 300 vehicles, including emergency response vehicles, public transportation vehicles, animal service vehicles, heavy duty and light duty vehicles, and other special vehicle systems.
- Maintain more than 100 pieces of equipment, including tractors, trailers, mowers, vehicle-mounted chair lifts, animal cages and compressors.
- Ensure the readiness of twenty (20) emergency power generators serving County facilities.
- Maintain new and existing alternative fueling systems and vehicles.

Fuel Consumption (Total Gallons)					
Performance Index: FY2009-10 baseline: ***240,813***	280,611	276,664	287,911	279,430	282,197
Variance from Index Year:	16.5%	14.9%	19.6%	16.0%	17.2%
Fuel Efficiency (Miles Per Gallon)					
Performance Index: FY2009-10 baseline: ***12.82***	11.84	11.97	11.99	11.97	11.97
Variance from Index Year[1]:	-7.6%	-6.6%	-6.4%	-6.6%	-6.6%

[1] 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.

Repair and Maintenance Cost for County vehicles (Average cost per mile driven)					
Performance Index: FY2009-10 baseline: ***$0.29***	$0.18	$0.24	$0.23	$0.24	$0.24
Variance from Index Year:	-38%	-18%	-21%	-17%	-17%
Downtime (Percentage of time fleet vehicles are not available for use by customers)					
	5.2%	3.85%	Not Applicable[2]	1.04%	Not Applicable[4]

FY 2018-19 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.
- 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.

FY 2019-20 Objectives

- Meet or exceed 95% availability of County equipment at all times.
- Train Emergency Services staff on complex vehicle systems, including diesel particulate management systems and electrical systems.
- Continue decreasing the needs for outside repairs by continuing to train and deploy diagnostic software module items.
- 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.
- Ensure fleet technician and shop performance based on industry standards and internal metrics.

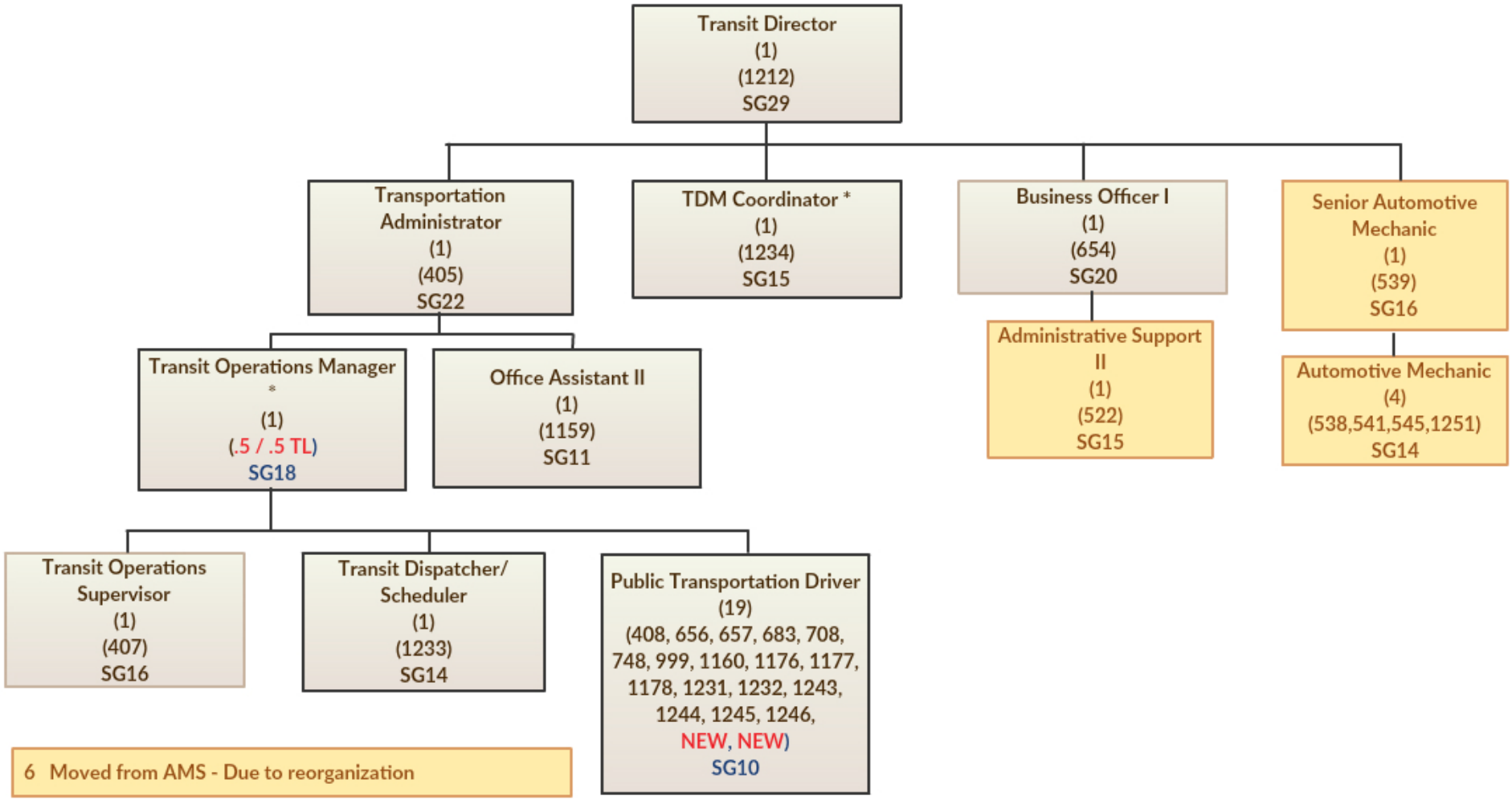
Budget Highlights

The FY 2019-20 Manager's Recommended Budget includes:

- reassignment of the Fleet Maintenance/Motor Pool Division from Asset Management Services to Orange County Public Transportation;
- recurring capital funding of $13,180, including a replacement tire machine and replacement electric vehicle chargers at the Durham Technical Community College Park and Ride Lot;
- operational increases offset by new grant revenue;
- vehicle purchases and matching revenue reallocated to the Capital Fund; and
- the addition of 3.0 FTEs, including one (1) Transit Operations Manager and two (2) Drivers, contingent on the receipt of grant funding and Article 43 reimbursement.

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

ORANGE PUBLIC TRANSPORTATION



6 Moved from AMS - Due to reorganization

Budget Request
- (.5 County Funded / .5 Grant Funded)
- 2 Public Transportation Drivers

* Pos 1234 Time Limited/Grant-Funded Position / Supervised by Asset Management Supervisor

FY 2019-2020 MANAGER RECOMMENDED

Outside Agencies

County Manager Recommendations

Synopsis

- In FY 2018-19, the Board of County Commissioners appropriated $1,401,173 for 50 agencies, an increase of $35,432 above the FY 2017-18 appropriation.
    - Center for Community Self Help (Northside Neighborhood Initiative (NNI)) did not apply for Outside Agency funds in FY 2018-19, but was awarded funds in the amount of $50,000 to support Affordable Housing Initiatives. In the spring of 2018, the NNI team was informed of a funding loss and requested additional money from the County outside of the Outside Agency process.
- 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 2019-20 Funding Process, the County received applications from 62 agencies. Requests totaled $2,079,550, an increase of $628,377 above the current year's appropriation. Twelve (12), currently unfunded agencies requested $191,478. Two (2), currently funded agencies did not apply in FY2019-20; ($39,300).
- **Recommendations**: The County Manager recommends funding for 54 agencies, in FY 2019-20. The recommendation totals $1,490,181, an increase of $39,008 from the FY 2018-19 Approved Budget. This includes funding for four (4) new or previously unfunded agencies, which totals $19,780. Based on the County Manager's FY 2019-20 Recommended Budget (Less Education Appropriation), 1.2% equates to $1,466,081.

  The budget includes the following recommendations:
    - Increases (+$19,228): Additional funding for thirty three (33) currently funded agencies.
    - Increases (+$19,780): Funding for four (4) new or previously unfunded agencies
- 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 2019-20 Manager Recommended Budget
Outside Agency Recommendations

Agency	FY 2018-19 Approved Budget	FY 2019-20 Agency Request	FY 2019-20 Manager Recommended	Change from Approved Budget
1. FY 2018-19 Funded Agencies				
A Helping Hand	6,500	6,500	6,500	-
Big Brothers Big Sisters of the Triangle	6,430	10,000	7,680	1,250
Boomerang Youth Inc. [1]	13,008	20,000	13,358	350
Boys and Girls Club of Durham & Orange Co.	5,000	10,000	5,000	-
Bridge II Sports	6,272	10,000	7,577	1,305
Center for Community Self Help	50,000	50,000	50,000	-
Chapel Hill - Carrboro Meals on Wheels	15,900	20,000	17,335	1,435
Charles House	23,250	24,000	23,363	113
Club Nova [2]	111,250	182,500	114,813	3,563
Community Empowerment Fund	15,625	39,050	23,824	8,199
Community Home Trust [2,3]	208,680	214,079	214,079	5,399
Compass Center for Women and Families	72,777	77,145	72,777	-
Dispute Settlement Center [1]	81,850	92,000	82,358	508
Duke Homecare & Hospice	1,115	1,500	1,134	19
El Centro Hispano	32,834	38,000	33,609	775
El Futuro [2]	32,375	35,000	32,769	394
EmPOWERment	28,250	35,000	30,613	2,363
Farmer Foodshare	7,375	28,500	7,375	-
Freedom House	36,300	-	-	(36,300)
Habitat for Humanity	41,250	70,000	51,313	10,063
Hillsborough Arts Council	10,763	40,000	12,225	1,462
Historic Hillsborough Commission	9,054	11,000	9,054	-
Historical Foundation	9,606	20,000	9,606	-
Human Rights Center of Chapel Hill & Carrboro	10,775	20,000	12,159	1,384
Interfaith Council	55,150	71,500	57,603	2,453
KidSCope	75,000	75,000	75,000	-
Kidzu Children's Museum	12,992	19,170	13,301	309
Ligo Dojo of Budo Karate [1,2]	3,000	-	-	(3,000)
Marian Cheek Jackson Center	19,875	24,000	21,319	1,444
Movement of Youth Inc.	30,529	88,986	30,529	-
OE Enterprises, Inc.	54,550	60,000	56,458	1,908
Orange Congregations in Missions	77,715	92,415	78,450	735
Orange County Disability Awareness Council	8,513	15,000	8,513	-
Orange County Literacy Council	15,810	22,500	16,145	335
Orange County Living Wage	18,408	22,000	18,588	180
Orange County Partnership for Young Children	5,950	10,000	5,950	-
Orange County Rape Crisis Center	54,750	60,000	56,588	1,838
Orange County Rural Alliance	20,750	40,000	27,488	6,738

FY 2019-20 Manager Recommended Budget
Outside Agency Recommendations

Agency	FY 2018-19 Approved Budget	FY 2019-20 Agency Request	FY 2019-20 Manager Recommended	Change from Approved Budget
1. FY 2018-19 Funded Agencies (cont'd)				
Pathways to Change	7,000	20,400	7,000	-
Piedmont Health Services, Inc. [2]	16,500	30,000	16,500	-
Planned Parenthood	20,000	20,000	20,000	-
Refugee Support Center	5,000	5,000	5,000	-
Senior Care of Orange County	35,000	40,000	36,750	1,750
TABLE	10,450	18,000	10,450	-
The Arc of the Triangle	6,608	7,500	6,653	45
The Art Therapy Institute [2]	3,555	10,000	3,877	322
The Arts Center	13,250	15,000	13,863	613
The Exchange Club Child Abuse Prevention [2]	13,464	24,327	13,464	-
Transplanting Traditions [5]	-	7,500	375	375
Triangle Bikeworks	3,790	5,000	4,214	424
Voices Together	18,250	20,000	18,513	263
Volunteers for Youth [1]	9,075	10,500	9,289	214
1. Total - FY 2018-19 Funded Agencies	**$ 1,451,173**	**$ 1,888,072**	**$ 1,470,401**	**$ 19,228**
2. New or Previously Unfunded Agencies				
Book Harvest	-	2,700	-	-
Child Care Services Association	-	35,000	-	-
Diaper Bank of NC	-	10,000	-	-
Grow Your World	-	13,239	-	-
Hope Renovations	-	39,355	-	-
Orange County Veterans Memorial [4]	-	50,000	15,000	15,000
Orange Partnership for Alcohol and Drug Free Youth	-	5,384	-	-
Our Children's Place - Coastal Horizons Center [2]	-	5,000	750	750
PORCH	-	10,800	3,780	3,780
Rebuilding Together of the Triangle	-	5,000	-	-
TROSA	-	5,000	250	250
Youth Community Project	-	10,000	-	-
2. Total - New or Previously Unfunded Agencies	**$ -**	**$ 191,478**	**$ 19,780**	**$ 19,780**
Grand Total	**$ 1,451,173**	**$ 2,079,550**	**$ 1,490,181**	**$ 39,008**

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), Our Children's Place - Coastal Horizons (CJRD), 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 2019-20. This increase is based on an interlocal agreement formula.

4. Orange County Veterans Memorial submitted an application for capital funding in fiscal year 2019-20. This agency does not meet the criteria for the capital loan program offered by the County. Matching funds have been budgeted in the Community Relations Department.

5. Transplanting Traditions became a 501c3 in the fall of 2018. This program was previously overseen by Orange County Partnership for Young Children.

Outside Agency Summaries

1. FY 2018-19 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 **$7,680**

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. **$13,358**

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 **$7,577**

Bridge II Sports creates opportunities for children and adults with physical challenges to participate in team, individual, and recreational activities. Funds will support EveryBODYPlaysNC (EBPNC) and adapted sports programs that serve Chapel Hill residents, with physical disabilities.

Center for Community Self Help **$50,000**

Center for Community Self Help is overseeing the Northside Neighborhood Initiative project. The Northside Neighborhood Initiative (NNI) is a collaborative, cross jurisdictional effort. Entering its fifth year, the NNI received a $3M loan commitment from UNC in spring 2015 and Town of Chapel Hill implementation support the first three years. The NNI produces essential units to meet the affordable housing gap; saves subsidy dollars at the back end for the County; models collaboration with all affordable housing partners; secures racial and socioeconomic diversity; retains 4th and 5th generation county residents; and allows mobilization of additional creative options for elder housing. In the spring of 2018, the NNI team was informed of a funding loss and requested additional money from the County outside of the Outside Agency process. The Board of County Commissioners approved $50,000 to support this affordable housing initiative.

Chapel Hill-Carrboro Meals on Wheels **$17,335**

The Chapel Hill-Carrboro Meals on Wheels program aims to nourish the bodies and spirits of the homebound with a balanced meal and the human connection they need to help them live independently. The agency uses volunteers to deliver nutritious noonday meals with cheerful personal visits to those who are homebound or recovering from surgery.

Charles House **$23,363**

Charles House is a private, nonprofit organization whose mission is threefold: 1) Enriching the lives of seniors; 2) Supporting families caring for aging family members; and 3) Representing the community's commitment to its elders.

Club Nova **$114,813**

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 ($19,813).

Community Empowerment Fund **$23,824**

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 **$214,079**

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 **$82,358**

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 **$1,134**

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 **$33,609**

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 **$32,769**

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 **$30,613**

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 **$0**

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. This agency did not apply for Outside Agency funding in FY 2019-20.

Habitat for Humanity of Orange County **$51,313**

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.

Hillsborough Arts Council **$12,225**

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 **$12,159**

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) **$57,603**

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 **$13,301**

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 **$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. This agency did not apply for Outside Agency funding in FY 2019-20.

Marian Cheek Jackson Center **$21,319**

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 **$56,458**

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) **$78,450**

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 Literacy Council **$16,145**

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 **$18,588**

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 Early Literacy Initiative. Previously, funding has been requested to support the Transplanting Traditions Community Garden. In FY18-19, Transplanting Traditions became a separate 501c3 organization and applied for funding under a separate application.

Orange County Rape Crisis Center **$56,588**

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 **$27,488**

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.

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.

Senior Care of Orange County **$36,750**

Senior Care of Orange county, Inc. provides program services to frail or disabled older adults to help remain in their homes with family as long as possible. The program provides financial support to the Florence Gray Soltys Adult Day Health Program under the auspices of Senior Care of Orange County, Inc.

TABLE **$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 **$6,653**

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 **$3,877**

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 County will administer both contracts (MOE and General Fund dollars) for ATI in FY 2019-20.

The Arts Center **$13,863**

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 2019-20.

Transplanting Traditions **$375**

Transplanting Traditions Community Farm (TTCF) works with refugees from Burma to foster a heathier community and maintain agricultural traditions as they build new lives in North Carolina. The heart of TTCF is an eight-acre farm in Orange County where refugee families grow food, build farm businesses, celebrate culture, and create a sense of home. TTCF became a 501c3 organization in the fall of 2018. Previously this was a project overseen by Orange County Partnership for Young Children.

Triangle Bikeworks **$4,214**

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 **$18,513**

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 **$9,289**

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.

2. FY 2019-20 Unfunded Agencies

Book Harvest **$0**

Book Harvest works to ensure that every corner of our community – and every home in our midst – is a book rich environment for all children and families. The proposed use of funds is to subsidize the collection and provision of books for children aged 0 to 5 at Orange County partner locations and to provide when possible, on-site materials and resources for families about the importance of strategies for reading at home with children. The Manager does not recommend funding for this agency in FY 2019-20.

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. The Manager does not recommend funding for this agency in FY 2019-20 as the services are duplicative to the Childcare Subsidy program offered at Social 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 2019-20. However, the department of Social Services will collaborate with this agency on programs not currently offered by the County to enhance services.

Grow Your World **$0**

Grow Your World has a mission of connecting youth to a broader community through diverse and multigenerational relationships built during personal and professional enrichment opportunities, which in turn, promote a vibrant and interconnected community that advances all of its members socially, emotionally, intellectually and economically. The Manager does not recommend funding for this agency in FY 2019-20.

Hope Renovations **$0**

The mission of Hope Renovations is to inspire hope in women and older adults for a joyful and fulfilling future. Hope Renovations will accomplish this by teaching women the skills and providing them the support needed to pursue living-wage careers in the construction trades, and by providing them on-the-job experience via their work in the homes of older adults who need repairs and renovations to safely and comfortably stay in their homes as they age. The Manager does not recommend funding for this agency in FY 2019-20.

Orange County Veterans Memorial **$15,000**

Orange County Veterans Memorial requested Outside Agency funds to develop walkways and rest areas for visitors to the memorial park area to include seating and educational kiosk/displays. This request is for capital needs, therefore is not eligible for Outside Agency funding. Since Orange County Veterans Memorial does not meet the criteria established for the County's Capital Loan Program, matching funds are being budgeted in the Community Relations department.

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 2019-20.

Our Children's Place – Coastal Horizons Center **$750**
Coastal Horizons Center (CHC) provides a continuum of professional services to promote healthier lives, stronger families and safer communities. Our Children's Place (OCP) of Coastal Horizons Center is a statewide program, based in the Triangle, that services as North Carolina's leading advocate and educational resource focused on children of incarcerated and returning parents. Our Children's Place - Coastal Horizons Center will work directly with the Criminal Justice Resources department to receive funding for services provided to Orange County residents.

PORCH Chapel Hill – Carrboro **$3,780**
The mission of PORCH Chapel Hill – Carrboro is to alleviate hunger and promote better nutrition in the Community through monthly food drives supporting many initiatives. Funding supports the Food for Families program where, monthly, fresh food is distributed to 50 low-income families already served by PORCH.

Rebuilding Together of the Triangle **$0**
Rebuilding Together of the Triangle Inc. (RTT) brings volunteers and communities together to serve low-income homeowners in need. The Manager does not recommend funding for this agency in FY 2019-20.

TROSA – Triangle Residential Options for Substance Abusers Inc. **$250**
TROSA is an innovative, multi-year residential program that enables substance abusers to be productive, recovering individuals by providing comprehensive treatment, work-based vocational training, education and continuing care – all at no charge.

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. The Manager does not recommend funding for this agency in FY 2019-20

Planning & Inspections Department

Phone Number (919) 245-2575 Website: http://orangecountync.gov/planning/index.asp

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
By Category (General Fund)						**Account: 620**
Personnel Services	2,762,903	2,959,108	2,959,108	2,893,008	2,969,857	2,969,857
Operations	248,440	248,990	257,020	217,079	250,260	245,260
Capital Outlay	1,307	0	0	0	0	0
Total Expenditures	**$ 3,012,650**	**$ 3,208,098**	**$ 3,216,128**	**$ 3,110,087**	**$ 3,220,117**	**$ 3,215,117**
Offsetting Revenues	*(1,677,991)*	*(1,586,420)*	*(1,589,450)*	*(1,582,365)*	*(1,578,488)*	*(1,578,488)*
County Costs (net)	**$ 1,334,659**	**$ 1,621,678**	**$ 1,626,678**	**$ 1,527,722**	**$ 1,641,629**	**$ 1,636,629**
Efland Sewer Fund						**Account: 3601**
Operations	355,916	156,750	241,750	242,410	480	480
Capital Outlay	0	0	0	0	0	0
Total Expenditures	**$ 355,916**	**$ 156,750**	**$ 241,750**	**$ 242,410**	**$ 480**	**$ 480**
Offsetting Revenues	*(356,164)*	*(156,750)*	*(241,750)*	*(332,250)*	*0*	*0*
Net Cost	**$ (248)**	**$ 0**	**$ 0**	**$ (89,840)**	**$ 480**	**$ 480**
Total Planning and Inspections and Related Expenditures	**$ 3,368,566**	**$ 3,364,848**	**$ 3,457,878**	**$ 3,352,497**	**$ 3,220,597**	**$ 3,215,597**

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.
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)

Planning & Inspections: Administration

Major Services

- Develops planning studies, area plans and/or regulatory measures to implement BOCC Goals.
- Administration of Planning Board agendas/meetings and BOCC Public Hearing agendas.
- Administration of various inter-governmental planning initiatives such as the Joint Planning Agreement with the Towns of Chapel Hill and Carrboro, Town of Hillsborough, Cities of Durham and Mebane, and the Schools Adequate Public Facilities Ordinance (SAPFO).
- Manages interdepartmental collaboration and takes lead roles on special planning projects.
- Assists in other major comprehensive plan implementation and current planning amendments.
- Manages Transportation Planning (roads, bridges) and collaborates on transit with Orange County Public Transit (OCPT) on Public Transit initiatives; Orange County Bus & Rail Investment Plan (OCBRIP), local, intra-county and regional including transit infrastructure development coordination.
- Manage Engineering initiatives such as Economic Development zone, water, sewer, infrastructure and coordinate with gas, telecommunication (wired fiber and wireless) and roadway construction.
- 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 intergovernmental coordination at the local, state, and federal levels including adjacent counties and the region.

FY 2018/19 Outcomes

- SAPFO Administration, including presentations on the annual technical report as requested
- Efficient Agenda Preparation and Management for Planning Board and Public Hearings including continual maintenance of Departmental webpage.
- Hillsborough-Orange County Strategic Growth Plan and coordinated land use plan review.
- Orange County, Chapel Hill, Carrboro Joint Planning Area (JPA) Administration – reviews and comments on Land Use Management Ordinance revisions proposed by Towns of Chapel Hill and Carrboro and on-going coordination with the Towns on land use issues.
- Zoning Ordinance and Map Amendment and Comprehensive Plan Text and Map amendments, including significant mapping efforts. This is an implementation measure of the Efland-Mebane Small Area Plan, including Buckhorn EDD.
- Continued work on BOCC identified 2018 priorities and updated in 2018/19, including further implementation of adopted small area plans, and related infrastructure and land use/zoning work in economic development districts. Continue implementation of the Roger's Road Area Plan (including Greene Tract) and coordination with other departments regarding the displacement of mobile homes and other affordable housing opportunities.

Outcome Measures	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Projected
Prepare and distribute agendas: Regular Public Hearings	4	4	4	5	6
JPA Public Hearing	2	2	2	1	2
Advisory Boards/Task Forces	26	28	30	28	32
Other Local Government Meetings	15	20	18	20	25

FY 2019/20 Fiscal Year Objectives

- Continued administration of JPA, SAPFO, and Planning Board and Quarterly Public Hearing agendas.
- Assistance with "Phase II" Unified Development Ordinance amendments as needed (i.e., addition of Economic Development planning process steamlining and Central Permitting, Agricultural Support Enterprises).
- Continued implementation of Efland-Mebane Small Area Plan (i.e., Design Guidelines, Land Use Plan text and map amendments) which can include 'prezoning'
- Continued coordination with the Town of Hillsborough 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 Bus and Rail Investment Plan (OCBRIP) regarding bus expansion.
- Research/Planning/Implementation and monitor/amend to address Regional Mobility Act and ½ cent sales/tag tax initiative regarding Light Rail, Bus Rapid Transit and Amtrak.
- Engineering/Infrastructure Oversight including master plan projects, as well as, specific projects outlined in CIP.
- Economic Development Teamwork to show and prepare (infrastructure and zoning)Orange County sites.
- Research and coordinate land use, zoning and infrastructure with our interlocal agreement municipal partners.

- Continue work with Housing 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 subdivision 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 Planning department is repsonsible for both urban and rural development patterns and the services that are available to promote equity and a balanced transportation and communitcation network.
        - This initiative has had a long incubation period, trying to collaborate with public-private partnerships to extend broadband to urban (easier task) and rural areas whether it be wired or wireless. Besides 'telecom' providers, there is strong interest by emergency management and electric utilities to 'communicate' with remote areas. The task is to ascertain the 'tipping point' where the private sector business model finds it financially prudent to extend to these 'last mile' areas by incentivizing with public capital to reach the goal of public safety and access to public services and information including school instruction.
        - Virtrual Meeting Room enhance the present 'Go To Meeting' facilities to reduce meeting travel and allow seamless participation in out of county facility meetings. This will involove our facility upgrades, as well as, participation from hosting or contributing locations. This will also enhance our webinar learning program.
    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 on multi-juristictional team with Rogers Road land use and sewer planning.
    6. Continue participation on multi-juristictional team with Greene Tract land use and sewer planning.
    7. 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.
       Short range Transit Plan
    8. 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. Evaluate our Economic Development partnerships with City of Mebane, Town of Hillsborough and City of Durham regarding land use development potential.
    9. Collaborating with Chapel Hill regarding "Charting our Future" and Do-LRT development potential.

Planning & Inspections: Comprehensive Planning

Mission Statement: The Comprehensive Planning Division serves the residents, businesses, advisory boards, and local officials of Orange County through 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.

FY 2018-19 Outcomes

- Coordination with GoTriangle and OCPT on bus shelter planning.
- Participated in Durham-Chapel Hill-Carrboro (DCHC) MPO Unified Planning Work Program.
- Participated in development of State Transportation Improvement Program, SPOT 5.0.
- MPO Projects -- Durham-Chapel Hill-Carrboro 2045 Metropolitan Transportation Plan (MTP).
- Completed NC 54 Corridor Study.
- Continued implementation of Bicycle Safety initiatives such as branding, signage, PSA videos, posters and new Drive Safely Ride Safely website.
- Completed Efland/Buckhorn/Mebane Access Management Plan Update.
- Developed online interactive map of transportation projects in the County.
- Supported Planning Director with special projects related to the County's economic development initiatives.
- Active membership on Technical Coordinating Committees of the two MPOs and RPO, as well as support to respective Policy Boards and Orange County elected officials that serve on them.
- State Transportation Improvement Program, SPOT 6.0 prioritization process.
- Coordination with Economic Development Department identifying prime areas for development and process any Future Land Use Map amendments that may be required.
- Installation of bus shelters, up to five on OCPT routes.
- Bicycle Safety implementation.

FY 2019-20 Objectives

- Active membership on Technical Committees of the two MPOs and RPO, as well as support to respective Policy Boards and respective Orange County elected officials.
- Coordination with Economic Development Department identifying prime areas for development and process any Future Land Use Map amendments that may be required.
- Installation of bus shelters, up to five on OCPT routes.
- Participate in development of State Transportation Improvement Program, SPOT 6.0.
- Preparatory work for development of the DCHC MPO 2050 MTP.
- Administration of Quarterly meetings with NCDOT.
- Continue Bicycle Safety implementation.
- Continued administration required for OUTBoard.
- Support capacity to the Community Relations Director on 2020 Census initiatives.
- Organizes Durham Orange Workgroup meetings (DURCHO)

Planning & Inspections: Current Planning

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
6200 - CURRENT PLANNING (General Fund)						
Personnel Services	1,136,549	1,194,968	1,194,968	1,191,868	1,232,550	1,232,550
Operations	113,977	158,687	164,717	123,025	127,275	127,275
Capital Outlay	0	0	0	0	0	0
Total Division Expenditures	**$ 1,250,526**	**$ 1,353,655**	**$ 1,359,685**	**$ 1,314,893**	**$ 1,359,825**	**$ 1,359,825**
Offsetting Revenues	(42,921)	(42,000)	(45,030)	(48,000)	(49,000)	(49,000)
County Costs (net)	**$ 1,207,605**	**$ 1,311,655**	**$ 1,314,655**	**$ 1,266,893**	**$ 1,310,825**	**$ 1,310,825**

Major Services

- Administer and manage land use and subdivision regulations including, but not limited to: zoning, subdivision, development standards, erosion control, flood damage prevention, environmental protection, stormwater management, and adequate public facilities.
- Process and issue permits authorizing land disturbing activity (residential and non-residential).
- Information/educational resource for the general public concerning development policies.
- Enforcement of land use regulations.

FY 2018-19 Outcomes

- Imposition/modificaiton of State regulations will continue to complicate the permit review and action process.
- The Department will have to review the need for additional personal to address our land use regulation enforcement program.
- Development of new permitting software has required more staff time than originally projected/allotted. There will be a learning curve to return to prior efficiencies.
- A comprehensive re-assessment of the Division's fee schedule will need to be completed. The Division is currently charging only sufficient application review fees to recoup approximately 15% of staff costs (i.e. salary, materials, etc.). Previously, elected officials have expressed concerns over raising application fees and making the development process too expensive. Much of front desk work relates to customer service that may become a development application.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: Permits					
Issue permits for completed/accurate residential development permit applications within 5 business days	95%	93%	95%	95%	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)	95%	90%	95%	90%	95%
Respond, in writing or e-mail, to request for information on land use issues within 5 business days from receipt	95%	90%	95%	90%	95%
Service: Enforcement of Land Use Regulations [1]					
Conduct initial inspection on a submitted complaint within 5 business	85%	90%	90%	80%	90%

[1] Staffing issues within the Department has hindered enforcement inspections and follow-up. There is no longer a dedicated enforcement officer within the Division. The Current Planning supervisor still serves as the primary enforcement officer for the County.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
days from receipt.					
Respond to complaint within 7 business days from date of receipt	84%	80%	90%	80%	85%
Follow-up inspections on violations within 30 days of initial notice of violation being sent out	79%	85%	90%	75%	85%

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service – Processing of Subdivision Applications					
Ensure review/action (i.e. approve, deny, reject, request additional information, etc.) on Minor Subdivision Concept Plan applications occur within 30 business days from receipt of application	90%	93%	95%	95%	95%
Respond to applicants with updates within 5 business days from contact	90%	90%	95%	90%	95%

FY 2019-20 Objectives

- Continue to work on increasing permit processing effectiveness within identified time frames.
- Continue to hold open houses and educational meetings to keep local residents informed of division activities.
- 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.).
- Continue to improve enforcement program with additional outreach and community meetings.

Planning & Inspections: Special Projects & GIS

Major Services

- Administration of various inter-governmental planning initiatives such as the Joint Planning Agreement with the Towns of Chapel Hill and Carrboro, the Schools Adequate Public Facilities Ordinance (SAPFO), the Water and Sewer Management, Planning, and Boundary Agreement (WASMPBA), and the Chatham-Orange Joint Planning Task Force.
- Active participant on several County inter-department initiatives such as an affordable housing staff group and the Master Aging Plan staff group.
- 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.
- Prepares/updates/implements small area plans, comprehensive plan, development regulations (UDO), and special studies to implement BOCC goals.
- Administration of Planning Board agendas/meetings.

FY 2018-19 Outcomes

- Rogers Road Area / Greene Tract Staff Working Group: Extensive participation on a multi-jurisdictional staff working group that is working toward solutions for the Rogers Road area and the Greene Tract.
- Millhouse Road Park/Affordable Housing Site Analysis: Extensive participation and mapping during the analysis of the County-owned Millhouse Road site for potential addition of affordable housing to the future park site.
- SAPFO Administration, including student membership projections, authoring the annual technical report, and coordinating the Joint Action Committee which is analyzing capacity issues related to State-required class size reductions.
- Planning GIS analysis, including extensive mapping related to economic development prospects, various housing initiatives (e.g., senior housing, mobile home parks, and affordable housing plan), the Greene Tract, the rural broadband project, and light rail analysis. Also provided GIS analytical services to other departments as needed (e.g., Economic Development, IT, Asset Management, and DEAPR) and participated on the LMCPS project team.
- 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.
- Conducted monthly training sessions with the Planning Board, as requested by several Planning Board members.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: Planning Board Agenda Administration/Distribution					
Percentage of Planning Board Agendas/Materials available a minimum of 7 calendar days prior to meeting	100%	100%	100%	100%	100%
Service: 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 2019-20 Objectives

- Continue collaborations on projects that cross department/agency lines of responsibility:
  - Greene Tract/Rogers Road
  - Senior housing and affordable housing
  - Mobile home park issues
  - Joint planning matters (including discussions related to the Rural Buffer and the Town of Carrboro's "Maker Space" proposal on Old Hwy 86)
  - School siting and school capacity issues
  - Joint Chatham-Orange Task Force
- Revise land use and development regulations, as directed by the BOCC in furtherance of BOCC goals.
- 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.
- Conduct Planning Board training on a quarterly basis, as requested by several Planning Board members.

Planning & Inspections: Building Inspections

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
6210 - INSPECTIONS (General Fund)						
Personnel Services	1,203,283	1,266,181	1,266,181	1,208,181	1,208,651	1,208,651
Operations	111,742	68,680	70,680	70,040	92,620	92,620
Capital Outlay	1,307	0	0	0	0	0
Total Division Expenditures	**$ 1,316,332**	**$ 1,334,861**	**$ 1,336,861**	**$ 1,278,221**	**$ 1,301,271**	**$ 1,301,271**
Offsetting Revenues	(1,196,409)	(1,210,420)	(1,210,420)	(1,227,365)	(1,225,488)	(1,225,488)
County Costs (net)	**$ 119,923**	**$ 124,441**	**$ 126,441**	**$ 50,856**	**$ 75,783**	**$ 75,783**

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 division is committed to providing quality services to all residential businesses through innovation, continuous improvement, determination and excellence in customer service. The division's mission is to safeguard the public by promoting the health, safety and welfare of Orange County through enforcement of the North Carolina State Building Codes. The division embraces 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 2018-19 Outcomes

- Issue permits for building, electrical, plumbing, mechanical systems, zoning compliance and solid waste.
- Accept all major credit cards at the front counter providing a major convenience for our customers. Expand service to on-line payments with implementation of Customer Self Service portal for new Permitting software.
- 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.
- Save $1000 by conducting in-house continuing education classes to obtain required education credits of 14 employees with 50 individual certifications.
- Request increase in Training funds to facilitate new Staff's Certification educational requirements.
- Provide subject matter experts and administrative support for implementation of new Land Management Central Permitting software.

Performance Measures	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Budget	2019-20 Budget
Service: Our primary goal is to protect the public's life, health, safety and welfare as it relates to construction and					

Performance Measures	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Budget	2019-20 Budget
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)	4776	5,015	5104	5204	5299
Building	892	909	954	973	1035
Electrical	1,778	1,868	1961	2000	1997
Mechanical	1,396	1,470	1396	1423	1481
Plumbing	710	756	793	808	785
Field Inspections Year	16,615	18,925	18,713	17,500	17,976
Field Inspections Per Day	70	79	76	70	73
Complaint / Inquiries	25	50	35	25	15
Commercial Plans Review	258	275	205	210	218
One and Two Family Dwelling Review	479	425	958	977	998
School Inspections	13	13	13	13	13
Permit Valuation in Orange County incorporated and Town of Hillsborough	363,735,557	202,570,040	218,521,210	222,891,634	198643018

FY 2019-20 Objectives

- Continue training with the new 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's electronic access to the Permitting processes.
- Implement Electronic Plans review for commercial and residential projects; work with applicant 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).
- Process and issue permits for building, electrical, plumbing, mechanical systems, zoning compliance and solid waste.
- Maintain ISO highest rating possible for residential and commercial projects through residential and commercial plans review, experienced and educated inspections staff (may be effected by change to 6 year Code cycle).
- Conduct 95% of inspections on the day requested to be conducted.
- Issue Certificates of Occupancy or Certificates of Compliance at the completion of all projects.
- Maintain records and provide reports on building activities, revenue, inspections conducted, etc.
- Inspect all public schools one time per year.
- Reduce paper usage; nearly paperless in field inspections, through use of I-Pad devices.
- Issue and inspect commercial facilities for ABC permits.
- Post occupancy loads in 100% of restaurants and other assembly occupancies.
- Maintain electronic connections to customers alerting them of: impending permit expirations, permit approval and inspection results
- Maintain project files to archived status.
- Provide weekly permit activity reports to 200 + recipients via automated email.
- Provide customer support and site visit for community members seeking new business or facility activities.
- Manage on-line ask an Inspector to address questions related to customers building related projects within the County.

Planning & Inspections: Engineering and Stormwater

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
6250 - EROSION CONTROL (General Fund)						
Personnel Services	423,071	497,959	497,959	492,959	528,656	528,656
Operations	22,720	21,623	21,623	24,014	30,365	25,365
Capital Outlay	0	0	0	0	0	0
Total Division Expenditures	**$ 445,792**	**$ 519,582**	**$ 519,582**	**$ 516,973**	**$ 559,021**	**$ 554,021**
Offsetting Revenues	(438,660)	(334,000)	(334,000)	(307,000)	(304,000)	(304,000)
County Costs (net)	**$ 7,131**	**$ 185,582**	**$ 185,582**	**$ 209,973**	**$ 255,021**	**$ 250,021**

Mission Statement

As part of the Planning and Inspections Department, the Engineering/Erosion Control/Stormwater 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). In addition division the perform various engineering duties related to extending utility infrastructure to the Economic Development Districts and monitoring of water resources which promote stable and quality development.

ENGINEERING

The Engineering group focuses primarily on the following:

Major Engineering Services

- Manage and develop major water and sewer infrastructure projects extending public water supply and sewage collection to three Economic Development Districts of Orange County
- Manage and operate the Efland Sewer System, the responsibility for which was transferred to the City of Mebane early in 2019
- Manage, maintain and operate Lake Orange Reservoir, including three (3) upstream sediment control structures (wet detention ponds)
- Provide engineering support to other County departments
- FY2018-19 Engineering Outcomes (measurable results anticipated, by June 30, 2019)
- Buckhorn Mebane EDD, Efland Sewer to Mebane, Phase 2 Extension construction 100% complete and well under budget
- Efland Sewer System
    - Conducted an operations compliance audit with NCDEQ and received a favorable review from NCDEQ
    - Effected sewage flow diversion construction project from Hillsborough to the City of Mebane
    - Transferred ownership from Orange County to the City of Mebane
- Lake Orange Reservoir and 3 Upstream Sediment Control Structures (SCS's)
    - Maintained continuous monitoring / maintenance of minimum flow in the East Fork of the Eno River through automated monitoring / remote spillway controls, in accordance with the multi-party Eno River Water Management Plan
    - Performed continued maintenance of the Lake Orange dam and 3 Upstream SCS's
    - Performed structural maintenance and repairs to the SCS No. 3 outfall pipe support system and replaced the SCS No. 3 trash rack (paid for out of 2017-18 funds via encumbrance)
    - Commissioned an engineering safety inspection and report for the Lake Orange dam and associated appurtenances, including projected construction costs for maintenance repairs to the concreted lined spillway channel, dam shoreline protection, intake tower/gates and controls
    - Developed and finalized an Emergency Action Plan (EAP) for Lake Orange, which was formally classified by NCDEMLR as a high hazard dam in August 2011. The EAP was approved by NCDEMLR and formally distributed to all stakeholders associated with the EAP in August 2018

  - In conformance with the approved EAP for Lake Orange, performed emergency response preparation, resident notifications, water level management and continuous monitoring of Lake Orange during two (2) major hurricanes which impacted Orange County in September/October of 2018
  - Due to the way NCDEQ Aquatic Weed Control Program (AWCP) staff perform their work during the Hydrilla growing season and then invoice us in January for the previous calendar year, these services get paid out of current-year funds. We have chosen to report the entire previous calendar year's accomplishments here. In conjunction with NCDEQ, funded (50%) the following activities related to aquatic weed control (Hydrilla):
  - Lake Orange - Applied Sonar PR & Sonar Q Aquatic Herbicides to 11.00 acre area for Hydrilla control (Spring 2018)
  - Lake Orange - Applied Sonar One Aquatic Herbicide for Hydrilla control, this was the first of two follow up "bump" applications (early Summer 2018)
  - Lake Orange - Applied Sonar One & Sonar SR Aquatic Herbicides for Hydrilla control, this was the second of two "bump" applications (late Summer)
  - Lake Orange - Surveyed for Hydrilla (Fall 2018)
  - SCS 1 (Compton's Pond) – Supplied 70 Grass Carp for Hydrilla control (Spring 2018)
  - SCS 1 (Compton's Pond) - Applied Cutrine-Plus & Komeen Aquatic Herbicides to 1.00 acre area for Hydrilla control (Summer 2018)
  - SCS 1 (Compton's Pond) - Surveyed for Hydrilla (Fall 2018)
  - SCS 2 - Applied Sonar AS Aquatic Herbicide to 6.00 acre area for Hydrilla control (early Summer 2018)
  - SCC 2 – Site Assessment for Hydrilla (Summer 2018)
- Orange County's increased Jordan Lake Water Allocation (1.5%) was approved by the NC Environmental Management Commission (EMC) on March 09, 2017. We expect to have paid our proportionate share of US Army Corps of Engineers operation and maintenance for 2018 water supply storage in Jordan Lake. This bill is being paid by the Division of Water Resources of NCDEQ. They in turn bill allocation holders, such as Orange County, for their respective portions of the costs plus a $250 administrative fee.
- Eno Economic Development District (EDD) – The City of Durham chose to allow the Orange County - City of Durham interlocal agreement for the extension of utility infrastructure in the Eno EDD to expire. It is our understanding that service will still be offered but Orange County will have to direct-contract with an engineering consultant and enter into a "developer-type" agreement with the City of Durham instead of the former arrangement where Durham was acting as lead agency.
- Engineering is hopeful that construction documents for an initial extension of gravity sewer into the northeastern portion of the Eno EDD can still reach 100% completion this fiscal year with permitting, bid award for construction in FY2019-20.
- Hillsborough Economic Development District (EDD) – The Orange County BOCC and the Town of Hillsborough have both approved an interlocal agreement for joint infrastructure development. A water extension from Old 86 west to New Grady Brown School Road is part of this joint project with the Town of Hillsborough, with the Town being responsible for proportionate costs outside of the EDD. Construction documents for an extension of gravity sewer from north of I-40 to southwestern quadrant of the EDD are expected to be 100% completed this fiscal year with permitting and bid award for construction in FY2019-20.
- Rogers Road Sewer Expansion Project – The project encountered significant delays in construction schedule due to the discovery of dense crystalline rock along the proposed gravity sewer alignment (and under the interstate) in late Spring 2018. Multiple public meetings were organized and conducted by Orange County, in coordination with Town of Carrboro and OWASA, to educate concerned residents on the need to perform controlled underground blasting for dense rock removal. Permitted rock blasting activities finally commenced in late December 2018, thus allowing immediate forward progress on the last phases of construction. The final completion date for this project will likely be early April 2019.
- Article 46 tax revenue continues to accumulate and investments similar to those described above comprise part of the intended target of those funds. Engineering will continue to fulfill its mission to develop infrastructure (water, sewer, drainage, roads, etc.) to encourage and support economic development.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: Manage and develop major water and sewer infrastructure projects					
Buckhorn Mebane EDD, Efland Sewer to Mebane, Phase 2 Extension project	Complete 3-phase pump station power ext.; hired replacement engineer to complete design, property and easement acquisition, permitting, bid and award construction contract	Completed construction documents, bid and awarded project and began construction	Completed construction of sewer system, including the West Ten Pump Station and transferred operations and maintenance to Mebane	Add flushing and capping of the abandoned sewer force main to Hillsborough; all well under budget	Finalize formal transfer of easements and infrastructure to Mebane
Jordan Lake Water Allocation	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) Initial Focus: Gravity sewer service to the most northeasterly area of the economic development zone ~ 100 acres	Complete 2nd extension to Interlocal agreement; commission and complete final design	Completed 2nd extension to Interlocal agreement; commission and complete final design to 90% construction documents	Permit, bid and award Phase 1 sewer system expansion	Project delayed; must direct-contract with engineering consultant and redesign to accommodate private development that will occur prior to the County's sewer extension	Direct contract with engineering consultant, redesign to accommodate private development, complete CD's, bid and begin construction of Phase 1 sewer system expansion
Hillsborough Economic Development District (EDD) Initial Focus: Providing water and gravity sewer infrastructure to the economic development zone near the I-40/Old NC 86 interchange	Continued work on establishing an interlocal utility service agreement with the Town of Hillsborough	Issued request for designer qualifications (RFQ); select and contract consultant; complete final design, permitting and bid construction	Complete final design, permitting and bid construction	As budgeted	Award and construct sewer and water system extension
Historic Rogers Road Area Sewer		Construction Contract	Ongoing construction	Seven (7) change orders	Manage the installation and

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Expansion		Awarded at the 06/06/17 BOCC meeting. NTP was issued on 09/18/17	with delays due to dense rock removal.	processed in FY18-19; associated costs fell within original construction budget. Issue informal RFP for qualified plumbers to install private sewer laterals for low income residents. Construction completion anticipated for April 2019.	funding of private sewer service laterals for low-to-moderate income residents.
Service: Manage and operate the Efland Sewer System					
Transfer the Eland Sewer System to Mebane	Mebane to maintain the system under contract to Orange Co. until Sewer Ph. 2 Ext. complete	Expanded Mebane's maintenance to include Operator in Responsible Charge (ORC); Orange County Engineering continued preparations for system turnover	Finalize formal transfer of easements and infrastructure from Orange County to Mebane	As budgeted	Miscellaneous support to Mebane staff as they assume operational responsibilities
Service: Manage and operate Lake Orange Reservoir					
Lake Orange Dam and Spillway Maintenance Typical maintenance includes mowing of the dam; however, what is highlighted here are "additional" type maintenance projects, which vary from year to year, including aquatic weed control. SCADA = Supervisory Control and Data	Removed trees from both sides of spillway; performed additional Hydrilla management	Performed additional Hydrilla management	Continued Hydrilla management; repaired some SCADA equipment; installed some no trespassing signs; contracted for additional tree trimming and to grind tree stumps; commissioned and obtained engineering evaluation of the condition and safety of	As budgeted	Bid, award and effect repairs to expansion joints in the trapezoidal concrete spillway; perform additional Hydrilla management; contract to sandblast and paint the intake tower and valve actuators.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Acquisition, which allows us to remotely monitor and control the flow through the primary outlet.			the dam, recommended major maintenance, and cost estimates to effect same		
Lake Orange Upstream Sediment Control Structures (3 total) Typical maintenance includes mowing of the dams; however, what is highlighted here are "additional" type maintenance projects, which vary from year to year, including aquatic weed control and structural (riser/barrel) outlet repairs.	Performed additional Hydrilla management	Replaced trash rack on SCS #2; repaired support beam beneath outlet pipe for sediment control structure 2; performed additional Hydrilla management	Replaced trash rack on SCS's # 3; also repaired support beam beneath outlet pipe for sediment control structure 3; perform additional Hydrilla management; contracted for some tree removal and mowing, which had been neglected	As budgeted	Perform spillway outlet pool maintenance on SCS #3 and work on securing new easements; perform Hydrilla management, as necessary
Lake Orange Emergency Action Plan (EAP)	Comments from the State received	Addressed comments from the State and resubmitted	EAP approved by NCDEQ	As budgeted	Contract with consulting (dam) engineer to be on-call during certain emergency statuses, in accordance with the provisions of the EAP

FY2019-20 Objectives

- Lake Orange – Perform additional acquatic weed management; repair and reseal trapezoidal concrete spillway expansion joints; sandblast and repaint the intake tower bridge structure; lube and exercise all intake tower gates; order and install more permanent no trespassing signage.
- Eno Econonomic Development District (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 Econonomic Development District (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 – Manage the review process and use of public funds for installation of private sewer service laterals for qualified low-to-moderate income (LMI) residents located within the service area of the newly installed Rogers Road gravity sewer system.

- Riparian Buffer Restoration – Perform an in-house evaluation of need and develop concepts for implementation. This would be a long-range goal.

STORMWATER

The Stormwater group 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. In addition, the division offers surface water identification (SWID's) services to confirm the existence and locations of jurisdictional waters on resident's properties. SWID's are related in a significant way to the County's riparian buffer regulation, as where there is a water feature, the County requires a riparian buffer. The division's Erosion Control Officers are regularly involved with investigating and resolving violations of the UDO regulations.

Major Services

- Review and approve erosion control plans
- Inspect and monitor construction sites
- Review and approve stormwater management plans
- Inspect and monitor post-construction stormwater control measures (formerly known as best management practices)
- Stream buffer impact review and approval
- Surface water identification (SWID)
- Provide education, outreach, and assistance

FY 2018-19 Outcomes

- Review and approve approximately 45 erosion control plans (new projects)
- Conduct approximately 1800 erosion control and stormwater inspections
- Review and approve approximately 5 stormwater management plans; note that Low Impact Development (LID) analysis indicating compliance is also accounted in this total
- Conduct approximately 35 surface water identifications (SWID's)
- Issue approximately 3 notices of violation (NOV's)
- Orient and train one new Erosion Control Officer. This was effective in structuring two complete teams and is projected to help meet budgeted number of inspections.
- The division expects Erosion Control and Stormwater plan review and permitting activity to continue to be strong. In 2019-20 we expect land development activity in Orange County to remain close to that experienced in FY2018-19.
- With a new Erosion Control Officer I, the division is better equipped to handle the workload of fulfilling its long-range vision.
- Orange County will meet its obligations under our Memorandum of Agreement with the North Carolina Sedimentation Control Commission to operate a delegated "local program," which is overseen by the North Carolina Department of Environmental Quality (NCDEQ).

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Stormwater Services					
Number of Erosion Control Officers	3	3	4	4	4
Erosion Control Plans Reviewed	50	63	50	60	55
Land Disturbing Permits Issued	50	63	50	50	55
Stormwater Management Plans Reviewed	7	9	10	13	10
Total disturbed Acres Permitted	180	375	265	250	265
Inspections (FY2018-19 Based upon 2 ECO-II's + 2 ECO-I's)	1409	1327	1800	1800	1800
Surface Water Identifications (SWID's)	18	58	35	55	50

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Notices of Violation (NOV's)	4	2	3	6	5

FY 2019-20 Objectives

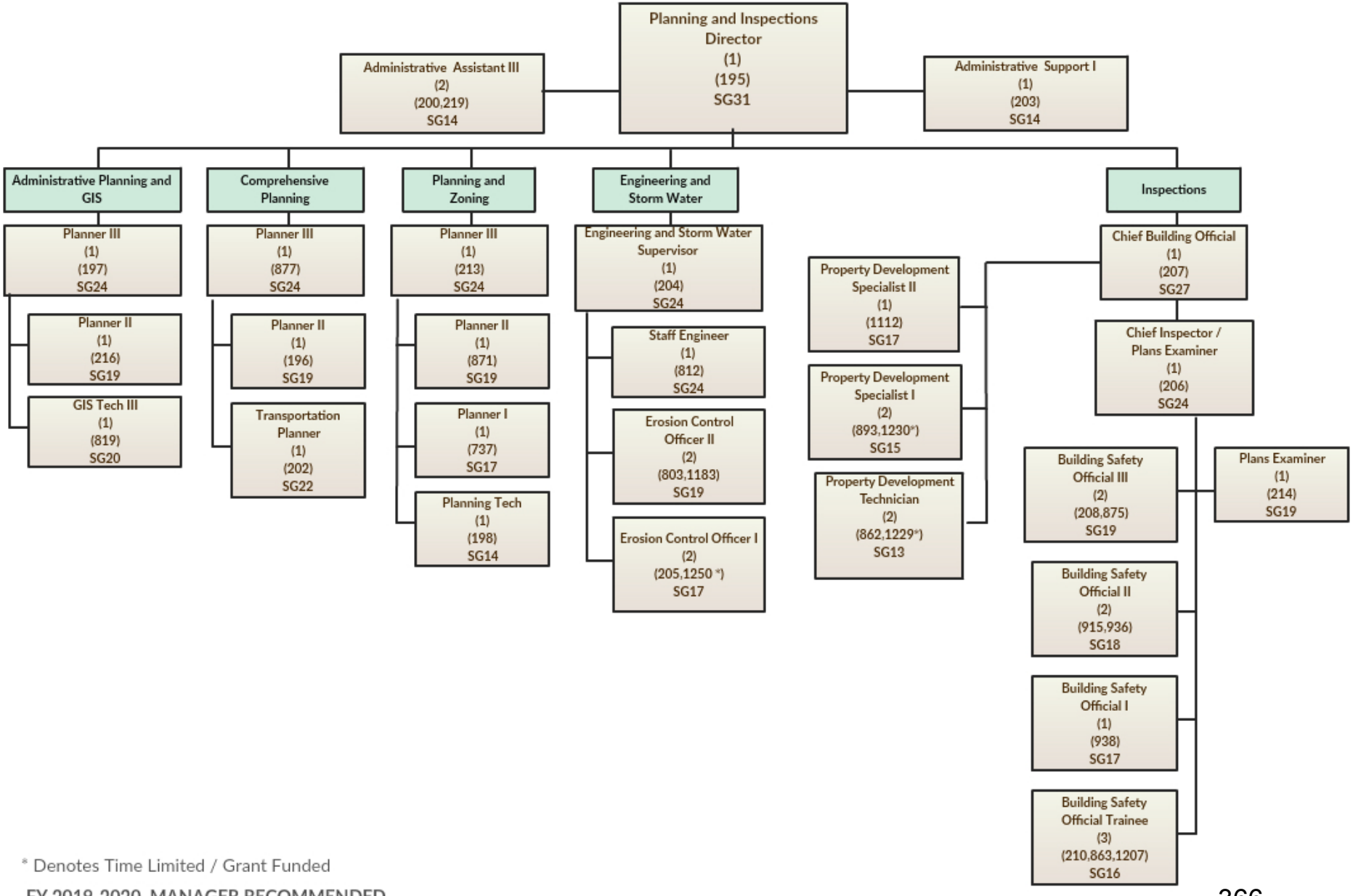
- Continue review of building permit applications, erosion & sedimentation control plans and stormwater management plans within allowable and expected timeframes.
- Continue implementation of Falls Lake Stormwater Management Program.
- Work with the NC Department of Environmental Quality (DEQ) to amend the UDO to comply with regulations the Environmental Management Commission (EMC) will require Orange County to enforce as a delegated program, in light of Session Laws passed by the General Assembly.
- Increase number of erosion control and stormwater inspections with additional staff to better meet the expectations of the NC Sedimentation Control Commission (SCC).
- FY 2018-19 recorded a record high in revenue of $458,254. FY 2019-20 is projected to be a more modest year at around $300,000.
- The division's field presence is vital in making the program effective. Record land disturbance levels and revenue indicate construction activity for the next few years will require many field inspections and enforcement activities. Construction inspection support lags revenue, meaning permitted projects must be supported long after fees are collected.
- The division is in the implementation phase of bringing online EnerGov as a Land Management Permitting System, which will also implement online applications and eventually digital plan review capabilities. The implementation phase has reduced effectiveness and increased demand on staff time. The division has programmed EnerGov to allow us to automate our tracking and incorporate notifications associated with monitoring existing post-construction Stormwater Control Measures. It is expected that EnerGov will bring efficiencies to division operations once fully implemented.

Budget Highlights

The FY 2019-20 Manager's Recommended Budget includes:

- an appropriation of $17,000 in revenue and matching expenditures for a Technology Fee assessed during the permitting process;
- operational savings of $58,000 due to reductions to non-permanent staff;
- operational savings of $54,000 due to reductions to contracted services; and
- full transfer of Efland Sewer operations, previously funded by the Efland Sewer Fund.

PLANNING AND INSPECTIONS



* Denotes Time Limited / Grant Funded

Register of Deeds

Phone Number: (919) 245-2679 Website: *http://www.orangecountync.gov/729/Register-of-Deeds*

Mission Statement

The purpose of the Register of Deeds Office is to record and preserve real and personal records while maintaining compliance with the NC General Statutes. Provide access to public records and professionally serve the public and citizens of Orange County.

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
By Category (General Fund)						**Account: 325**
Personnel Services	947,896	919,558	919,558	929,041	944,643	944,643
Operations	92,361	105,365	103,734	100,550	67,265	67,265
Capital Outlay	16,960	0	3,883	3,882	7,400	3,400
Total Expenditures	**$ 1,057,218**	**$ 1,024,923**	**$ 1,027,175**	**$ 1,033,473**	**$ 1,019,308**	**$ 1,015,308**
Offsetting Revenues	*(1,861,358)*	*(1,967,500)*	*(1,967,500)*	*(1,726,800)*	*(1,832,000)*	*(1,832,000)*
County Costs (net)	**$ (804,141)**	**$ (942,577)**	**$ (940,325)**	**$ (693,327)**	**$ (812,692)**	**$ (816,692)**
Total Register of Deeds and Related Expenditures	**$ 1,057,218**	**$ 1,024,923**	**$ 1,027,175**	**$ 1,033,473**	**$ 1,019,308**	**$ 1,015,308**

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 2018-19 Outcomes

- Recording Process – Reviewed each document to ensure in compliance with NC recording laws; submitted each land-related document to Land Records for PIN (Parcel Identifier Number) assignment within five minutes of presentation. Completed filing process, affixed book and page, time and date, collected/receipted fee within ten minutes. (This process gives notice to title searchers that the document is on file).Total process completed in the designated time frame approximately 99% of the time. Returned filed documents to designated party within 3 days of filing, approximately 98% of the time. June 2018 – July 2019 – E-recordings - approximately 70%.
- Vital Records – Issued certified copies of Birth, Death & Marriage Certificates within 5 minutes of application approximately 99% of the time. Issued marriage license within 20 minutes of application approximately 99% of the time. Indexed births, deaths the same day received approximately 95% of the time.
- New Software System – April 1, 2019 we will go live with Courthouse Computer systems. Some additional services we will be able to provide include:
    - Get Certificate Now; the public will have access to obtain certified and uncertified copies of vital records.
    - Office kiosks for customers to enter data required for applying for marriage licenses.
    - Fraud detection notification provides an individual with an email notification when a document is recorded in the Register of Deeds office that matches their name.

  - Escrow Accounts for services provided by orange County Register of Deeds.
  - A link to documents from the GIS website.
  - Images from 1752 forward will be located on one website.

- Conservation/Preservation of Historical (Original) Orange County Map, completed September 2018.
- Vital records scanning/Indexing – Approximately 126,000 records will be scanned including the Re-Index of Marriage Records (approximately 36 books), the work will be completed by our new software vendor Courthouse Computer Systems. This project will be funded out of the Register of Deeds Automation fund (NCGS – 161-113).

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: Recording, Scanning, & Indexing all of documents					
Deeds, Deeds of Trust, D/T Cancellations, other documents, UCC's	20,558	18,740	19,500	18,000	18,200
Service: Vital Records – Births/Deaths Indexed, Marriage Licenses & Certified Copies of Vital Records Issued					
Births Indexed	4,032	4,268	4,250	4,300	4,350
Deaths Indexed	1,541	1,538	1,575	1,540	1,550
Marriage Licenses Issued	857	854	850	775	800
Certified Copies of Vital Records Issued	22,164	20,945	20,500	21,000	21,200
Service: Passports					
Passport Applications	116	1,413	1,200	1,400	1,450
Passport Photos	75	1,071	850	1,100	1,150

FY 2019-20 Objectives

- Historical Index – 48 Deed books – over 24,000 hand written pages from 1880 - 1752 have been indexed by Mark Chilton and one other staff member. This index will be merged into our new software system and available to the public through our website early summer 2019. This project will be funded from the Register of Deeds Automation Fund (NCGS – 161-113).
- Conservation/Preservation – continue to reverse the damage to the original historical records; Plat Maps 62-66 approximately 1,500 pages, and vital records marriages approximately 30,000 pages. This project will be funded from the Register of Deeds Automation Fund (NCGS – 161-113).
- New software system Implementation (Phase 2):
  - Correct index for point pages, create index entries, and add functionality.
  - Electronic Assignment of PINS; this service will eliminate the process of printing documents submitted electronically for PIN assignment, saving time and money. This project will be funded from the Register of Deeds Automation Fund (NCGS – 161-113).
  - Measure wait times and allow customers to pre-populate request forms.
- Host Passport fairs semi-annually to provide US citizens the opportunity to come in on a Saturday or after hours to have their passport application processed.

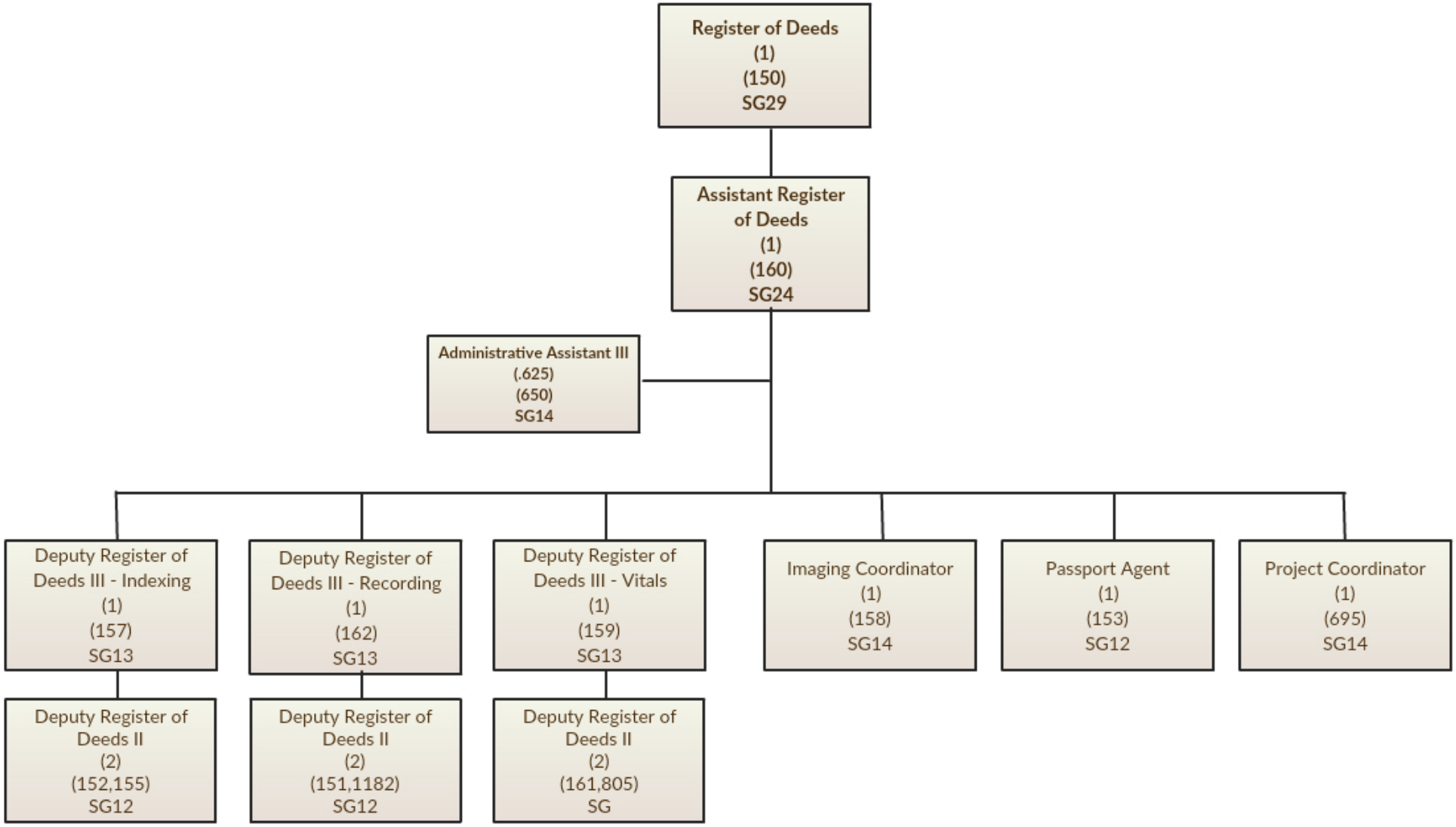
- Shred/Destroy Records (ongoing) – In accordance with the Retention and Disposition schedule for Register of Deeds approved by the North Carolina Department of Cultural Resources.

Budget Highlights

The FY 2019-20 Manager's Recommended Budget includes:

- revenue reductions of $135,500 due to anticipated decreases in revenue from excise stamps and Register of Deeds fees;
- operational savings of $38,100; and
- $3,400 in recurring capital funding for replacement office chairs.

REGISTER OF DEEDS



Sheriff

Phone Number (919) 644-3050 Website: http://www.co.orange.nc.us/ sheriff

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
7100 - SHERIFF - NON-JAIL OPERATIONS (General Fund)						
Personnel Services	10,997,923	11,302,422	11,302,422	11,001,120	12,190,941	11,894,320
Operations	1,327,597	792,862	814,779	677,617	792,862	792,862
Capital Outlay	43,033	25,000	151,204	124,523	0	0
Total Division Expenditures	**$ 12,368,553**	**$ 12,120,284**	**$ 12,268,405**	**$ 11,803,260**	**$ 12,983,803**	**$ 12,687,182**
Offsetting Revenues	(2,837,809)	(2,524,388)	(2,559,556)	(2,706,656)	(2,524,388)	(2,524,388)
County Costs (net)	**$ 9,530,744**	**$ 9,595,896**	**$ 9,708,849**	**$ 9,096,604**	**$ 10,459,415**	**$ 10,162,794**

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
7150 - JAIL/TRANPSPORTATION OPERATION (General Fund)						
Personnel Services	5	0	0	0	0	0
Operations	883,820	1,328,909	1,442,654	1,017,112	1,388,909	1,388,909
Capital Outlay	0	0	0	0	0	0
Total Division Expenditures	**$ 883,824**	**$ 1,328,909**	**$ 1,442,654**	**$ 1,017,112**	**$ 1,388,909**	**$ 1,388,909**
Offsetting Revenues	(424,626)	(535,000)	(535,000)	(560,000)	(535,000)	(535,000)
County Costs (net)	**$ 459,199**	**$ 793,909**	**$ 907,654**	**$ 457,112**	**$ 853,909**	**$ 853,909**
Total Department Expenditures	***$ 13,254,659***	***$ 13,449,193***	***$ 13,711,059***	***$ 12,820,372***	***$ 14,372,712***	***$ 14,076,091***

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 is further exemplified by 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, and high schools to prevent violence and work with at risk students in the community.
- Operate the County Detention Center. Transport inmates to court and maintain custody of same during court trials. Transport inmates to and from other detention facilities and state prisons. Provide courtroom security for courts and courthouse property.
- Continue community outreach and crime prevention programs, including Crime Stoppers and D.A.R.E in the county schools. Provide assistance, aid, and support to victims of domestic violence, child abuse, and other crises, Project Lifesaver, elderly and handicapped, S.A.L.T. We offer drug drop boxes for prescription drugs. The boxes are located in the Orange County Courthouse and the Orange County Sheriff's Office.
- Enhance and expand existing programs such as Citizens' Academy, Project Engage, COORE, Street Safe, and Bike Safe.

FY 2019-20 Outcomes

- Reduce overall crime and criminal activity by 5% by educating the public on awareness and security.
- Continue the school resource deputy program to reduce crime and incidents of violence in the schools. SROs will decrease arrests made by 25%, in part, by making appropriate referrals to pre-arrest diversion programs and options and other community resources.
- Provide safe housing and security for state and federal inmates in compliance with federally mandated guidelines to reduce the County's civil liability and exposure to inmates and employees of physical harm.
- Continue screening all domestic violence reports, initiate contact with victims, and increase domestic violence contacts by at least 30% through increased staffing in the Crisis Unit and newly implemented e-filing system for domestic violence protective orders.
- Maintain successful clearance rates of investigated crimes above 60%.
- Respond to 100% of citizens' concerns regarding neighborhood drug and crime problems.
- Increase COORE participants by 25% and arrests of opioid distributors by 10%.

Outcome Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Estimate	2019-20 Projected
Break-ins	275	292	460	460	410
Larcenies	346	350	469	469	382
Domestic violence contacts/incidents	3,777	3,777	5,000	5,000	5,000
Juvenile contacts by deputies (state law requires juvenile contacts be reported)	50,550	50,550	50,550	56,550	59,550
Child abuse cases	140	175	175	175	228
Average number of inmates per month	115	115	130	130	130

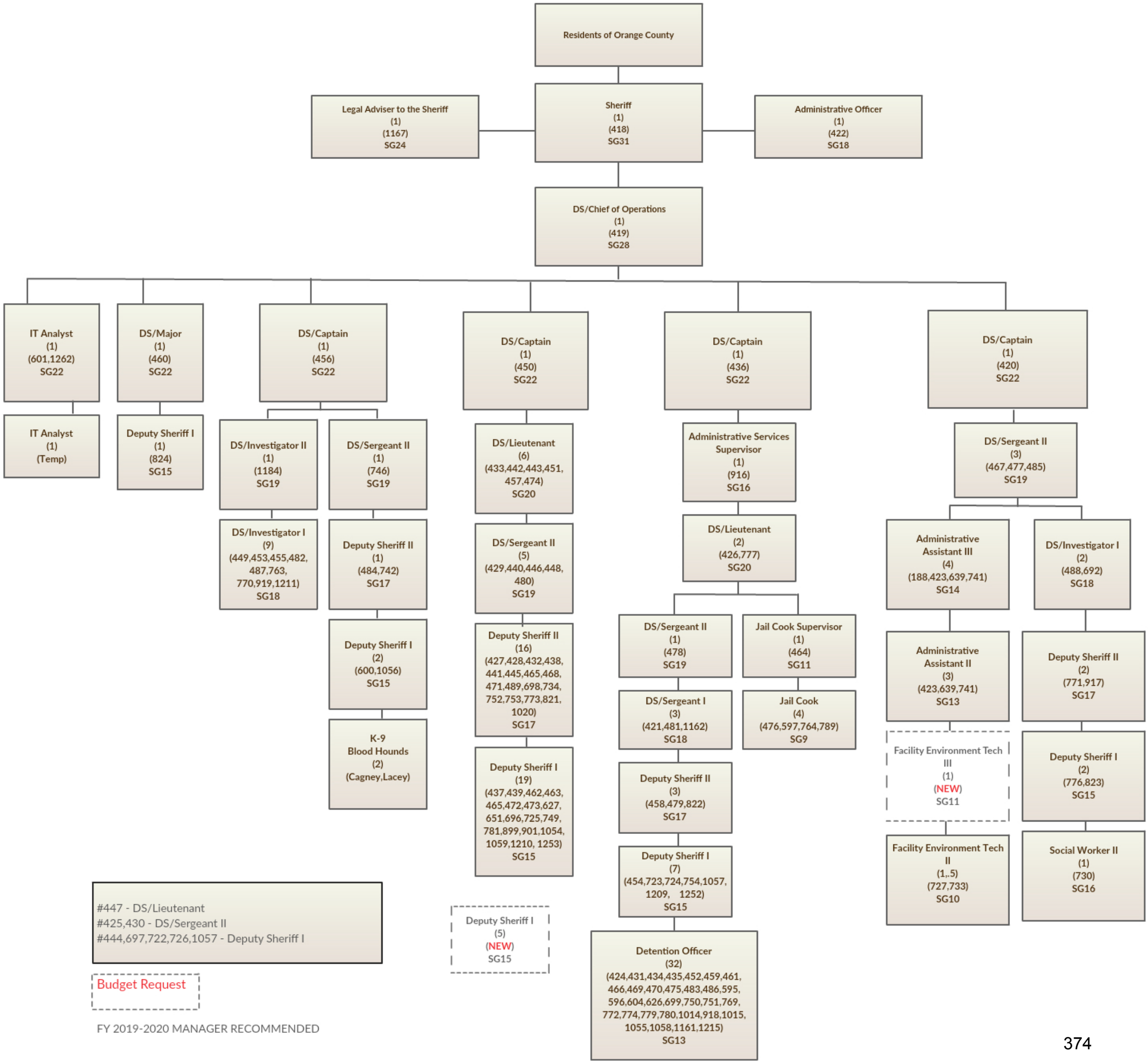
FY 2019-20 Fiscal Year Objectives

- Involve more citizens in our efforts to reduce and prevent crime. Continue high visibility and aggressive patrol coverage throughout the county to deter and prevent crime. Increase daily e-mails 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 and programs. Encourage citizen participation in solving community problems and decrease overall incidents of crime.
- Meet federal and state detention standards as mandates.

Budget Highlights

- The FY 2019-20 Manager Recommended Budget includes five (5) new Deputy Sheriff I positions, with salary and benefits totaling $283,547.
- All Revenue and Operations remain the same as in FY 2018-19.

SHERIFF'S OFFICE



#447 - DS/Lieutenant
#425,430 - DS/Sergeant II
#444,697,722,726,1057 - Deputy Sheriff I

Budget Request

Social Services

Phone Number: (919) 245 -2800 Website: *http://orangecountync.gov/socsvcs/index.asp*

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
By Category (General Fund)						**Account: 400**
Personnel Services	11,956,858	12,549,103	12,634,142	12,077,495	12,917,971	12,917,971
Operations	6,393,085	6,867,786	7,557,274	7,119,433	7,287,188	7,371,537
Capital Outlay	166,184	29,914	105,036	85,036	29,696	29,696
Total Expenditures	**$ 18,516,127**	**$ 19,446,803**	**$ 20,296,452**	**$ 19,281,964**	**$ 20,234,855**	**$ 20,319,204**
Offsetting Revenues	*(9,408,626)*	*(9,779,538)*	*(10,183,823)*	*(9,747,537)*	*(10,078,148)*	*(10,078,148)*
County Costs (net)	**$ 9,107,501**	**$ 9,667,265**	**$ 10,112,629**	**$ 9,534,427**	**$ 10,156,707**	**$ 10,241,056**
Total Department of Social Services and Related Expenditures	**$ 18,516,127**	**$ 19,446,803**	**$ 20,296,452**	**$ 19,281,964**	**$ 20,234,855**	**$ 20,319,204**

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

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Central Administration (General Fund)						
Personnel Services	1,946,867	2,041,261	2,041,261	1,904,150	2,098,598	2,098,598
Operations	1,724,889	1,780,033	1,815,549	1,839,978	1,819,065	1,775,215
Capital Outlay	163,389	20,000	99,570	79,570	26,696	26,696
Total Central Administration Division Expenditures	**$ 3,835,144**	**$ 3,841,294**	**$ 3,956,380**	**$ 3,823,698**	**$ 3,944,359**	**$ 3,900,509**
Offsetting Revenues	(63,903)	(52,985)	(65,795)	(52,985)	(66,332)	(66,332)
County Costs (net)	**$ 3,771,241**	**$ 3,788,309**	**$ 3,890,585**	**$ 3,770,713**	**$ 3,878,027**	**$ 3,834,177**

Major Services

- Administration and fiscal support for Department divisions and the Social Services Board
- Management of accounts payable and receivable

FY 2018-19 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 the DSS-1571 to the extent possible.
- Assured no findings in the State fiscal monitoring.

FY 2019-2020 Objectives

- Maximize state and federal funds available to Orange County for Social Services
- Ensure compliance with fiscal and program audit requirements
- Maintain expenditures within approved county budget
- Meet all growth and fixed performance measures included in the Memorandum of Understanding between the North Carolina Department of Health and Human Services and Orange County

Budget Highlights

- Receiving $13,347 in increased state LIEAP Admin allocation.
- Converting Facilities Maintenance Tech III from time limited to permanent.
- Reducing overtime and non-permanent personnel by $40,395 to offset positional increases.
- Reducing operations by $18,000, mostly driven by decrease in building lease.
- $26,696 requested in recurring capital for replacing IT items in Commons and Southern, as well as computers for new and permanent position requests.

Social Services: Public Assistance

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Public Assistance (General Fund)						
Personnel Services	0	0	0	0	0	0
Operations	1,351,880	1,428,438	1,584,436	1,342,780	1,580,292	1,580,292
Capital Outlay	0	0	0	0	0	0
Total Public Assistance Division Expenditures	**$ 1,351,880**	**$ 1,428,438**	**$ 1,584,436**	**$ 1,342,780**	**$ 1,580,292**	**$ 1,580,292**
Offsetting Revenues	(625,078)	(649,240)	(805,238)	(649,240)	(811,784)	(811,784)
County Costs (net)	**$ 726,801**	**$ 779,198**	**$ 779,198**	**$ 693,540**	**$ 768,508**	**$ 768,508**

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 2018-19 Outcomes

- Worked to meet state and federal timeframes for processing Medicaid and Food and Nutrition Services applications and recertifications
- Passed State Medicaid Report Card for every month thus far in FY2018-19 and every month in FY2017-18

Social Services – continued

- Initiated contracts with Inter-Faith Council (IFC) and Orange Congregations in Mission (OCIM) to administer some emergency assistance funds for water and rent
- Provided additional FNS benefits after hurricane and flooding events

Measure Type	Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
	Service: Determine eligibility and process benefits for Food and Nutrition Services (FNS)					
County	Average number of households receiving food and nutrition services monthly	5,151	5,074	5,080	4,997	5,000
County	Average processing time in days (Target: ≤ 13)	12.9	11.18	12	11	10
State Fixed	The County will process 95% of expedited FNS applications within 4 calendar days from the date of application.	98%	93%	N/A*	97%*	96%
State Fixed	*The County will process 95% of regular FNS applications within 25 days from the date of application.*	*97%*	*97%*	*N/A**	*96%**	*96%*
State Fixed	*The County will ensure that 95% of FNS recertifications are processed on time, each month.*	*N/A*	*98%*	*N/A**	*96%**	*96%*
County	The County will ensure that 90% of Program Integrity claims are established within 180 days of the date of discovery.	35%	91%	N/A	90%	90%
	Service: Provide medical assistance to low-income families meeting eligibility guidelines for Medicaid programs					
County	Average number of recipients receiving Medicaid monthly[i]	15,908	16,367	13,250	17,792	17,800
County	The County will process 90% of Medicaid applications within the time standards.	90%	96%	N/A	98%	95%
	Service: Determine eligibility for Special Assistance for domiciliary patients					
County	Average number of individuals receiving Special Assistance for the Aged (SAA)	125	114	N/A	103	110
State Fixed	The County will process 85% of Special Assistance for the Aged (SAA) applications within 45 calendar days of the application date.	87%	63%	N/A*	98%*	90%
County	Average number of individuals receiving Special Assistance for the Disabled (SAD)	175	167	N/A	159	160
State Growth	The County will process 85% of Special Assistance for the Disabled (SAD) applications within 60 calendar days of the application date.	66%	58%	N/A*	52%*	85%
	Service: Provide Emergency Assistance to families in crisis					
State Fixed	The County will process 95% of Crisis Intervention Program (CIP)	89%	80%	N/A*	76%*	95%

Measure Type	Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
	applications within one (1) business day for applicants with no heat or cooling source.					
State Fixed	The County will process 95% of Crisis Intervention Program (CIP) applications within two (2) business days for applicants who have a heat or cooling source.	93%	96%	N/A*	95%*	95%

*Data is not yet available for these performance measures or is available but has not been validated

FY 2019-20 Objectives

- Assist low-income families and individuals with meeting nutritional, medical, and other basic needs
- Continue to meet time standards in Food and Nutrition Services and Medicaid programs
- Utilize Temporary Assistance for Needy Families (TANF) emergency funds to assist at-risk families with children
- Continue outreach efforts to maximize use of federal energy funds to support families
- Improve performance in processing Special Assistance and energy cases

Budget Highlights

The FY 2019-20 Manager Recommended Budget includes:

- Increase of $162,544 in revenue and expenditures due to increase in state allocation for LIEAP and Crisis Intervention Program
- Decrease of $10,690 for state allocation for SAA expenses.

Department of Social Services: Child Family Services

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Children/Family Services (General Fund)						
Personnel Services	4,848,497	5,089,053	5,089,053	4,901,785	5,181,987	5,181,987
Operations	1,265,031	1,437,696	1,533,449	1,471,030	1,501,446	1,501,446
Capital Outlay	0	0	0	0	0	0
Total Children/Family Services Division Expenditures	**$ 6,113,528**	**$ 6,526,749**	**$ 6,622,502**	**$ 6,372,815**	**$ 6,683,433**	**$ 6,683,433**
Offsetting Revenues	(3,732,600)	(3,653,120)	(3,846,870)	(3,610,392)	(3,826,023)	(3,826,023)
County Costs (net)	**$ 2,380,928**	**$ 2,873,629**	**$ 2,775,632**	**$ 2,762,423**	**$ 2,857,410**	**$ 2,857,410**

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

Social Services – continued

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

FY 2018-19 Outcomes

- Successfully piloted and implemented NC FAST in child welfare
- Continued to provide protective services to children and adults in Orange County
- Provided social work services to maintain children and adults in their homes when possible and in safe out-of-home placements when necessary

Measure Type	Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
	Service: Provide protective services and substitute care for at-risk Orange County children					
County	Number of children in households reported for abuse and neglect.	1,151	991	1,150	1,060	1,100
State Growth	The County will initiate 95% of all screened-in reports within required time frames.	93%	81%	N/A*	86%*	81%
County	*Average number of children in DSS legal custody. ** *	*88*	*93*	*100*	*104*	*110*
State Growth	For all children who were victims of maltreatment during a twelve-month period, no more than 9.1% received a subsequent finding of maltreatment.	10%	14%	9.0%*	N/A*	14%
State Growth	*The County will ensure that 95% of all foster youth have face-to-face visits by the social worker each month.*	*99%*	*96%*	*N/A**	*97%**	*95%*
	Service: Provide safe, permanent homes for children in DSS custody					
County	Number of children adopted.	21	16	20	22	20
State Growth	The county will provide leadership for ensuring that 40.5% of children who enter foster care in a 12-month period are discharged to permanency within 12 months of entering foster care.	20%	15%	N/A*	N/A*	25%
State Growth	The County will provide leadership for ensuring that of children who enter foster care in a 12-month period who were discharged within 12 months to reunification, kinship care, guardianship, or adoption, no more than 8.3% re-enter foster care within 12 months of their discharge.	0%	0%	N/A*	N/A*	8%
State Growth	The county will provide leadership for ensuring that of all children who enter foster care in a 12-month period in the county, the rate of placement moves per 1000 days of foster care will not exceed 4.1.	5.0	N/A	N/A*	N/A*	5
	Service: Conduct Adult Protective Services intake and investigations					
County	Number of Adult Protective Services investigations.	63	68	80	75	80
State Growth	The County will complete 95% of APS evaluations involving allegations of abuse or neglect within 30 days of the report.	67%	84%	N/A*	N/A%*	84%

Measure Type	Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
State Growth	The County will complete 85% of APS evaluations involving allegations of exploitation within 45 days of the report.	79%	79%	N/A*	N/A*	79%
	Service: Provide supportive services to adults in their homes					
County	Number of adults receiving Community Alternatives Program (CAP)/in-home services	88	59	86	46	80
	Service: Act as guardian and protective payee for incompetent or disabled adults					
County	Number of guardianship cases	34	39	39	39	39

*Data is not yet available for these performance measures or is available but has not been validated
**The way this number is calculated has changed and it is now an average monthly figure

FY 2019-20 Objectives

- Improve performance on child welfare performance measures
- Meet all adult services performance measures
- Create service plans for all adult wards and assure well-being through monthly visits and crisis intervention
- Support senior adults and adults with disabilities to remain in their own homes when possible

Budget Highlights

The FY 2019-20 Manager Recommended Budget includes:

- Increase of $198,628 in revenue for CPS IV-E and IV-E Admin due to state estimate, current trends and new staff requests
- Two CPS Social Worker positions are being converted from time limited to permanent.
- $26,531 cost for full time Social Worker I position starting January 1st 2020.
- Savings of $9,330 in overtime to compensate for new positions.
- Increase of $50,000 for In Home Aid demand.

Social Services: Economic Services

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Economic Services (General Fund)						
Personnel Services	5,161,494	5,418,789	5,503,828	5,271,560	5,637,386	5,637,386
Operations	313,551	489,375	779,059	709,535	572,635	572,635
Capital Outlay	2,796	9,914	5,465	5,465	3,000	3,000
Total Economic Services Division Expenditures	**$ 5,477,841**	**$ 5,918,078**	**$ 6,288,352**	**$ 5,986,560**	**$ 6,213,021**	**$ 6,213,021**
Offsetting Revenues	(4,603,424)	(5,004,620)	(5,017,810)	(5,017,810)	(4,973,821)	(4,973,821)
County Costs (net)	**$ 874,417**	**$ 913,458**	**$ 1,270,542**	**$ 968,750**	**$ 1,239,200**	**$ 1,239,200**

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, improve parenting skills, and finish high school
- Increase job readiness and wages through integrated employment and training services through Food and Nutrition Services Employment and Training, Work First, youth and adult Workforce Innovation and Opportunity Act grants, Orange Works, and the Skills Development Center
- Assist Orange County Veterans and their families in accessing benefits

FY 2018-19 Outcomes

- 85 of APP participants achieved high school diplomas or equivalents.
- Continued to promote agency work programs and strengthen collaboration with Durham Technical Community College (DTCC).
- Continued integration of Workforce Innovation and Opportunity Act (WIOA) clients with other employment services.

Measure Type	Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
	Service: Administer the Work First program ensuring eligible individuals receive services to enable employment and self-sufficiency					
County	Number of households receiving Work First cash assistance (monthly average)[1]	102	94	98	71	70
State Growth	The County will collect documentation from 50% of all Work-Eligible individuals that demonstrates completion of the required number of hours of federally countable work activities.	N/A	N/A	N/A	N/A*	50%
State Growth	The County will collect documentation from 90% of two-parent families with Work Eligible individuals that verifies that they have completed the required number of hours of federally countable work activities.	N/A	N/A	N/A	N/A*	90%
State Fixed	*The County will process 95% of Work First applications within 45 days of receipt.*	*92%*	*94%*	*N/A*	*95%**	*95%*
State Fixed	*The County will process 95% of Work First recertifications no later than the last day of the current recertification period.*	*100%*	*98%*	*N/A*	*100%**	*95%*
	Service: Provide employment resources and case management services to low-income or unemployed families					
County	Number of work program participants who gained employment	N/A	68	178	47	50

[1] NC Division of Social Services https://www2.ncdhhs.gov/Dss/stats/wf.htm

*Data is not yet available for these performance measures or is available but has not been validated

Measure Type	Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
County	Number of clients who have received basic or vocational skills trainings including English as a Second Language or high school equivalency	55	59	60	63	65
County	Number of clients placed in unpaid work experience positions	N/A	13	N/A	12	15
County	Number of clients placed in On-the-Job Training (OJT)	N/A	2	N/A	2	5
County	Number of clients placed in temporary, paid work experience positions	36	35	N/A	35	35
	Service: Provide case management services to pregnant teens and adolescent parents to delay future pregnancies and achieve academic success					
County	Number of adolescent parents participating in the Adolescent Pregnancy Prevention Program (APP)	26	19	18	17	17
County	Percentage of participating teens who avoided a second pregnancy	100%	94%	100%	93%	100%
County	Percentage of participating teens who successfully completed high school or equivalency	75%	80%	100%	85%	100%
	Service: Assist Veterans in accessing benefits					
County	Number of Veterans receiving assistance in applying for needed services	258	N/A	300	Not available**	300
	Service: Enable Orange County residents to obtain employment or increase income					
County	Number of distinct individuals receiving services at skills center	2,092	1678	1,990	1,885	1,900
County	Number of resumes and cover letters created with clients	747	780	800	813	820
County	Number of job referrals created with clients	2,780	2282	2,600	2,531	2,600

******The Veterans Services position has been vacant so data is not available

FY 2019-20 Objectives

- Meet performance benchmarks or growth measures as determined by the State
- Increase number of work program participants who acquire employment
- Increase number of work program participants who complete basic, vocational, high school equivilancy, or other certifications
- Provide qualified staff member to serve veterans and their families and increase numbers served
- Provide social work counseling and supportive services to assure that adolescent parents complete high school and delay additional pregnancies

Budget Highlights

The FY 2019-20 Manager Recommended Budget includes:

- Increase of $22,030 in revenue driven by Adolescent Parenting and UNC Hospital.
- Increase of $130,795 in operations driven by moving Emergency Assistance programing to contract with IFC and OCIM.

Social Services: Subsidy

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Subsidy (General Fund)						
Personnel Services	0	0	0	0	0	0
Operations	1,737,734	1,732,244	1,844,781	1,756,111	1,813,750	1,941,949
Capital Outlay	0	0	0	0	0	0
Total Subsidy Division Expenditures	**$ 1,737,734**	**$ 1,732,244**	**$ 1,844,781**	**$ 1,756,111**	**$ 1,813,750**	**$ 1,941,949**
Offsetting Revenues	(383,621)	(419,573)	(448,110)	(417,110)	(400,188)	(400,188)
County Costs (net)	**$ 1,354,113**	**$ 1,312,671**	**$ 1,396,671**	**$ 1,339,001**	**$ 1,413,562**	**$ 1,541,761**

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 2018-19 Outcomes

- 85% of child care providers utilized by the agency were high quality centers or homes (4 or 5 stars)
- Supported 142 adoptive parents through adoption assistance
- Projected to provide $5,000,000 in child care subsidies to support Orange County children
- Assisted 45 children from the Family Success Alliance
- Provided safe, stimulating, learning environment for children in Child Protective Services, Work First Family Assistance, Homeless Families and Adolescent Parenting Program
- Continued support for Rapid Re-housing participants with County General Assistance funds

Measure Type	Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
	Service: Improve family functioning by providing child care subsidy and casework support services					

Measure Type	Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
County	*Average number of children served per month in child care subsidy program*	*749*	*726*	*776*	*776*	*860*
County	Unduplicated count of children receiving child care subsidy during the fiscal year	1,103	970	1,200	1,100	1,200
County	Average monthly payment per child	$598	$566	$639	$599	$600
State Growth	*The County will process 95% of Child Care Subsidy applications within 30 calendar days of the application date.*	*NA*	*101%*	*N/A**	*100%**	*95%*

*Data is not yet available for these performance measures or is available but has not been validated

FY 2019-20 Objectives

- Provide subsidies for high quality child care for low-income working families, children involved in child welfare cases, and other at-risk children in Orange County
- Assure that eligible employed parents wait less than six months to receive child care subsidy
- Utilize all available federal and state funds to support child care needs of local children

Budget Highlights

The FY 2019-20 Manager Recommended Budget includes:

- $19,385 revenue decreasing due to giving Emergency Food and Shelter Revenue to IFC and OCIM as part of Emergency Assistance contract.
- Savings of $125,798 due to Emergency Assistance now budgeted in Economic Services as a contract
- Increase of $207,304 in foster care and adoption payments due to increase in children in DSS policy as well as state policy increasing eligibility age. Associated revenue in Children/Family Services
- Increase of $128,199 for meeting increasing County Day Care demands, funded by reallocating Social Justice Funds.

Social Services: Juvenile Crime Prevention Council (JCPC)

Major Services

- Provide local programs targeting juvenile offenders including: Restitution/Community Service, Parent/Family Skill Building, Assessment/Treatment Programs Non/Underinsured (inc. Substance Abuse; Trauma Based Therapy), Interpersonal Skill Building, Mentoring, Mediation/Conflict Resolution (inc. School Based), Teen Court, Tutoring/Academic Enhancement, Temporary Shelter Service (specifically Emergency Shelter).

FY 2018-19 Outcomes

- 96% of all youth served in JCPC programs received no new complaints after being admitted to the program.

- 98% of all youth served in JCPC programs had no new adjudications for a complaint with an offense date after the program admission date.
- 97% of youth in the Restitution/Community Service program had no new adjudications and 97% of youth had no new complaints during program participation.
- 93%% of youth served showed improvement in targeted skills using individual service plans.
- 94% of youth in the Teen Court program successfully or satisfactorily completed services as intended by program design/service plan.

Measure Type	Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
	Service: Provide local programs and community-based alternatives to youth detention centers					
County	Percentage of youth that completed community service and restitution through the JCPC	85%	96%	85%	100%	90%
County	Number of youth receiving services through the Juvenile Justice Program	354	338	320	322	325

FY 2019-20 Objectives

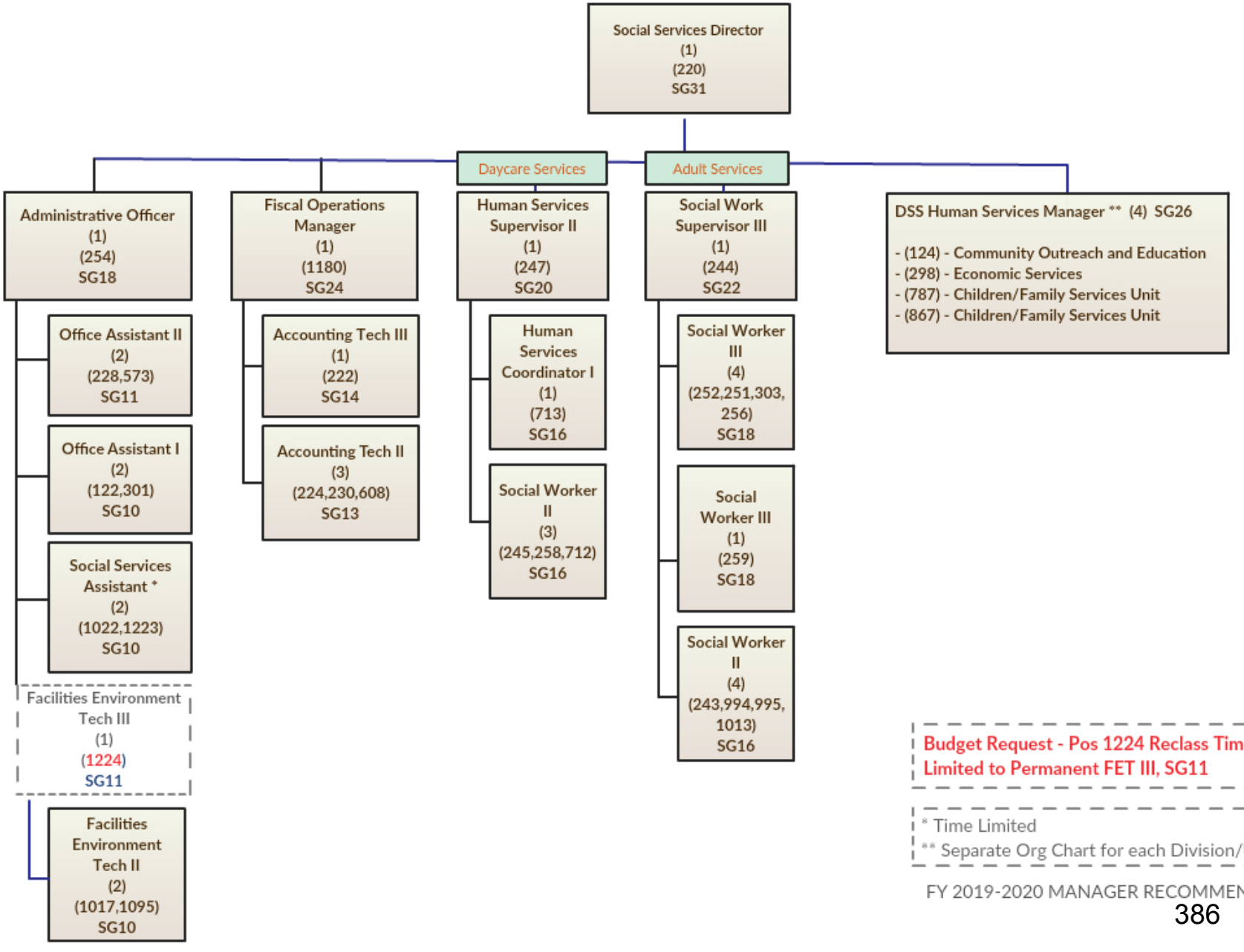
- Develop community-based alternatives to youth detention centers.
- Provide community-based delinquency and substance abuse prevention strategies and program.
- Provide non-institutional dispositional alternatives that will protect the community and the juveniles.
- At least 90% of youth will have no new court complaints while participating in program.

Budget Highlights

The FY 2019-20 Manager Recommended Budget includes:

- $6,666 increase to match last year's revised budget amount.

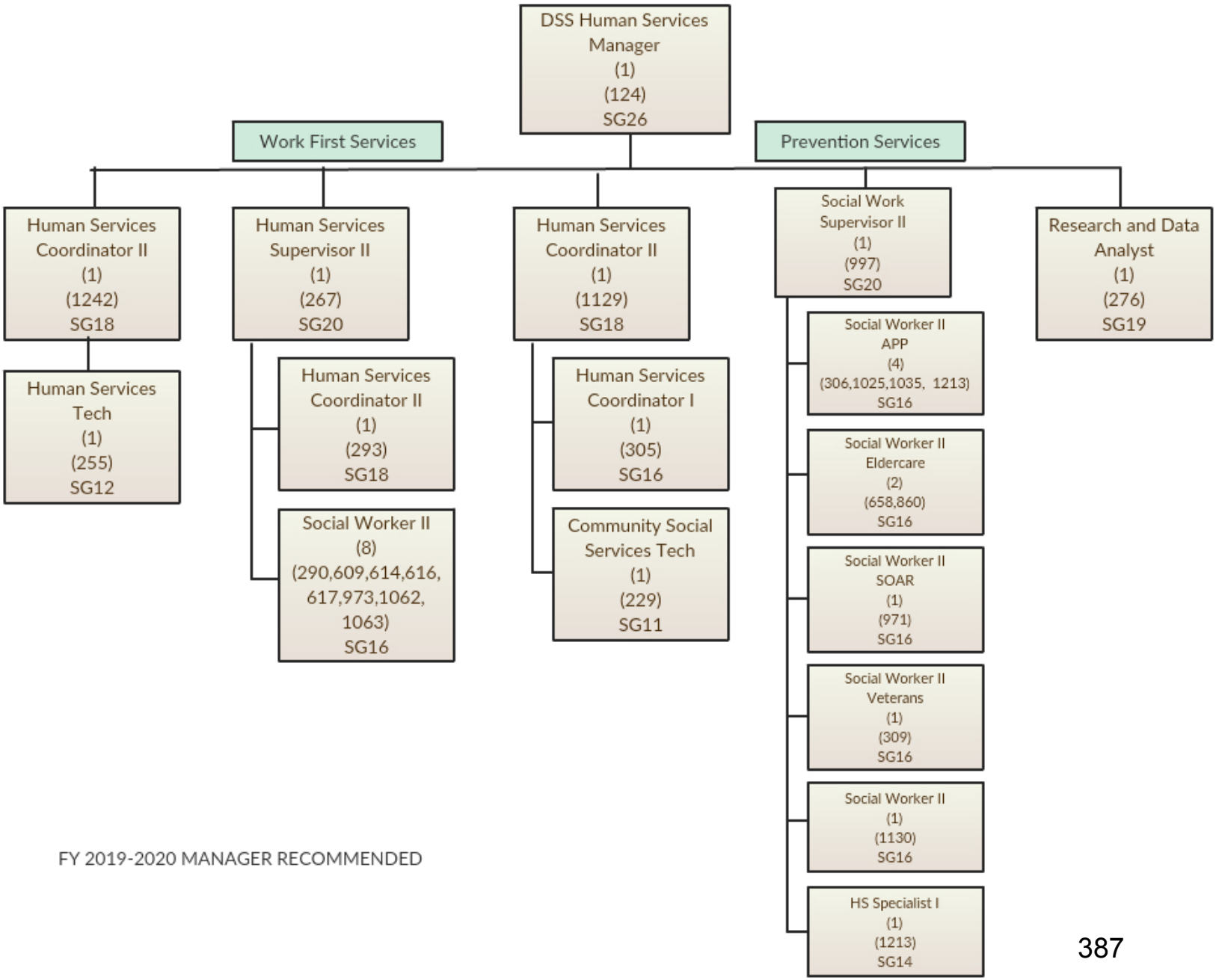
ORANGE COUNTY SOCIAL SERVICES



Budget Request - Pos 1224 Reclass Time Limited to Permanent FET III, SG11

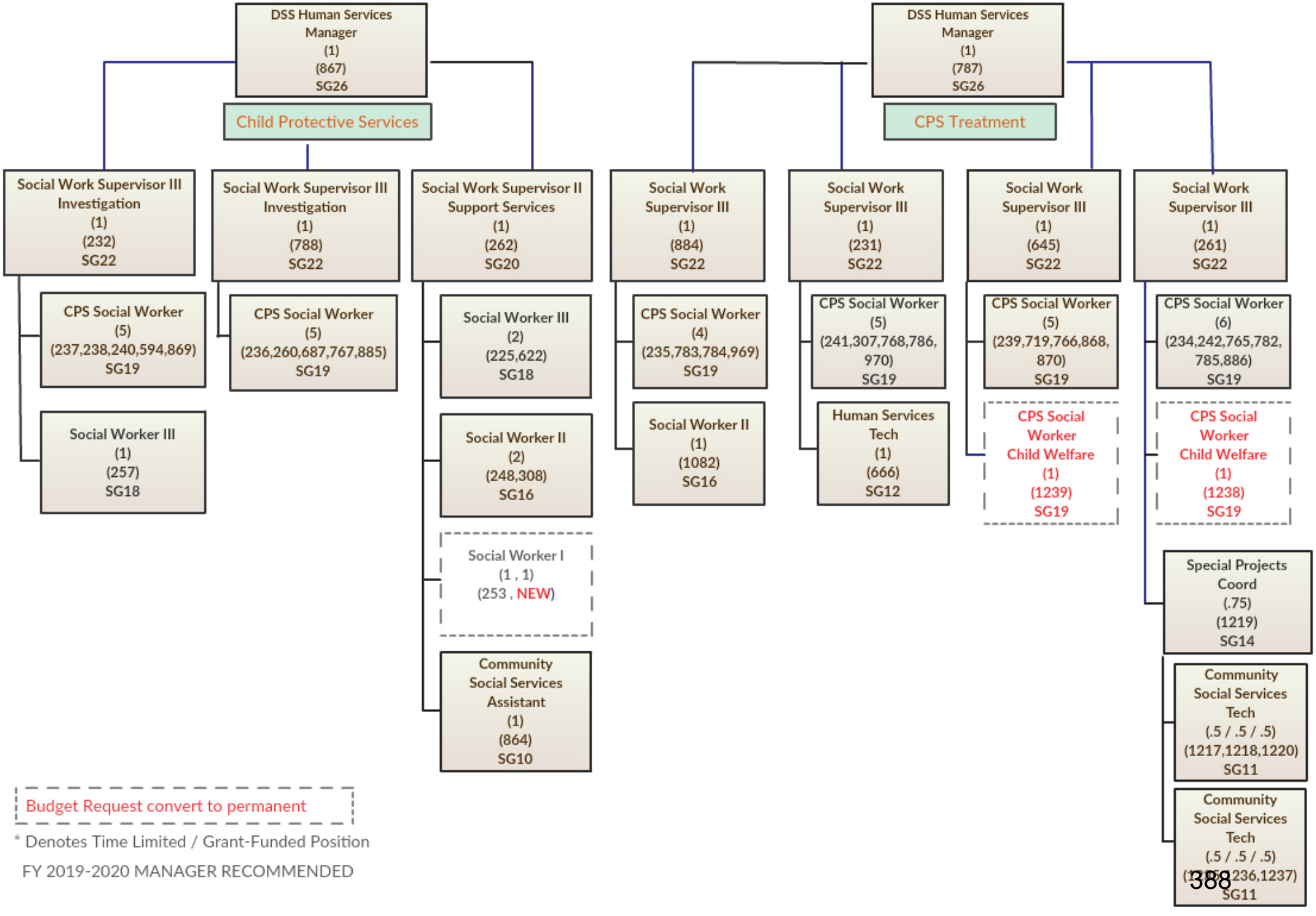
* Time Limited
** Separate Org Chart for each Division/Unit

DSS - COMMUNITY OUTREACH AND EDUCATION



FY 2019-2020 MANAGER RECOMMENDED

DSS - CHILDREN and FAMILY SERVICES

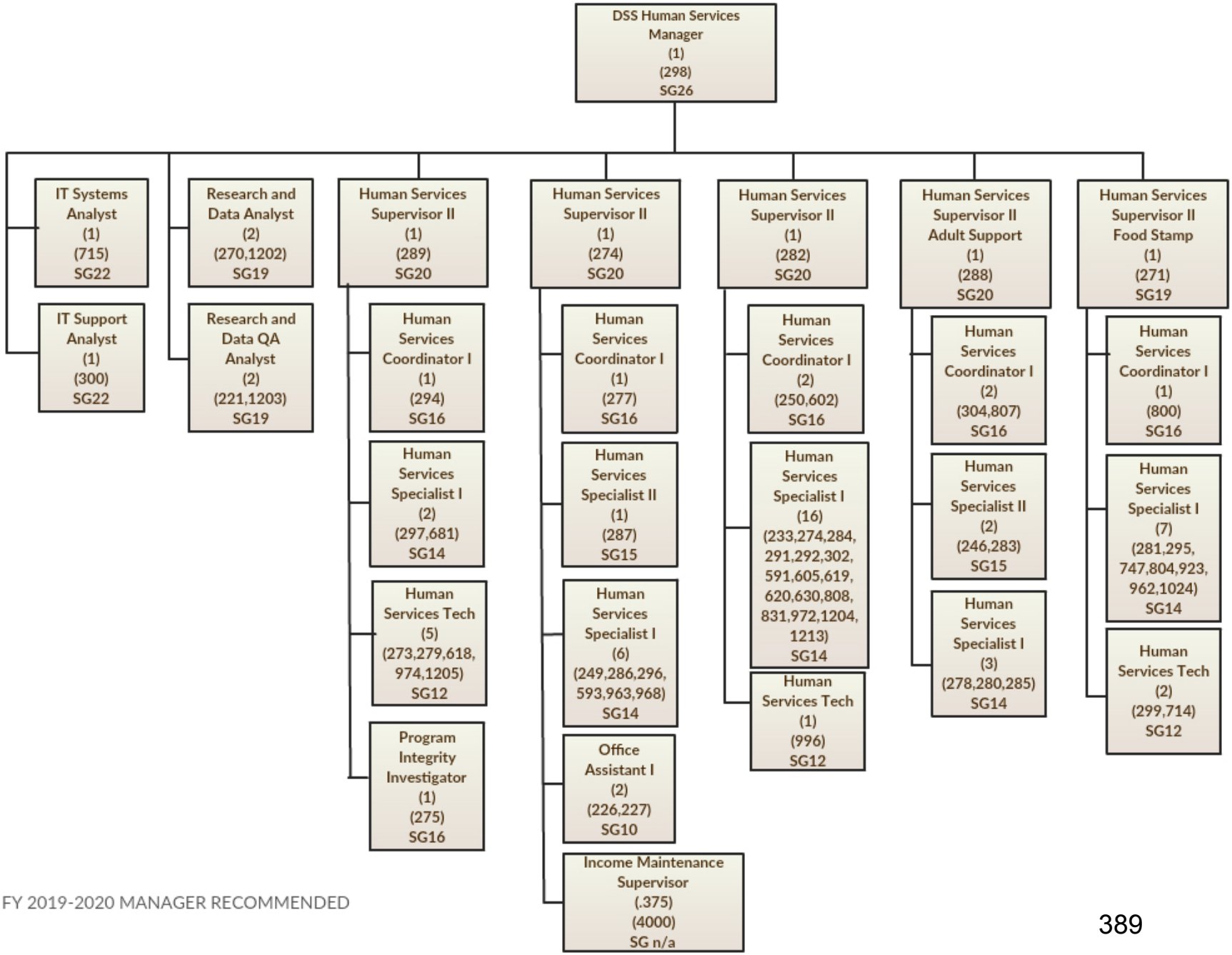


Budget Request convert to permanent

* Denotes Time Limited / Grant-Funded Position

FY 2019-2020 MANAGER RECOMMENDED

DSS - ECONOMIC SERVICES



Solid Waste Management

Phone Number: (919) 968-2885 Website:
http://orangecountync.gov/departments/solid_waste_management/index.php

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Solid Waste Operating Fund						**Account: 3500**
Overhead	518,330	672,599	672,599	672,599	623,434	623,434
Personnel Services	4,094,438	4,386,973	4,386,973	4,106,198	4,532,877	4,463,057
Operations	4,170,236	4,056,082	5,646,294	5,196,922	5,210,884	5,210,884
Debt Service Payments	695,268	749,925	749,925	749,925	750,608	0
Capital Outlay	2,961,105	0	265,812	257,419	67,000	67,000
Transfer to R&R Fund	0	174,842	174,842	174,842	1,086,545	1,520,008
Total Expenditures	**$ 12,439,378**	**$ 10,040,421**	**$ 11,896,444**	**$ 11,157,905**	**$ 12,271,348**	**$ 11,884,383**
Offsetting Revenues	*(10,181,213)*	*(9,540,421)*	*(9,540,421)*	*(10,166,509)*	*(10,544,336)*	*(10,544,336)*
Appropriated Fund Balance	*(704,678)*	*0*	*(1,856,023)*	*(491,396)*	*(1,227,012)*	*(1,340,047)*
General Fund Contribution	**$ 1,553,487**	**$ 500,000**	**$ 500,000**	**$ 500,000**	**$ 500,000**	**$ 0**

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Solid Waste Renewal and Replacement Fund (Capital Items)						**Account: 3500**
Professional Services	0	0	0	0	175,000	175,000
Vehicles	0	865,220	865,220	865,220	0	0
Equipment	0	160,519	160,519	160,519	1,370,536	1,370,536
Furnishings	0	5,000	5,000	5,000	0	0
Construction	0	1,114,428	1,114,428	1,114,428	0	0
Reserves	0	174,842	174,842	174,842	0	0
Debt Service Payments	0	0	0	0	0	750,608
Total Expenditures	**$ 0**	**$ 2,320,009**	**$ 2,320,009**	**$ 2,320,009**	**$ 1,545,536**	**$ 2,296,144**
Future Financing Proceeds	*0*	*(2,145,167)*	*(2,145,167)*	*(2,145,167)*	*(458,991)*	*(776,136)*
Transfer from Solid Waste	*0*	*(174,842)*	*(174,842)*	*(174,842)*	*(1,086,545)*	*(1,520,008)*
Net Costs	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total Solid Waste Fund and Related Expenditures	**$ 12,439,378**	**$ 12,360,430**	**$ 14,216,453**	**$ 13,477,914**	**$ 13,816,884**	**$ 14,180,527**

Mission Statement

Provide environmentally sound and fiscally responsible solid waste management services through an integrated system focusing on recycling and reuse, innovative technology, and community engagement and education.

Solid Waste Management: Environmental Support Division

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Environmental Support (Solid Waste Fund)						
Overhead	518,330	672,599	672,599	672,599	116,896	116,896
Personnel Services	1,011,320	1,094,778	1,094,778	1,053,288	1,387,161	1,317,341
Operations	291,211	438,703	467,163	454,948	458,806	458,806
Debt Service Payments	231,041	149,141	149,141	149,141	150,385	0
Capital Outlay	31,303	0	144,508	136,268	0	0
Transfer to R&R Fund	0	174,842	174,842	174,842	257,227	371,551
Total Environmental Support Division Expenditures	**$ 2,083,204**	**$ 2,530,063**	**$ 2,703,031**	**$ 2,641,086**	**$ 2,370,475**	**$ 2,264,594**
Offsetting Revenues	(9,968,575)	(2,316,934)	(2,316,934)	(2,540,775)	(2,054,707)	(2,054,707)
Appropriated Fund Balance	0	0	0	0	(131,753)	(309,532)
County Costs (net)	**$ -**	**$ -**	**$ -**	**$ -**	**$ 166,666**	**$ -**

Major Services:

- Conduct Development Plan Reviews for Compliance with Solid Waste (SW) & Regulated Recyclable Materials Ordinance (RRMO)
- Inspect Construction Sites and Place Verification Tags for Compliance with RRMO
- Act on and Enforce Solid Waste and RRMO Complaints and Violations
- Coordinate Safety Compliance for SW Department
- Maintain Safe and Efficient Operation of the Solid Waste Fleet

FY 2018-19 Outcomes:

- Conducted 168 Development Plan Reviews for Compliance with SW & RRMO Ordinance which is a 6% increase for the same period last year.
- Performed 2,600 Construction Site Inspections for RRMO Compliance as compared to 2,500 for the same period last year.
- Placed 1,200 Verification Tags for RRMO Compliance as compared to 1,002 for the same period last year.
- Received 50 Complaint Investigations/Enforcement Cases (Solid Waste & RRMO) as compared with 54 received for the same period last year.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Manage and Enforce the Solid Waste Ordinance and the Regulated Recyclable Materials Ordinance (RRMO) and Fleet Management and stewardship of Solid Waste Fleet					
Number of Development Plan Reviews for Compliance with SW & RRMO Ordinance	150	159	200	168	175
Number of Construction Site Inspections for RRMO Compliance	1,196	2,113	2,500	2,600	2,700
Verification Tags Placed on roll offs and bins throughout County for RRMO Compliance	*700*	*1,002*	*1,200*	*1,200*	*1,300*
Percent of time vehicles available for daily operations	*67%*	*63%*	*67%*	*65%*	*90%*
Preventive Vehicle Maintenance Work Orders completed within 2 days of request	91.02%	90%	95%	90%	96%

FY 2019-20 Objectives

- Perform 175 Development Plan Reviews for Compliance with SW & RRMO Ordinance
- Conduct 2,700 Construction Site Inspections for RRMO Compliance
- Place 1,300 Verification Tags (VTs) for RRMO Compliance
- Increase percentage of VTs returned from certified recycling facilities
- Process 75 Complaint Investigations/Enforcement Cases (Solid Waste & RRMO)
- Increase vehicle availability to 90% by intensifying preventive maintenance and providing additional training of operators so that issues can be found readily and corrected prior to major repairs being necessary.
- Improve tire life by increasing operator education and preventive maintenance.
- Complete preventive maintenance work orders within 48 hours.

Budget Highlights

The FY 19-20 Manager's Recommended budget includes:

- Increase of Revenue from Program Fee rate increase to $142, generating $910,812 new revenue split between divisions.
- Retiree health and debt service are now no longer budgeted in the 50 Fund.
- Overhead costs, and appropriated fund balance are now allocated by division.
- Solid Waste is not being funded by general fund contribution this year, down from $500,000 last year.
- Department is moving $1,520,008 to the 55 Fund for debt service and pay-go.
- Department is appropriating $1,340,047 Fund Balance across all divisions.
- Projected Net Position for end of fiscal year is $4,219,059
- Reorganizing two positions into Environmental Support.
- $10,825 to building repairs to repair admin building.

Solid Waste Management: Landfill-Disposal Operations

Landfill Operations (Solid Waste Fund)	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Overhead	0	0	0	0	44,660	44,660
Personnel Services	378,015	411,416	411,416	317,491	586,740	586,740
Operations	369,371	540,266	959,630	957,786	1,046,504	1,046,504
Debt Service Payments	(20,025)	0	0	0	0	0
Capital Outlay	111,800	0	18,329	18,329	6,000	6,000
Transfer to R&R Fund	0	0	0	0	115,064	37,842
Total Landfill Operations Division Expenditures	**$ 839,160**	**$ 951,682**	**$ 1,389,375**	**$ 1,293,606**	**$ 1,798,968**	**$ 1,721,746**
Offsetting Revenues	(531,958)	(971,431)	(971,431)	(1,108,000)	(2,321,390)	(2,321,390)
Appropriated Fund Balance	0	0	(1,856,023)	0	0	0
County Costs (net)	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Major Services

- Maintain and operate an active Construction and Demolition (C&D) landfill, monitor three closed landfills and three emergency storm debris sites.
- Provide disposal and recycling for vegetative waste, scrap clean wood, scrap metal, used tires, mattresses and appliances.
- Monitor groundwater for environmental compliance, provide storm water testing for NPDES, and monitor Landfill gas wells.
- Provide a high level of customer service for all landfill customers. Use customer interaction during load inspection as an opportunity to educate customers regarding proper disposal and waste diversion methods.

FY 2018-19 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 enforce the County ordinance and State rules pertaining to waste disposal and recycling; Continued maintenance and monitoring of closed landfills without sustaining any 'Notice of Violation' (NOV); Conducted four Landfill gas monitoring, four ground water monitoring, and two State inspections.
- 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.
- Accommodated 17,289 customers using landfill services.
- Received 6,520 additional tons of vegetative material, a 52% increase over the same time period last year.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: Landfill/Disposal Services					
Construction & Demolition tons received	*8,522*	*8,000*	*9,000*	*10,000*	*8,000*
Tons of Vegetative waste received annually	*7,666*	*7,645*	*10,000*	*10,000*	*8,500*
Scrap metal tons recycled at the Landfill	875	911	900	905	912
Appliance tons recycled at the Landfill	258	308	275	500	550
Tons of Tires received for recycling	1,205	1,030	1,100	1,200	1,300

FY 2019-20 Objectives

- Conduct mandated environmental monitoring and compliance activities including gas and groundwater monitoring. Maintain regulatory compliance with no issuance of NOVs.
- Obtain post-closure and C&D renewal permits for conversion to Life-Of-Site permits.
- Implement new policy for processing funds handled by scale house attendants

Budget Highlights

The FY 19-20 Manager's Recommended budget includes:

- Reorganization of 4 FTEs into Landfill from Recycling, as well as major revenue line items.
- True Increase of $60,600 in revenues moving from Recycling to Landfill.
- Move of Household Waste Contract into Landfill. Contract is increasing by $64,080.
- Realignment of $65,000 to Post Closure account
- $25,800 increase between divisions in Vehicle Supplies and Equipment repair.
- $6000 Sweeper attachment being purchased instead of purchasing a$46,000 Sweeper vehicle in R&R fund.

Solid Waste: Recycling

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Recycling Operations (Solid Waste Fund)						
Overhead	0	0	0	0	230,474	230,474
Personnel Services	1,588,711	1,583,848	1,583,848	1,554,049	1,319,237	1,319,237
Operations	2,848,036	2,007,020	3,006,764	2,693,631	2,624,266	2,624,266
Debt Service Payments	253,756	157,206	157,206	157,206	156,645	0
Capital Outlay	122,789	0	4,957	4,805	0	0
Transfer to R&R Fund	0	0	0	0	395,350	307,205
Total Recycling Operations Division Expenditures	**$ 4,813,291**	**$ 3,748,074**	**$ 4,752,775**	**$ 4,409,691**	**$ 4,495,498**	**$ 4,250,708**
Offsetting Revenues	(1,080,820)	(4,861,589)	(4,861,589)	(5,117,452)	(3,483,011)	(3,483,011)
Appropriated Fund Balance	0	0	0	0	(788,635)	(543,845)
County Costs (net)	**$ -**	**$ -**	**$ -**	**$ -**	**$ 166,667**	**$ -**

Major Services

- Provide weekly contracted single-stream curbside recycling collection to all eligible urban households and businesses in the municipalities of Carrboro, Chapel Hill, and Hillsborough.
- Provide biweekly collection of curbside recycling to all eligible rural households and businesses throughout the unincorporated portion of Orange County.
- Provide weekly recycling collection services to all eligible multifamily properties throughout Orange County.
- Provide collection of recyclables from bars, restaurants, and other eligible commercial businesses throughout Orange County. Operate and oversee contractor approved collection

and composting of pre and post-consumer organic materials from eligible food-service establishments.

- Collect single-stream and cardboard recycling at all government buildings and 30 school locations for Chapel Hill Carrboro City School System and Orange County School System.
- Operate and collect recyclable materials at five staffed solid Waste & Recycling Centers and four unstaffed 24-hour drop-off recycling sites.

FY 2018-19 Outcomes

- By the mid-point of the fiscal year, 746 new carts were delivered in the rural area and 627 carts were replaced, repaired or delivered in the urban area. In the rural area 1,976 tons of recyclables were collected, a 14% increase over prior year, and in the urban area 3,623 tons of recyclables were collected, a 7% increase over prior year.
- A pilot program for the separation of glass was initiated in one Multi-Family complex. The results will be analyzed for possible implementation of a similar program throughout the Multi-Family sites.
- There were 20 new businesses added to the Commercial Recycling program this fiscal year, bringing the total number of businesses participating in the Commercial Recycling program to 305.
- Cart deliveries and repairs were linked to a new online work order system that allows for tracking of carts through serial numbers and RFID "chip" technology. This new software tracks the delivery, repair, date, location and time of the collection.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: Collect recyclable items from the waste stream various location types throughout Orange County and the Incorporated areas.					
Urban and Rural areas curbside recycling tons	*8,850*	*9,007*	*13,000*	*10,300*	*9,800*
Collect Multi-Family Recycling: Apartment, Townhomes, and Condos in Orange County tonnage	1,061	1,009	1,200	1,100	1,110
Collect Commercial recycling tons for participating businesses in Orange County	*1,030*	*914*	*1,100*	*1,000*	*1,030*
Collect Recycling tons at 9 drop-off sites in Orange County	2,500	2,107	2,500	2,500	2,575
Collect Recycling tons from 30 public school K-12 in Orange County, Chapel Hill and Carrboro	225	240	240	310	315

FY 2019-20 Objectives

- Strive toward a long-term waste reduction and recycling plan with the diversion of glass and other low-market value items from recycling stream.
- Increase cardboard recycling at commercial businesses.
- Reduce contamination of recycling materials throughout the County.

Budget Highlights

The FY 19-20 Manager's Recommended budget includes:

- Reallocating 4 FTEs and several revenue streams and contracts to Landfill division.
- No longer receiving $45,000 NCDEAO grant.
- Contracts increasing by $162,118 due to rising of costs for Urban Curbside recycling and Organic/Food Waste contracts.
- Recycling Processing Fees increasing by $822,000.

Solid Waste: Sanitation

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Sanitation Operations (Solid Waste Fund)						
Overhead	0	0	0	0	231,404	231,404
Personnel Services	1,116,393	1,296,931	1,296,931	1,181,370	1,239,739	1,239,739
Operations	661,619	1,070,093	1,212,737	1,090,557	1,081,308	1,081,308
Debt Service Payments	230,496	443,578	443,578	443,578	443,578	0
Capital Outlay	2,695,213	0	98,017	98,017	61,000	61,000
Transfer to R&R Fund	0	0	0	0	318,904	803,410
Total Sanitation Operations Division Expenditures	**$ 4,703,722**	**$ 2,810,602**	**$ 3,051,263**	**$ 2,813,522**	**$ 3,375,933**	**$ 3,416,861**
Offsetting Revenues	1,400,141	(1,390,467)	(1,390,467)	(1,400,282)	(2,685,228)	(2,685,228)
Appropriated Fund Balance	0	0	0	0	(309,124)	(486,670)
County Costs (net)	**$ 1,553,487**	**$ 500,000**	**$ 500,000**	**$ 500,000**	**$ 166,667**	**$ -**

Major Services

- Provide Municipal Solid Waste (MSW) collection services for Waste & Recycling Centers, Orange County government buildings, and Orange County schools.
- Provide bulky material collection services for the Waste & Recycling Centers and the Chapel Hill-Carrboro schools.
- Provide customer service at the 5 Waste & Recycling Centers throughout the County.

FY 2018-19 Outcomes

- Provided collection services for the Waste & Recycling Centers (compactor, dumpster and roll-off service), Orange County government buildings (dumpster service), Orange County schools (dumpster service) and the Chapel Hill-Carrboro schools (roll-off service).
- Provided Hazwopper training to 10 Hazwopper employees

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: Collect Municipal Solid Waste from (MSW) from Waste and Recycling Centers, Orange County Government buildings and Orange County Schools.					
Total tons of MSW collected by Sanitation	*7,069*	*6,745*	*7,438*	*6,852*	*7,000*
Tons of Bulky Waste and Vegetative Waste collected at Waste and Recycling Facilities	6,352	6,249	6,969	7,010	7,200
Total number of vehicles entering Waste and Recycling Centers	*N/A*	*426,723*	*N/A*	*465,000*	*475,000*

FY 2019-20 Objectives

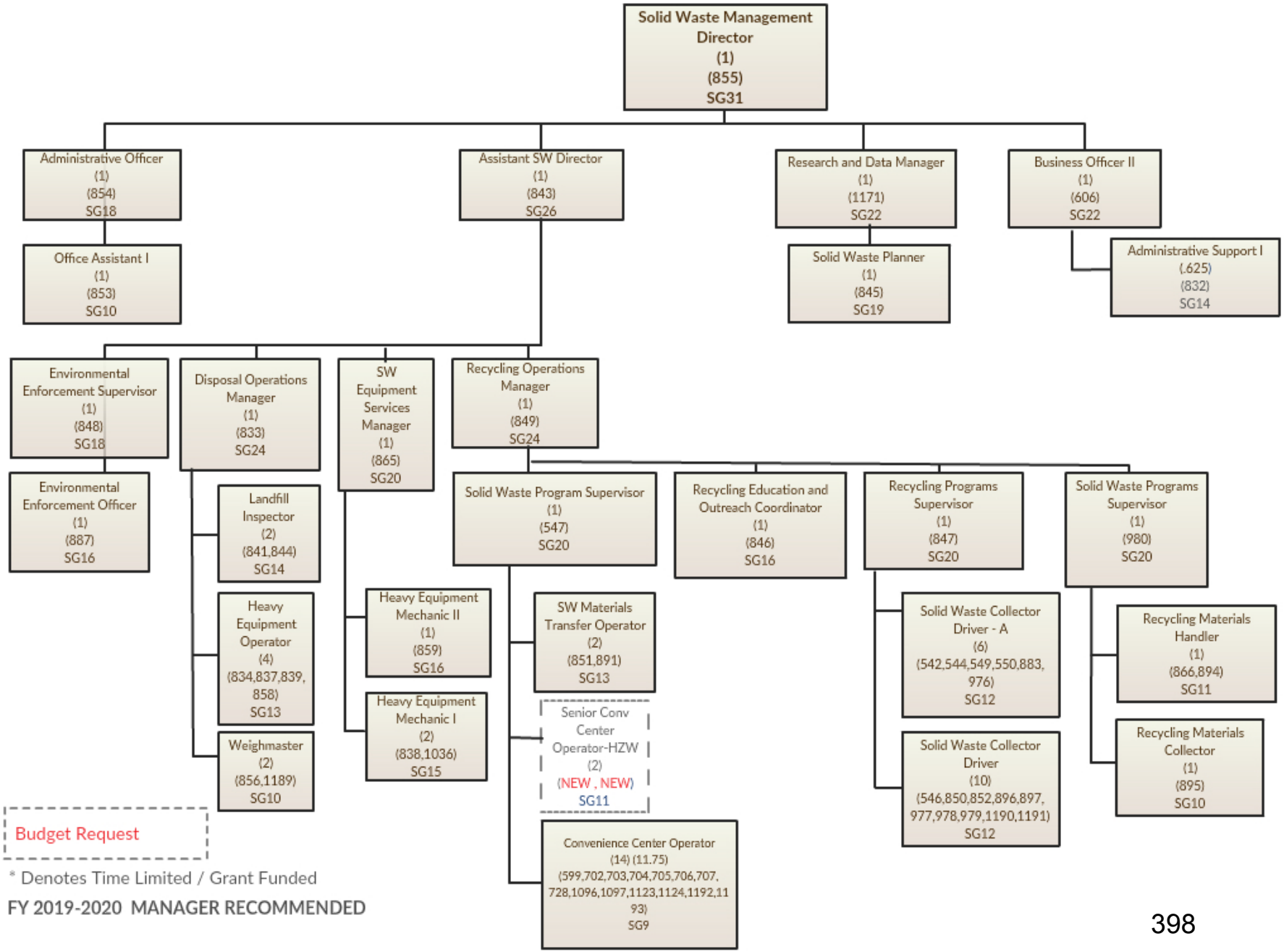
- Maintain collection services for the staffed Waste & Recycling Centers, Orange County government buildings, Orange County schools and Chapel Hill-Carrboro schools.
- Complete construction of the High Rock Road Waste & Recycling Center improvements.
- Staff the Household Hazardous Waste Sites at the Eubanks and the Walnut Grove Waste and Recycling Centers with certified solid waste employees as a contract cost savings.
- Begin active outreach to encourage separation of organic material from household waste brought to the Waste and Recycling Centers and from the MSW collected from the Schools and Government Buildings.
- Begin active outreach to encourage separation of glass from material delivered to the Waste and Recycling Centers and collected at the Schools.

Budget Highlights

The FY 19-20 Manager's Recommended budget includes:

- As department is no longer receiving General Fund Contribution, now will be charging county departments for waste pick up for $33,844.
- Recommending 2 new FTEs for Senior Convenience Center staff, to lower labor costs for HHW contract.
- Expected increase of $15,326 of landfill fees due to Durham tip fee increasing.
- $61,000 of Recurring Capital expenses, for new mower and five 40 yard boxes to accommodate large pick up requests.

SOLID WASTE MANAGEMENT



* Denotes Time Limited / Grant Funded

FY 2019-2020 MANAGER RECOMMENDED

Sportsplex Fund

Phone Number (919) 644 - 0339 Website: http://www.oc-sportsplex.com

By Category (Sportsplex Operations Fund)	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Personnel Services	1,162,552	1,374,718	1,374,718	1,353,046	1,447,248	1,447,248
Operations	2,354,984	2,472,043	2,493,714	2,456,004	1,853,406	1,853,406
Capital Outlay	90,547	-	-	-	-	-
Transfer to R & R Fund	-	37,710	37,710	37,710	725,000	725,000
Total Expenditures	**$ 3,608,083**	**$ 3,884,471**	**$ 3,906,142**	**$ 3,846,760**	**$ 4,025,654**	**$ 4,025,654**
Offsetting Revenues	*(3,441,034)*	*(3,884,471)*	*(3,906,142)*	*(3,709,471)*	*(4,025,654)*	*(4,025,654)*
Transfer from General Fund	*(168,009)*	-	-	-	-	-
Total Cost (net)	**$ (960)**	**$ 0**	**$ (0)**	**$ 137,289**	**$ 0**	**$ 0**
Total Sportsplex Operations and Related Expenditures	**$ 3,608,083**	**$ 3,884,471**	**$ 3,906,142**	**$ 3,846,760**	**$ 4,025,654**	**$ 4,025,654**

By Category (Sportsplex Renewal and Replacement Fund)	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Personnel Services						
Debt Service					667,440	667,440
Capital Outlay		544,710	2,838,407	2,628,380	372,000	372,000
Total Expenditures	**$ 0**	**$ 544,710**	**$ 2,838,407**	**$ 2,628,380**	**$ 1,039,440**	**$ 1,039,440**
Offsetting Revenues	*0*	*(507,000)*	*(507,000)*	*(374,940)*	*(314,440)*	*(314,440)*
Transfer from Operations Fund		*(37,710)*	*(37,710)*	*(37,710)*	*(725,000)*	*(725,000)*
Total Cost (net)	**$ 0**	**$ 0**	**$ 2,293,697**	**$ 2,215,730**	**$ 0**	**$ 0**
Total Sportsplex Renewal and Reaplacement Fund Expenditures	**$ 0**	**$ 544,710**	**$ 2,838,407**	**$ 2,628,380**	**$ 1,039,440**	**$ 1,039,440**

Mission Statement

To provide the Orange County residents of all ages with quality recreation and fitness experiences that encourage healthy lifestyles, in a clean, safe community-oriented facility.

Major Services

- Provide quality ice rink-based programs such as Learn to Skate, Hockey, Figure Skating, Clinics and related competitions/tournaments/exhibitions, plus entertaining and safe open skating sessions.
- Manage Aquatics Programs that focus on instructional learning, beginner through advanced swimmer development and swim teams. Host regional swimming competitions and provide fun open swimming sessions for all ages.
- Deliver superior children's programs, including pre-school, after school care and summer camps.
- Deliver high quality fitness-based exercise, aerobic, strength, and specialty training in addition to total wellness classes and programs.

- New Field House enhances program offerings to include hard court and turf offerings such as basketball, soccer, pickleball, futsal, and volleyball. New fitness training annex facilitates additional specialty fitness programs such as the growing small group training segment.

FY 2018-19 Outcomes

- Fitness memberships increased over 12% from 5,900 to 6,650 members with many of the new members being families, and when combined with the continuing focus on adding aging adults, enhances our mission to serve the community across the entire age spectrum.
- The originally planned June 2018 Field House completion date was delayed to January 2019 due to weather and construction issues. This had a significant negative impact on not only budgeted new field house revenues but also expected summer 2018 camps and after school growth as well as anticipated membership increases over the first half of the fiscal year.
- Summer camp revenues and after school participants were maintained at prior year levels while dealing with the considerable construction related disruption and displacement. Preschool revenue grew by 38% with a major boost after the January Field House opening.
- The continued focus on growing sustainable ice-skating lessons and learn to play hockey programs, along with strong relationships with both the Carolina Hurricanes and Triangle based youth associations, resulted in further growth in those already strong programs. Overall ice-based revenues grew by $100K. An example is the collaboration with the Carolina Hurricanes “First Goal” kids initiative to provide a discounted 7-week program combined with a full set of subsidized equipment. All of the 100 participant slots for summer 2019 are sold out.
- We experienced a setback to our swim lesson program when a segment of the Sportsplex instruction team built and -moved to a new swim lesson shallow pool complex near I40 on the border of Chapel Hill and Durham. The revenue loss was $50K over the first six months, however the situation has been stabilized resulting in the program and revenues back at planned levels.

FY 2019-20 Objectives

- Provide best in class Sportsplex stewardship while enhancing programs and increasing operating profit (operating revenues less operating costs). After a strong 2017-18 operating profits of $620K; a projected $575K of 2018-19, negatively impacted by Field House construction disruptions; planned 2019-20 operating profit will increase to $725K which more than offsets the $667K in funds used to pay debt service.
- Continue to operate a safe, clean and entertaining gathering center for Orange County residents of all age group to facilitate healthy lifestyles.
- Focused initiatives to ensure new programs and related resources are fully implemented to grow Field House classes, leagues and clinics.
- Strong focus on growing fitness memberships and specialty training programs, while continuing to support the needs of aging adults.
- Design and construction of a new family change area start in summer of 2019 with completion prior to the high-volume Fall 2020 season.
- Add qualified personal fitness trainers; grow therapeutic massage; continue to collaborate with the Department on Aging on Silver Sneakers and strong support for the new Field House based programs such as Pickleball and senior Basketball.
- Expand Swim Lesson participation. Continue to grow our Sportsplex based youth and masters swim teams.

- Grow Pre-school, After-school and Camps participation utilizing the new court, turf and classroom amenities.
- Continue to support Commissioner recommended membership discounts for Seniors, County employees, Military and Veterans, State and Hillsborough/Chapel Hill government employees, teachers, clergy.

Budget Highlights

- The FY 2019-20 Manager Recommended Budget includes debt service totaling $667,440, 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 Sportsplex Renewal and Replacement Capital Fund.
- FY 2019-20 programming revenues are projected to exceed programming expenditures by $725,000, 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 $615,000 in FY2019-20.
- For FY 2019-30, Revenues are projected to exceed expenditures, including payment of Sportsplex debt service, by $57,560. These funds will be transferred to the Sportsplex Renewal and Replacement Fund for use in future capital items, such as equipment and construction projects.
- Budgeted program revenues for FY2019-20 are projected at a 3.63% increase over budgeted FY 2018-19 revenues, and program expenditures are budgeted at a 4.47% increase when compared with the FY 2018-19 budget.
- The Ice Rink, Wellness Center, and Kidsplex programs continue to be major revenue sources compared to operational costs, and for the fourth consecutive year, the Aquatics program has moved from an annual operating deficit to a slight revenue generating operation due to the growth in swim lessons and team programs.
- The Field House facility will experience its first fully operational fiscal year in FY 2019-20, with anticipated revenues of $267,750 and expenditures of $274,625. 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 2019-24 Capital Investment Plan.

Tax Administration

Phone Number: (919) 245-2100 Website: *http://www.orangecountync.gov/728/Tax-Administration*

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
By Category (General Fund)						**Account: 330**
Personnel Services	3,132,217	3,138,677	3,138,677	3,169,420	3,208,883	3,208,883
Operations	446,847	579,817	695,329	575,974	612,768	612,768
Capital Outlay	3,591	22,125	26,755	25,425	5,821	1,801
Total Expenditures	**$ 3,582,654**	**$ 3,740,619**	**$ 3,860,761**	**$ 3,770,819**	**$ 3,827,472**	**$ 3,823,452**
Offsetting Revenues	*(416,430)*	*(437,701)*	*(437,701)*	*(439,681)*	*(437,701)*	*(437,701)*
County Costs (net)	**$ 3,166,224**	**$ 3,302,918**	**$ 3,423,060**	**$ 3,331,138**	**$ 3,389,771**	**$ 3,385,751**
Total Tax Administration and Related Expenditures	**$ 3,582,654**	**$ 3,740,619**	**$ 3,860,761**	**$ 3,770,819**	**$ 3,827,472**	**$ 3,823,452**

Mission Statement

The mission of this department is to ensure all residents are provided a fair and equitable Ad Valorem taxation process. In addition, the department has the duty to collect other taxes and fees for other departments and for municipalities.

Tax Administration: Assessment, Revaluation, Land Records/GIS, & Revenue/Collections

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
3300 - TAX ASSESSOR (General Fund)						
Personnel Services	1,266,765	1,253,000	1,253,000	1,277,188	1,290,849	1,290,849
Operations	213,007	310,039	425,820	350,015	280,908	280,908
Capital Outlay	2,484	0	1,330	0	2,095	755
Total Division Expenditures	**$ 1,482,257**	**$ 1,563,039**	**$ 1,680,150**	**$ 1,627,203**	**$ 1,573,852**	**$ 1,572,512**
Offsetting Revenues	0	0	0	0	0	0
County Costs (net)	**$ 1,482,257**	**$ 1,563,039**	**$ 1,680,150**	**$ 1,627,203**	**$ 1,573,852**	**$ 1,572,512**
3301 - REVALUATION (General Fund)						
Personnel Services	228,232	227,239	227,239	240,142	234,023	234,023
Operations	25,598	78,460	61,560	45,410	97,780	97,780
Capital Outlay	0	0	0	0	0	0
Total Division Expenditures	**$ 253,830**	**$ 305,699**	**$ 288,799**	**$ 285,552**	**$ 331,803**	**$ 331,803**
Offsetting Revenues	0	0	0	0	0	0
County Costs (net)	**$ 253,830**	**$ 305,699**	**$ 288,799**	**$ 285,552**	**$ 331,803**	**$ 331,803**
3310 - LAND RECORDS (General Fund)						
Personnel Services	760,981	724,216	724,216	737,456	731,691	731,691
Operations	31,820	49,970	48,570	41,035	55,795	55,795
Capital Outlay	456	0	0	0	1,863	523
Total Division Expenditures	**$ 793,257**	**$ 774,186**	**$ 772,786**	**$ 778,491**	**$ 789,349**	**$ 788,009**
Offsetting Revenues	(55)	0	0	20	0	0
County Costs (net)	**$ 793,202**	**$ 774,186**	**$ 772,786**	**$ 778,511**	**$ 789,349**	**$ 788,009**

3350 - TAX COLLECTOR/REVENUE (General Fund)

Personnel Services	876,239	934,222	934,222	914,635	952,320	952,320
Operations	176,421	141,348	159,379	139,514	178,285	178,285
Capital Outlay	650	22,125	25,425	25,425	1,863	523
Total Division Expenditures	**$ 1,053,310**	**$ 1,097,695**	**$ 1,119,026**	**$ 1,079,574**	**$ 1,132,468**	**$ 1,131,128**
Offsetting Revenues	(416,375)	(437,701)	(437,701)	(439,701)	(437,701)	(437,701)
County Costs (net)	**$ 636,935**	**$ 659,994**	**$ 681,325**	**$ 639,873**	**$ 694,767**	**$ 693,427**

Major Services

- Administer the property tax in Orange County assessing a $15 billion tax base and collecting over $210 million in revenues.
- Identify, review and approve deeds and land-related documents prior to being recorded by the Register of Deeds. This process is the primary key for real property title records. Maintain GIS Enterprise, including all GIS layers for consumption by County and Residents and the PIN Application, which records changes to land and ownership for the County.
- Implement and administer Road Naming and 911-Addressing Ordinance to create standards in naming and in signage/labeling of roads in order to increase ability of 911 emergency staff to quickly respond to location of emergency.
- List, appraise and assess all taxable property. Bill property taxes in accordance with North Carolina law and appraisal standards. Appraise developments and improvements to real property annually in accordance with the adopted schedule of values, and conduct periodic countywide reappraisal of real property at least every 8 years. 2021 is the next revaluation year.
- Collect property taxes in accordance with North Carolina law and appraisal standards. Collect and account for all current and delinquent taxes for the County, special districts, and the towns of Carrboro, Chapel Hill, Hillsborough, and Mebane.
- Bill, collect and account for other fees and taxes including Solid Waste Programs Fees, Chapel Hill and Hillsborough Stormwater Management Fees, Room Occupancy Taxes, Emergency Services Ambulance Billing, Emergency Management Fire Inspection and Special Events Fees, Gross Receipts Taxes, 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. Administer assistance programs: the Emergency Management Ambulance Assistance Program and the Solid Waste Programs Fees Assistance Program.
- 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.
- Ensure that records are current and available to the public while meeting the requirements of State and Federal privacy law.

FY 2018-19 Outcomes

- 911 Addressing Ordinance work is progressing. Staff is currently working towards designating primary addresses.
- New software for County Permitting, EnerGov, is now in production, and work is continuing to ensure that interfaces between EnerGov and assessment software and PIN Application software are performing properly.

Tax Administration – continued

- Assessment software upgrade to AP5 and the upgrade and enhancements to the PIN Application software has been completed to interact with the Register of Deeds new software. Work is continuing to achieve compatibility and procure user licenses needed by Land Records/GIS staff, and to ensure uphold the standards needed to meet the requirements of Orange County's PIN Ordinance.
- The goal of 200 business personal property listing audits included 104 audits performed by a contracted company, which were completed. The business personal property appraisers in house were not able to complete the additional 96 audits. Instead they were able to audit 38 accounts. After review of the practical application of the program, the goal has been revised. New attainable performance measures include lowering the target number from 96 to 45 and lowering the value threshold from $100,000 to $50,000 for the in-house appraisers. The 104 audits completed by the outside vendor have been removed from the objective. Site visit by a commercial real property appraiser will still be scheduled as needed to perform property inspections to classify property assets and account for all taxable real and personal property without duplication or omission.
- New Emergency Management Ambulance Billing & Collections position was filled July 20, 2018. However, due to software conversion and position vacancies, the duties of this position began 9/15/2018. Delinquent collections for a period of 5 months from 9/15/2018 to 2/15/2019 total $71,236.75. Projected delinquent collections through June 30, 2019 are $128,000. Construction for the new office for this position was completed December 2018.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: Land Records/GIS Maintenance of Real Property Records					
Update 100% of 20,000 real property records with "Lot 1" notation with actual acreage.	25%	75%	100%	90%	100%
Service: EM Ambulance Billing and Collection					
Meet Budgeted Revenue Estimates	$2,876,199	$2,780,936	$2,650,000	$2,600,000	$2,650,000
Collection of Delinquent Bills			$154,000	$128,000	$154,000
Service: Tax Collection					
Meet Budgeted Revenue Estimates	$138,316,785 (100.81%)	$142,240,161 (101.89%)	$146,099,548	$146,464,797 (100.25%)	
Service: Assessment and Valuation of Properties					
Perform Business Personal Property audits		33	200	40	45
Perform Real Property Exemption audits		138	140	140	145

FY 2019-20 Objectives

- For Fiscal year 19-20 Ambulance Billing and Collections; Meet budget expectations of $2.6 million. Based on the collection data, the estimated increased in delinquent collections for 2019/2020 is $154,000.
- Implement a change in business processes which would provide better customer service to taxpayers as well as reduce postage costs. Our intent is to send 2019 tax bills to the most current owner of record when possible, thereby providing timely notice to current owner and reducing the amount of postage used to send notices to owners who have transferred property. Monthly notices would then be generated to new owners who acquired property after July 1.

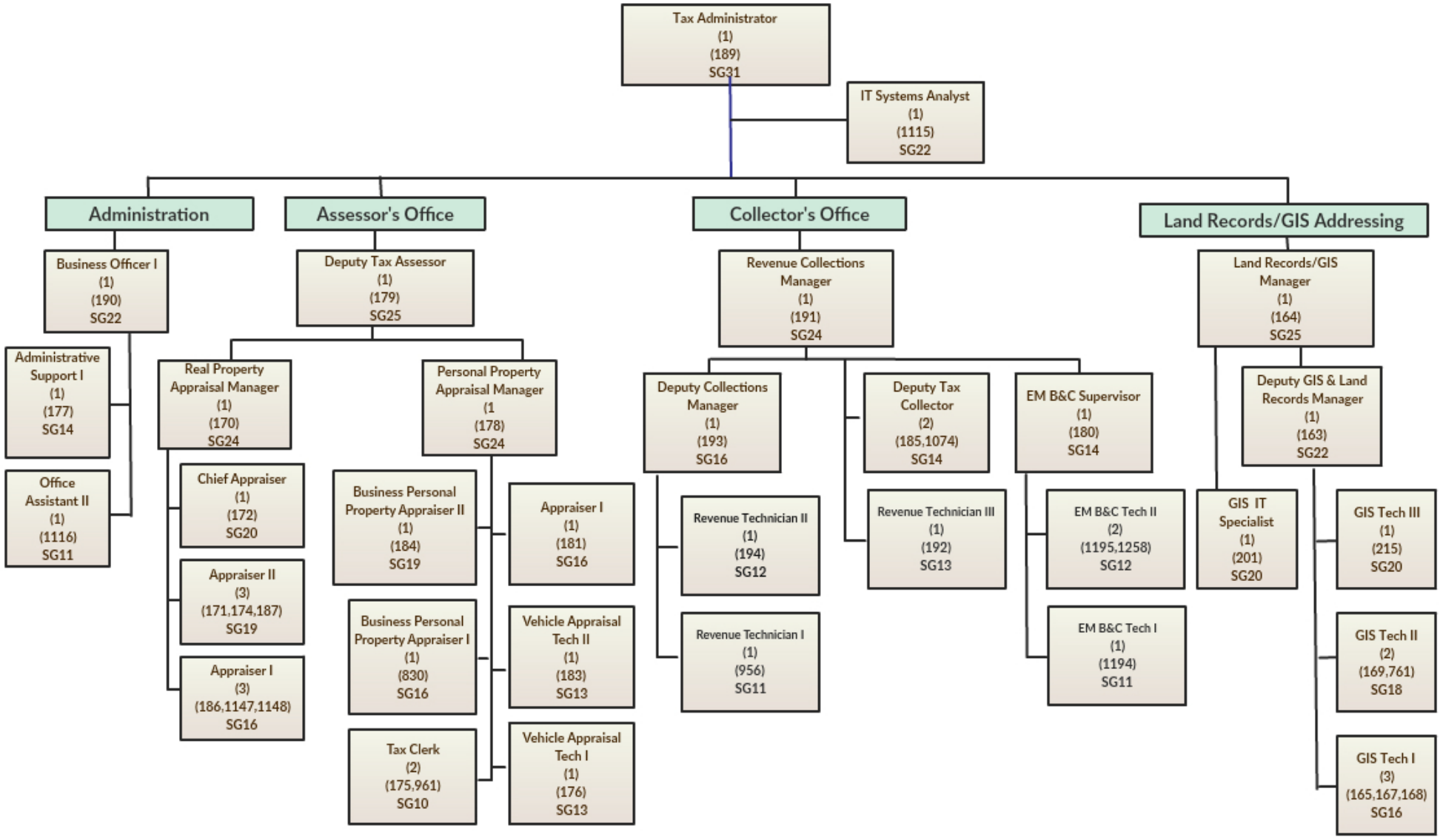
- Fully implement our new assessment software programs; Mobile Assessor, AP5, Comper, PRC, and Appraisalest. These software programs have been implemented and we are working to iron out issues to bring the performance levels to their highest.
- Implement an alternate method for receiving tax bills called E-billing. This allows taxpayers to request an electronic copy of their annual tax bill by email rather than by regular mail/paper copy. The first notification was sent out in December 2018 with 2019 listing forms, and currently we have 550 taxpayers who have signed up. The goal is to get the bills to taxpayers more quickly and less costly. In addition, this method should help lower our returned mail, as some taxpayers might move often but have a stable email address.
- Complete at least 75% of revaluation related field reviews and work to complete the goals and Revaluation schedule as part of the NC Department of Revenue Revaluation Standards.
- Perform 45 Business Personal Property audits of properties under $50,000 in house. Conduct field reviews of audited accounts that do not reply to audit letter inquiries.
- Complete 100% of new construction assessment reviews for 2019 by January 31, 2020.

Budget Highlights

The FY 2019-20 Manager's Recommended Budget includes:

- $26,000 in funding for an independent appraisal firm for commercial appraisal in preparation for the 2021 Revaluation; and
- $1,810 for replacement desktop scanners for use with new tax software.

TAX ADMINISTRATOR'S OFFICE



Transfers to Other Funds

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 Revised Budget	2018-19 12-Month Estimate	2019-20 Department Requested	2019-20 Manager Recommended
Transfers to Other Funds *(General Fund)*						
Transfer to Affordable Housing Fund	764,105	876,771	890,343	890,343	1,396,854	1,296,854
Transfer to County Capital Projects	320,000	220,000	220,000	220,000	277,000	277,000
Transfer to Efland Sewer Fund	144,885	0	0	0	0	0
Transfer to Grant Projects	55,676	82,043	82,043	82,043	82,043	57,043
Transfer to OPEB Trust Fund	0	0	0	0	0	250,000
Transfer to School Capital Projects	1,357,688	0	421,000	1,173,643	0	3,000,000
Transfer to Health & Dental Fund	0	0	0	0	2,889,172	2,686,222
Transfer to Sportsplex Fund	168,009	0	0	0	0	0
Total Transfer to Other Funds	**$ 2,810,363**	**$ 1,178,814**	**$ 1,613,386**	**$ 2,366,029**	**$ 4,645,069**	**$ 7,567,119**

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

Transfer to Affordable Housing Initiatives **$1,296,854**

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 ($756,779), the County match to the HOME Program ($226,932), Housing Displacement Funds ($75,000), and the Homelessness Partnership Program ($17,083), and provides General Fund support to the Housing Choice Voucher Program ($221,060) 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 **$3,000,000**
Transfer to County Capital **$277,000**

These transfers provide pay-as-you-go funds for School and County capital projects identified in the FY 2019-20 (Year 1) Capital Investment Plan (CIP). The $3,000,000 for Schools represents funding for Deferred Maintenance projects.

Transfer to Efland Sewer Enterprise Fund **$0**

This transfer provides funds to supplement money received from sewer charges. For FY 2019-20, there are sufficient funds available in the Enterprise Fund's fund balance to cover necessary expenditures *(See the Efland Sewer Fund budget in the Planning and Inspections section of this document for more information).*

Transfer to Grant Projects **$57,043**

This transfer allocates general fund dollars to the Senior Health Coordination-Wellness, and Outreach Librarian grant projects.

Transfer to Health and Dental Insurance Fund **$2,686,222**

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) **$250,000**
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 2019-20. *(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 2% is recommended for all permanent employees on the County's payroll as of June 30, 2019. If approved, this increase would be effective on July 1, 2019. 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.

In FY2018/2019, the Board of County Commissioners approved that all employees receive Merit Pay on their base salary which is 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 of these fiscal years.

Currently, 57 percent of employees are compressed and the average dollar amount of compression has been reduced by approximately $230. The average salary of permanent employees is $51,738; an increase of $950 on average from 2018. Further, the number of employees compressed has decreased by 14.77 percent; representing 90 employees.

As a complement to the compression initiative, the Human Resources Department has been conducting classification studies over the last several years as part of an initiative to review all budgeted positions starting at the lowest salary grade. To date, all

positions in grade 8 through 12 have been completed and the compression analysis applied appropriately to employee salaries. Grade 13 and 14 are completed and waiting compression review. Compression analysis is also applied to all department/'division or individual classification reviews conducted. As a result of the progress made to address compression in the salary schedule, no additional compression adjustments are recommended for FY2019/2020.

Manager Recommendation

The Manager recommends a 2% percent wage increase for all permanent employees on the County's payroll as of June 30, 2019. This increase will be effective July 1, 2019. The maximum salary of each salary range shall also be increased to accommodate the wage adjustment.

The Manager recommends the pay structure for Merit Pay (Employee Performance Awards) of $500 for proficient performance; $750 for superior performance or $1,000 for exceptional performance continues as part of an employee's base salary to be paid at an employee's anniversary date.

The FY2019/2020 projected budgetary wage increase is approximately $1,839,000, including employee performance evaluation increases on base salary.

Orange County Salary Schedule

Effective July 1, 2019

Grade	Minimum	Quarter 1	Midpoint	Quarter 3	Maximum*
9	31,230	36,216	41,200	46,186	54,303
10	31,542	36,578	41,612	46,648	54,846
11	31,858	36,943	42,028	47,114	55,395
12	32,176	37,313	42,449	47,585	55,949
13	34,472	39,975	45,478	50,982	59,369
14	36,219	42,001	47,782	53,564	62,978
15	38,051	44,126	50,201	56,276	66,167
16	39,978	46,360	52,743	59,125	69,517
17	42,002	48,707	55,412	62,117	73,034
18	44,126	51,172	58,217	65,262	76,733
19	46,362	53,764	61,165	68,567	80,618
20	48,709	56,485	64,261	72,037	84,698
21	51,175	59,345	67,515	75,684	88,987
22	53,764	62,348	70,932	79,515	93,491
23	56,487	65,505	74,523	83,542	98,225
24	59,347	68,821	78,295	87,770	103,196
25	62,351	72,305	82,259	92,213	108,420
26	65,506	75,964	86,422	96,880	113,908
27	68,823	79,811	90,798	101,786	119,676
28	72,307	83,851	95,395	106,939	125,735
29	75,967	88,095	100,223	112,352	132,099
30	79,814	92,556	105,299	118,041	138,788
31	83,853	97,241	110,628	124,016	145,813
32	88,099	102,164	116,229	130,294	153,196
33	92,559	107,336	122,113	136,890	160,950
34	97,246	112,771	128,296	143,821	169,099
35	102,167	118,479	134,790	151,102	177,661
36	107,340	124,478	141,615	158,752	186,655
37	112,773	130,778	148,783	166,787	196,103

* with proposed 2% increase effective 7/1/19 pending BOCC approval

FY 2018-19 Classification and Pay Plan
Classes by Salary Grades

Class Code	Class Title	Salary Grade	FLSA Status
0902	Community Social Services Assistant	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
1020	Tax Clerk	10	Non-Exempt
1104	Deputy Register Of Deeds II	11	Non-Exempt
1105	Emergency Medical Technician - Basic	11	Non-Exempt
1108	Revenue Technician I	11	Non-Exempt
1113	Patient Account Technician	11	Non-Exempt
1116	Library Assistant III	11	Non-Exempt
1117	Medical Office Assistant	11	Non-Exempt
1118	EM Billing & Collect 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
1125	Office Assistant II-Nutrition	11	Non-Exempt

FY 2018-19 Classification and Pay Plan
Classes by Salary Grades

Class Code	Class Title	Salary Grade	FLSA Status
1126	Office Assistant II-County Manager	11	Non-Exempt
1127	Office Assistant II-Housing	11	Non-Exempt
1128	Reentry Case Manager	11	Non-Exempt
1201	Accounting Technician I	12	Non-Exempt
1202	Administrative Assistant II	12	Non-Exempt
1203	Animal Control Officer	12	Non-Exempt
1211	Housing Technician	12	Non-Exempt
1212	Income Maintenance Caseworker I	12	Non-Exempt
1213	Heavy Equipment Operator	12	Non-Exempt
1215	Revenue Technician II	12	Non-Exempt
1217	Facilities Maintenance Technician III	12	Non-Exempt
1221	Parks Conservation Technician I	12	Non-Exempt
1222	Licensed Practical Nurse	12	Non-Exempt
1225	Solid Waste Collector Driver	12	Non-Exempt
1226	Solid Waste Collector Driver-A	12	Non-Exempt
1227	Human Services Technician	12	Non-Exempt
1228	Recreation Program Assistant	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
1233	Program Assistant	12	Non-Exempt
1234	Dental Assistant	12	Non-Exempt
1301	Accounting Technician II	13	Non-Exempt
1303	Medical Laboratory Technician	13	Non-Exempt
1304	Telecommunicator	13	Non-Exempt
1306	Revenue Technician III	13	Non-Exempt
1307	Food Services Coordinator	13	Non-Exempt
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

FY 2018-19 Classification and Pay Plan
Classes by Salary Grades

Class Code	Class Title	Salary Grade	FLSA Status
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
1318	Vehicle Appraisal Technician I	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
1449	IT Help Desk-Administrative Specialist	14	Non-Exempt
1450	Accounting Technician III	14	Non-Exempt
1451	Project Coordinator	14	Non-Exempt
1452	Special Projects Coordinator	14	Non-Exempt
1453	Library Associate II	14	Non-Exempt

FY 2018-19 Classification and Pay Plan
Classes by Salary Grades

Class Code	Class Title	Salary Grade	FLSA Status
1454	Transit Dispatcher Scheduler	14	Non-Exempt
1455	EM Billing & Collect Coordinator	14	Non-Exempt
1456	Accounting Technician II	14	Non-Exempt
1457	Office Assistant Supervisor	14	Non-Exempt
1458	Administrative Support I	14	Non-Exempt
1459	Housing & Community Development Specialist	14	Non-Exempt
1460	Deputy Elections Director	14	Non-Exempt
1461	Volunteer Program Assistant	14	Non-Exempt
1462	Program Coordinator Assistant	14	Non-Exempt
1463	Family Treatment Court Case Manager	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 Vet 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	15	Non-Exempt
1526	Assistant Deputy Clerk I	15	Non-Exempt
1527	Elections Administrator-Finance Specialist	15	Non-Exempt
1528	Elections Administrator-GIS Specialist	15	Non-Exempt
1529	Elections Coordinator	15	Non-Exempt

FY 2018-19 Classification and Pay Plan
Classes by Salary Grades

Class Code	Class Title	Salary Grade	FLSA Status
1530	Local Reentry Council Coordinator	15	Non-Exempt
1531	Community Paramedic	15	Non-Exempt
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

FY 2018-19 Classification and Pay Plan
Classes by Salary Grades

Class Code	Class Title	Salary Grade	FLSA Status
1660	Library Manager II	16	Exempt
1661	Building Safety Official-Trainee	16	Non-Exempt
1662	Graphic Design/Assistant Webmaster	16	Exempt
1663	VITA Assistant Coordinator	16	Exempt
1664	Chief 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 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 Develop Specialist II	17	Non-Exempt
1735	Deputy Sheriff II	17	Non-Exempt
1737	Budget & Administrative Coordinator	17	Exempt
1738	Assistant Deputy Clerk II	17	Exempt
1801	Deputy Sheriff/Sergeant I	18	Non-Exempt
1802	Agriculture Economic Developer	18	Exempt

FY 2018-19 Classification and Pay Plan
Classes by Salary Grades

Class Code	Class Title	Salary Grade	FLSA Status
1803	EMS Supervisor	18	Non-Exempt
1809	Social Worker III	18	Non-Exempt
1810	Environmental Enforcement Supervisor	18	Exempt
1811	Recreation Manager	18	Exempt
1812	Parks Conservation Specialist	18	Exempt
1813	Deputy Sheriff/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 Environment & 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
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 Property 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
1923	Planner II	19	Exempt
1926	Sales Director	19	Exempt
1928	Clinical Social Worker I	19	Exempt
1932	Solid Waste Planner	19	Exempt

FY 2018-19 Classification and Pay Plan
Classes by Salary Grades

Class Code	Class Title	Salary Grade	FLSA Status
1935	Communications Manager	19	Exempt
1937	Public Health Education Program Manager	19	Exempt
1941	Cultural Resources Coordinator	19	Exempt
1946	Deputy Sheriff/Investigator II	19	Non-Exempt
1948	Registered Dietitian Program Coordinator	19	Exempt
1949	Accountant	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 Administrative	19	Exempt
1957	Research & Data Analyst	19	Exempt
1958	Criminal Case Assessment Specialist	19	Exempt
1959	Deputy Sheriff/Sergeant II	19	Non-Exempt
2001	Dental Hygienist	20	Non-Exempt
2002	Deputy Sheriff/Lieutenant	20	Non-Exempt
2003	Eldercare Service 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
2028	Library Division Supervisor I	20	Exempt

FY 2018-19 Classification and Pay Plan
Classes by Salary Grades

Class Code	Class Title	Salary Grade	FLSA Status
2029	Revaluation Coordinator	20	Non-Exempt
2030	Business Officer-Library	20	Exempt
2031	Marketing, Events & Operations Coordinator	20	Exempt
2032	Business Officer-Health	20	Exempt
2033	Business Officer-OPT	20	Exempt
2034	Social Work Supervisor II-Health	20	Exempt
2105	Nutrition Program Manager	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-OPT	22	Exempt
2206	Deputy Sheriff/Captain	22	Exempt
2210	IT Analyst	22	Exempt
2211	Land Resource 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

FY 2018-19 Classification and Pay Plan
Classes by Salary Grades

Class Code	Class Title	Salary Grade	FLSA Status
2236	Deputy Sheriff/Captain	22	Exempt
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
2249	Business Officer II-SWM	22	Exempt
2250	Business Officer II-Housing	22	Exempt
2302	Dental Clinic & Compliance Manager	23	Exempt
2303	Senior Accountant	23	Exempt
2304	HCV Program Manager	23	Exempt
2404	Chief Inspector And Plans Examiner	24	Exempt
2407	Fire Marshal	24	Exempt
2409	Environmental Health Supervisor	24	Exempt
2411	Solid Waste Engineer	24	Exempt
2413	Planner III	24	Exempt
2414	IT Operations Manager	24	Exempt
2415	Staff Engineer	24	Exempt
2417	Revenue Collections Manager	24	Exempt
2419	Chief Appraiser	24	Exempt
2420	Personal Property Appraiser 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

FY 2018-19 Classification and Pay Plan
Classes by Salary Grades

Class Code	Class Title	Salary Grade	FLSA Status
2430	Assistant Human Resources Director	24	Exempt
2432	Assistant Register Of Deeds	24	Exempt
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 System Administrator	25	Exempt
2507	GIS & Land Records Manager	25	Exempt
2601	Deputy Sheriff/Major	26	Exempt
2602	Home Visiting Services Supervisor	26	Exempt
2603	Public Health Education Director	26	Exempt
2604	PHN Supervisor II	26	Exempt
2606	Solid Waste Operations Manager	26	Exempt
2609	Finance & Administrate Operations Director	26	Exempt
2612	Benefits Administrator	26	Exempt
2613	DSS Human Services Manager	26	Exempt
2614	HS Fiscal & Research Manager	26	Exempt
2615	Assistant Solid Waste Director	26	Exempt
2703	Environmental Health 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	Deputy Sheriff/Chief Of Operations	28	Exempt
2802	Public Health Nursing Director	28	Exempt
2803	Advance Practice Practitioner	28	Exempt
2804	Deputy Financial Services Director	28	Exempt

FY 2018-19 Classification and Pay Plan
Classes by Salary Grades

Class Code	Class Title	Salary Grade	FLSA Status
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
3701	County Manager	37	Exempt
3702	County Attorney	37	Exempt

FY 2018-19 Classification and Pay Plan
Classes by Salary Grades

Class Code	Class Title	Salary Grade	FLSA Status
4920	Income Maintenance Supervisor	49	
	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 percent 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	7.50	5.00	$715 plus matching contribution to $1,512
2018-2019	8.50	7.75	5.00	$715 plus matching contribution to $1,512

Based on the Employer Contribution Rate Stabilization Policy (ECRSP), the North Carolina Treasurer Board of Trustees amended its policy for employer contribution rates to LGERS effective July 1, 2019. As such, effective July 1, 2019, the "base" employer contribution rate will change:

- Law enforcement officers (LEOs) rate will increase from 8.50 to 9.70 percent of reported compensation.
- Rate for all other employees will increase from 7.75 to 8.95 percent of reported compensation.

County Contributions to Retirement Benefits – continued

Additional rates, such as rates associated with death benefits or past service liabilities, will be added to the base rate to determine the actual contribution percentage for each employer. As in past years, each employer's total contribution rate for the upcoming fiscal year will be calculated by the Retirement Systems Division and communicated in a letter before the end of April 2019.

The Board's policy now anticipates further increases in the base rates effective July 1, 2020, and July 1, 2021, equal to 1.20 percent of reported compensation each year, as follows:

Effective Date	Law Enforcement Officers (LEO's)	General Employees
July 1, 2019	9.70%	8.95%
July 1, 2020	10.90%	10.15%
July 1, 2021	12.10%	11.35%

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 2018 indicates that 61 North Carolina counties contribute to the NC Supplemental Retirement Plans through Prudential. Orange County contributes a flat dollar amount of up to $2,227 annually and the remaining counties contribute a percentage of salary, ranging from 1% to 8%, or an average of 3.25%. 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 4.30% of the average Orange County salary of approximately $51,738.

County Contributions to Retirement Benefits – continued

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
April 2018	800	83%	$1,423,798

Supplemental Retirement Benefits for Sworn Law Enforcement Officers

The County is required by State law to make a contribution of 5 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 percent contribution for sworn law enforcement officers.

Employer Contributions

State of North Carolina Plans as of December 2018

Employer Type	Employer	Employer Contribution for General Employees
Charter School	Expedition School, The	Up to 6.00%
Charter School	Experiential School of Greensboro, The	2.00%
Charter School	Island Montessori Charter School	Up to 7.00%
Charter School	Longleaf School of the Arts	Up to 3.00%
Charter School	Moore Montessori Community School	Up to 5.00%
Charter School	Northeast Carolina Prep School	Up to 3.00%
Charter School	Queens Grant Community School	Up to 3.00%
Charter School	Raleigh Oak Charter School	4.00%
Charter School	Research Triangle High School	Up to 3.00%
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	3.00%
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	5.69%
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	2.00%
County	Haywood County	3.00%
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	2.00%
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	Pender County	2.00%
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	4.00%
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	6.00%
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	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 3.00%

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) and/or the NC 457 Plan shown here are generalized and are not intended to convey the specfics 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	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%
Municipal	Castalia, Town of	Up to 1.00%
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	4.00%
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	$40
Municipal	Grifton, Town of	Up to 1.50%
Municipal	Grover, Town of	5.00%
Municipal	Harrisburg, Town of	Up to 3.00%
Municipal	Havelock, City of	5.00%
Municipal	Haw River, Town of	5.00%
Municipal	Henderson, City of	1.00%
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	5.00%
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	Kannapolis, City of	Up to 1.00%
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	Lewisville, Town of	1.20%
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	Lowell, Town of	5.00%
Municipal	Lucama, Town of	3.50%
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 5.00%
Municipal	Mount Holly, City of	5.00%
Municipal	Mount Olive, Town of	4.00%
Municipal	Mount Pleasant, Town of	2.00%

Employer Type	Employer	Employer Contribution for General Employees
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	Oxford City, of	Up to 5.00%
Municipal	Pembroke, Town of	3.00%
Municipal	Pilot Mountain, Town of	5.00%
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	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	Rolesville, Town of	5.00%
Municipal	Roseboro, Town of	Up to 5.00%
Municipal	Rural Hall, Town of	Up to 3.00%
Municipal	Rutherfordton, Town of	3.00%
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	Sedalia, Town of	Up to 5.00%
Municipal	Selma, Town of	3.00%
Municipal	Seven Devils, Town of	Up to 3.00%
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 2.50%
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	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 5.00%
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	2.00%
Other	Alliance Behavioral Healthcare	5.00%

Employer Type	Employer	Employer Contribution for General Employees
Other	Asheville ABC Board	5.00%
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-Catawba District Confinement Authority	Up to 2.00%
Other	Cabarrus County Tourism Authority	5.00%
Other	Cabarrus Health Alliance	Up to 1.00%
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 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%
Other	Dobson ABC Board	5.00%
Other	Downtown Salisbury, Inc.	Up to 3.00%
Other	Dunn ABC Board	2.00%
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	Goldsboro Wayne Transportation Authority	Up to 3.00%
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 2.00%
Other	Isothermal Planning & Development Commission	3.00%
Other	Johnston County ABC Board	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 2.00%
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

Employer Type	Employer	Employer Contribution for General Employees
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	$60
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	$40
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 8.20%
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%

PRUDENTIAL RETIREMENT®

Prudential Retirement provides the communications and recordkeeping services for the NC 401(k) and NC 457 Plans and the NC 403(b) Program. Investments offered to you within the NC 401(k) and NC 457 Plans are not offered by or affiliated with Prudential Financial or any of its companies or businesses. Prudential Retirement is a Prudential Financial business.

North Carolina Total Retirement Plans and the North Carolina Total Retirement Plans logo are service marks of the North Carolina Department of State Treasurer.

© 2019 Prudential Financial, Inc. and its related entities. Prudential, the Prudential logo and the Rock symbol are service marks of Prudential Financial, Inc., and its related entities, registered in many jurisdictions worldwide.

NOBRRE1 01/2019

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 Board of County Commissioners approved no increase for health appropriations for FY2019/2020. The employee premium equivalent will remain unchanged. (Action Agenda Item 6-c, dated March 19, 2019)

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 Board of County Commissioners approved no increase for dental appropriations for FY2019/2020. (Action Agenda Item 6-c, dated March 19, 2019) Vision insurance premiums will not change. Employees pay 100% of the cost of vision insurance.

FY 2019/2020 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 joined NCHIP; therefore, BCBSNC and Prime Therapeutics replaced 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 FY2019/2020 is summarized as follows:

- Continue to participate in the North Carolina Health Insurance Pool (NCHIP), and continue medical and prescription third party administration with Blue Cross Blue Shield of North Carolina (BCBSNC) and Prime Therapeutics, a division of BCBSNC, respectively;
- No increase to health and dental appropriations (70 Fund);
- 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. Further, effective January 1, 2018, the living wage was increased to $15.00 per hour for all permanent employees. This equates to $31,230 annually.
- In FY2018/2019 the Board of County Commissioners approved maintaining the living wage of $15.00 per hour for all permanent employees. The living wage for temporary employees was increased to $14.25 from $13.75 per hour effective July 1, 2018, consistent with the Orange County Living Wage formula.

Summary of Living Wage from 2000 through 2018

The chart below shows the living wage and the entry salary for salary grade 8 permanent employees for years 2000 through 2018. 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.

Living Wage – continued

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
Jan-19	$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 from 2015 to 2019. The data demonstrates that the number of employees residing in Orange County relative to the all employees declined in years 2015 and 2016; however, in 2017 there was a slight increase. As of February 2019, residency in Orange County has increased by 3.09 percent and the number of employees has increased by 1.15 percent. This is an indication that current employees as well as new employees are relocating to Orange County.

County of Residence	2015		2016		2017		2018		2019	
	# of perm employees	% to total	# 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%	367	38.07%
Alamance	134	15.51%	197	21.51%	212	22.94%	220	23.08%	230	23.86%
Durham	127	14.70%	143	15.61%	168	18.18%	158	16.58%	149	15.46%
Wake	57	6.60%	57	6.22%	60	6.49%	59	6.19%	57	5.91%
Other	93	10.76%	147	16.05%	132	14.29%	160	16.79%	161	16.70%
Total	864	100.00%	916	100.00%	924	100.00%	953	100.00%	964	100.00%

County of Residence	CHANGE 2015 to 2016		CHANGE 2016 to 2017		CHANGE 2017 to 2018		CHANGE 2018 to 2019	
	# change	% change	# change	% change	# change	% change	# change	% change
Orange	-81	-17.88%	-20	-5.38%	4	1.14%	11	3.09%
Alamance	63	47.01%	15	7.61%	8	3.77%	10	4.55%
Durham	16	12.60%	25	17.48%	-10	-5.95%	-9	-5.70%
Wake	0	0.00%	3	5.26%	-1	-1.67%	-2	-3.39%
Other	54	58.06%	-15	-10.20%	28	21.21%	1	0.63%
Total	52	6.02%	8	0.87%	29	3.14%	11	1.15%

Living Wage – continued

The following chart demonstrates in more detail Employee Residency in 2019 by County as well as by City and Town within Orange County.

Residency Report 2/12/2019

County	# of Employees	% of Total
Orange	367	38.51%
Alamance	230	24.13%
Durham	149	15.63%
Person	88	9.23%
Wake	57	5.98%
Guilford	23	2.41%
Chatham	11	1.15%
Caswell	9	0.94%
Granville	8	0.84%
Franklin	3	0.31%
Other	13	1.36%
Out of state	6	0.63%
TOTAL:	964	

City/Town	# of Employees	% of Total
Hillsborough	171	17.94%
Durham	147	15.42%
Mebane	117	12.28%
Chapel Hill	107	11.23%
Efland	37	3.88%
Burlington	44	4.62%
Graham	41	4.30%
Hurdle Mills	33	3.46%
Carrboro	29	3.04%
Raleigh	25	2.62%
Rougemont	25	2.62%
Cedar Grove	23	2.41%
Haw River	16	1.68%
Timberlake	13	1.36%
Roxboro	17	1.78%
Pittsboro	7	0.73%
Cary	11	1.15%
Other	101	10.60%
TOTAL	964	

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 2019 guidelines is $25,750 or $12.38 hourly. This represents an annual increase of $650 (or 31 cents per hour) over 2018. The 2018 annual salary for a family of four was $25,100.

Number in Family	2012	2013	2014	2015	2016	2017	2018	2019
2	$7.27	$7.46	$7.56	$7.66	$7.70	$7.81	$7.91	$8.13
3	$9.18	$9.39	$9.51	$9.66	$9.69	$9.82	$9.99	$10.25
4	$11.08	$11.32	$11.47	$11.66	$11.68	$11.83	$12.07	$12.38
5	$12.99	$13.25	$13.42	$13.66	$13.67	$13.84	$14.14	$14.50

Living Wage Certification

Based on 2019 Federal Poverty Guidelines, the hourly rate for a family of four is $12.38 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 21.17 percent higher than the 2019 poverty guidelines for a family of four ($12.38 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. Paid Work Experience or 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 FY2018/2019 to date, the Department of Social Services has employed 31 clients and there are currently 19 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 the requirements for Work Force Innovations and Opportunity Act (WIOA). The County pays the wage of the client working either in the private sector or within a county department as a temporary employee.

At the County's 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 in the 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. For some WIOA clients, the grant may dictate the hourly wage to be paid and there is no income eligibility for that program. Those participants will receive the amount indicated by the grant, but not less than $11.51 per hour.

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 $14.25 per hour. The Manager recommends increasing the living wage for temporary employees to $14.95 per hour effective July 1, 2019, consistent with the Orange County Living Wage formula. The financial impact is an increase of $25,000 for temporary services.

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 June 30, 2018, total salary and benefits savings was approximately $2.6 million.

- Salary attrition savings of $2 million was budgeted for FY2018/2018. As of February 28, 2019, total salary and benefits savings is $2.0 million.

Manager Recommendation

The Manager recommends a budgetary projection for FY2019/2020 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 2019, the plan covered 161 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. The standard Medicare Part B monthly premium for 2019 is $135.50.

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 2019, 255 retirees are enrolled in a Medicare Supplement (Plan F) program.

Manager Recommendation

The Board of County Commissioners approved the FY2019/2020 budget for pre-65 retirees. (Action Agenda Item 6-c, dated March 19, 2019) 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 $59,702 for the post-65 total budget. This represents a total FY2019/2020 appropriation for post-65 (Medicare eligible) retirees of $1,060,033.

Retiree Health Care – continued

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) effective as of June 30, 2017. The GASB 74 required NOL actuary methodology and assumptions results in a higher liability than the unfunded actuarial accrued liability (UAAL). The charts below show the historical County liability for retiree health care as determined by an independent actuary through fiscal year 2018.

Actuarial Valuation Date	Net OPEB Liability (NOL)	NOL as a percentage of Covered Payroll
12/31/2018	$95,924,108	209.0%
12/31/2017	$96,503,866	225.6%

Actuarial Valuation Date	Unfunded Actuarial Accrued Liability (UAAL)	UAAL as a Percentage of Covered Payroll
12/31/2015	$83,542,665	181.2%
12/31/2013	$65,152,273	167.5%
12/31/2012	$65,622,232	175.7%
12/31/2011	$63,716,142	165.2%
12/31/2010	$62,803,094	163.5%
12/31/2009	$58,020,674	152.7%
12/31/2007	$54,382,277	145.6%

Manager Recommendation

The Manager recommends that the Board of County Commissioners authorize a contribution of $250,000 to continue to fund the County's Other Post-Employment Benefits Unfunded Liability.

Proposed Fee Schedule

Appendix B

Manager Recommended Fee Schedule - FY 2019-20

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	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 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	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 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
DEAPR				
Natural & Cultural				
Resources	Local Landmark Program	$100.00		2010
PARKS &RECREATION				
Athletics	Youth Athletics	100% Recovery Rate		2009
	Adult Athletics	100% Recovery Rate		2005
General Programs	Youth/Teen Programs	100% Recovery Rate		2009
	Adult Programs	100% Recovery Rate		2009
	Trips	100% Recovery Rate		2009
	Gyms- Open play individuals	$25 annual Facility Use pass		2007
	Gyms- Open play individuals	$15 semi-annual Facility Use pass		2011
	Gyms- Open play per day	$3.00		2012
Special Populations Programs		5% Recovery Rate		2005
Other Programs	Concerts	Varies		2009
Facility Rentals	Gyms - Group Rentals	Resident: $35 per hour Non-Resident : $ 52.50 per hour		2015
	Activity Rms/Rec Centers	Resident: $30 per hour Non-Resident : $ 37.50 per hour		2018
	Athletic Fields	Resident: $25 per hour Non-Resident : $ 37.50 per hour		2015
	Athletic Fields - Tournaments	$50/hr. for resident, $52.50 for non-resident		2018
	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 **(1)**	$15/booth per day	**$25/booth per day**	2013
	Non-County Resident Fee	Additional 50% to applied fee		2007
	Picnic Shelter - Resident **(1)**	$20 per rental	**$25 - Half Day; $40 - All Day**	2012
	Picnic Shelter - Non-Resident (1)	$20 per rental	**$30 - Half Day; $45 - All Day**	**NEW**
	Group Camping	$30 per group of 6-30.		2009
	Parks Open Space permit fee (not court, shelter or athletic field)	$10/hour or $50/day		2011

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
	Farmer's Market Pavilion - Resident **(1)**	$10 per day	**$25 - Half Day; $40 All Day**	2012
	Farmer's Market Pavilion - Non-Resident (1)	$10 per day	**$30 - Half Day; $45 All Day**	**NEW**
Equipment Rentals	Recreational Equipment Rental	$25 per use		2013
Land Records	Fax	$1.00 per page		1994
	GIS Property Map - 8 1/2 x 11	$3.00; additional copy $2.00		1994
	GIS Ortho - Property Map - 8 1/2 x 11	$5.00; additional copy $3.00		1994
	GIS Property Map - 11 x 17 (B-size)	$5.00		1994
	GIS Ortho - Property Map - 11 x 17 (B-size)	$10.00		1994
	GIS Property Map - 17 x 22 (C-size)	$10.00		1994
	GIS Ortho - Property Map - 17 x 22 (C-size)	$20.00		1994
	GIS Property Map - 22 x 34 (D-size)	$15.00		1994
	GIS Ortho - Property Map - 22 x 34 (D-size)	$25.00		1994
	GIS Property Map - 34 x 44 (E-size)	$25.00		1994
	GIS Ortho - Property Map - 34 x 44 (E-size)	$35.00		1994
	Custom GIS Map E-size (Original Inventory)	$30.00		1994
	Custom GIS Map E-size (Original)	$30.00 per hour		1994
	Computer Report Land Data	$.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 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
Library				
	Fines - overdue children's books	10 cents per day ($2.00 maximum)		2018
	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	$3.00 only		2018
	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)	$25.00		2018
	Library Card Replacement (3)	$1.00		2018
	Book Club Kits (3)	$1.00 per day charge for overdues		2018
Register of Deeds				
	Deeds of Trust or Mortgage	$56 (up to 15 pgs); $4 each additional page		10/1/2011
	Deeds	$26 (up to 15 pgs); $4 each additional page.		10/1/2011
	Other Instruments	$26 (up to 15 pgs); $4 each additional page.		10/1/2011
	Assumed names, POA, etc.	$26 (up to 15 pgs); $4 each additional page.		10/1/2011
	Additional subsequent instruments index ref.	$25 each added to recording fee		10/1/2011
	Multiple documents	$10 each additional document		2002
	Certified Copies	$5 (1st pg); $2 each additional page		2002
	Non-standard document fee	$25 in addition to regular recording fee		2002
	Notice of Satisfaction	No Fee		2002
	Plats	$21.00		2002
	Right-of-Way Plans/Highway Maps	21; $5 each additional		2002

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
			Plat copy (uncertified)	$3.00		2002
			Certified copy of plats	$5		2002
			UCCs	$38, $45 if more than 2 pgs +$2/page over 10 pgs		2001
			UCC searches	$30 per debtor name + $1/page for copies		2001
			Excise/Revenue Stamps	$2 per $1000 based on purchase price		1992
			Conformed Copy	$5		2002
			Marriage License	$60		2009
			Marriage License Corrections	$10		2002
			Process Delayed Marriages	$20		2002
			Certified Copies, Births, Deaths, Marriages Certificates	$10		2002
			Laminated copy of Birth Certificates	$12		2002
			Process Amendments Births/Deaths	$10 + $15 to NC Vitals Records		2002
			Process Legitimation	$10		2002
			Delayed Birth Registration	$20		2002
			Notary Public Qualification	$10		2002
			Notarization per Signature	$5		2002
			Notary Certification	$3 per document		2002
			Copy Work	15 cents per page		2010
			Mylar plat copy	$5		Early 1980s
			Issuance of Plat Copy Key	$5		2002
			Duplicate Marriage License	$10		2000
			Historical Records	$1		Early 1980s
			CRT print-out	15 cents per page		2010
			Computer tapes	$10 per tape		1997

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	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, $1000.00 Legal advertisement		2018
	Future Land Use Map Change	$500.00 + $50.00/acre of impacted property, area staff review fee, $1000.00 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		2018
	Unified Development Ordinance			
	Text Amendments	$500.00 staff review fee, $1000.00 Legal advertisement (i.e. newspaper ads)		2018
	Zoning Atlas Amendment			
	Rezone to General Use Residential	$500.00 staff review fee, $1000.00 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		2018

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	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, $1000.00 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		2018
			Class B	$560.00 staff review fee, $1000.00 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		2018
			Re-Inspection Fee	Residential: $50; Non-Residential: $150		2018
			Zoning Fees: Telecommunication Towers			2015
			Master Telecommunication Plan Amednment Requests	$200.00		2015
			Zoning Permit Review Fee - Telecommunication Tower Class A	$2,500.00		2018
			Escrow Account	Consultant Review Fee $7,500.00		2016
			Zoning Permit Review Fee - Telecommunication Tower Class B	$1,500.00		2018
			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

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
			Rezone to Conditional Use District	$3000.00 staff review fee (includes rezoning and Class A Special Use Permit Fee), $1000.00 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.		2018
			Rezone to Conditional Zoning District	$2000.00 staff review fee (involves rezoning application only), $1000.00 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.		2018
	Board of Adjustment		Residential Variance/Appeal	$340.00 staff review fee, $1000.00 legal advertisement, $5.00 certified mailing fee for each individual parcel required to be notified of request		2018

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
			Nonresidential Variance/Appeal	$540.00 staff review fee, $1000.00 legal advertisement, $5.00 certified mailing fee for each individual parcel required to be notified of request		2018
		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

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	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

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	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

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	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

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	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 **(2)**		***Change Title to "Land Disturbing Permit"***	2018
	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 **(3)**	$500.00	**$500 per SCM**	2011
	Storm water Management Plan Review **(LID) (4)**		**$300.00**	**NEW**
	Conservation Area Document Review **(5)**		**$200 per area**	**NEW**
	Recurring 5th-Year SCM Inspection **(6)**		**$360 per SCM**	**NEW**
	Surface Water Identification (SWID) field work.	Stream Origin and Intermittent/Perennial Determinations 1-2 determinations/site $200 3-6 determinations/site $500 7-9 determinations/site $1000 10-12 determinations/site $1200 13-16 determinations/site $1500 17-19 determinations/site $2000		2012
	Infill /redevelopment **(4)**	Flat fee of $10,000 for projects less than 5 acres. 5 acres or greater use intense urban	**Remove Fee**	2011
Inspection fees Building	*Schedule A*			
	New Residential (1&2 family)	$0.394/sq. ft. (all trades included)		2018
	Building	0.160/sq. ft. / $110.00 Min		2018
	Electrical	0.074/sq. ft. / $110.00 Min		2018
	Plumbing	0.074/sq. ft./ $110.00		2018
	Mechanical	0.086/sq. ft. / $110.00		2018
	Plan Review	0.0203/sq. ft. $25.00 min. 12% surcharge for Hillsborough		2018
	Schedule B			

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
	Residential Renovations and Accessory Structures (1&2 family)	$0.23 per square foot		2006
	Building	0.293/sq. ft.		2018
	Electrical	$83.00		2018
	Plumbing	$83.00		2018
	Mechanical	$83.00		2018
	Plan Review	0.0203/sq. ft. $25.00 min. 12% surcharge for Hillsborough		2018
	Schedule C			
	Mobile/Modular Homes			
	Singlewide			
	Building	$110.00		2018
	Electrical	$70.00		2018
	Plumbing	$50.00		2018
	Mechanical	$50.00		2018
	Doublewide			
	Building	$166.00		2018
	Electrical	$70.00		2018
	Plumbing	$50.00		2018
	Mechanical	$50.00		2018
	Triplewide			
	Building	$193.00		2018
	Electrical	$70.00		2018
	Plumbing	$70.00		2018
	Mechanical	$70.00		2014

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
	Quadwide			
	Building	$221.00		2018
	Electrical	$70.00		2018
	Plumbing	$70.00		2018
	Mechanical	$70.00		2018
	Schedule D			
	New Commercial-per square foot			
	Residential (apartments)			
	Building	$0.242		2018
	Electrical	$0.107		2018
	Plumbing	$0.107		2018
	Mechanical	$0.085		2018
	Storage			
	Building	$0.085		2018
	Electrical	$0.065		2018
	Plumbing	$0.065		2018
	Mechanical	$0.085		2018
	Assembly			
	Building	$0.181		2018
	Electrical	$0.098		2018
	Plumbing	$0.098		2018
	Mechanical	$0.085		2018

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
	Institutional			
	Building	$0.337		2018
	Electrical	$0.166		2018
	Plumbing	$0.166		2018
	Mechanical	$0.169		2018
	Business			
	Building	$0.242		2018
	Electrical	$0.115		2018
	Plumbing	$0.115		2018
	Mechanical	$0.108		2018
	Mercantile			
	Building	$0.166		2018
	Electrical	$0.082		2018
	Plumbing	$0.082		2018
	Mechanical	$0.074		2018
	Hazardous			
	Building	$0.126		2018
	Electrical	$0.053		2018
	Plumbing	$0.053		2018
	Mechanical	$0.074		2018
	Factory/Industrial			
	Building	$0.126		2018
	Electrical	$0.053		2018
	Plumbing	$0.053		2018
	Mechanical	$0.074		2018
	Educational			
	Building	$0.242		2018
	Electrical	$0.115		2018
	Plumbing	$0.115		2018
	Mechanical	$0.108		2018
	Utility and Miscellaneous/Shell Building			
	Building	$0.085		
	Electrical	$0.065		
	Plumbing	$0.065		
	Mechanical	$0.085		

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
	Commercial Plan Review	0.034 per square foot per project <5000 sq ft ($150. minimum)		2018
		0.027 per square foot 5000-20,000 sq ft		2018
		0.021 per square foot 20,000-150,000 sq ft		2018
		0.013 per square foot >150,000 sq ft		2018
		(Additional 12% Town of Hillsborough)		2018
	Commercial Renovations and Alterations	Building $165 + .349 per sf; Electrical $110.00; Plumbing $110.00; Mechanical $110.00		2018
	Schedule E			
	Miscellaneous Bldg Inspections	***Commercial*** ***Residential***		
	Moving Building	**$165.00** **$110.00**		2018
	Building Demolition	**$110.00** **$110.00**		2018
	Change of Occupancy/Use	**$110.00**		2018
	Swimming Pools	***Commercial*** ***Residential***		2018
	Commercial	**$110.00** **$110.00**		2018
	Residential	**$110.00** **$110.00**		2018
	Woodstove/Fireplace	***Commercial*** ***Residential***		2018
	Commercial	**$55.00** **$55.00**		2018
	Residential	**$55.00** **$55.00**		2018
	Prefabricated Utility Bldgs.			
	Commercial	Calculated under storage capacity		
	Residential	$110.00		2018
	Signs	$110.00		2018
	Schedule F			
	Miscellaneous Electrical	*Commercial* *Residential*		
Electrical Inspections	Temporary Serv 60 amp	$55.00 $55.00		2018
	Temporary Serv 60A-100A	$55.00 $55.00		2018
	Sign Inspections	$110.00 $55.00		2018
	Gasoline Pumps	$55.00		2018

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
	Miscellaneous Inspections	$110.00 $110.00		2018
	Schedule G			
	Electrical Service Changes	*Commercial* *Residential*		
	Single Phase			
	60-100A	$110.00 $110.00		2018
	125-200A	$138.00 $138.00		2018
	400A	$165.00 $165.00		2018
	Three Phase			
	150-200A	$165.00 $165.00		2018
	400 A	$221.00 $221.00		2018
	Schedule H	*Commercial and Residental*	*Commercial and Residental*	
	Electrical Service	Single Phase Three Phase		
	30-60A	$55.00 $138.00		2018
	70-100A	$138.00 $138.00		2018
	125A	$165.00 $165.00		2018
	150A	$195.00 $220.00		2018
	200A	$200.00 $250.00		2018
	300A	$190.00 $250.00		2018
	400A	$250.00 $330.00		2018
	600A	$330.00 $385.00		2018
	800A	$385.00 $525.00		2018
	1000A	$525.00 $690.00		2018
	1200A	$690.00 $775.00		2018
	1400A	$745.00 $995.00		2018
	1600A	$775.00 $1,325.00		2018
	Over 1600A	REMOVE $155/100A		2018

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
Plumbing fees	*Schedule I*			
	New Construction	Based on square footage, see schedule A and B		
		Commercial *Residential*		
	Water Heater Installation	$110.00 $110.00		2018
Mechanical Inspections	*Schedule J*			
	Residential Mechanical			
	Installation ea addt'l system	$55.00		2018
	Replacement of one system	$165.00		2018
	Schedule K			
	Non-residential/ Commercial			
	Commercial Cooling			
	First unit	$165.00		2018
	Each additional Unit	$55.00		2018
	Replacement of System	$165.00		2018
	Commercial Heating			
	First Unit	$165.00		2018
	Each additional Unit	$55.00		2018
	Replacement of System	$165.00		2018
	Commercial Heat/Cool Combine			
	First Unit	$165.00		2018
	Each additional Unit	$55.00		2018
	Replacement of System	$165.00		2018
	Commercial Ventilation/Exhaust			
	One System	$165.00		2018
	Each additional	$55.00		2018
	Hood fan comm. cooking equip	$110.00		2018
	Commercial Cooking (one)	$165.00		2018
	Each additional	$58.00		2018
	Commercial Reinspection Fee	$110.00		2018

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
	General		Refunds	$42.50		
			Issue Certificate of Occupancy	$16.00		2018
			Permit Renewal	$55.00		2018
			Day Care Permits (existing building new occupancy)	$110.00		2018
			Day Care Reinspection	$110.00		2018
			Sprinkler system	$221.00		2018
			Temporary Electrical Final Inspection-Residential	$83.00		2018
			Temporary Electrical Final Inspection-Commercial	$110.00		2018
			Fire Alarm system	$220.00		2018
			Archive research (per project)	$22.00		2018
			Grease trap installation	$110.00		2018
		Commercial	Reinspection fee (no charge for 1st rejection per trade. All subsequent rejections will result in fee)	$110.00		
		Residential	Reinspection fee (no charge for 1st rejection per trade. All subsequent rejections will result in fee)	$110.00		2018
			Application Fee (4)	$50.00		2018
			Technology Fee (4)	2%		2018
			Work started with no permits are charged double fees			1986

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	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

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	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 **(9)**	$50.00	**$200.00**	2011
			Tank Install/Removal per additional tank	$25.00		2011
			Floor Finishing	$50.00		2011
			Fumigation/Thermal Fog	$50.00		2011

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	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) **(9)**	$50.00	**$100.00**	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 **(9)**	$250.00	**$250.00; Followup visit non compliant $500.00**	2015
	Out of Service Sprinkler System **(9)**	$250.00	**$250.00; Followup visit non compliant $500.00**	2015
	Out of Service Kitchen Suppression **(9)**	$250.00	**$250.00; Followup visit non compliant $500.00**	2015
	Out of Service Clean Agent Suppression System **(9)**	$250.00	**$250.00; Followup visit non compliant $500.00**	2015
	Nuisance Fire Alarms	$50.00		2015
	Stop Work Order Fine **(9)**	$50.00	**$250.00**	2015
	Failure to obtain proper permit **(9)**	$ Double Amount of Permit	**$500.00**	2017
	Public Education & Orange County Facilities	$ amount per square footage		2015

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
			Fees below are to cover the cost of **Required Construction Permits** under the 2009 NC Fire Code (5310-435299) including staff hours to review plans, issue permits, and inspect locations for compliance.			
			Auto Fire Extinguishing System	$100.00		2011
			Fire Pump	$100.00		2011
			Industrial Ovens	$50.00		2011
			Spraying/Dipping **(9)**	$50.00	**$100.00**	2011
			Compressed Gas **(9)**	$50.00	**$100.00**	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

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	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 **(8)**	$1,300 connection fee + cost of public service stub out	**Remove Fee**	2011
	User Monthly Rates **(8)**	$13.39 per 1000 gal., 2000 gal. minimum	**Remove Fee**	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

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	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	**$100.00**	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	$50.00		2018
			Kennel Permits	$100.00		2018

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	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		2018
	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	**Change Title to include "Veterinary Exam (injuries and illnesses)"**	2012
	Care of Medical Condition **(9)**	$20.00-$60.00	**$25 - $125**	2012
	Daily Medication Administration	$5.00		2012
	Replacement of Rabies Tag/Certificate	$3.00		2012
	Boarding Fee for stray animals	$12.00/day		2017

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
			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		2018
			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	$60.00		2018
			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	$100.00		2018
			Elective Microchip Fee	$35 per Microchip		2017
			Sale of Goods - Cat Carriers	$5.00		2014
			Livestock Daily Board Fee (Horses and other Large Animals)	$25.00		2017

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
Health Department				
Environmental Health	*Soil Analysis/Improvement Permit*			
	Single Family Units <601 Gallons per day. Less than 2 acres	**$485.00**		2018
	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

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	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	**$75.00**	2016
			Total Cloiform MPN	$70.00	**$75.00**	2016
			Fecal Coliform	$70.00	**$75.00**	2016
			Enterococcus, MPN	$70.00	**$75.00**	2016
			Iron Bacteria	$70.00	**$75.00**	2016
			Sulfur/Sulfate - Reducing	$80.00	**$75.00**	2016
			Pseudomonas-MTF or MPN	$70.00	**$75.00**	2016
			Heterotrophic Plate Count	$65.00	**$75.00**	2016

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
		Requested by Medical Professional				
			Total Coliform P/A	$65.00		2016
			Nitrate/Nitrite	$0.00		2016
			Full Inorganic Panel	$110.00	**$100.00**	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	**$100.00**	2016
			Coal Ash Panel	$110.00	**$100.00**	2016
			Metals Panel	$100.00		2016
			Individual Metals	$85.00		2016
			Anions - FI,CI, Sulf	$70.00	**$75.00**	2016
			Disinfection By-products	$70.00	**$75.00**	2016
			Fluoride - Physician, Dentist request	$25.00	**$75.00**	2015
			Nitrate/Nitrite	$70.00	**$75.00**	2016
			Arsenic Speciation	$70.00	**$75.00**	2016
		Organic Chemistry				
			Pesticides - ***Only those referred by a physician will be $0***	$110.00	**$150.00**	2015
			Herbicides - ***Only those referred by a physician will be $0***	$110.00	**$150.00**	2015
			Petroleum Products - ***Only those referred by a physician will be $0***	$110.00	**$150.00**	2015
			Volitile Organic Chemicals - ***Only those referred by a physician will be $0***	$110.00	**$150.00**	2018
			New Well Full Well Panel - ***Only those referred by a physician will be $0***	included in well permit		1/1/2015

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
	Existing Well Full Well Panel - ***Only those referred by a physician will be $0***	$110.00	**$150.00**	2015
	Radon Air Sample Kit - Radon	$20.00		2010
	Tattoo Parlors			
	Tattoo Artist Annual Permit fee	$310.00	**$350.00**	2017
	Temporary Tattoo Permit (<30days)		**$100.00**	**NEW**
	Swimming Pools			
	Swimming Pool Inspection	$310.00		2017
	Plan Review - Swimming Pools	$350.00	**$400.00**	2018
	Reinspection of Pool/Spa**(8)**	$150.00		2018
	Annual/Year Round Pool/Spa Permit	$350.00	**$400.00**	2018
	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)	$100.00		2018
	Reinspection of Food Service Establishment	$50.00		2018
	Transitional Permit Plan Review	$100.00		2018

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	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
		D1354	**SDF-Interim Caries Arresting Medicament**		**$49.00**	**NEW**
		D4342	Scale/Root Planing 1-3 teeth p/q	$167.00		2013
		D4341	Scale Root Planing 4> teeth p/q	$231.00		2013
		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	$45.00		2018
		D6930	Recement Bridge	$100.00		2018
		D2140	Amal One Surface Prim/ Perm	$130.00		2013

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
		D2150	Amal Two Surface Prim/ Perm	$164.00		2013
		D2160	Amal Three Surface Prim/Perm	$198.00		2013
		D2161	Amal Four Surface Prim/Perm	$236.00		2013
		D2330	Resin One Surface Anterior	$148.00		2013
		D2331	Resin Two Surface Anterior	$183.00		2013
		D2332	Resin Three Surface Anterior	$227.00		2013
		D2335	Resin Four Surface Anterior	$288.00		2013
		D2390	Resin Comp. Crown Ant. Prim	$414.00		2013
		D2391	Resin Comp. 1sur.Post-Prim/Perm	$162.00		2013
		D2392	Resin Comp. 2sur.Post-Prim/Perm	$212.00		2013
		D2393	Resin Comp. 3sur.Posterior Perm	$261.00		2013
		D2394	Resin Comp.4+sur.Posterior Perm	$314.00		2013
		D9910	Application of Desensitizing Medicament	$57.00		2013
		D9911	Application of Desensitizing Resin for cervical and/or root surface per tooth	$70.00		2013
		D3220	Pulpotomy	$183.00		2013
		D2930	SSC Primary Tooth	$247.00		2013
		D2931	SSC Permanent Tooth	$298.00		2013
		D2932	Prebacricated Resin Crown	$323.00		2013
		D2934	Prefab.est.coat SSC prim. Tooth	$327.00		2013
		D2940	Sedative Filling	$113.00		2013
		D9110	Palliative Treatment	$115.00		2013
		D7140	Ext. Erupted Tooth Prim/Perm	$162.00		2013
		D7210	Extraction Surgical - 100+	$253.00		2013
		D7250	Extract Root Tip	$253.00		2018
		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

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	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	$287.00		2018
		D1525	Space Maintainer-Removable, Bilateral	$287.00		2018
		D1550	Recementation of Space Maintainer	$57.00		2018
		D1555	Removal of Fixed Space Maintainer	$25.00		2018
		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

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program		Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
	CPT Code				
Personal Health	10060	Drainage of Skin Abscess	$117.00		2009
	10061	Drainage of Skin Abscess	$200.00		2009
	10080	Drainage of Pilonidal Cyst	$195.00		2009
	10120	Remove Foreign Body	$133.00		2009
	10140	Drainage of Hematoma/Fluid	$147.00		2009
	10160	Puncture Drainage of Lesion	$94.00		2008
	11000	Debride Infected Skin	$56.00		2009
	11055	Paring of corn/callus (1 lesion)	$46.00		2009
	11200	Remove Skin Tags	$89.00		2007
	11719	Trim Nail(s)	$22.00		2008
	11720	Debride Nail 1-5	$33.00		2008
	11730	Avulsion of Nail Plate	$97.00		2011
	11740	Drain Blood from Under Nail	$56.00		2009
	11976	Norplant (Remove)	$223.00		2008
	11981	Insertion, non-biodegradable drug	$250.00		2012
	11982	Removal, non-biodegradable drug	$154.00		2009
	11983	Removal, with reinsertion, non-biodegradable drug	$234.00		2009
	12001	Repair Superficial Wound(s) 2.5cm or less	$171.00		2008
	12002	Repair Superficial Wound(s) 2.6-7.5cm	$184.00		2009
	16000	Initial Burn(s) Treatment	$84.00		2009
	16020	Dsg and/or debridement, small	$97.00		2009
	17000	Destroy Benign/Premal Lesion	$72.00		2009
	17003	Destroy Lesions, 2-14	$18.00		2009
	17110	Destruct Lesion(s), 1-14	$109.00		2009
	17250	Chem. Caut of granulation tissue	$79.00		2009
	20550	Inject Single Tendon-Ligament-Cyst	$72.00		2009
	20551	Inject Single Tendon 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

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	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	$150.00		2018
		54060	Treatment of Lesion (Male)	$155.00		2018
		54065	Destruction of Lesion (Male) Extensive	$210.00		2018
		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	$85.88		2018
		58300	Insert Intrauterine Device (IUD)	$160.00		2012
		58301	IUD Removal	$200.00		2012
		59025	Fetal Non Stress	$90.00		2012
		59425	Antepartum package 4-6 visits	$1,900.44		2014
		59426	Antepartum package 7+ visits	$3,408.75		2014
		59430	Postpartum care only	$175.00		2012
		64435	Paracervical Block	$176.00		2008
		65205	Remove Foreign Body from External Eye	$67.00		2007
		69200	Remove Foreign Body from Outer Ear Canal	$140.00		2006
		69210	Remove Ear Wax	$67.00		2006
		80061	**Lipid Panel (Fasting) - UNC Lab**	$18.00		2006
		80101	**Urine Toxicology Screen (UNC Lab)**	$160.88		2010
		80178	**Lithium Level (UNC Lab)**	$9.46		2011
		81000	U/A (W/Micro)	$28.00		2006

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
		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)	$21.82		2018
		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

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
		83718	**Lipid Panel (Non-Fasting) HDL (UNC Lab Test)**	$11.00		2006
		83721	**LDL (UNC Lab Test)**	$13.00		2006
		84075	**ALK PHOS (UNC Lab Test)**	$7.00		2006
		84132	**K (UNC Lab Test)**	$6.00		2006
		84146	**Prolactin (UNC Lab)**	$27.00		2006
		84153	**PSA Screen (UNC Lab)**	$25.00		2006
		84153	**PSA Diagnostic (UNC Lab)**	$25.00		2006
		84155	**TP-Serum (UNC Lab Test)**	$5.00		2007
		84156	**TP-Urine (UNC Lab Test)**	$5.00		2006
		84295	**NA (UNC Lab Test)**	$6.12		2014
		84436	**Thyroxine (T4) - (UNC Lab Test)**	$8.00		2006
		84439	**Free T4 (UNC Lab Test)**	$12.00		2006

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	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

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
		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
		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)	$85.02	$85.02	2018
		87591	GC NAAT (Durham Co Lab) (Bill with 87491 (10)	$15.50	$15.50	2018
		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

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
		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	**$117.00**	2015
		90647	PedVaxHIS Self Pay	$40.00		2012
		90648	HIB Vaccine	$26.00		2012
		90649	Gardasil	$162.00	**REMOVE**	2015
		90651	HPV 9 (Gardasil 9)	$180.00		2015
		90654	Intradermal flu vaccine	$20.00	**REMOVE**	2012
		90655	Preservative free influenza vaccine 6-35 mo	$17	**REMOVE**	2015
		90656	Preservative free influenza vaccine	$18.00	**REMOVE**	2012
		90657	Influenza Split 6-35 mo.	$14.00	**REMOVE**	2009
		90658	Influenza Split 3yr and Above	$15.00	**REMOVE**	2012
		90660	Influenza Virus Vaccine Live for Intranasal	$23.00	**REMOVE**	2012
		90662	Influenza - high dose (65+)	$40.00	**REMOVE**	2012
		90669	Prevnar (PCV7 -Pneumococcal Vaccine	$116.00	**REMOVE**	2009
		90670	Prevnar (PCV13) -Pneumococcal Vaccine	$167.00	**REMOVE**	2015

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
		90672	Irtranasal administration of live quadrivalent infuenza vaccine	$26.00	**REMOVE**	2015
		90675	Rabies (IM)	$313.33		2018
		90676	Rabies vaccine, for intradermal use	$212.00		2015
		90680	Rotateq (Rotavirus Vaccine)	$99.00	**$113.00**	2009
		90681	Rotarix	$124.00	**$138.00**	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	**REMOVE**	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	**REMOVE**	2008
		90734	Menactra Meningococcal Vaccine	$127.00		2015
		90736	Zostavax vaccine	$207.00	**REMOVE**	2015
		90744	Pediatric Hep B Vaccine Self Pay	$30.00		2012
		90746	Immunization: Hep B (20+ yrs)	$58.00		2007
		90760	IV Infusion Up to One Hour	$140.00		2007
		90772	Therapeutic prophylactic/diagonostic injection	$23.00		2008
		90801	Psychiatric Diagnostic Interview Exam	$151.00		2008
		90802	Psychiatric Diag Interview Exam, Interactive	$161.00		2009
		90804	Psychother, Indiv, Insight, 20-30 min.	$65.00		2009
		90806	Psychother, Indiv, Insight, 45-50 min.	$97.00		2007
		90808	Psychother, Indiv, Insight, 75-80 min.	$146.00		2008
		90810	Psychother, Indiv, Interac, 20-30 min.	$70.00		2007
		90812	Psychother, Indiv, Interac, 45-50 min.	$103.00		2009
		90814	Psychother, Indiv, Interac, 75-80 min.	$152.00		2009
		90846	Psychotherapy, Family, w/o Patient	$95.00		2009
		90847	Psychotherapy, Family, (Conjoint) W/Pt Present	$115.00		2009

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
		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	$3.25		2018
		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	$78.38		2018
		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**

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	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

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
		99387	Preventive/New Pt 65+ yrs.	$242.00		2008
		99391	Preventive/Estab Pt < 1 yr.	$225.00		2012
		99392	Preventive/Estab Pt 1-4 yrs.	$225.00		2012
		99393	Preventive/Estab Pt 5-11 yrs.	$200.00		2012
		99394	Preventive/Estab Pt 12-17 yrs.	$205.00		2012
		99395	Preventive/Estab Pt 18-39 yrs.	$225.00		2012
		99396	Preventive/Estab Pt 40-64 yrs.	$220.00		2012
		99397	Preventive/Estab Pt 65+ yrs.	$212.00		2004
			DSME (Diabetes Self Management Education) minimum fee	$20.00		2015
		99406	Tobacco Use Cessation Counseling - Intermediate	$13.00		2015
		99407	Tobacco Use Cessation Counseling - Intensive	$32.00		2015
		99408	G0396 - ETOH & Substance Abuse Screening (10)	$35.00		2018
		99409	G0397 - ETOH & Substance Abuse Screening (10)	$67.00		2018
		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
		Recode	Employee Measles (Rubeola) Titer	$48.00		2009
		Recode	Employee Mumps Titer	$50.00		2009

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
		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

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
	Medicaid only	**J1050ud**	**Injection, medroxyprogesterone acetate, 1 mg**	**$25.82**		2018
		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**	**$249.00**		**2018**
		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**	**$237.14**	**$237.54**	**2018**
		J7301	Skyla IUD	$235.00		2017
	Medicaid only	**J7301ud**	**Skyla IUD**	**$375.38**	**$249.00**	**2018**
		J7298	Mirena IUD	$235.00		2017
	Medicaid only	**J7298ud**	**Mirena IUD**	**$310.26**	**$249.00**	**2018**
		J7303	Nuvaring (3pack)	$27.92		2017
		J7307	Nexplanon	$399.00		2017
	Medicaid only	**J7307ud**	**Nexplanon**	**$400.50**	**$399.00**	**2018**
		JO696	Ceftriaxone Sodium/Rocephin per 250mg	$22.00		2008
		Recoded	Sports Physical	$44.00		2008
		Recoded	Camp Physical	$44.00		2009
			DOT Physical		**$100.00**	**NEW**
		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

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
		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.				
	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	**Remove**	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	**Remove**	1/1/2012
	Social Services					
			Adoption Intermediary Fee	$300.00		2008

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
	Solid Waste - Enterprise Fund					
			Solid Waste Programs Fee	**$132.00**	**$142.00**	**2018**
	Recycling					
			Mulch Delivery - 20 yards	$225.00		2017
			Mulch Delivery - 30 yards	$300.00		2017
			Mulch Delivery - 40 yards	$375.00		2017
			Bag of Premium Compost - 1 cubic foot	$5.50		2017
	Sanitation					
			6 Yard - Scheduled (10)		**$31.00**	**NEW**
			6 Yard - Unscheduled(10)		**$40.00**	**NEW**
			8 Yard - Scheduled (10)		**$33.00**	**NEW**
			8 Yard - Unscheduled (10)		**$40.00**	**NEW**
			30 Yard Week Rental and 1 pickup* (10)		**$245.00**	**NEW**
			30 Yard Additional Pickup* (10)		**$175.00**	**NEW**
			40 Yard Week Rental and 1 pickup* (10)		**$295.00**	**NEW**
			40 Yard Additional Pickup* (10)		**$220.00**	**NEW**
			= plus double tip fee for containmenated loads (not following OC RRMO)			**NEW**
						2013

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
Landfill	Construction & Demo	$40.00/ton		2012
	Clean Wood/Vegetative Waste	**$20.00/ton**		2016
	Conventional Yard Waste Mulch	$25.00/3cubic yard scoop		2012
	Decorative Red Mulch & Compost	$30.00/one cubic yard scoop		2016
	Stumps & Land Clearing Waste	$40.00/ton		2012
	Disposal of Mobile Homes	$200.00/unit		2010
	Tires (stockpiles tires/no state certification)	$100.00/ton		1997
Environmental Support	Appliances (White Goods)	No charge		
	Scrap Metal	No charge		
	Cardboard	No charge		
	Regulated Recyclable Materials Facility	$250.00/application		2002
	License of Haulers	$25 per vehicle		2018
	Compost Bin (Yard)	$50.00		2018
	Counter Top Compost Bin	$5.00		2018
	Cart (Additional)	$60.00		2018
	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

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
Sportsplex (12)	**Fitness Memberships**			
	Individual	$48.95/mo		2018
	Parent & Dependent	$59.95/mo		2018
	Couple	$74.95/mo		2018
	Family	$84.95/mo		2018
	Student	$32.95/mo		2018
	Platinum Individual	$69.95/mo		2018
	Platinum Parent & Dependent	$79.95/mo		2018
	Platinum Couple	$89.95/mo		2018
	Platinum Family	$99.95/mo		2018
	Senior Individual Resident (semi-platinum, incl. Pickleball/Basketball	$26/mo		2018
	Senior Individual Non Resident	$39.95/mo		2018
	Senior Couple (semi-platinum, incl. Pickleball/Basketball)	$36/mo		2018
	Senior Couple Non Resident	$54.95/mo		2018
	Nursery Fee	$5/mo		2018
	Fitness Walk-in	$10.00		2018
	County Employee	$12.25/mo		2018
	County Empl: Parent +Child	$15.00/mo		2018
	County Empl:Couple/Parent +2 children	$18.75/mo		2018
	County Empl:Family	$21.25/mo		2018
	County Employee Platinum	$17.50/mo		2018
	County Empl: Parent +Child Platinum	$19.95/mo		2018
	County Empl:Couple/Parent +2 children Platinum	$22.50/mo		2018
	County Empl:Family Platinum	$24.95/mo		2018
	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%)			

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
	Kidsplex			
	Preschool			
	2/3 Year Old/ 2 days	Member 1,392/annual;155/mo		2018
		Non-Member $1,638/annual$182/mo		2018
	2/3 Year Old/ 3 days	Member $2,079/annual;231/mo		2018
		Non-Member $2,4391/annual;$271/mo		2018
	2/3 Year Old/5days	Member $3,582/annual;398/mo		2018
		Non-Member $4,212annual;$468/mo		2018
	4/5 Year Old/2days	Member $2,079annual;$231/mo		2018
		Non-Member $2,439annual/$271/mo		2018
	4/5 Year Old/3days	Member $2,871annual/$319/mo		2018
		Non-Member $3,376annual		2018
	4/5 Year Old/5 days	Member $4,545annual/$505/mo		2018
		Non-Member $5,346annual		2018
	After School			2018
	3 Days	Member $1,620/annual;$192/mo		2018
		Non-Member $2,025/annual;$240/mo		2018
	4 Days	Member $2,165/annual;$250/mo		2018
		Non-Member $2,710/annual;$312/mo		2018
	5 Days	Member $2,710/annual;$310/mo		2018
		Non-Member $3,390/annual;$390/mo		2018
	Daily Flat Rate	$25Member/$30 Non-Member		2018
	Summer Camp	$225/week		2016

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
	Pool			
	Public Swimming	Adult $6/Child $5/Senior $4		2018
	Group Swim Admission	$4.00/swimmer		2018
	Group Swim Lessons	Members:$119/8class session		2018
		Non-Members:$140/8class session		2018
	Swim Team	Members:$100/mo-$165/mo based on age		2018
		Non-Members:$110/mo-$180/mo based on age		2018
	Lane Rental	$18.00/lane/hr		2018
	Swim Meet Facility Charge	$1,250 half day/$2,350 full day		2018
	Timing System	$100/half day/$200 full day		2018
	Baby Pool Drain and Seating	$400/meet		2018
	Hospitality Room	$200/meet		2018
	Ice Rink			
	Public Skating	Adult $8.50/Child $7.50/Skate Rental $4.50		2018
	Group Ice Skate 20 (or more)	$6.50/skater incl ice skate rental		2018
	Group Ice Skate 75 (or more)	$5.50/skater incl ice skate rental		2018
	Ice Rental	$350/hr. Prime times; $325/hr Non-prime		2018
	Adult Hockey Leagues	$352/per 16 game season		2018
	Learn to Skate School	$168/ 8 class beginner;$216/ 8 class advanced		2018
	Learn to Play Hockey	$133.00/ 7 class session		2018
	Hockey Tots	$66.50/ 7 class session		2018

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

Manager Recommended Fee Schedule - FY 2019-20

Department/Program		Description	Current Fee	Manager Recommended Fee Change for FY 2019-20*	Last Revision
		Field House			
		Member Soccer/Flag Football/Lacrosse	$650 per team/per season		2018
		Non-Member Soccer/Flag Football/Lacrosse	$800 per team/per season		2018
		Member Basketball/Volleyball	$650 per team/per season		2018
		Non-Member Basketball/Volleyball	$800 per team/per season		2018
		Senior Pickleball	Weekday daytime: Free for Members/Passmore		2018
		Open Pickleball Leagues (prime time)	$3.00 per game/league fee tbd		2018
		Court Rental	$70/hr for Residents/$90/hr for Non Residents		2018
		Field Rental	$80/hr for Residents/$100/hr for Non Residents		2018

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2019-20

FY 2019-20 Manager Recommended Fee Schedule
Footnotes

(1) Increase in special event demands
(2) Change in title to be consistent with UDO
(3) Stormwater Management Plan Review Fee of $500 applicable "Per Primary Stormwater Control Measure (SCM)
(4) Stormwater Management Plan Review Fee as Low Impact Development (LID). Qualifying a project as LID satisfies our UDO Stormwater Management Requirements
(5) Conservation Area Document Review per each area to cover cost associated with increased expenses in plan/study approval and the subsequent follow up to ensure proper language and recordation.
(6) This requirement is specific to UDO Section 6.14.10©(4)(d)
(7) Remove fee, as this sort of development usually pays as Intense Urban Erosion Control Plan Review + Land Disturbing Permit Fees
(8) Remove fee, Efland Sewer System has been transferred to the City of Mebane
(9) Increase to reflect cost recovery
(10) New Fee to mirror School System fees. The request is to broaden the applicability of the fee to service non-Orange County departments.

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.