ORANGE COUNTY
NORTH CAROLINA

FY 2021-22
ANNUAL OPERATING BUDGET

MANAGER RECOMMENDED

Orange County, North Carolina
Manager Recommended
FY 2021-22 Annual Operating Budget

BOARD OF COUNTY COMMISSIONERS

Renee Price, Chair
Jamezetta Bedford, Vice Chair
Mark Dorosin
Amy Fowler
Sally Greene
Jean Hamilton
Earl McKee

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

Kirk Vaughn
Budget and Management Analyst II

Kelly Warring
Budget and Management Analyst II

Board of County Commissioners



Renee Price, Chair



Jamezetta Bedford, Vice-Chair



Mark Dorosin



Amy Fowler



Sally Greene



Jean Hamilton



Earl McKee



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Orange County
North Carolina

For the Fiscal Year Beginning

July 01, 2020

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 24
Fund Structure 28
General Fund
Revenue by Category 30
American Rescue Plan Act 33
Appropriations by Function 34
Function Summaries
Community Services 37
General Government 38
Public Safety 39
Human Services 40
Education 41
Support Services 42
Non-Departmental 43
Permanent Full-Time Equivalent (FTE) Budgeted Positions 44
Summary of New Positions Recommended for FY 2021-22 47
Summary of Time Limited Positions 48
Assessed Valuation, Tax Rate and Estimated Collections 49

Department on Aging 50
Animal Services 63
Article 46 Sales Tax 72
Asset Management Services 74
Board of Commissioners 84
Board of Elections 88
Capital Investment Plan 92
Cardinal Innovations 105
Child Support Services 107
Community Relations 110
Cooperative Extension 113
County Attorney's Office 120

Table of Contents (continued)

County Manager's Office 123
Courts 133
Criminal Justice Resources 134
DEAPR 139
Debt Service 152
Economic Development 154
Education 164
Emergency Services 237
Finance and Administrative Services 253
Fire Districts 259
Health Department 265
Housing and Community Development 278
Human Resources 294
Human Rights and Relations 301
Information Technologies 306
Library Services 311
Non-Departmental 319
Orange County Transportation Services 345
Outside Agencies 351
Planning and Inspections 363
Register of Deeds 380
Sheriff 384
Department of Social Services 388
Solid Waste Department 404
Sportsplex 414
Tax Administration 417
Transfers 423

Appendices

A: Employee Pay & Benefits 424
B: Proposed Fee Schedule 453
C: Policies 520
Budget Administration 538
Glossary 539

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:

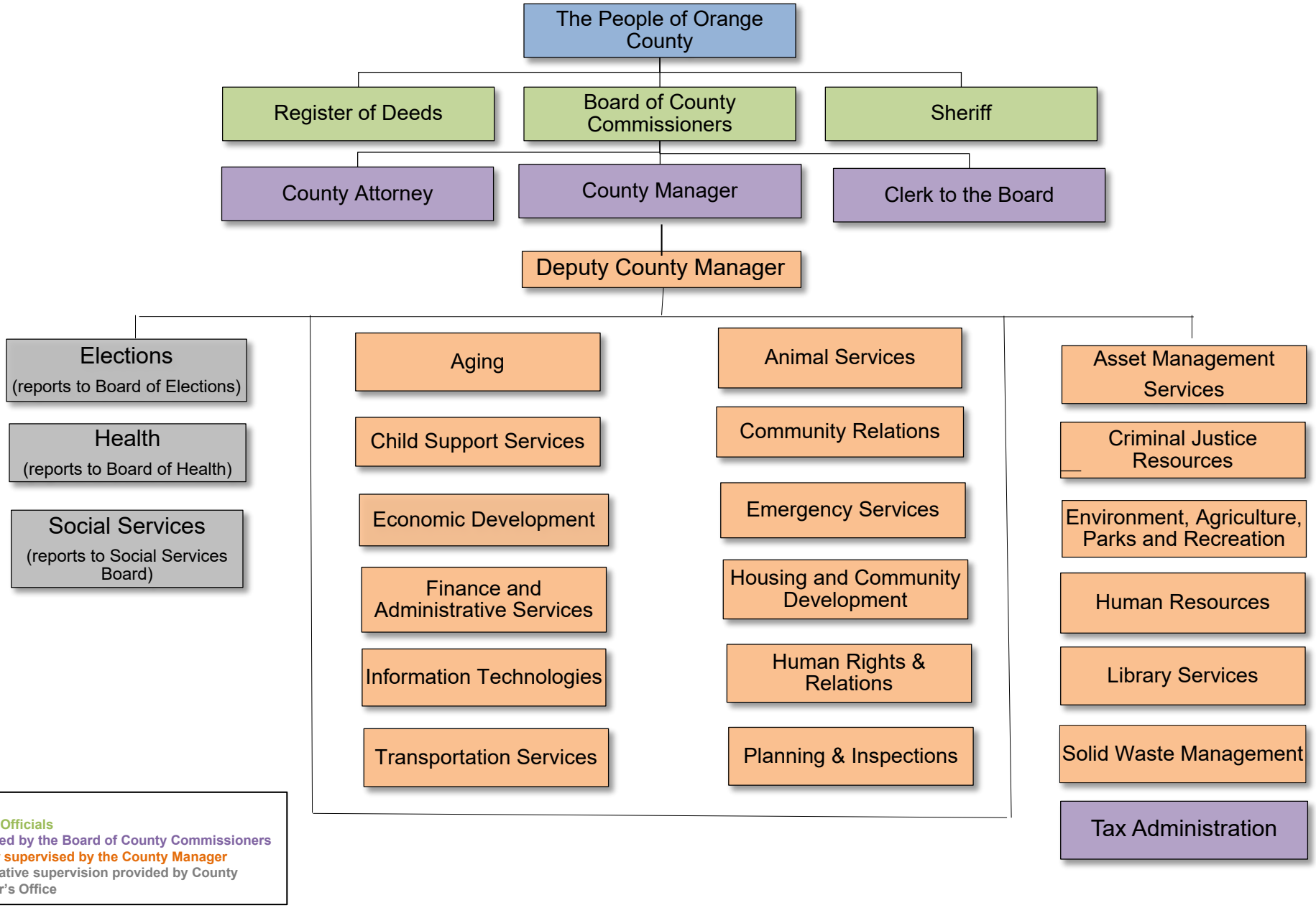
- Serve the ***Residents*** of Orange County - ***Our Residents Come First***.

- 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 4, 2021

TO: Board of Orange County Commissioners

FROM: Bonnie Hammersley
County Manager

RE: Transmittal of the FY2021-22 Recommended Budget

Please accept the FY2021-22 Recommended Operating Budget for your review and consideration. Approximately one year ago, we began our review of the budget during the second month of an unprecedented stay at home order brought on by the dangerous and rapidly spreading COVID-19 virus. At that time, the budget was cast in an environment of trepidation and uncertainty about the future of our lives, our County, and the world around us. One year later, we are able to cast the FY2021-22 Recommended Budget in an environment of cautious optimism as vaccinations offer the promise of a less restricted life and more vibrant economy. However, while some aspects of our lives may resemble pre-pandemic activities, many residents will face a new economic reality that has been forever transformed by the pandemic.

As we emerge from the pandemic induced recession, data indicates that the recovery will likely be "K" shaped. This means that certain sectors of the economy will recover both faster and stronger than other sectors, and because of these differences, renewed economic stability for residents will not be equally distributed. Many employees engaged in service sectors, for example, were likely struggling financially prior to the pandemic, and the pandemic may have only made their financial matters worse. Fortunately, the federal government has provided support through stimulus payments, emergency financial relief, and enhanced unemployment benefits to prevent more dire outcomes, but that support is temporary. As those benefits expire, residents will turn to County government to help them meet basic needs and secure stable employment. The Recommended FY2021-22 Budget anticipates those needs by focusing our limited resources on legally mandated obligations and on services that comprise the social safety net that County government is charged to provide.

The FY2021-22 Recommended Budget strives to balance the continuation of social safety net services with the property tax responsibility placed on tax payers. The Recommended Budget both redirects discretionary spending to those important service obligations and applies one-time emergency measures to blunt a tax increase that would have been necessary to pay for increasing debt service. These emergency measures are not sustainable over the long term. In fact, some of them use one-time revenue from the American Rescue Plan Act (ARPA) to

pay for ongoing expenses. However, they are necessary in order to balance the interests and needs of the County's most vulnerable residents with the responsibilities placed on taxpayers.

Expenditures

The total Recommended Operating Budget including the general fund, enterprise funds, proprietary funds, and special revenue funds is $279.2 million. This represents an increase of $5.0 million or 1.83% over the FY2020-21 Budget.

- **General Fund Operating Expenditures**
  The General Fund is the fund through which 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 $244.1 million which represents a $5.0 million or 2.1% increase over the budget for the current fiscal year.

- **Mandatory Five Percent (5%) Operating Budget Reductions**
  Most County departments were required to submit budgets that reduced non-personnel operating expenditures by five percent (5%). Departments providing public health and safety services were exempt from this reduction. All of the non-exempt departments, however, complied with or exceeded this reduction requirement, allowing for the redirection of approximately $500,000.

- **Debt Service**
  Debt service will increase by $6.6 million or approximately 19.8%. This projected increase is associated with the 2016 general obligation bonds for schools and affordable housing as well as other Capital Investment Plan projects. Of the total $40 million in debt service due next fiscal year, approximately $16.5 million is tied to County projects and $23.5 million is the result of borrowing for school projects. Based on the proposed five year Capital Investment Plan, total debt service payments will plateau in FY2021-22 and remain relatively constant for the next three years before beginning to decrease in FY2024-25.

Revenue

The Recommended Operating Budget includes total revenue of $279.2 million. Of this amount, $244.1 million is in the general fund and $35.1 million is in the enterprise, special revenue, and proprietary funds.

- **Impact of the Revaluation**
  The County is on a revaluation cycle that occurs every four years. The revaluation is intended to realign assessed property values for tax purposes with the current market value of all real property in the County. This year's revaluation raised concerns about how assessed values were derived in historic neighborhoods in the Town of Chapel Hill. Over the next fiscal year, the County will examine how the mass appraisal process is conducted and identify the factors over which the County has discretion and those where it does not. This analysis will specifically identify potential systemic issues that are built in to the assessment process that may yield inaccurate values in certain neighborhoods. The County Manager's Office may use existing contractual services funds to assist with this study.

  The 2020 revaluation resulted in a 12.6% increase in real property value compared to FY2020-21, increasing the total real property tax base by over $2.44 billion to $21.74 billion.

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

of the increased property tax base. However, the State of North Carolina requires counties to publish a revenue neutral rate following a revaluation. The revenue neutral rate is the tax rate that would produce the same amount of revenue had the revaluation not occurred. The revenue neutral rate calculation does adjust the tax base for natural growth that would have occurred between revaluations. In the case of the FY2021-22 Recommended Budget, it is the rate that would be necessary to generate the same amount of property tax revenue ($165.3 million) using a higher assessed valuation ($21.7 billion). Since the County's overall tax base increased, the County's revenue neutral rate decreases from 86.79 cents per $100 of value to 78.87 cents per $100 of value. The revenue neutral rate for the Chapel Hill Carrboro City Schools District Tax decreases from 20.18 cents per $100 of value to 18.30 cents per $100 of value. The revenue neutral rates for fire districts are detailed in the *Outside Agency and Fire District* section below.

- **Tax Rate**
  The Recommended Budget increases the revenue neutral tax rate by three (3) cents to 81.87 cents per $100 of value. Debt service is projected to increase by $6.6 million. The County's current debt model reflects a tax rate equivalent of 4.15 cents tax rate increase needed to cover this additional $6.6 million as well as the $2.7 million increase in debt service contained in the FY2019-20 Budget. The balance of the tax rate equivalent increase (1.15 cents) is delayed through the application of one time American Rescue Plan Act (ARPA) funds. Approximately $3.3 million in ARPA funds are applied to the Recommended Budget for a range of COVID-19 related expenditures. Some of these one-time funds will need to be replaced by ongoing revenue to support debt service expenses with sustainable funding.

- **Collection Rates**
  While growth in the tax base is strong, the Recommended Budget continues a 0.5% decrease in the collection rate for real and personal property and taxes on motor vehicles due to the anticipated, ongoing financial hardship for residents related to the pandemic. This reduction places the real and personal property collection rate at 98.7% and the motor vehicle collection rate at 99.4%.

- **Sales Tax**
  Sales tax collections represent the bright spot in the revenue forecast. Sales taxes make up approximately eleven percent (11%) of the County's total revenue. Based on a dismal economic outlook at this time last year, sales taxes were expected to decrease by 10% compared to the FY2019-20 actual amounts. However, strong online sales and federal economic stimulus payments bolstered retail sales to the point where actual collections for FY 2020-21 are now projected to range between $1-2 million over the FY 2019-20 amounts. The resilient performance of sales taxes during the pandemic and a more optimistic outlook on retail sales next fiscal year supports an FY 2021-22 budgeted amount of $26.7 million or a 12% increase from the FY 2020-21 Budget.

Employee Compensation and Benefits

Employee compensation and benefits comprise 61.5% of the County's total budgeted expenditures excluding education expenses. The FY2021-22 Recommended Budget continues the personnel austerity measures introduced last year with the exception of the performance award program which will be reintroduced as part of the FY2021-22 employee compensation package.

- **Hiring Freeze**
  The first phase of the COVID-19 financial contingency plan was to impose a hiring freeze for all nonessential positons. This freeze excludes positions responsible for providing direct public health and safety services as well as those positons assigned to administer social service and employment programs that will likely

experience an increase in demand. The extension of the hiring freeze for nonessential personnel reduces salary and benefit expenses by a total of approximately $3 million.

- **No Wage Adjustment**
  Typical budgets include a wage adjustment between one and three percent to recognize general cost of living increases and to maintain a competitive wage profile for employees. The FY2021-22 Budget as recommended does not have enough flexibility to include a wage adjustment.

- **Resumption of Performance Awards**
  As part of the County's performance evaluation process, employees are eligible to receive up to approximately $0.50 added to their hourly rate in recognition of exceptional performance and lower amounts for less than exceptional performance. Although the performance evaluation process continued in FY2021-21, the remuneration associated with performance was suspended. The FY2021-22 Recommended Budget resumes monetary performance awards associated with the evaluation process at a cost of approximately $425,000.

- **Suspension of Conference, Training, and Travel Savings**
  The FY2021-22 Recommended Budget continues the suspension of spending related to conferences, training, and travel. Continuing this base budget reduction saves the County approximately $455,000. The Budget maintains funding associated with required licensure and certifications that some employees must maintain in order to perform their jobs.

- **Health Insurance – No Increase**
  In FY2018-19, the County joined a public sector health insurance pool called the North Carolina Health Insurance Pool or NCHIP. This pool allows its members to spread risk and increase market competitiveness 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 health insurance costs for FY2021-22. This also means that employee contributions will not change next fiscal year.

- **Mandated Retirement Contribution Increase**
  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. For FY2021-22, the Retirement System is mandating an increase of 1.2% which results in a general fund cost of $650,000 next year.

- **Living Wage Increase**
  The County is certified as a living wage employer by *Orange County Living Wage*. The living wage is applied to both regular and temporary employees working in the County regardless of the number of hours worked. Orange County is due for Living Wage Recertification in October of 2021. At that time, the Living Wage will increase from $14.95 per hour to $15.40 per hour. The prorated cost of this increase is projected to be $23,000 and is included in the Recommended Budget.

<u>Education</u>

The FY2021-22 Recommended Operating Budget exceeds the funding target of allocating 48.1% of General Fund revenues to school spending at 48.7%. Based on March projections from the Department of Public Instruction, student enrollment will increase by a total of 124 students, including Charter Students and out of district students, in the Chapel Hill-Carrboro City Schools District and decrease by 46 students, including Charter Students and out of district students, in the Orange County Schools District.

- **Current Expense Funding**
  The FY2021-22 Recommended Budget maintains the per pupil allocation in place for FY2020-21 at $4,367 per student. Based on the student projections cited above, Chapel Hill Carrboro City Schools will receive a total current expense budget of $53.9 million. This represents an increase of approximately $541,500 associated with overall enrollment growth. Orange County Schools will receive a current expense budget of $35.4 million. This represents a decrease of approximately $200,900 reflecting declining enrollment overall.

  The total current expense budget, including debt service, for both school districts increases from $107.3 to $113.1.

  In addition to the base per pupil allocation provided to the two school districts, the Chapel Hill-Carrboro City Schools District has a district tax. The Recommended Budget includes the revenue neutral rate for the District Tax at 18.30 cents per $100 of assessed value. This rate is expected to generate approximately $24.9 million in additional funds for the District.

- **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 2021 shows that charter school students have increased by 34 students in the Orange County Schools District and have decreased by 10 students in the Chapel Hill Carrboro City Schools District compared to last year's budget. These changes result in a total of 919 charter students in Orange County Schools, 156 in Chapel Hill Carrboro City Schools, and a total of 1,075 Countywide. The FY2021-22 Budget accommodates the expenses associated with 24 net new charter students at a cost of approximately $104,800.

- **Durham Technical Community College**
  The Budget recommends increasing the operating costs for the Orange County Campus of Durham Technical Community College by $53,836 to match increases in salary, benefits, insurance, and facility operating costs. The Budget also recommends adding $50,000 to the *Durham Tech Promise* scholarship program for the College's Back to Work Initiative.

  The Durham Tech Promise scholarship 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. This program is funded at its current level of $200,000. The Back to Work Initiative will provide a $500 scholarship to each of the projected 100 participants. Orange County's total investment of $250,000 for both programs is allocated from Article 46 sales tax proceeds.

<u>Community Services</u>

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 Transportation Services, Planning and Inspections, and Solid Waste Management. The total Community Services appropriation is recommended to decrease from $14.3 million in FY2020-21 to $13.7 million in FY2021-22.

- **Animal Services**
  The Animal Services budget decreases net County costs by $2,465. The budget recognizes pandemic related reductions in both cat and dog admissions and the corresponding reductions in adoption fees as well as

decreased cost of boarding. The Animal Control Division provides animal control services to the Towns of Chapel Hill, Carrboro, and Hillsborough on a cost recovery basis. During the next fiscal year, costs to the Town of Carrboro are expected to increase, resulting in a revenue increase to the County of $4,536. The budget also includes approximately $7,000 for a Veterinary Health Care Intern.

- **Cooperative Extension**
  One of priority areas for Cooperative Extension involves providing support the County's agricultural community in addition to its work in food and nutrition education and 4-H programming. In an effort to align and enhance the Department's work in the local food and agriculture areas, such as the management of the Breeze Farm incubator, the Budget recommends transferring the Agriculture Economic Developer position from Economic Development to Cooperative Extension. Seventy-five percent (75%) of the cost of this positon ($74,504) will continue to be funded through the Article 46 Sales Tax fund while the remaining twenty-five percent (25%) will be funded through the North Carolina State University.

- **Department of Environment, Agriculture, Parks, and Recreation (DEAPR)**
  The Department of Environment, Agriculture, Parks and Recreation budget represents a net County cost reduction of $70,084. In addition to reducing several operating accounts, the DEAPR budget proposals to close Blackwood Farm this season as construction commences this summer. This closure as well as reducing the number of seasonal staff hired this season results in a savings of $92,251. This budget also decreases both expenditures and revenues as a result of closures and forgone facility rentals due to the pandemic. The pandemic related adjustments result in a net cost of over $46,000.

  The Budget currently assumes that summer programming will occur at a reduced programming level and capacity this summer. Summer camps will be sized to allow for appropriate social distancing. This means the camp capacity will be reduced to approximately fifty (50) campers each week compared to over two hundred (200) per week in a non-pandemic environment. Virtual camps will also be available to partially compensate for this reduced capacity.

- **Economic Development and the Visitors Bureau**
  The net County costs of the Economic Development Department decreased by $522,570. Last year, the Budget included a transfer of $516,212 from the Article 46 Sales Tax Fund to pay for the cost of the department. This year, the cost of the department is transferred into the Article 46 Fund where existing reserves will be used to fund the department. This transfer results in a decrease in net County costs of $418,158. The Economic Development budget also recognizes the transfer of the Agriculture Economic Developer as discussed in the Cooperative Extension section and reduces office expenses by just over $5,000.

  The Visitors Bureau is funded through the County occupancy tax which has suffered severe losses due to COVID-19 related travel restrictions and reduced demand. Based on year end projections for this fiscal year, occupancy taxes are expected to be $583,068 under the FY2020-21 budgeted amount. The FY2021-22 Recommended Budget projects a modest recovery of the travel and tourism market, estimating occupancy tax collections of $1,131,101 which is still over 32% below pre-pandemic levels.

  The Recommended Visitors Bureau expenditure budget represents a $252,953 reduction from the base budget. To compensate for this adjustment, American Rescue Plan Act funds of $150,000 are budgeted to fund a Tourism Recovery Plan. One of the objectives of this plan is to regain the pandemic related losses.

- **Orange County Transportation Services**

Orange County Transportation Services is comprised of the Transit Services Division which provides mobility services to residents and the Fleet Services Division which is responsible for maintaining the County's vehicle fleet. The Transit Services Division is projecting an increase in operating grants of $66,033. The net County cost of the Fleet Services Division will decrease by $209,158 as the responsibility for maintaining the Sheriff's Office's vehicles is transferred to a contracted maintenance provider.

- **Planning and Inspections**
  Overall, the Planning and Inspections budget represents a net cost decrease of $19,492. The Planning and Inspections Department relies on over $1.5 million in permit fees from building activity and erosion control to offset the cost of operations. For FY2021-22, the projected revenue in the Building Inspections Division is increased by $70,087 to reflect increased building and overall development activity in the County while revenue in the Erosion Control Division is decreased by $43,100 as revenue for large projects is collected once for a project that may be active over more than one fiscal year.

- **Solid Waste Management**
  The Solid Waste Management Department is supported by the Solid Waste Program Fee. This fee is a single, county-wide fee assessed on each improved parcel within the County, including the municipalities and the portion of the Town of Chapel Hill located in Durham County. In FY2020-21, this fee was adjusted for parcels in the City of Mebane that also receive solid waste collection services from the City. The Recommended Budget maintains the current fee of $142 per parcel for parcels outside the City of Mebane and $94.72 for parcels in the City.

  The Solid Waste Budget also internalizes the Urban Recycling program by creating three (3) new positions at a cost of $295,252. This cost is more than offset by eliminating the current contract to operate this program which was budgeted at $889,704. This strategy will save the Solid Waste Fund about $595,000 annually.

  The Solid Waste Fund is designated as an enterprise fund which means it carries its own fund balance. The Solid Waste Fund balance is expected to be over $3 million by the end of this fiscal year following an anticipated $4 million transfer to the General Fund to end this fiscal year in a break even position.

- **Sportsplex – Operating Performance and Debt Coverage**
  The COVID-19 pandemic has significantly impacted revenues at the Sportsplex. The Sportsplex is currently able to offer many of its services but at a reduced level which may not fully rebound in the short term. Therefore, budgeted program revenues for FY 2021-22 are projected to decrease by 3%. Likewise, program expenditures are also budgeted to decrease by 3%. Prior to the March 2020 shutdown, Sportsplex revenues were expected to end the year at a 6.5% increase over the FY 2019-20 Budget.

<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 decrease by $248,378 in FY2021-22.

- **Board of Elections**
  During the next fiscal year, the Board of Elections will conduct three (3) elections compared to one (1) election in FY2020-21. This requires an expenditure increase for poll workers and associated operating costs of $87,279. However, the Board of Elections also receives revenue from the Towns to conduct municipal

elections. That revenue is expected to be $76,686. As a result, the net Board of Elections budget is $10,593 more than the FY2020-21 Budget.

- **Clerk to the Board of County Commissioners**
  The Clerk to the Board's Office has experienced a wholesale transition over the past fiscal year with three new employees filling positons held by highly respected long term employees. During this transition, the new Clerk has carefully examined staffing levels and the responsibilities of each of the positions allocated to the Clerk's Office, and through reorganization and streamlining processes, the Clerk is recommending eliminating one positon for a net savings of $56,191.

- **County Attorney**
  The County Attorney's budget is $29,541 less than is was in FY2020-21. Currently, the Director of Human Rights and Relations serves two roles, one as a department head and one as a half time Senior Staff Attorney. This position will be entirely transferred to the Department of Human Rights and Relations as a full time Director. This position will be replaced by a full time staff attorney who will be responsible for general legal work on a half time basis and will serve as the primary Child Support Attorney for the other half time. Due to the salary differential between a Senior Staff Attorney and a junior Staff Attorney and a $3,000 reduction in litigation expenses, the County Attorney's Office budget decreases by $29,541

- **County Manager**
  The County Manager's Office provides an administrative home to the Manager's Division, Risk Management Division, the Arts Commission, and the Food Council. Over the past year, the Risk Manager has carefully analyzed how funds are distributed among the insurance programs and the workers compensation program. This exercise revealed that overall funding to the Risk Management Division could be reduced by $103,225 based on historic spending and current trends.

  The Arts Commission Budget is funded through the occupancy tax. Following the reduction in occupancy tax collections this fiscal year, the Arts Commission operations budget is reduced by $16,711. This budget also anticipates Board approval of an expansion of the Eno Mill Studio and Arts Incubator. The cost of this program ($64,640) is entirely offset by lease revenue at no net cost to the Commission's budget.

  The Food Council is supported through a multijurisdictional agreement where the County and each of the municipalities in the County contribute funds in proportion to each government's population. In FY2021-22, the Food Council budget is $504 higher than it was in FY2020-21 to compensate for the retirement contribution increase applied to all County employees. The County's portion of this increase is $176.

- **Register of Deeds**
  The impact of the pandemic on the real estate is mixed. While sale prices, which drive the excise tax revenue, are high, those prices represent an overall shortage of inventory on the market which indicates fewer overall transactions. Based on these trends, the Register of Deeds is estimating a reduction in land records fees of $150,463.

- **Tax Administration**
  The Tax Administration Department is responsible for Land Records, Tax Assessment, and Tax Collections. The Tax Administration Budget is proposed to decrease net County costs by $61,415 which is caused by $30,116 savings in office operating costs and additional revenue from Tax Collection Charges and Fees.

As mentioned in the County Manager's section of this memo, the Tax Administration Department will assist in an analysis of the mass appraisal process to identify potential systemic factors in the process that may lead to an inaccurate assessment of market value.

Human Services

The Human Services Team represents the departments of Aging; Child Support; Health; Housing and Community Development; Human Rights and Relations; Library Services; and Social Services. Many of these departments provide the basic social safety net services that will be instrumental in the County's recovery from the pandemic. The Human Services appropriation is recommended to increase from $41.6 million in FY2020-21 to $42.7 million in FY2021-22. The Budget recommends the following budget adjustments.

- **Aging**

  The recommended budget for the Department on Aging increases by $103,551. This increase is driven by demand for the lunch program. During the pandemic, the demand for lunch services increased, and the Department responded by increasing home delivery services and by creating a drive through distribution process. Although some of this demand was induced by the pandemic, the need is expected to persist. Lunch program costs are increased by $119,229 using the County's American Rescue Plan Act allocation.

- **Child Support**

  Child Support Services generates State and Federal Revenue to enforce and facilitate payment of child support to custodial parents. In FY2021-22 this revenue is expected to increase by $140,385. As described in the County Attorney's section of this document, the County will internalize legal services provided through the Child Support Department. Having an attorney on staff allows the County to reduce two contracts for primary and secondary legal services at a net savings of $2,908.

  The Child Support Budget is also an example of the work that Human Resources has done through its analysis of the use of temporary employees. In this case, the Department has employed two temporary employees on an ongoing basis for a number of years. As a result, these employees should not be considered temporary. Consistent with this analysis, the Budget recommends creating two part time regular positions to better classify the ongoing use of the employees.

- **Health Department**

  The Health Department has been leading the County's response to the COVID-19 pandemic and a robust vaccination program for residents. The Recommended Budget recognizes expenditure and offsetting State revenue to support a Regional Prevention Support Team for Infection Prevention Education. This team will continue work began in FY2020-21 to provide infection control education in congregate living facilities across Orange, Alamance, Caswell, Chatham, Durham, Guilford, Person, Randolph, and Rockingham counties.

  The Recommended Budget also follows a reorganization effort proposed by the Director that eliminates the Health Promotion and Education Division and transfers those responsibilities to a new Community Health Services Division that will include programs like the Family Success Alliance, home visiting, and care management.

  The Environmental Health Division administers both the septic and well safety program and the food safety and sanitation program. As part of the Division's work in well and septic systems, it administered an every five year wastewater treatment program that assessed a fee for inspections. However, this fee was levied in addition to the routine inspections that are also required to be conducted, resulting in residents paying both

fees. The Recommended Budget relieves that fee burden on property owners by eliminating the five year frequency program but still maintaining routine inspections and safety.

- **Human Rights and Relations**

  Human Rights and Relations will continue to advance its work in racial equity, investigating discrimination complaints, and engaging the community. During the past year, Human Rights and Relations has taken on several significant and important projects such as the leading the development of a countywide Racial Equity Plan and providing guidance and enhanced community engagement on the County's Long Term Recovery Plan. We expect this department will take on an even larger role in the coming fiscal years as each program in County government will be evaluated from a racial equity perspective. As cited above, the Recommended Budget creates a full time Director for the Human Rights and Relations Department.

  This Department has also assisted in eviction prevention efforts through the Eviction Diversion Program that provides legal services to residents who have an impending eviction. Using American Rescue Plan Act (ARPA) funds, the Budget continues to fund an attorney position and creates an Eviction Diversion Expediter to provide support services before, during, and after the eviction process. The total cost of this program is $167,046.

  ARPA funds are also used to create a summer youth program that will extend the Government Alliance on Race and Equity training to students and teachers. The budget allocates $46,540 to provide stipends to 20 participants during the program.

- **Housing and Community Development**

  Affordable housing has continued to be one of the most important policy priorities of the Board of Orange County Commissioners. The Housing and Community Development Department has been at the forefront of pandemic response to housing crises by administering the Emergency Housing Assistance Program. This program primarily provides rental assistance to residents struggling to pay rent and, therefore, prevent evictions, house residents experiencing homelessness, and promote overall housing stability. The Recommended Budget bolsters these emergency housing stabilization efforts by redirecting the Local Housing Voucher funds to this program. The Budget also allocates $626,000 in ARPA funds to maintain twelve temporary staff and to extend the Emergency Housing Assistance Coordinator position that was created using prior grant funds. An additional $120,000 in ARPA funds are used to replenish the Urgent Repair and Single Family Rehabilitation program.

  The Department also administers the Housing Choice Voucher Program. Program revenue supports the personnel administering the program while the County has been supporting over $216,000 to fund operating costs. However, this additional County support was not needed and simply added to the fund's balance at the end of the year. The Recommended Budget corrects this erroneous General Fund transfer.

  The Partnership to End Homelessness was transferred to the Housing and Community Development Department in FY2020-21 to fully integrate housing services and functions into a single department. Like the Food Council, the Partnership also benefits from multijurisdictional funding support. Its budget is funded through contributions from the County and each of the municipalities using the same population based formula. The Partnership budget decreases net County costs by $77 by applying grant funding to support the cost of an existing position for nine (9) months.

Total General Fund spending for affordable housing programs is recommended to be $1.76 million 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.

- **Library Services**
  As noted in the introduction section above, discretionary programming was scrutinized in an effort to focus limited resources on social safety net programming. The Library Services Budget is an example of that resource redirection. The Budget recommends reducing hours at the Central Library in Hillsborough from 68 to 54 hours per week resulting in a savings of $61,347. This reduction will occur on Mondays when regular use is at its lowest level.

  The Budget also recommends consolidating library services in Carrboro by closing the branch currently located at the McDougle School site and relocating those resources to the Cybrary. As part of this consolidation, hours at the Cybrary will also be increased from 44 to 54 hours per week to match the hours of operation at the Central Branch. The net savings associated with this consolidation is $58,874.

  Finally, the Budget reflects the end of a grant used to support a part time Outreach Librarian. This half time, time limited position will end at the end of this fiscal year.

- **Social Services**
  The COVID-19 pandemic has resulted in increasing demand for food and nutrition services, and as stimulus payments and other emergency financial supports expire, demand is also expected to surge in employment services and other programs offered by the Department of Social Services.

  Overall, the Recommended FY21-22 Budget holds County funding stable at approximately $11.1 million. The Department increased expenditures for information technology purposes while reducing pass through expenditures related to the Workforce Innovation and Opportunity Act (WIOA) program. Increases in the energy assistance programs and other programs are largely offset by State funding.

  The Department of Social Services budget also includes three outside agency budgets for Interfaith Council, Orange Congregations in Mission, and the Exchange Club. The Recommended Budget includes fully funding the Interfaith Council's request to provide additional support to address food insecurity. This increase of $123,000 is intended to be a one-time pandemic related supplement supported by ARPA funds.

<u>Support Services</u>

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 increase from $12.7 million in FY2020-21 to $12.9 million in FY2021-22.

- **Asset Management Services**
  Asset Management Services exceeded the five percent (5%) operations reduction mandate by reducing the net cost to the County by $155,553. This reduction came from a variety of sources including decreases in temporary staffing, maintenance contracts, internal operations, and utilities. One of the benefits of remote work is that County employees are utilizing less water in its facilities. Based on year to date expenses, water expenses are expected to be $100,000 under budget. The remote work environment will be maintained at some level during the next fiscal year, so this savings in water volume is expected to continue.

The Asset Management Services Budget also includes rental income from new leases at the new Environment and Agricultural Center. This building will house staff from the United States Department of Agriculture as well as the State Forestry program. Both of these entities will pay rent totaling $84,809 that is included in the Asset Management Budget.

- **Community Relations**
  The Community Relations Department has continued to increase awareness of the functions of County government and the services provided to residents. The FY2021-22 Budget exceeds the five percent (5%) reduction in operations mandate by decreasing advertising and printing supplies by $8,900 as the Department moves to more digital platforms.

- **Finance and Administrative Services**
  The Finance and Administrative Services Department provides purchasing, payroll, accounting, budget, and debt management services to County departments. The FY2021-22 Budget also exceeds the five percent (5%) reduction in operations mandate by decreasing temporary personnel expenses and operational accounts by $15,337.

- **Human Resources**
  The Human Resources Department is responsible for the countywide administration of personnel and benefit programs for County employees. The FY2021-22 Budget exceeds the five percent (5%) reduction in operations mandate by eliminating temporary personnel expenditures and decreasing several operational accounts. These reductions total $38,211.

- **Information Technologies**
  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 decrease by approximately $140,000 next year as the department has experienced savings using multi-year maintenance agreements. This department will also receive an additional $30,325 to facilitate the transition of all virtual meeting platforms to Zoom. All Zoom related expenses ($54,000) are offset by ARPA funds.

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 $28.0 million in FY2020-21 to $28.6 million in FY2021-22. The Budget recommends the following changes to Public Safety programs.

- **Criminal Justice Resource Department**
  The Board of Commissioners has supported criminal justice reform by consistently increasing the County's investment in the Criminal Justice Resource Department. A majority of this work is supported by funds received by the County through the ABC Board or through other outside grants. The net County cost of the Criminal Justice Resource Department increases by just over $57,000. Most of this increase ($38,751) will be applied to hire a new Administrative Assistant and Grant Compliance position. During the pandemic, the Criminal Justice Resource Department has applied for and received COVID-19 related grant funding that requires compliance documentation and other administrative work. Consequently, this position will be supported by ARPA funding.

The Recommended Budget also reflects the continuation of the Local Reentry Council grant of $150,000. This is the fourth year of a Department of Public Safety Local Reentry Council Grant, which supports two (2) positions at no County Cost.

Finally, a technical correction was needed to recognize $10,000 for a contract for supplemental psychiatry services in the jail that is paid using County Maintenance of Effort funds.

- **Emergency Services**
  The Department of Emergency Services is responsible for administering the Emergency Management, Fire Marshal, Emergency Telecommunications (911), and Emergency Medical Services. Total net County costs in this department are recommended to increase by $80,069. Approximately $210,000 is allocated to support staffing in the Emergency Medical Services Division through temporary staffing and overtime and to account for the new holiday and resulting holiday pay added in FY2020-21.

  Last year's budget also included funding to complete hardware and software upgrades in the 911 Center. These were one-time expenses that can be removed from the FY2021-22 base budget for a savings of $143,835.

  Finally, the Department has negotiated with the Town of Hillsborough to provide Fire Marshall Services for buildings located in the Town's jurisdiction. To complete this work, the Town will fully fund 1.0 FTE Fire Marshall position, operating costs, and vehicle costs. This contract is valued at $134,452.

- **Sheriff's Office**
  As mentioned in the Transportation Services section of this memorandum, the only change to the Sheriff's Office Budget is the inclusion of $234,000 to fund a contract for vehicle maintenance services. The cost of this contract is balanced by a corresponding reduction in the Motor Pool Division, resulting in a net County cost of approximately $25,000.

Outside Agencies and Fire Districts

The County received requests from Outside agencies totaling $2,048,551. One of the allowable uses of the American Rescue Plan Act allocation is to support non-profits. As a result, the entire outside agency budget is funded using the County's ARPA allocation. Most of the agencies were funded at this year's base levels while those providing emergency pandemic or recovery related work are recommended to receive a one-time supplement to provide those services. The Budget recommends one-time additional funding for eighteen outside agencies. Those increases total $259,774.

The total Outside Agency budget recommended for FY2021-22 is $1.82 million 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. The Recommended Budget for FY2021-22 allocates 1.44% of general fund expenses to outside agencies.

Six (6) Fire Districts requested modifications to their District tax rates. The table below shows each District's revenue neutral tax rate and the increases requested over that rate.

Fire Districts' Recommendations for FY 2021-22

District	Revenue Neutral Rate	Recommended Tax Rate for FY2021-22	Recommended FY 2021-22 Tax Rate Change
Cedar Grove	7.63	7.63	0.00
Chapel Hill	13.87	13.87	0.00
Damascus	10.10	10.80	0.70
Efland	6.28	7.28	1.00
Eno	8.98	8.98	0.00
Little River	5.39	6.39	1.00
New Hope	10.12	10.12	0.00
Orange Grove	6.27	6.27	0.00
Orange Rural	8.79	9.49	0.70
South Orange	9.09	9.09	0.00
Southern Triangle	10.10	10.80	0.70
White Cross	11.34	12.34	1.00
Note: All tax rates reflect cents per $100 valuation			

Total American Rescue Plan Act Funds

As noted throughout this document, the Recommended Budget includes emergency funding for pandemic related expenses through the American Rescue Plan. From new positions and technology to non-profit funding, the total ARPA funds applied in this budget is $3.27 million. The County is expected to receive over $28 million in total ARPA funds to be expended by the end of December 2024. As more information becomes available about how these funds can be applied, the County Manager's Office and Finance and Administrative Services will facilitate a multi-year planning effort for the Board's consideration that strategically assigns funding to the Board's priority policy areas.

Fund Balance Appropriation

This year's budget reduces the fund balance appropriation to $2 million to balance the budget and maintain an unassigned reserve of sixteen percent (16%). For the FY2021-22 Budget, the total unassigned fund balance target is $38.8 million. The fund balance appropriation for FY2021-22 could have been higher, but pandemic related expenses that are occurring in FY2020-21 are limiting the amount of undesignated fund balance that can be applied to next year's budget.

Next Steps and Appreciation

The FY2021-22 Budget strives to balance basic safety net services with legally mandated debt service payments that increase taxes on property owners. Striking this balance would not have been possible without the creative efforts of our leadership team. Almost all departments met or exceeded their five percent (5%) operating budget reduction mandate by recognizing efficiencies and focusing expenditures on their core missions. Each of the department directors and their respective budget teams should be proud of what they accomplished.

The County's Finance and Administrative Services team led by Chief Financial Officer Gary Donaldson and Deputy Finance Director Paul Laughton and supported by Kirk Vaughn and Kelly Warring 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 FY2021-22 Budget. Final adoption of the Budget is currently scheduled for June 15. 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 42 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-nine 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 FY2021-26 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 *Recommended Fee Schedule*.

- Throughout the document there are references to *Base budget*. *Base budget* is a tool that provides the departments and the County Manager a starting point for evaluating budget decisions for the upcoming budget cycle. The *Base budget* is the same as the current year's original budget with two exceptions:

    1) All natural personnel changes that occur in the fiscal year are included.

    2) All recurring capital requests are set back to zero as those are typically irregular expenditures.

    - Examples of natural personnel changes: approval of new FTEs by Board after adoption of budget, new hires, vacancies, retirements, reclassifications, as well as all benefit changes such as health, dental and retirement contributions.

    - Vacant positions are still budgeted at the minimum salary for their grade in the department budget. The budgeted savings for hiring freezes is in a non-departmental account, not in individual department budgets.

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

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
By Department (General Fund)					
Cardinal Innovations MOE	816,812	945,187	945,187	875,026	875,026
Child Support Services	1,079,606	1,120,396	1,129,448	1,146,072	1,143,164
Department of Social Services	19,020,609	21,351,429	21,290,125	21,250,368	21,300,368
Department on Aging	2,222,995	2,192,238	2,166,573	2,225,249	2,225,249
Health Department	9,870,050	10,461,605	10,336,349	10,731,714	10,731,714
Housing and Community Development	244,411	418,275	423,804	1,719,928	1,093,571
Human Rights	312,814	479,427	477,742	474,042	702,628
Library Services	2,471,974	2,483,318	2,495,677	2,372,124	2,372,124
Library Municipal	568,839	568,839	568,839	568,839	568,839
Non-Departmental	1,419,687	1,593,614	1,593,614	1,581,455	1,725,949
Total Function Expenditures	**$38,027,799**	**$41,614,328**	**$41,427,358**	**$42,944,817**	**$42,738,632**
Total Revenue	*16,058,327*	*15,977,307*	*15,977,307*	*16,390,037*	*16,390,037*
County Costs (net)	**$21,969,471**	**$25,637,021**	**$25,450,051**	**$26,554,780**	**$26,348,595**
Other Related Programs (Grant Fund)					
Library Services	95,285	77,177	77,177	0	0
Aging - Senior Wellness	155,688	149,095	149,468	153,943	153,943
Aging - Master Aging Plan	0	175,000	175,000	175,000	175,000
Total Expenditures	**$250,973**	**$401,272**	**$401,645**	**$328,943**	**$328,943**
Total Revenue	*220,008*	*326,177*	*326,177*	*279,848*	*279,848*
County Costs (net)	**$30,965**	**$75,095**	**$75,468**	**$49,095**	**$49,095**
Housing & Community Development Funds					
Housing and Community Dev.	5,536,204	5,865,443	5,883,734	5,421,236	6,047,593
Total Expenditures	**$5,536,204**	**$5,865,443**	**$5,883,734**	**$5,421,236**	**$6,047,593**
Total Revenue	*5,138,164*	*4,912,281*	*4,802,393*	*4,961,475*	*4,961,475*
County Costs (net)	**$398,040**	**$953,162**	**$1,081,341**	**$459,761**	**$1,086,118**
Total Human Services Related Expenditures	**$43,814,975**	**$47,881,043**	**$47,712,737**	**$48,694,996**	**$49,115,168**

Function Summary summarizes fiscal information at the function level.

Compares budgeted revenues and expenditures to the original and Base Budget in addition to one year of historical spending.

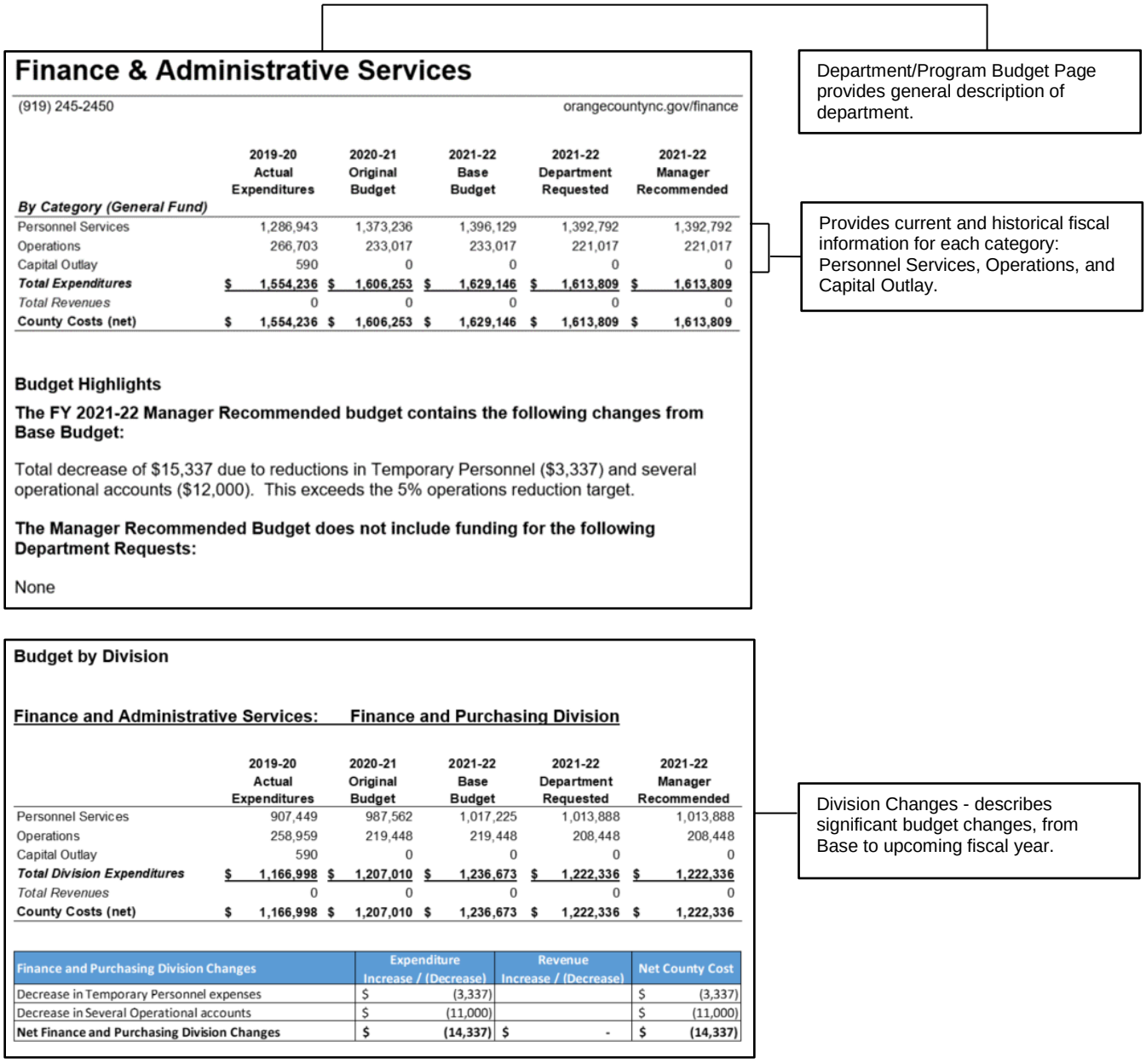
Total Functional Expenditures.

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 Division Changes* explain budget fluctuations or other relevant information pertaining to the department or program.



Finance & Administrative Services

(919) 245-2450 orangecountync.gov/finance

By Category (General Fund)	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	1,286,943	1,373,236	1,396,129	1,392,792	1,392,792
Operations	266,703	233,017	233,017	221,017	221,017
Capital Outlay	590	0	0	0	0
Total Expenditures	$ 1,554,236	$ 1,606,253	$ 1,629,146	$ 1,613,809	$ 1,613,809
Total Revenues	0	0	0	0	0
County Costs (net)	$ 1,554,236	$ 1,606,253	$ 1,629,146	$ 1,613,809	$ 1,613,809

Budget Highlights

The FY 2021-22 Manager Recommended budget contains the following changes from Base Budget:

Total decrease of $15,337 due to reductions in Temporary Personnel ($3,337) and several operational accounts ($12,000). This exceeds the 5% operations reduction target.

The Manager Recommended Budget does not include funding for the following Department Requests:

None

Budget by Division

Finance and Administrative Services: Finance and Purchasing Division

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	907,449	987,562	1,017,225	1,013,888	1,013,888
Operations	258,959	219,448	219,448	208,448	208,448
Capital Outlay	590	0	0	0	0
Total Division Expenditures	$ 1,166,998	$ 1,207,010	$ 1,236,673	$ 1,222,336	$ 1,222,336
Total Revenues	0	0	0	0	0
County Costs (net)	$ 1,166,998	$ 1,207,010	$ 1,236,673	$ 1,222,336	$ 1,222,336

Finance and Purchasing Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Decrease in Temporary Personnel expenses	$ (3,337)		$ (3,337)
Decrease in Several Operational accounts	$ (11,000)		$ (11,000)
Net Finance and Purchasing Division Changes	**$ (14,337)**	**$ -**	**$ (14,337)**

Department/Program Budget Page provides general description of department.

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

Division Changes - describes significant budget changes, from Base to upcoming fiscal year.

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.

Major Services

- Complete the Annual Financial Report (AFR).
- 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 2020-21 Outcomes

- Ensure COVID-19 funds are timely disbursed to meet Human Service and Emergency Services sub-recipient's needs.
- Ensure adherence to both Federal and State procurement guidelines.
- Timely tracking of Federal Emergency Management Agency (FEMA), Coronavirus Aid, Relief, and Economic Security Act (CARES), and American Rescue Plan Act (ARPA) funds.
- Continue implementation of Kronos enhancements including expanding use of the Activities Module for tracking project, grant and/or FEMA related expenditures.
- Collaboration with Economic Development Department on Round 3 Grants to small businesses impacted by the COVID induced recession.
- Increase Electronic Funds Transfers, Online Vendor Bidding and expansion of Employee Self-Service for employee Payroll requests.

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Unassigned Fund Balance, as percent of General Fund Expenditures (Target: ≥ 16%)	16.5 %	15.6%	16.0 %	16.0%	16.0%
Debt Service, as a percent of General Fund Expenditures (Target: ≤ 15%)	13.6%	13.6%	14.2%	14.8%	16.1%
% of Invoices not Paid in 30 Days	9.0%	9.8%	5%	5%	5%
% of Revenue not Recognized in 30 Days	10.7%	6.3%	5%	5%	5%

**New performance measure – not previously tracked.*

FY 2021-22 Objectives

- Business Automation Initiative: to utilize MUNIS Budget Central module to streamline budget submittals for departments during budget development.
- Business Automation Initiative: continue expansion of vendor electronic funds transfers (EFT) to significantly reduce paper checks.
- Business Automation Initiative: continue implementation of Online Vendor Bidding program to ensure streamlined and broader outreach to County vendors.
- 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.
- Enhance Fiscal Year End Close and Review for audit preparation.
- Continued and ongoing focus on Cash Handling Audits of County Departments.

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.

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 2021-22 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

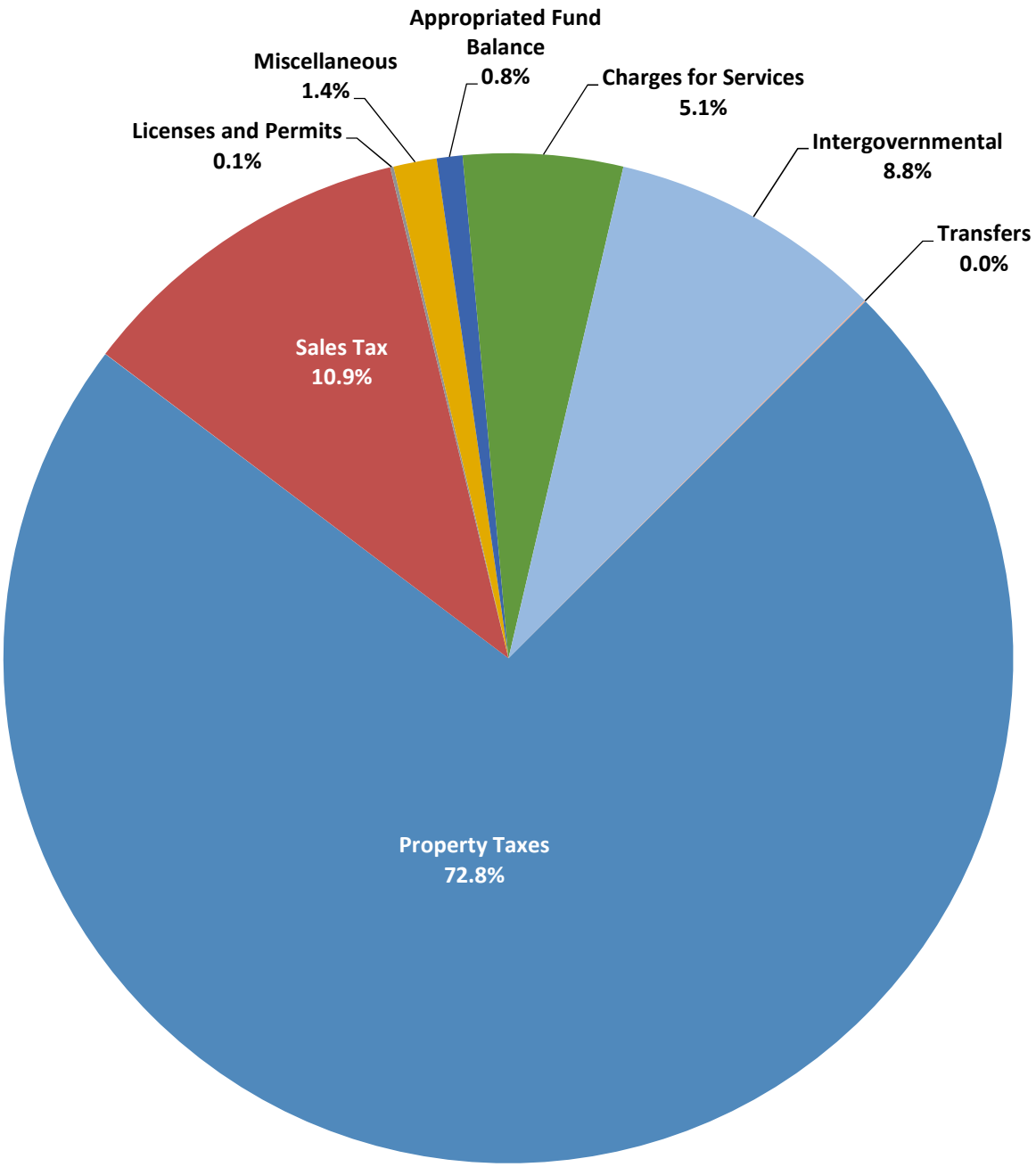
	2019-20 Actual Revenue	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Property Taxes					
Property Taxes	152,601,536	154,198,531	154,198,531	165,001,124	165,001,124
Motor Vehicles	10,420,109	11,175,116	11,175,116	10,339,468	10,339,468
Gross Receipts	88,127	82,400	82,400	82,400	82,400
Delinquent Taxes	998,345	1,155,000	1,155,000	1,155,000	1,155,000
Interest on Deliquent Taxes	480,358	520,000	520,000	520,000	520,000
Late List Penalties	84,374	103,000	103,000	103,000	103,000
Animal Taxes	166,767	185,000	185,000	185,000	185,000
Beer and Wine	237,917	275,833	275,833	275,833	275,833
Property Taxes Total	**$165,077,533**	**$167,694,880**	**$167,694,880**	**$177,661,825**	**$177,661,825**
Sales Tax					
Article 39 One Cent	10,700,299	10,612,301	10,612,301	11,678,055	11,678,055
Article 40 Half Cent	8,235,745	7,704,515	7,704,515	8,993,639	8,993,639
Article 42 Half Cent	5,374,593	5,510,537	5,510,537	6,030,353	6,030,353
Article 44 Half Cent	208,166	0	0	0	0
Sales Tax Total	**$24,518,803**	**$23,827,353**	**$23,827,353**	**$26,702,047**	**$26,702,047**
Licenses and Permits					
Privilege License	8,725	12,350	12,350	12,350	12,350
Franchise Fee	258,285	262,200	262,200	262,200	262,200
Licenses and Permits Total	**$267,010**	**$274,550**	**$274,550**	**$274,550**	**$274,550**
Investment Earnings Total	**$798,663**	**$530,000**	**$515,000**	**$10,000**	**$10,000**
Miscellaneous Total	**$5,009,656**	**$2,609,009**	**$2,624,009**	**$3,366,346**	**$3,366,346**
Appropriated Fund Balance Total	**$0**	**$8,268,603**	**$8,268,603**	**$2,000,000**	**$2,000,000**

Revenue by Category

Summary - General Fund

	2019-20 Actual Revenue	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Charges for Services					
Aging	99,734	81,800	81,800	66,800	66,800
Planning & Inspections	1,850,325	1,517,063	1,517,063	1,549,250	1,549,250
Emergency Services	3,443,880	2,931,000	2,931,000	2,936,000	2,936,000
Health	1,501,641	1,526,287	1,526,287	1,625,262	1,625,262
Register of Deeds	2,010,785	2,257,713	2,257,713	2,100,000	2,100,000
Sheriff	2,013,991	2,400,000	2,400,000	2,000,000	2,000,000
Tax Administration	423,821	368,701	368,701	375,000	375,000
Transportation	120,965	83,000	83,000	137,000	137,000
Indirect Costs	753,926	728,171	728,171	827,188	949,305
Other	510,597	751,355	751,355	739,515	739,515
Charges for Services Total	**$12,729,665**	**$12,645,090**	**$12,645,090**	**$12,356,015**	**$12,478,132**
Intergovernmental					
American Rescue Plan Act (ARPA)	0	0	0	0	3,267,486
Aging	652,824	714,177	714,177	683,929	683,929
Animal Services	320,253	286,924	286,924	291,210	291,210
Child Support Services	1,751,663	1,602,069	1,602,069	1,742,454	1,742,454
DEAPR	133,292	130,424	130,424	130,424	130,424
Emergency Services	17,760	47,761	47,761	152,212	152,212
Health	1,698,644	1,615,735	1,615,735	1,877,125	1,877,125
Library	107,530	100,000	100,000	100,000	100,000
Lottery Proceeds	1,247,000	0	0	0	0
Sheriff	649,671	659,388	659,388	659,388	659,388
Social Services	9,891,858	10,026,947	10,026,947	10,026,417	10,026,417
Tax Administration	91,441	69,000	69,000	94,000	94,000
Transportation	1,065,624	1,191,810	1,191,810	1,377,939	1,203,844
Other	2,517,165	1,265,770	1,265,770	1,265,770	1,265,770
Intergovernmental Total	**$20,144,725**	**$17,710,005**	**$17,710,005**	**$18,400,868**	**$21,494,259**
Transfers from Other Funds					
Health & Dental Fund	910,000	475,000	475,000	0	0
Impact Fees	112,000	0	0	0	0
Capital Reserve	3,000,000	4,000,000	4,000,000	0	0
County Capital	2,475,000	20,605	20,605	0	0
Solid Waste Enterprise Fund	0	475,000	475,000	0	0
Article 46 Fund	0	516,212	516,212	0	74,504
Jail Inmates	35,070	0	0	0	0
Other	12,600	0	0	0	0
Transfers from Other Funds Total	**$6,544,670**	**$5,486,817**	**$5,486,817**	**$0**	**$74,504**
Total Revenue	**$235,090,724**	**$239,046,307**	**$239,046,307**	**$240,771,651**	**$244,061,663**

General Fund Revenue by Category



American Rescue Plan Act

The table below reflects recommended uses of American Rescue Plan Act (ARPA) funds totaling $3,267,486 in FY 2021-22:

Recommended ARPA Funds in FY 2021-22 Budget	Amount
Outside Agencies	$ 1,729,953
Transfer to Visitor's Bureau	$ 150,000
Transfer to Affordable Housing	$ 746,357
CJRD - Admin Assistant / Grant Compliance	$ 38,751
IT - Zoom Contract	$ 54,000
Aging - Lunch Program	$ 119,229
HRR - Eviction Diversion, GARE Youth Program, Language Access Services	$ 228,586
Planning – Increase in credit card fees associated with increase in online customer transactions	$ 7,600
Child Support Services - Increase in telephone expenses associated with teleworking	$ 7,010
DSS - Emergency Assistance award to Interfaith Council and Orange Congregations in Missions	$ 186,000
TOTAL	**$ 3,267,486**

Appropriations by Function

Summary - General Fund

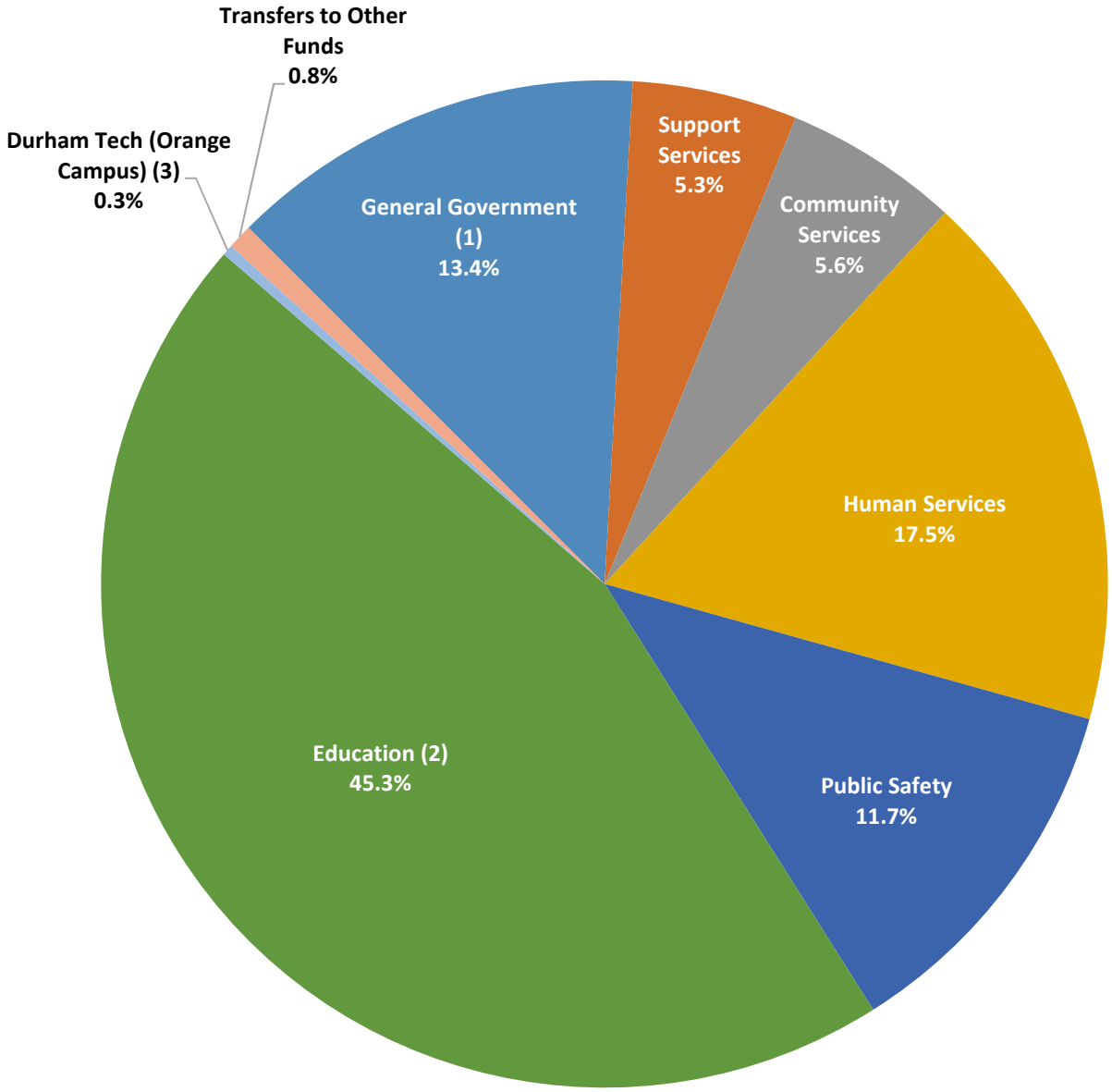
	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Community Services					
Animal Services	2,311,160	2,325,362	2,296,240	2,278,561	2,278,561
Cooperative Extension	350,329	398,902	414,223	411,910	486,414
Department of Environment, Agriculture, Parks & Recreation	3,774,348	4,056,712	4,073,959	4,029,571	3,937,319
Economic Development	440,908	516,212	522,570	517,496	0
Non-Departmental	520,068	468,376	468,376	755,984	667,244
Transportation Services	3,113,801	3,257,048	3,227,817	3,367,568	3,021,232
Planning and Inspections	2,980,055	3,174,530	3,192,842	3,205,537	3,205,537
Recreation Municipal	125,108	125,108	125,108	125,108	125,108
Community Services Total	**$13,615,779**	**$14,322,250**	**$14,321,135**	**$14,691,735**	**$13,721,415**
General Government					
Board of County Commissioners	877,885	975,122	893,907	803,484	803,484
Board of Elections	814,489	843,363	845,938	933,217	933,217
County Attorney's Office	650,867	666,764	673,801	670,801	644,260
County Manager's Office	2,408,251	2,946,480	2,985,838	2,935,624	2,875,624
Non-Departmental	458,711	105,000	105,000	105,000	105,000
Register of Deeds	1,040,579	1,093,958	1,052,690	1,045,440	1,045,440
Tax Administration	3,668,736	3,895,052	3,900,452	3,970,222	3,870,336
General Government Total	**$9,919,517**	**$10,525,739**	**$10,457,626**	**$10,463,788**	**$10,277,361**
Public Safety					
Courts	65,236	61,000	61,000	61,313	61,313
Criminal Justice Resource Dept.	723,482	735,949	739,181	754,326	793,077
Emergency Services	10,529,717	11,816,610	11,884,511	12,074,031	12,074,031
Non-Departmental	453,644	576,939	576,939	516,939	516,939
Sheriff	14,316,110	14,803,705	14,863,489	14,887,152	15,121,943
Public Safety Total	**$26,088,189**	**$27,994,203**	**$28,125,120**	**$28,293,761**	**$28,567,303**
Human Services					
Cardinal Innovations MOE	816,812	945,187	945,187	875,026	875,026
Child Support Services	1,079,606	1,120,396	1,129,448	1,146,072	1,143,164
Department of Social Services	19,020,609	21,351,429	21,290,125	21,250,368	21,300,368
Department on Aging	2,222,995	2,192,238	2,166,573	2,225,249	2,225,249
Health Department	9,870,050	10,461,605	10,336,349	10,731,714	10,731,714
Housing & Community Development	244,411	418,275	423,804	1,719,928	1,093,571
Human Rights & Relations	312,814	479,427	477,742	474,042	702,628
Library Services	2,471,974	2,483,318	2,495,677	2,372,124	2,372,124
Library Municipal	568,839	568,839	568,839	568,839	568,839
Non-Departmental	1,419,687	1,593,614	1,593,614	1,901,022	1,725,949
Human Services Total	**$38,027,799**	**$41,614,328**	**$41,427,358**	**$43,264,384**	**$42,738,632**

Appropriations by Function

Summary - General Fund

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Education					
Current Expenses	88,820,720	89,012,561	89,012,561	100,074,145	89,353,187
Durham Tech (Orange Campus)	798,256	798,256	798,256	943,967	852,092
School Health & Safety Contracts	3,451,569	3,629,597	3,629,597	3,629,597	3,629,597
School Equity Training	65,743	0	0	0	0
Education Total	**$93,136,288**	**$93,440,414**	**$93,440,414**	**$104,647,709**	**$93,834,876**
Support Services					
Asset Management Services	4,915,757	5,337,736	5,316,288	5,152,235	5,160,735
Community Relations	282,780	289,588	291,830	282,930	282,930
Finance and Administrative Services	1,554,236	1,606,253	1,629,146	1,613,809	1,613,809
Human Resources	992,117	1,006,264	1,029,718	991,507	991,507
Information Technologies	3,872,545	3,846,104	3,908,403	3,766,745	3,795,024
Non-Departmental	4,029,734	687,264	687,264	663,276	1,110,433
Support Services Total	**$15,647,169**	**$12,773,209**	**$12,862,649**	**$12,470,502**	**$12,954,438**
Non-Departmental					
Debt Service	30,709,989	33,410,925	33,410,925	40,027,279	40,027,279
Transfers to Other Funds	6,357,744	4,965,239	4,965,239	1,314,002	1,940,359
Non-Departmental Total	**$37,067,733**	**$38,376,164**	**$38,376,164**	**$41,341,281**	**$41,967,638**
Total Expenditures	**$233,502,473**	**$239,046,307**	**$239,010,466**	**$255,173,160**	**$244,061,663**

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

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
By Department (General Fund)					
Animal Services	2,311,160	2,325,362	2,296,240	2,278,561	2,278,561
Cooperative Extension	350,329	398,902	414,223	411,910	486,414
Department of Environment, Agriculture, Parks and Recreation	3,774,348	4,056,712	4,073,959	4,029,571	3,937,319
Economic Development	440,908	516,212	522,570	517,496	0
Non-Departmental	520,068	468,376	468,376	755,984	667,244
Orange Public Transportation	3,113,801	3,257,048	3,227,817	3,367,568	3,021,232
Planning and Inspections	2,980,055	3,174,530	3,192,842	3,205,537	3,205,537
Recreation Municipal	125,108	125,108	125,108	125,108	125,108
Total Function Expenditures	**$13,615,779**	**$14,322,250**	**$14,321,135**	**$14,691,735**	**$13,721,415**
Total Revenue	*4,161,453*	*4,163,340*	*4,163,340*	*4,353,886*	*3,663,579*
County Costs (net)	**$9,454,326**	**$10,158,910**	**$10,157,795**	**$10,337,849**	**$10,057,836**
Other Funds					
Spay/Neuter Fund	68,161	82,350	82,350	71,350	71,350
Efland Sewer Fund	431	480	480	480	480
Department of Environment, Agriculture, Parks and Recreation	0	0	0	0	0
Solid Waste Operating Fund	13,834,548	12,092,884	11,576,605	11,473,231	11,163,576
Solid Waste Renewal and Replacement Fund	2,296,144	2,368,764	3,490,269	4,235,449	4,235,449
Visitors Bureau	1,667,211	1,395,818	1,401,943	1,308,738	1,308,738
Total Expenditures	**$17,866,494**	**$15,940,296**	**$16,551,647**	**$17,089,248**	**$16,779,593**
Total Revenue	*15,087,381*	*16,128,532*	*17,250,037*	*17,111,611*	*16,801,956*
County Costs (net)	**$2,779,113**	**$(188,236)**	**$(698,390)**	**$(22,363)**	**$(22,363)**
Total Community Services Related Expenditures	**$31,482,273**	**$30,262,546**	**$30,872,782**	**$31,780,983**	**$30,501,008**

General Government

Summary

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
By Department (General Fund)					
Board of County Commissioners	877,885	975,122	893,907	803,484	803,484
Board of Elections	814,489	843,363	845,938	933,217	933,217
County Attorney's Office	650,867	666,764	673,801	670,801	644,260
County Manager's Office	2,408,251	2,946,480	2,985,838	2,935,624	2,875,624
Non-Departmental	458,711	105,000	105,000	105,000	105,000
Register of Deeds	1,040,579	1,093,958	1,052,690	1,045,440	1,045,440
Tax Administration	3,668,736	3,895,052	3,900,452	3,970,222	3,870,336
Total Function Expenditures	**$9,919,517**	**$10,525,739**	**$10,457,626**	**$10,463,788**	**$10,277,361**
Total Revenue	*2,901,383*	*2,967,427*	*2,967,427*	*2,917,699*	*2,917,699*
County Costs (net)	**$7,018,134**	**$7,558,312**	**$7,490,199**	**$7,546,089**	**$7,359,662**
Grant and Visitors Bureau Funds					
County Manager's Office - Arts Commission	245,707	225,199	226,037	273,929	273,929
County Manager's Office - Food Council	0	72,629	73,133	73,133	73,133
Total Expenditures	**$245,707**	**$297,828**	**$299,170**	**$347,062**	**$347,062**
Total Revenue	*49,793*	*81,267*	*81,267*	*146,198*	*146,198*
County Costs (net)	**$195,915**	**$216,561**	**$217,903**	**$200,864**	**$200,864**
Total General Government Related Expenditures	**$10,165,224**	**$10,525,739**	**$10,457,626**	**$10,463,788**	**$10,277,361**

Public Safety

Summary

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
By Department (General Fund)					
Criminal Justice Resource Dept.	723,482	735,949	739,181	754,326	793,077
Courts	65,236	61,000	61,000	61,313	61,313
Emergency Services	10,529,717	11,816,610	11,884,511	12,074,031	12,074,031
Non-Departmental	453,644	576,939	576,939	516,939	516,939
Sheriff	14,316,110	14,803,705	14,863,489	14,887,152	15,121,943
Total Function Expenditures	**$26,088,189**	**$27,994,203**	**$28,125,120**	**$28,293,761**	**$28,567,303**
Total Revenue	*7,093,121*	*6,908,573*	*6,908,573*	*6,618,024*	*6,618,024*
County Costs (net)	**$33,181,310**	**$34,902,776**	**$35,033,693**	**$34,911,785**	**$35,185,327**
Grant and Emergency Telephone Funds					
CJRD - Reentry Council Grant	138,104	150,000	150,000	150,000	150,000
Emergency Services	623,297	755,471	755,471	759,757	759,757
Total Expenditures	**$761,401**	**$905,471**	**$905,471**	**$909,757**	**$909,757**
Total Revenue	*726,918*	*905,471*	*905,471*	*909,757*	*909,757*
County Costs (net)	**$34,483**	**$0**	**$0**	**$0**	**$0**
Total Public Safety Related Expenditures	**$26,849,590**	**$28,899,674**	**$29,030,591**	**$29,203,518**	**$29,477,060**

Human Services

Summary

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
By Department (General Fund)					
Cardinal Innovations MOE	816,812	945,187	945,187	875,026	875,026
Child Support Services	1,079,606	1,120,396	1,129,448	1,146,072	1,143,164
Department of Social Services	19,020,609	21,351,429	21,290,125	21,250,368	21,300,368
Department on Aging	2,222,995	2,192,238	2,166,573	2,225,249	2,225,249
Health Department	9,870,050	10,461,605	10,336,349	10,731,714	10,731,714
Housing and Community Development	244,411	418,275	423,804	1,719,928	1,093,571
Human Rights	312,814	479,427	477,742	474,042	702,628
Library Services	2,471,974	2,483,318	2,495,677	2,372,124	2,372,124
Library Municipal	568,839	568,839	568,839	568,839	568,839
Non-Departmental	1,419,687	1,593,614	1,593,614	1,901,022	1,725,949
Total Function Expenditures	**$38,027,799**	**$41,614,328**	**$41,427,358**	**$43,264,384**	**$42,738,632**
Total Revenue	*16,058,327*	*15,977,307*	*15,977,307*	*16,390,037*	*16,390,037*
County Costs (net)	**$21,969,471**	**$25,637,021**	**$25,450,051**	**$26,874,347**	**$26,348,595**
Other Related Programs (Grant Fund)					
Library Services	95,285	77,177	77,177	0	0
Aging - Senior Wellness	155,688	149,095	149,468	153,943	153,943
Aging - Master Aging Plan	0	175,000	175,000	175,000	175,000
Total Expenditures	**$250,973**	**$401,272**	**$401,645**	**$328,943**	**$328,943**
Total Revenue	*220,008*	*326,177*	*326,177*	*279,848*	*279,848*
County Costs (net)	**$30,965**	**$75,095**	**$75,468**	**$49,095**	**$49,095**
Housing & Community Development Funds					
Housing and Community Dev.	5,536,204	5,865,443	5,883,734	5,421,236	6,047,593
Total Expenditures	**$5,536,204**	**$5,865,443**	**$5,883,734**	**$5,421,236**	**$6,047,593**
Total Revenue	*5,138,164*	*4,912,281*	*4,802,393*	*4,961,475*	*4,961,475*
County Costs (net)	**$398,040**	**$953,162**	**$1,081,341**	**$459,761**	**$1,086,118**
Total Human Services Related Expenditures	**$43,814,975**	**$47,881,043**	**$47,712,737**	**$49,014,563**	**$49,115,168**

Education

Summary

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
By Department (General Fund)					
Current Expenses	88,820,720	89,012,561	89,012,561	100,074,145	89,353,187
Durham Tech (Orange Campus)	798,256	798,256	798,256	943,967	852,092
School Health & Safety Contracts	3,451,569	3,629,597	3,629,597	3,629,597	3,629,597
School Equity Training	65,743	0	0	0	0
Total Function Expenditures	**$93,136,287**	**$93,440,414**	**$93,440,414**	**$104,647,709**	**$93,834,876**
County Costs (net)	**$93,136,287**	**$93,440,414**	**$93,440,414**	**$104,647,709**	**$93,834,876**
Total Education Related Expenditures	**$93,136,287**	**$93,440,414**	**$93,440,414**	**$104,647,709**	**$93,834,876**

Support Services

Summary

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
By Department (General Fund)					
Asset Management Services	4,915,757	5,337,736	5,316,288	5,152,235	5,160,735
Community Relations	282,780	289,588	291,830	282,930	282,930
Finance and Administrative Services	1,554,236	1,606,253	1,629,146	1,613,809	1,613,809
Human Resources	992,117	1,006,264	1,029,718	991,507	991,507
Information Technologies	3,872,545	3,846,104	3,908,403	3,766,745	3,795,024
Non-Departmental	4,029,734	687,264	687,264	663,276	1,110,433
Total Function Expenditures	**$15,647,169**	**$12,773,209**	**$12,862,649**	**$12,470,502**	**$12,954,438**
Total Revenue	*314,604*	*301,864*	*301,864*	*386,673*	*386,673*
County Costs (net)	**$15,332,565**	**$12,471,345**	**$12,560,785**	**$12,083,829**	**$12,567,765**
Total Support Services Related Expenditures	**$15,892,876**	**$13,071,037**	**$13,161,819**	**$12,817,564**	**$13,301,500**

Non-Departmental

Summary

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
By Department (General Fund)					
Debt Service	30,709,989	33,410,925	33,410,925	40,027,279	40,027,279
Transfers to Other Funds	6,357,744	4,965,239	4,965,239	1,314,002	1,940,359
Total Function Expenditures	**$37,067,733**	**$38,376,164**	**$38,376,164**	**$41,341,281**	**$41,967,638**
Total Revenue	*6,799,623*	*5,486,817*	*5,486,817*	*0*	*74,504*
County Costs (net)	**$30,268,110**	**$32,889,347**	**$32,889,347**	**$41,341,281**	**$41,893,134**
Total Non-Departmental Related Expenditures	**$37,067,733**	**$38,376,164**	**$38,376,164**	**$41,341,281**	**$41,967,638**

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

	2018-19 Actual FTE	2019-20 Actual FTE	2020-21 Original Budget [1]	2021-22 Base Budget	2021-22 Department Requested	2021-22 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	20.000	12.000	12.000	12.000	12.000	12.000
Recreation	0.000	7.000	7.000	7.000	7.000	7.000
Natural & Cultural Resources	3.000	4.000	4.000	4.000	4.000	4.000
Admin/Support Services	7.000	6.000	6.000	6.000	6.000	6.000
Soil & Water	4.000	4.000	4.000	4.000	4.000	4.000
DEAPR Total	*34.000*	*33.000*	*33.000*	*33.000*	*33.000*	*33.000*
Economic Development	5.000	4.000	4.000	4.000	4.000	0.000
Planning & Inspections	35.000	36.000	36.000	36.000	36.000	36.000
Orange County Transportation Services	24.000	33.000	33.000	33.000	36.000	32.000
Community Services Total	**129.000**	**137.000**	**137.000**	**137.000**	**140.000**	**132.000**
General Government						
Commissioners	4.000	4.000	4.000	4.000	3.000	3.000
Elections	5.000	5.000	5.000	5.000	5.000	5.000
County Attorney	4.000	4.000	4.000	4.000	4.000	4.000
County Manager	5.000	8.000	7.000	7.000	7.000	7.000
Register of Deeds	15.000	14.625	14.625	13.625	13.625	13.625
Tax Administration	42.000	42.000	42.000	42.000	42.000	42.000
General Government Total	**75.000**	**77.625**	**76.625**	**75.625**	**74.625**	**74.625**
Public Safety						
Sheriff	146.000	155.500	155.500	155.500	155.500	155.500
EMS						
Administration	8.000	5.000	5.000	5.000	5.000	5.000
Medical Services	79.000	78.000	78.000	78.000	78.000	78.000
Emergency Management	0.000	5.000	5.000	6.000	6.000	6.000
Fire Marshal	3.000	3.000	3.000	3.000	4.000	4.000
Telecommunications	40.000	43.000	43.000	42.000	42.000	42.000
EMS Total	*130.000*	*134.000*	*134.000*	*134.000*	*135.000*	*135.000*
Criminal Justice Resource Department	6.000	7.500	7.500	7.500	7.500	8.000
Public Safety Total	**282.000**	**297.000**	**297.000**	**297.000**	**298.000**	**298.500**
Human Services						
Social Services						
Administration	21.000	27.000	27.000	27.000	27.000	27.000
Children/Family Services	72.875	68.750	68.750	68.750	68.750	68.750
Economic Services	75.000	82.375	82.375	82.375	82.375	82.375
Social Services Total	*168.875*	*178.125*	*178.125*	*178.125*	*178.125*	*178.125*

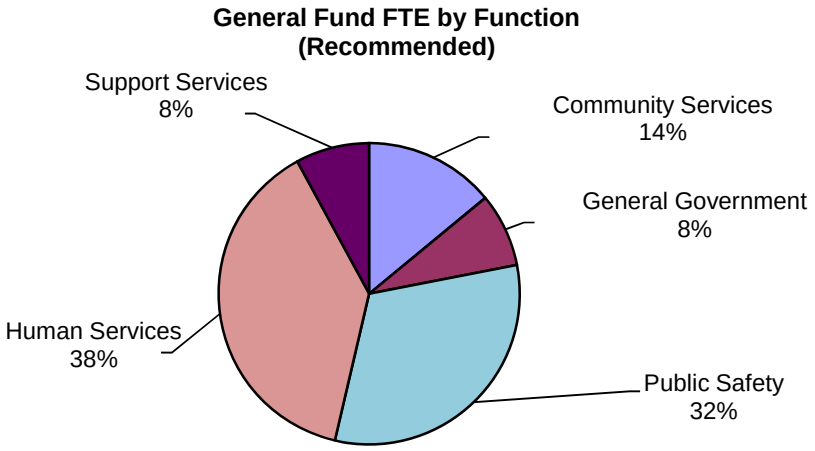
Permanent Full-Time Equivalent (FTE) Budgeted Positions
All Funds

	2018-19 Actual FTE	2019-20 Actual FTE	2020-21 Original Budget [1]	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Health						
Finance and Admin Operations	11.500	12.000	11.000	12.000	12.000	12.000
Dental Health	12.300	13.800	13.800	12.800	12.800	12.800
Community Health Services	0.000	0.000	0.000	0.000	17.800	17.800
Health Promotion and Education	9.000	5.000	5.000	5.000	0.000	0.000
Personal Health	49.000	63.850	63.850	62.425	49.625	49.625
Environmental Health	17.000	17.000	17.000	17.000	17.000	17.000
Health Total	*98.800*	*111.650*	*110.650*	*109.225*	*109.225*	*109.225*
Aging						
Administration	3.000	3.000	3.000	3.375	3.375	3.375
Community Based Services	9.700	9.630	9.630	9.630	9.630	9.630
Aging Transitions	5.175	6.125	6.125	5.750	5.750	5.750
Volunteer Connect 55+	2.875	2.500	2.500	2.500	2.500	2.500
Aging Total	*20.750*	*21.255*	*21.255*	*21.255*	*21.255*	*21.255*
Human Rights & Relations	3.000	3.500	4.500	4.500	4.500	7.000
Housing & Community Development	0.000	3.100	3.100	3.425	7.675	7.675
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	13.750	14.250
Human Services Total	**328.550**	**354.755**	**354.755**	**353.655**	**358.655**	**361.655**
Support Services						
Asset Management Services	37.000	33.000	33.000	33.000	33.000	33.000
Community Relations - Public Affairs	2.000	2.000	2.000	2.000	2.000	2.000
Finance and Administrative Services	15.000	14.000	14.000	14.000	14.000	14.000
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**	**74.700**	**74.700**	**74.700**	**74.700**	**74.700**
General Fund Total	**894.250**	**941.080**	**940.080**	**937.980**	**945.980**	**941.480**

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

	2018-19 Actual FTE	2019-20 Actual FTE	2020-21 Original Budget [1]	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Other Funds						
Aging - Senior Health Coordination	1.000	1.000	1.000	1.000	1.000	1.000
Emergency Telephone System (E-9-1-1)	2.000	0.000	0.000	0.000	0.000	0.000
Health - Child Care Health Consultant	1.000	0.000	0.000	0.000	0.000	0.000
Health - Kenan Health Disparities Grant	1.000	1.000	1.000	0.000	0.000	0.000
Health - United Way Grant	0.000	1.000	1.000	0.000	0.000	0.000
Housing - Section 8	8.806	5.500	5.500	5.950	5.950	5.950
Housing - Urgent Repair Program	2.097	2.350	2.350	2.450	0.000	0.000
Housing - HOME Program	1.097	2.050	2.050	1.800	0.000	0.000
Housing - Homelessness Program	1.000	1.000	4.625	9.500	9.500	9.500
Housing - Emergency Housing Assistance Grants	0.000	0.000	0.000	2.000	2.000	2.000
Library Services - Outreach Librarian	1.000	1.000	0.625	0.500	0.000	0.000
Social Services - Community Response Grant	1.000	0.000	0.000	0.000	0.000	0.000
Social Services - Building Futures Grant	2.000	0.000	0.000	0.000	0.000	0.000
Solid Waste Management	63.450	62.425	62.425	62.425	65.425	65.425
County Manager - Arts Commission	0.000	1.000	1.000	1.000	1.000	1.000
CJRD - Local Reentry Grant	0.000	2.000	2.000	2.000	2.000	2.000
CJRD - Street Outreach Grant	0.000	0.000	0.000	1.000	1.000	1.000
County Manager - Food Council	0.000	0.000	1.000	1.000	0.000	1.000
Economic Development	0.000	0.000	0.000	0.000	0.000	3.000
Economic Development - Visitors Bureau	7.000	6.000	6.000	6.000	6.000	6.000
Other Funds Total	**92.450**	**86.325**	**90.575**	**96.625**	**93.875**	**97.875**
Grand Total	**986.700**	**1027.405**	**1030.655**	**1034.605**	**1039.855**	**1039.355**

(1) The FY 2020-21 Original Budget FTE count includes a true-up of FTEs to match actual approved FTEs consistent with Human Resources Position Control count.



Summary of Manager Recommended New Positions for FY 2021-22

GENERAL FUND - RECOMMENDED

Department	Position Name	Start Date	FTE	Annual Salary	Benefits	Total Salary and Benefits	Operating and Start-up Costs	Off-Setting Revenue or Budget Reduction	Total County Cost
Child Support Services	Child Support Officer [1]	July 2021	0.750	29,984	2,294	32,278	-	(21,304)	10,974
Child Support Services	Staff Attorney	July 2021	0.500	40,000	13,092	53,092	-	(56,000)	(2,908)
County Attorney	Staff Attorney	July 2021	0.500	40,000	13,092	53,092	4,832	-	57,924
Criminal Justice Resource Dept	Admin Assistant - Grant Compliance [2]	July 2021	0.500	19,989	14,640	34,629	4,122	(38,751)	-
Emergency Management	Assistant Fire Marshall	July 2021	1.000	48,000	20,067	68,067	66,385	(134,452)	-
Human Rights & Relations	Eviction Diversion Expediter [2]	July 2021	1.000	46,360	19,749	66,109	5,777	(71,886)	-
Totals			**4.250**	**224,333**	**82,934**	**307,267**	**81,116**	**(322,393)**	**65,990**

(1) - This is two non-benefited positions, due to HR policy on temporary employees, to better classify the ongoing use of the employees

(2) - Funded by county's American Rescue Plan Act (ARPA) allotment

SOLID WASTE ENTERPRISE FUND - RECOMMENDED

Department	Position	Start Date	FTE	Annual Salary	Benefits	Total Salary and Benefits	Operating and Start-up Costs	Off-Setting Revenue or Budget Reduction	Total Fund Cost
Solid Waste Management	Solid Waste Collector Supervisor	July 2021	1.000	48,709	20,204	68,913	5,357	(74,270)	-
Solid Waste Management	Solid Waste Collector Driver	July 2021	2.000	73,132	35,688	108,820	16,800	(125,620)	-
Totals			**3.000**	**121,841**	**55,892**	**177,733**	**22,157**	**(199,890)**	**-**

GENERAL FUND - NOT RECOMMENDED

Department	Position	Start Date	FTE	Annual Salary	Benefits	Total Salary and Benefits	Operating and Start-up Costs	Off-Setting Revenue or Budget Reduction	Total County Cost
Transporation Services	Fleet Mechanic	July 2021	1.000	44,000	22,160	66,160	2,065	(33,048)	35,177
Transporation Services	Maintenance Manager	July 2021	1.000	62,000	26,320	88,320	5,220	(46,770)	46,770
Transporation Services	Parts Clerk	July 2021	1.000	31,000	18,489	49,489	4,665	(26,500)	27,654
Totals			**3.000**	**137,000**	**66,969**	**203,969**	**11,950**	**(106,318)**	**109,601**

Summary of Manager Recommended Time Limited Positions for FY 2021-22

GENERAL FUND - RECOMMENDED

Dept Name	Position Name	Time-Limited End Date	Recommended Extended End Date	FTE	Salary	Benefits	Total Salary and Benefits
Aging	SOCIAL WORKER II	June 2021	June 2022	1.000	51,968	20,208	72,176
Aging	HUMAN SRVCS COORD I	June 2021	June 2022	1.000	46,650	19,246	65,896
CJRD [1]	ADMIN ASSISTANT	NEW	June 2022	0.500	19,969	14,640	34,609
Housing	HUMAN SRVCS SPEC III	June 2021	June 2022	1.000	19,989	9,018	29,007
Human Rights & Relations [1]	EVICT DIV LEGAL CONS	June 2021	June 2022	1.000	65,000	23,321	88,321
Human Rights & Relations [1]	EVICT DIV EXPEDITER	NEW	June 2022	1.000	46,360	19,750	66,110
Planning & Inspections	PROPERTY DEV TECH	June 2021	June 2022	1.000	37,000	17,493	54,493
Planning & Inspections	PROPERTY DEVEL SPC I	June 2021	June 2022	1.000	42,626	18,515	61,141
Planning & Inspections	EROSION CONT OFF I	June 2021	June 2022	1.000	42,002	18,401	60,403
Public Health [2]	OA II-NUTRITION	June 2021	June 2022	0.125	4,282	328	4,610
Public Health	PROPERTY DEVEL TECH	June 2021	June 2022	1.000	39,808	18,480	58,288
Public Health	COMMUNITY HLTH AIDE	June 2021	June 2022	1.000	34,258	17,405	51,663
Public Health	COMM OUTREACH SPEC	June 2021	June 2022	1.000	34,372	17,427	51,799
Public Health	PHN II - PREP COORD I	June 2021	June 2022	0.400	24,212	5,635	29,847
Social Services	SOCIAL SERVICES ASST	June 2021	June 2022	1.000	34,208	16,984	51,192
Social Services	SOCIAL SERVICES ASST	June 2021	June 2022	1.000	31,230	16,443	47,673
Total				**14.025**	**573,934**	**253,294**	**827,228**

GRANT FUND - RECOMMENDED

Dept Name	Position Name	Time-Limited End Date	Recommended Extended End Date	Allocated FTE	Salary	Benefits	Total Salary and Benefits
CJRD	REENTRY CASE MANAGER	June 2021	June 2022	1.000	38,216	18,172	56,388
CJRD	LRC COORDINATOR	June 2021	June 2022	1.000	43,969	22,174	66,143
CJRD	HRC COORDINATOR	June 2021	June 2022	1.000	59,000	22,055	81,055
County Manager	FOOD COUNCIL COORD	June 2021	June 2022	1.000	42,002	18,905	60,907
Total				**4.000**	**183,187**	**81,306**	**264,493**

COMMUNITY DEVELOPMENT FUND - RECOMMENDED

Dept Name	Position Name	Time-Limited End Date	Recommended Extended End Date	FTE	Salary	Benefits	Total Salary and Benefits
Housing	HOUSING PROGRAM CORD	June 2021	June 2022	1.000	48,709	20,154	68,863
Housing	HUMAN SRVCS SPEC III	June 2021	June 2022	1.000	46,360	19,750	66,110
Housing	PEER SUPPORT NAVIG	June 2021	June 2022	1.000	46,360	11,371	57,731
Housing	PEER SUPPORT NAVIG	June 2021	June 2022	1.000	46,360	19,750	66,110
Housing	EHA COORDINATOR	June 2021	June 2022	1.000	50,000	25,446	75,446
Housing	EHA SPECIALIST	June 2021	June 2022	1.000	46,360	19,750	66,110
Housing	CE HOUSING SPECIALIS	June 2021	June 2022	0.500	19,026	14,453	33,479
Housing	HUMAN SRVCS SPEC III	June 2021	June 2022	1.000	39,978	18,513	58,491
Total				**7.500**	**343,153**	**149,187**	**492,339**

(1) - Funded by county's American Rescue Plan Act (ARPA) allotment
(2) Position is 0.5 permanent FTE, 0.125 Time-Limited.

Assessed Valuation, Tax Rate and Estimated Collections

General Fund

	FY 2020-21 Commissioner Approved	% Change from Approved	FY 2020-21 Projected	FY 2021-22 Manager Recommended
Assessed Valuation of Real, Personal and Corporate Excess	$18,000,865,824	1.9%	$18,057,145,330	$20,468,994,703
Assessed Valuation of Motor Vehicles	$1,295,376,381	4.0%	$1,245,623,616	$1,270,536,088
Total Assessed Valuation	$19,296,242,205	2.0%	$19,302,768,946	$21,739,530,791
Ad Valorem Tax Rate per $100 of Assessed Valuation	0.8679	0.0%	0.8679	0.8187
General Fund Levy	$167,472,086	2.0%	$167,528,732	$177,981,539
Collection Rate (excluding motor vehicles)	98.70%	99.2%	98.70%	98.70%
Collection Rate (motor vehicles only)	99.40%	99.9%	99.40%	99.40%
Property Tax Collections (Real, Personal, Corporate Excess)	**$154,198,531**	**1.4%**	**$154,680,631**	**$165,401,124**
Property Tax Collections (motor vehicles only)	**$11,175,116**	**3.8%**	**$10,745,903**	**$10,339,468**
1 Cent on the Tax Rate Equals:	**$1,905,446**	**1.5%**	**$1,906,055**	**$2,146,581**

Totals may be slightly off due to rounding.

Department on Aging

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

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
By Category (General Fund)					
Personnel Services	1,655,693	1,687,871	1,662,206	1,644,876	1,644,876
Operations	553,860	504,367	504,367	580,373	580,373
Capital Outlay	13,442	0	0	0	0
Total Expenditures	**$ 2,222,995**	**$ 2,192,238**	**$ 2,166,573**	**$ 2,225,249**	**$ 2,225,249**
Total Revenues	841,581	799,977	799,977	754,729	754,729
County Costs (net)	**$ 1,381,414**	**$ 1,392,261**	**$ 1,366,596**	**$ 1,470,520**	**$ 1,470,520**
Senior Health Coordination (Annual Grant Fund)					
Personnel Services	78,986	78,570	78,943	78,943	78,943
Operations	76,702	70,525	70,525	75,000	75,000
Capital Outlay	0	0	0	0	0
Total Expenditures	**$ 155,688**	**$ 149,095**	**$ 149,468**	**$ 153,943**	**$ 153,943**
Total Revenues	86,468	100,000	100,000	104,848	104,848
County Costs (net)	**$ 69,220**	**$ 49,095**	**$ 49,468**	**$ 49,095**	**$ 49,095**
Master Aging Plan (Multi-Year Grant Fund)					
Personnel Services	0	0	0	0	0
Operations	0	175,000	175,000	175,000	175,000
Capital Outlay	0	0	0	0	0
Total Expenditures	**$ 0**	**$ 175,000**	**$ 175,000**	**$ 175,000**	**$ 175,000**
Total Revenues	0	0	0	0	0
County Costs (net)	**$ 0**	**$ 175,000**	**$ 175,000**	**$ 175,000**	**$ 175,000**
Total Aging and Related Expenditures	**$ 2,378,683**	**$ 2,516,333**	**$ 2,491,041**	**$ 2,554,192**	**$ 2,554,192**

Budget Highlights

The FY 2021-22 Manager Recommended budget contains the following changes from Base Budget:

Increase of $103,924 to cover continuation of expanded lunch service program, funded by the American Rescue Plan Act (ARPA).

The Manager Recommended Budget does not include funding for the following Department Requests:

None

Budget by Division

Administration (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	245,783	299,274	319,784	319,784	319,784
Operations	132,029	46,645	46,645	46,645	46,645
Capital Outlay	0	0	0	0	0
Total Division Expenditures	**$ 377,812**	**$ 345,919**	**$ 366,429**	**$ 366,429**	**$ 366,429**
Total Revenues	86,453	0	0	0	0
County Costs (net)	**$ 291,359**	**$ 345,919**	**$ 366,429**	**$ 366,429**	**$ 366,429**

Administration Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
None	$ -	$ -	$ -
Net Administration Division Changes	**$ -**	**$ -**	**$ -**

Community Based Services (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	781,649	740,538	746,682	729,352	729,352
Operations	335,873	333,005	333,005	409,511	409,511
Capital Outlay	13,442	0	0	0	0
Total Division Expenditures	**$ 1,130,963**	**$ 1,073,543**	**$ 1,079,687**	**$ 1,138,863**	**$ 1,138,863**
Total Revenues	415,652	393,528	393,528	348,280	348,280
County Costs (net)	**$ 715,312**	**$ 680,015**	**$ 686,159**	**$ 790,583**	**$ 790,583**

Community Based Services Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Increased level of service for lunch program, covered by ARPA	$ 119,229	$ -	$ 119,229
Limited in-person programming due to Covid-19	$ (43,960)	$ (29,155)	$ (14,805)
Passmore Center evening hours eliminated	$ (10,593)	$ (16,093)	$ 5,500
Elimination of Craft Teacher temporary position	$ (5,500)	$ -	$ (5,500)
Net Community Based Services Division Changes	**$ 59,176**	**$ (45,248)**	**$ 104,424**

Aging Transitions (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	447,607	463,557	409,446	409,446	409,446
Operations	77,605	123,898	123,898	123,898	123,898
Capital Outlay	0	0	0	0	0
Total Division Expenditures	**$ 525,213**	**$ 587,455**	**$ 533,344**	**$ 533,344**	**$ 533,344**
Total Revenues	310,930	392,699	392,699	392,699	392,699
County Costs (net)	**$ 214,283**	**$ 194,756**	**$ 140,645**	**$ 140,645**	**$ 140,645**

Aging Transitions Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
None	$ -	$ -	$ -
Net Aging Transitions Division Changes	**$ -**	**$ -**	**$ -**

Volunteer Connect 55+ (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	180,654	184,502	186,294	186,294	186,294
Operations	8,354	819	819	319	319
Capital Outlay	0	0	0	0	0
Total Division Expenditures	**$ 189,008**	**$ 185,321**	**$ 187,113**	**$ 186,613**	**$ 186,613**
Total Revenues	28,546	13,750	13,750	13,750	13,750
County Costs (net)	**$ 160,462**	**$ 171,571**	**$ 173,363**	**$ 172,863**	**$ 172,863**

Volunteer Connect 55+ Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Handy Helper Program savings	$ (500)	$ -	$ (500)
Net Volunteer Connect 55+ Division Changes	**$ (500)**	**$ -**	**$ (500)**

Senior Health Coordination (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	78,986	78,570	78,943	78,943	78,943
Operations	76,702	70,525	70,525	75,000	75,000
Capital Outlay	0	0	0	0	0
Total Division Expenditures	**$ 155,688**	**$ 149,095**	**$ 149,468**	**$ 153,943**	**$ 153,943**
Total Revenues	86,468	100,000	100,000	104,848	104,848
County Costs (net)	**$ 69,220**	**$ 49,095**	**$ 49,468**	**$ 49,095**	**$ 49,095**

Senior Health Coordination Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Increased personnel benefits offset by grant funding	$ 4,475	$ 4,848	$ (373)
Net Senior Health Coordination Division Changes	**$ 4,475**	**$ 4,848**	**$ (373)**

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

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 2020-21 Outcomes

- Implemented Year Four of the 2017-22 Master Aging Plan. Provided leadership and consultation to other communities around strategic planning.
- Seymour Center facility expansion was completed.
- Food Insecurity - With COVID the department transitioned quickly to respond to the growing needs of the community. With the closure of the centers to group programming the lunch program continued as a curbside delivery service with persons picking up their meals in their cars and created a partnership with area law enforcement officers who delivered meals to our regular participants that were public transit dependent. 180+ new participants have joined the program since COVID began. The lunch program saw a 46% increase in meals served. Also saw an increase in the monthly Senior Commodity Food Box program. The program distributed more than twice the number of boxes from last year.
- The department was very successful in offering virtual programs both for social/recreation and fitness programs, as well as a variety of Support Groups and services to support caregivers.
- Housing related supports - The interdepartmental Home Preservation Coalition led by our department saw much success this year with the support of the Southeastern Energy Efficiency Alliance grant that supported the creation of the consolidated home repair intake process to facilitate more communication and effective/efficient coordination across home repair agencies. Continued promotion of housing options for older adults. If all housing proposed projects move forward there will be a 37% increase in available senior housing since 2017. With the addition of CARES and Families First funding we provided outside home modifications through the Handy Helper program. We also partnered with the Housing Department and Hope Renovations to address the waitlist of in-home safety repairs that needed to be done while it was not safe for our Handy Helper volunteers to do in-home work. Updated the Senior Housing Guide that is a valuable reference for all senior housing options available in our county.
- Provided guidance to more than 150 job seekers age 55 years and older who wish or need work. Moved all trainings to a virtual webinar platform. Updated Mature Job Seekers guide.

- Transportation Specialist/Mobility Manager funded through the MPO continued to operate the Volunteer Driver Program during COVID to provide rides to essential doctors' appointments and grocery shopping and over 1500 transportation related calls answered.
- The Dementia Friendly Business training continues to be a model program for NC with 105+ businesses trained and/or recertified with 1100 individuals having received training. Recertifications were offered virtually this year, but with limited success.
- Website and social media accounts were updated on an almost daily basis with new information and resources. A COVID-19 Resource guide was created and updated as new information became available.
- National Senior Center Re-accreditation process began. Committee meetings with community representatives were held virtually. Re-accreditation materials will be submitted to the National Institute of Senior Centers (NISC) in late spring.

FY 2021-22 Objectives

- Implementation of Year Five of the 2017-22 Master Aging Plan. This is also the planning year for the 2022-27 Master Aging Plan. Planning year work includes a community assessment, virtual and hopefully in-person community engagement, and continuation of workgroups utilizing the AARP framework of Age Friendly communities. All of this work with be done paying close attention to racial equity and health disparities.
- 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 and to evaluate the ripple effect the MAP has had on other projects in the community.
- Continue providing virtual programs and services until guidance is received that it is safe for in-person group programming to resume at the Centers. One-on-one in-person services/programs will continue as they have since the pandemic began. As part of the Centers' reopening plans individual or two person recreation programs, such as billiards, table tennis, and fitness studio, will be available by appointment beginning in early summer.
- NISC-National Senior Center Reaccreditation will be approved.

Community Based Services

Major Services

- Provide services that meet the needs of the older adult population and promote health and wellness by encouraging self-determination, stimulation and continued activity.
- Senior Center Operations: Operate the Passmore and Seymour Centers to provide older adults with opportunities for health promotion, enrichment, community involvement, and public service both in-person and virtually.
- Senior Lunch Program: Serve hot, nutritionally balanced, noon meals at the Senior Centers weekdays.

- Provide creative programs targeting older adults from low income, minority, immigrant groups, at community locations, in-person, virtually and through 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, with new design/format which promotes the services and activities of all Department on Aging programs and services.

FY 2020-21 Outcomes

- Continue outreach to diverse populations, including low-income, minority and immigrant older adults by offering free (no cost to participants) weekly in-person, one-on-one, parking lot and/or virtual events .i.e. 4th of July for Mandarin Speakers, Zumba offered in Spanish, Bonding over blankets held in English/Spanish, Chinese/Lunar New Year offered Mandarin/English, Tailgate Bingo, etc.
- Offered virtual fitness/exercise classes and health promotion/ wellness programs including parking lot flu shots, Covid-19 testing, glucose and cholesterol screening.
- Increased by 46% the number served in the daily lunch program after transitioning to curbside meals due to the pandemic.
- Further development of Mental Health trainings and programs, through Mindfulness and other Workshops: Anxiety during Covid-19, Mental Health Hazards of Social Isolation, Understanding and Moving Beyond Implicit Bias, Ageism, Grief, etc.
- Continue implementing recommendations of the MAP- Social Participation and Inclusion and Community Health and Wellness and the MAP Outdoor Spaces and Building goals.
- Success of virtual programs is reflected in the participation totals in the yearly stats and has only declined by 20% during the pandemic.

Performance Measures	2018-19 Actual	2019-2020 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: Passmore and Seymour Centers Programming					
Total Senior Center participation (attendance)	234,330	198,155	225,000	179,000*	190,000
Participants served through all programs (unduplicated)	2810	3825	5000	2500*	4000
Volunteers who assist with senior center programs including – lunch and wellness	190	150	300	25*	100
Service: Daily (M-F) Noon Meal					
Meals served through Senior Lunch Program	25,576	27,437	25,000	44,000*	44,200
Service: Promote the Health and Wellness of Older Adults					
Fitness Studio Memberships - Seymour	30	45	60	0*	60
Physical Function Screens	300	356	330	15*	200

*Numbers increased or decreased due to COVID-19 pandemic

FY 2021-22 Objectives

- Continue outreach through senior centers to reach community through in-person and virtual program offerings.
- Continue outreach to diverse populations, including low-income, minority and immigrant older adults.
- Continue to address food insecurity issues by maintaining the numbers served in the daily nutritionally balanced lunch program using the curbside meal delivery and in person when safe to do so.
- Rebuild the attendance in wellness programs offering more options for virtual and in person, including the fitness room (those utilizing the exercise machines at Seymour and those joining the SportsPlex through our joint use agreement).
- Continue Mental Health trainings and programs, both in-person and virtually when appropriate.
- Continue implementing recommendations of the MAP- Social Participation and Inclusion and Community Health and Wellness and the MAP Outdoor Spaces and Building goals.

After re-opening to group activities, we plan to continue to have both virtual and in-person programming as simultaneous options for residents.

Aging Transitions

Mission Statement: The Aging Transitions Team seeks to empower Orange County older adults, and those who support them, to age well through programs and services that promote and enhance quality of life.

Major Services

- Provide information and assistance on aging-related and caregiving issues through aging transitions helpline, and walk-in assistance; printed resource materials and educational presentations/workshops at the senior centers and within Orange County and surrounding communities.
- Through fostering partnerships, Aging Transitions provides more programming/services for 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 and virtual assessments of needs and strengths, care planning, recommendations and referrals, care coordination, options counseling and short-term counseling to promote safety and well-being while delaying institutionalization of older adults. This is accomplished by offering a multidisciplinary team of AT professionals, which includes an Occupational Therapist, Master level Social Workers (MSWs), transportation specialist, Care Partner Program Coordinator and support from interns and volunteers.
- Provide and facilitate referral to caregiver support and respite opportunities, which can help families remain intact and delay or prevent institutionalization. This is achieved by fostering no cost and (or) low-cost aging-in-place support services that help individuals remain in their homes.

FY 2020-21 Outcomes

- Federal CARES funding used to support caregivers with in-home support services and essential home repairs. These programs supported family and caregiver goals of helping care recipient seniors remain safely in their homes and reduce premature institutionalization – particularly during the pandemic.
- Responded to 2200+ calls through the Aging Transitions' English, Mandarin, and Spanish language telephone Helplines.
- Trained volunteers, interns and staff to complete 1600 calls to unconnected senior community members to assess for basic needs, social isolation and overall well-being.
- Transportation specialist adhered to COVID-19 protocols to offer limited rides to those enrolled in volunteer driver program, as a last resort when no alternate transportation options where available. Since vaccination limited volunteer driving has re-started.
- Creation of new programs to address COVID-19 related concerns including: no-cost brief clinical mental health services offered by 3 LCSW-A social workers; Grief Support Group; Anxiety, Depression and Mental Well-being Support Group; Bi-Monthly virtual Dementia Chats; Virtual Bi-Monthly Home Safety Chats; and Adaptation of existing programs to address COVID-19 related concerns including: virtual visits; virtual home-safety assessments; Caregiver Day of Care became Caregiver Month of Care with drive-thru and virtual activities; virtual existing support groups, virtual Dementia Friendly Business training; virtual Care-Partner Collaborative; virtual activity coaching & consultation; virtual monthly Caregiver Education program (recordings available on YouTube);

Performance Measures	2018-19 Actual	2019-20 Actual	2020-2021 Budget	2020-21 Projected	2021-2022 Budget
Service: Information and Assistance					
Average number of persons provided information and assistance per month	299	300	350	315	350
Number of calls responded to on Aging Transitions Helpline	1800	1900	1850	2200	2200
Number of individuals provided transportation information and assistance	1546	1700	1800	1550	1800
Number of persons in attendance at community education sessions	1650	1550	1750	1500	1500
Number of rides provided by the Volunteer Driver Program	252	415	450	216	450
Numbers of individuals receiving contracted (home care/adult day care) services	35	50	39	34	34
Number of contracted service slots demanded/cost per slot	8 $10,273	10.5 $11,250	8 $11,300	8.7 $7451	8.7 $7451

FY 2021-2022 Objectives

- Continue implementing recommendations from 2017-22 Master Aging Plan: Community Support and Health Services Domain Work Group and Transportation Workgroup. Coordination with community partners from transportation, health and support services to address quality of life concerns for older adults. Begin work on next iteration of 2022-2027 MAP.

- Continue to expand the services offered through the Aging Transitions program by supporting student practicums and internships from UNC, NC State, NCCU, NC A&T, in occupational therapy, social work, and public health disciplines.
- 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. This may be achieved through implementation of NC Cares 360 and similar shared recordkeeping programs.
- Working with Orange County Information Technologies to update contact tracking software to increase ability to provide timely and through customer service to older adults and their caregivers.
- Maintaining new and virtual programs until COVID-19 related concerns are mitigated including: virtual visits; virtual home-safety assessments; virtual existing support groups, virtual Dementia Friendly Business training; no-cost brief clinical mental health services offered by LCSW-A social workers; Grief Support Group; Anxiety, Depression and Mental Well-being Support Group; Bi-Monthly virtual Dementia Chats; Virtual Bi-Monthly Home Safety Chats.

Volunteer Connect 55+

Major Services

- **Nurture & Support Volunteers**: VC55+ is designed to 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, Commodity Senior Food Box Program, Handy Helpers, Friend-to-Friend, Volunteer Drivers, Telephone Reassurance, Community Visitation/SALT (a partnership with Orange County Sheriff's Office), Volunteer Income Tax Assistance (VITA), 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, senior center programs/classes, and 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 2020-21 Outcomes

COVID-19 Impact:

As a result of the senior centers being closed to group programming and our community-based volunteers having limited access to county and community buildings, partners, and programs

there was a significant decrease in the number of volunteers who were able to perform volunteer duties. While faced with significant challenges with how our safety-net programs could continue to be effectively implemented, our division began to transition programs to virtual platforms, contactless implementation, and heightened safety precautions for the limited in-person volunteer services we continued to offer. We were able to increase participation in our volunteer programs targeting social isolation (we saw a 65% increase in participation). The food box distribution was able to remain stable, as we transitioned to a drive-through distribution to limit contact and by providing an increase in delivery services for those who could not access public transportation. We launched food and medication delivery services allowing older adults to remain in the safety of their homes, as our team placed online orders and volunteers delivered their supplies. The Handy Helper program was able to continue to provide services in a limited capacity allowing the program to complete 80 outdoor home safety and accessibility improvements. The VITA program successfully transitioned to a virtual platforms, in mid-February, in order to provide safe and secure tax preparation, as of March over 200 residents have been assisted. The SHIIP program was able to assist 750 clients with a total savings of over $300,000.00. As COVID impacted several in-person volunteer placement programs, as well as community-based volunteer services, this division adapted and implemented creative solutions to ensure our older adults continued to received supports and services necessary to age safely in community.

- **Overall Volunteer Recruitment and Support:** While under COVID restrictions we were still able to recruit volunteers using virtual platforms. All intake procedures and orientations were conducted virtually to ensure limited exposure. (1) recruited and placed 66 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 2021).

- **Community-Based Volunteerism & Outreach:** (1) placed 64 total new community-based volunteers, (2) participated in 1 community-based virtual volunteer recruitment event, (3) strengthened partnerships with leaders and community participants of the Efland-Cheeks and Cedar Grove Community Centers and the Jackson Center through new collaborative initiatives.

- **Community-Based Direct Services:** (1) The Commodity Supplemental Food Program was first introduced to Orange County in May of 2017 to combat the growing concern of food insecurity for older adults in our county. Since its inception, and with the aid of the Orange County Sheriff's Office, the Carrboro, Chapel Hill and Hillsborough Police Departments, local community centers and independent senior living complexes, OCDoA has served close to 300 low-income older adults throughout the county. (2) The Handy Helper Program first began as a small volunteer opportunity in 2016. The Handy Helper Program has grown to a core team of six lead volunteers, utilizing the volunteer support of various faith organizations, VC55+ volunteers, and a strong partnership with the Orange County Sheriff's Office. Since its inception the Handy Helper Program has completed 146 home safety and accessibility repairs and improvements. The program is projected to complete 80 Handy Helper projects that include ramps and small home repairs to aid in home accessibility and safety for our older adults for FY 2020-21.

- **Social Isolation Deterrents:** The Telephone Reassurance and Friend to Friend Programs provide social engagement and wellness checks for older adults living alone or with a caregiver. Collectively both programs assisted 58 older adults and as a result social isolation decreased and individuals were provided social supports, which enabled them to age safely in community.

- **Project EngAGE:** provided meaningful support to 66 Project EngAGE Senior Leader volunteers, and to 7 Project EngAGE Senior Resource Teams (SRTs), (2) provided ongoing technical and programmatic support to all Project EngAGE Senior Leader graduates, by holding and facilitating monthly meetings for each Senior Resource Team, as well as regular meetings with all Senior Leader graduates, and (3) managed multiple Senior Resource Team community-wide events and initiatives throughout the fiscal year.

Performance Measures	2018-19 Actual	2019-20 Actual	2020-2021 Budget	2020-2021 Projected	2021-2022 Budget
Service: Total VC55+ Volunteers					
Total active VC55+ volunteers	419	408	450	100	415
Total Volunteer services hours	37,667	26,503	42,000	10,000	40,000
Value of a volunteer hour: $21.04/hr	$792,514	$557,623	$883,680	$210,400	$841,600
Service: Volunteer Income Tax Assistance (VITA) Free Tax service for Low to Middle Income Clients					
Number of VITA volunteers	78	76	82	55	70
Number of VITA clients	1,569	1,225	1,600	1,200	1,500
Tax Return Refund $ totals	$1.46 million	$1.35 million	$1.5 million	$1.2 million	$1.4 million
Estimated Savings for tax prep fees ($250 per return)	$392,250	$306,250	$400,000	$300,000	$375,000
Service: Senior Health Insurance Information Program (SHIIP)					
Number of SHIIP volunteers	22	18	20	20	20
Number of SHIIP clients	951	850	985	750	800
Number attending SHIIP presentations	697	489	700	170	600
$ Saved through SHIIP counseling	$580,000	$405,000	$450,000	$365,000	$
Service: Project EngAGE					
Number of Project EngAGE graduates	53	63	65	63	63
Total Project EngAGE volunteer service hours	9,030	7,267	10,000	3,000	10,000
Service: Other Community Impact Highlights					
Community Supplemental Food Program (monthly food boxes for low-income seniors) – persons served	250	277	300	290	290
Handy Helper Program - # of repair and ramp building jobs completed	37	86	100	80	80
Telephone Reassurance & Friend to Friend Programs - # of clients served	20	45	26	58	60

FY 2021-22 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) to complete ongoing, regular volunteer orientation sessions, and one large-scale volunteer appreciation event.

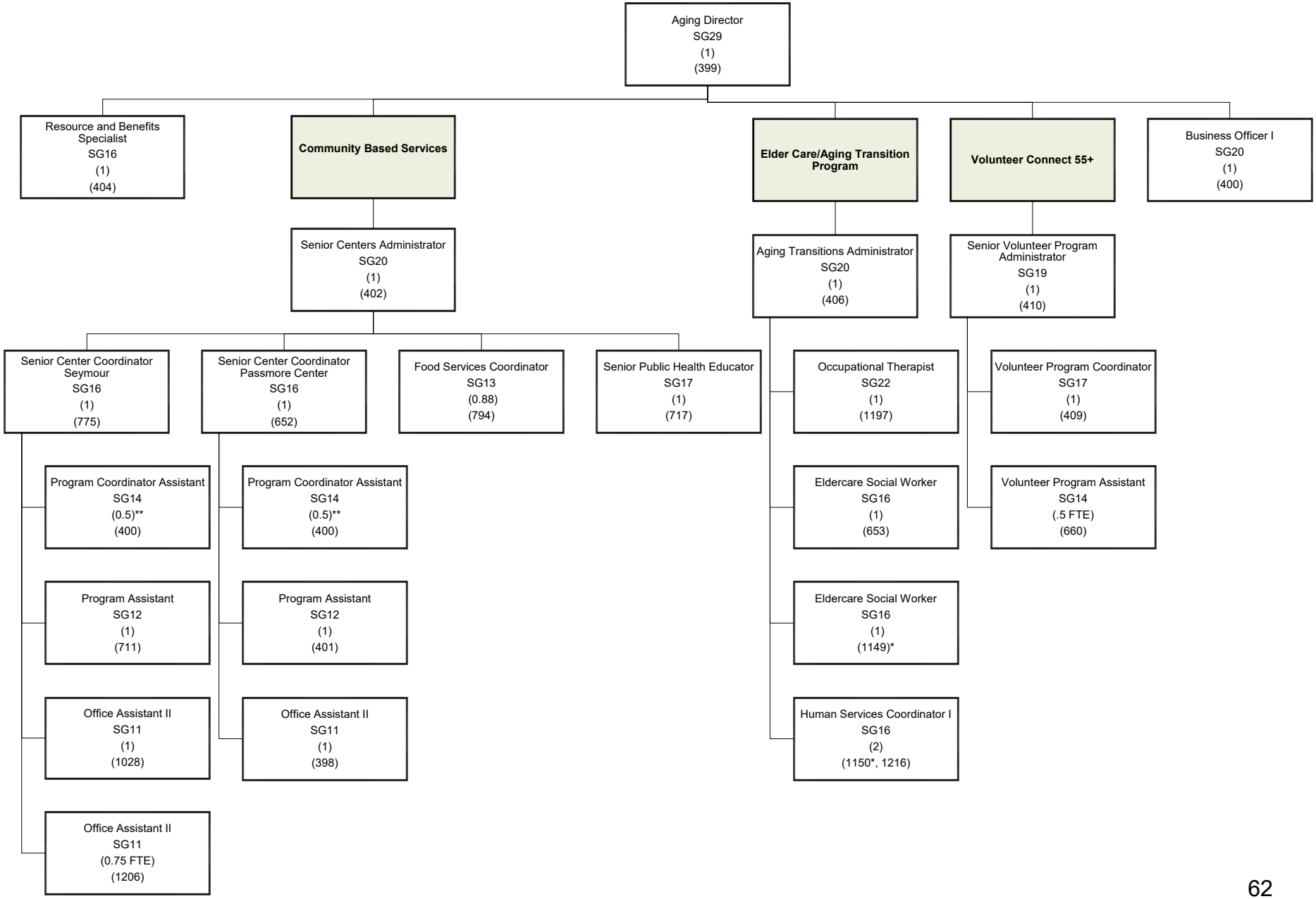
- **Community-Based Volunteerism & Outreach:** (1) place 20+ new community-based volunteers, (2) to hold or participate in 8 community-based volunteer recruitment events, (3) strengthen partnerships with leaders and community participants of both the Efland-Cheeks and Cedar Grove Community Centers, through new collaborative initiatives.

- **Community-Based Direct Services:** (1) maintain current enrollment in the Commodity Supplemental Food Program, increases are determined by the federal budget. (2) provide ramps and other small home improvements for 80 older adults throughout our county.

- **Social Isolation Deterrents:** increase the enrollment of both the Telephone Reassurance and Friend to Friend programs by 6%.

- **Project EngAGE:** provide support to 63 Project EngAGE Senior Leader volunteers, and to 12 Project EngAGE Senior Resource Teams (SRTs), by (1) providing ongoing technical and programmatic support to all Project EngAGE Senior Leader graduates, (2) holding and facilitating monthly meetings for each Senior Resource Team, as well as regular meetings with all Senior Leader graduates, and (3) managing multiple Senior Resource Team community-wide events and initiatives throughout the fiscal year and (4) holding a sixth Project EngAGE class cohort in Fall 2022.

Department on Aging



Animal Services

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

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
By Category (General Fund)					
Personnel Services	1,999,440	2,041,353	2,018,255	2,025,207	2,025,207
Operations	298,287	277,985	277,985	253,354	253,354
Capital Outlay	13,434	6,024	0	0	0
Total Expenditures	**$ 2,311,160**	**$ 2,325,362**	**$ 2,296,240**	**$ 2,278,561**	**$ 2,278,561**
Total Revenues	737,055	716,124	716,124	700,910	700,910
County Costs (net)	**$ 1,574,105**	**$ 1,609,238**	**$ 1,580,116**	**$ 1,577,651**	**$ 1,577,651**
By Category (Community Spay/Neuter Fund)					
Personnel Services	0	0	0	0	0
Operations	68,161	82,350	82,350	71,350	71,350
Capital Outlay	0	0	0	0	0
Total Expenditures	**$ 68,161**	**$ 82,350**	**$ 82,350**	**$ 71,350**	**$ 71,350**
Total Revenues	62,436	82,350	82,350	71,350	71,350
County Costs (net)	**$ 5,724**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Total Animal Services and Related Expenditures	**$ 2,379,321**	**$ 2,407,712**	**$ 2,378,590**	**$ 2,349,911**	**$ 2,349,911**

Budget Highlights

The FY 2021-22 Manager Recommended budget contains the following changes from Base Budget:

Total Savings of $2,465 through reductions in operating expenses, as identified by department.

The Manager Recommended Budget does not include funding for the following Department Requests:

None

Budget by Division

Administration and Programs (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	683,823	765,570	732,886	732,867	732,867
Operations	99,820	87,310	87,310	87,804	87,804
Capital Outlay	0	320	0	0	0
Total Division Expenditures	**$ 783,643**	**$ 853,200**	**$ 820,196**	**$ 820,671**	**$ 820,671**
Total Revenues	184,639	198,700	198,700	198,700	198,700
County Costs (net)	**$ 599,004**	**$ 654,500**	**$ 621,496**	**$ 621,971**	**$ 621,971**

Administration and Programs Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Inclusion of Solid Waste annual fee, partially offset by various operations savings	$ 475	$ -	$ 475
Net Administration and Programs Division Changes	**$ 475**	**$ -**	**$ 475**

Animal Shelter (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	731,699	695,360	699,860	706,866	706,866
Operations	190,950	176,250	176,250	152,000	152,000
Capital Outlay	13,434	1,000	0	0	0
Total Division Expenditures	**$ 936,083**	**$ 872,610**	**$ 876,110**	**$ 858,866**	**$ 858,866**
Total Revenues	216,722	214,750	214,750	195,000	195,000
County Costs (net)	**$ 719,361**	**$ 657,860**	**$ 661,360**	**$ 663,866**	**$ 663,866**

Animal Shelter Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Decreased number of Spay/Neuter Days	$ (7,500)	$ -	$ (7,500)
Covid-19 impacts to adoptions, boarding, etc.	$ (16,750)	$ (19,750)	$ 3,000
Veterinary Health Care Intern	$ 7,006	$ -	$ 7,006
Net Animal Shelter Division Changes	**$ (17,244)**	**$ (19,750)**	**$ 2,506**

Animal Control & Protection (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	583,918	580,423	585,509	585,474	585,474
Operations	7,517	14,425	14,425	13,550	13,550
Capital Outlay	0	4,704	0	0	0
Total Division Expenditures	**$ 591,435**	**$ 599,552**	**$ 599,934**	**$ 599,024**	**$ 599,024**
Total Revenues	335,694	302,674	302,674	307,210	307,210
County Costs (net)	**$ 255,741**	**$ 296,878**	**$ 297,260**	**$ 291,814**	**$ 291,814**

Animal Control Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Increase in service costs reimbursement by Carrboro	$ -	$ 4,536	$ (4,536)
Savings in division operations due to remote work	$ (910)	$ -	$ (910)
Net Animal Control Division Changes	**$ (910)**	**$ 4,536**	**$ (5,446)**

Mission Statement: The Animal Services Department strives to meet the needs of residents by working with volunteers and other partners to deliver cost-effective and integrated animal sheltering, animal control and animal protection services that ensure the health, safety and wellbeing of humans, pets and the community as a whole. Addressing the problem of pet

overpopulation with a proactive and positive approach is an integral ingredient of the department's mission.

Administration and Programs

Major Services

- Organizational Leadership and Oversight
    - Lead organizational and policy change, and conduct policy and operational analysis as needed.
    - Shape a positive and proactive model of animal services based upon excellent animal sheltering and effective, proactive management of pet overpopulation, 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 and Office of the County Attorney to fairly and effectively conduct quasi-judicial appeal hearings.
    - 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.

FY 2020-2021 Outcomes

- Organizational leadership:
    - Assured an adequate and appropriate response to the COVID-19 pandemic in terms of implementing changes to maintain operations and created the Pet Food Assistance Program and the Veterinary Care Assistance Program.
    - Worked with AMS and DEAPR to maintain the Animal Services Center as a public destination and operational center; and utilized a generous donation to install a shade canopy in the outdoor, canine play area.
    - Coordinated efforts to control animal admissions, assure quality care, and conduct needed program review and/or redesign as in the case of the kitten foster program.
- Governance and community relations:

- Sustained a strong public presence including vibrant social media and web pages and maintained a positive public image through other digital advertising methods.
- Worked effectively with both the Animal Services Advisory Board and the Animal Services Hearing Panel Pool and sustained a strong quasi-judicial appeal process for certain administrative actions taken under ordinance or statute.
- Addressed the issue of limited sterilization availability for free-roaming cats and established a new, strong partnership with Independent Animal Rescue (IAR) to grow and continue the sterilization of free-roaming cats.

- Program administration and development:
  - Developed the Pet Food Assistance Program to help Orange County residents during COVID-19 and distributed food to 890 dogs and 515 cats.
  - Developed the Veterinary Care Assistance Program to help Orange County residents care for and retain their pets during COVID-19 using donations and grants, helping 16 pets at a cost of $8,000 since late November..
  - Revamped the kitten foster program due to growing need during COVID-19, which took advantage of off-site volunteer resources while fewer volunteers were coming in to work at the shelter and adapted to challenges presented by COVID-19 to continue spay/neuter surgeries and programs.
  - Oversaw an effective pet colocation program (which also prepared staff to mobilize elsewhere for colocation efforts) and maintained the county's community spay and neuter program.

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: Provide low-cost or free spay/neuter surgeries to target audience					
Number of low-cost spays and neuters	508	471	650	600	650
Service: Pet Licensing Program					
Total number	17,550	16,006	18,250	17,000	17,500
Service: Maintain strong Volunteer Program					
Average weekly volunteer hours	216	172	225	200	225
Number of annual volunteers	445	400	450	400	450

FY 2021-2022 Objectives

- Continue to promote the county's community spay and neuter program on the basis of community partnerships and broad collaboration with special attention to the needs and challenges of free-roaming cats in Orange County.
- Continue to work with staff and outside consultant to implement any necessary changes in the roles, responsibilities, policies and procedures in the area of veterinary health care.
- Continue to grow our kitten foster program to better utilize available human resources and reduce the length of stay for felines and reduce shelter intake numbers.

- Strengthen initiatives that work toward introducing scheduled owner releases, supporting the retention of pets by their owners, and other ways to manage the shelter population.

Animal Shelter

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 2020-21 Outcomes

- Open Admissions Sheltering: Managed hold periods, veterinary care, and rescue transfers for large dog seizure. Adapted to COVID-19 restrictions by implementing appointment-based curbside and virtual services. Created a Kitten Intake Team to reduce shelter numbers and encourage fostering where applicable.

- 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; and microchipped all stray pets upon recovery.

- Animal Placement: Maintained a strong "live release" rate; continued a variety of special promotions for pet adoption and worked with placement partners to allow more positive outcomes for animals with needs beyond our available resources.
- Animal Health: Developed new ways to sustain sterilization surgeries. Continued canine heartworm treatments and maintained successful medical foster program. Redesigned kitten foster program which reduced shelter numbers and decreased health issues in shelter kittens.

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: Serve as open admission shelter					
Domestic animals admitted (cats & dogs)	2,861	2,318	2,700	2,112	2,400
• Cats admitted	1,486	1,196	1,400	1,300	1,300
• Dogs admitted	1,375	1,122	1,300	812	1,100
Service: Maintain strong overall placement and "live release" rates **					
Number of placements (cats & dogs)	1,937	2,072	1,900	1,988	1,900
• Cat placements	1,071	1,059	1,100	1,240	1,100
• Dog placements	866	1,013	800	748	800
Live Release rate (all animals) (Target ≥ 80.0%)**	91%	91%	89%	92%	90%
• Live release rate for cats	89%	88%	87%	91%	89%
• Live release rate for dogs	93%	93%	90%	93%	91%

**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 2021-22 Objectives

- Work toward a more managed form of admission for animals surrendered by their owners in order to reduce length of stay, control shelter costs, and support pet retention when appropriate.
- Ensure animal placements through adoption events using flexible fees and public outreach; further expand foster opportunities; increase sales of goods by implementing t-shirt and other novelty item availability.
- Continue participation in a professional shelter assessment focused on our program of veterinary medicine that will help us to fully utilize our resources and programs.
- Increase owner recovery of stray animals by promoting and offering microchips, managing online lost and found records, and leveraging online resources to share information about found pets.

Animal Control & Protection

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 Public Health 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).

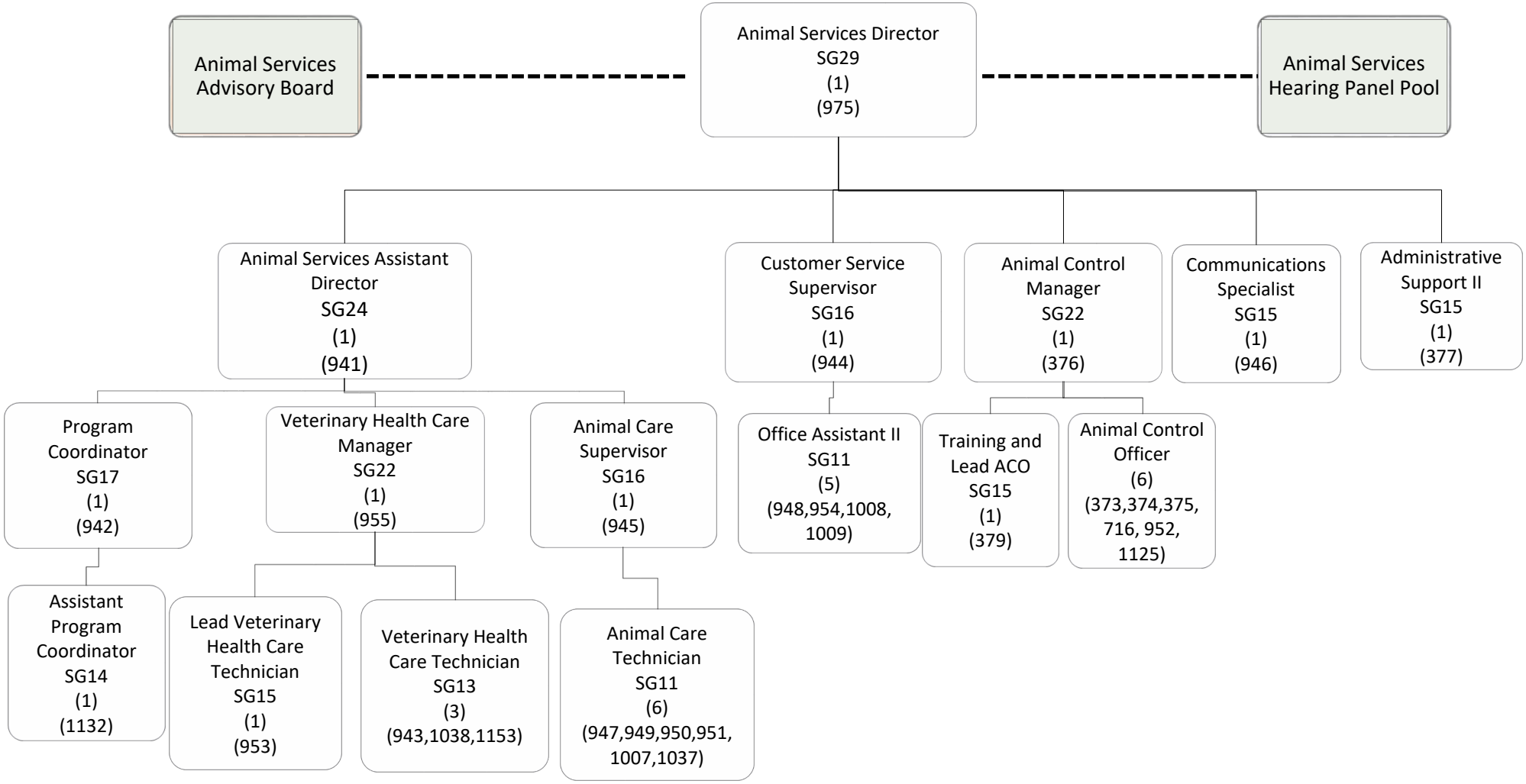
FY 2020-21 Outcomes

- Developed protocols for social distancing while investigating animal control complaints and responding to service requests during COVID-19. When in-person responses were required, ACOs practiced safe contact measures to ensure that citizens and officers were protected.
- Collaborated with Public Health Nurses to manage human cases of suspected rabies exposure in accordance with established procedures.
- Began using video meeting software to continue the ongoing participation in quasi-judicial appeals conducted by the Animal Services Hearing Panel Pool as well as other department meetings and trainings.
- Increased education, assistance and referrals for citizens to utilize the Barn Cat program as well as low-cost spay and neuter programs offered by Animal Services. ACOs worked alongside other staff on the Kitten Intake team to stage intakes to prevent shelter overcrowding.
- Cross-trained ACO team to work at intake desk during staffing shortages due to COVID-19. ACOs entered rabies certificates for license revenue billing and processed revenue payments. Additionally, each ACO was able to complete over 20 hours in webinar trainings specific to animal care and control.

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
General Field Services and Animal Protection					
Service Responses	5550	4864	6128	5514	5309
Rabies Exposure and Bite Investigations	252	315	411	308	384
Dangerous Dog Appeal Hearings	12	11	35	19	19
Cruelty/Neglect Investigations	402	393	400	398	398

- **FY 2021-22 Objectives**
- Work with Animal Control Officers to create step-by-step task guides as reference check list for specific field responses such as bite reports, rabies exposures, nuisance and cruelty investigations and dangerous dog declarations.
- Continue collaboration with community partners and other staff to implement more proactive, humane and effective approaches to managing free-roaming cats. This includes further development of the Kitten Intake Team processes to reduce animal numbers at the shelter.
- Work with Chameleon and IT to schedule online staff training to complete the implementation of automatic vehicle locator technology to assure effective dispatching and field service responses.
- Explore more ways to provide information and needed enforcement in a timely manner and ensure animal welfare is not slighted due to social distancing measures during the global pandemic.

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 $4,040,576 by the two school systems and Economic Development in FY 2021-22:

School Systems Recommended Use for FY 2021-22	**Amount**
Technology – Student Access Computing Devices (Chapel Hill-Carrboro City Schools)	$1,211,971
Technology – Upgrades (District-Wide – Orange County Schools)	$ 808,317
TOTAL	**$2,020,288**

Economic Development Recommended Use for FY 2021-22	Amount
Debt Service on Infrastructure	$ 896,986
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	$ 251,202
Agricultural Summit	$ 5,000
Economic Development Summit	$ 0
Durham Tech Promise (Scholarships)	$ 200,000
Durham Tech Back-to-Work Initiative	$ 50,000
Breeze Farm Contribution	$ 10,000
PFAP Improvements (as included in CIP)	$ 140,000
City of Mebane Coordinated Planning Project – Phase 2	$ 15,000
Arts Incubator	$ 10,000
National Endowment for the Arts – County match	$ 5,000
Farm Application – to identify OC Farms	$ 3,600
TOTAL	**$2,020,288**

Recommended Use of Article 46 Reserve Funds for FY 2021-22*	Amount
Economic Development Department Budget for FY 21-22	$ 418,158
Indirect Costs associated with Economic Development Department, as per County's Cost Allocation Plan	$ 122,170
County's 75% share of Agricultural Economic Development Position – now in Cooperative Extension Department	$ 74,504
TOTAL	**$ 614,832**

*This leaves an estimated Available Reserve Balance of $775,168 in the Article 46 Sales Tax Fund. This brings the total funding in the Article 46 Sales Tax Fund to $2,635,120 for FY 2021-22.

Asset Management Services

Phone Number: (919) 245 - 2625

Website: http://www.orangecountync.gov/438/Asset-Management-Services

Budget Highlights

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
By Category (General Fund)					
Personnel Services	2,231,024	2,302,611	2,281,163	2,264,743	2,264,743
Operations	2,639,009	3,035,125	3,035,125	2,887,492	2,895,992
Capital Outlay	12,954	0	0	0	0
Total Expenditures	**$ 4,882,987**	**$ 5,337,736**	**$ 5,316,288**	**$ 5,152,235**	**$ 5,160,735**
Total Revenues	313,720	301,864	301,864	386,673	386,673
County Costs (net)	**$ 4,569,267**	**$ 5,035,872**	**$ 5,014,424**	**$ 4,765,562**	**$ 4,774,062**

The FY 2021-22 Manager Recommended budget contains the following changes from Base Budget:

Total expenditure reduction of $155,553 based on contract reductions and reducing supply accounts. This exceeds the 5% operations reduction target.

The Manager Recommended Budget does not include funding for the following Department Requests:

None

Budget by Division

Administration and Contruction Management (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	741,444	700,211	710,844	694,475	694,475
Operations	19,998	22,034	22,034	13,651	13,651
Capital Outlay	1,865	0	0	0	0
Total Division Expenditures	**$ 763,307**	**$ 722,245**	**$ 732,878**	**$ 708,126**	**$ 708,126**
Total Revenues	0	0	0	0	0
County Costs (net)	**$ 763,307**	**$ 722,245**	**$ 732,878**	**$ 708,126**	**$ 708,126**

Administration Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Reduction of temporary personnel	$ (16,369)	$ -	$ (16,369)
Reduction of internal operations accounts	$ (8,383)	$ -	$ (8,383)
Net Administration Division Changes	**$ (24,752)**	**$ -**	**$ (24,752)**

Central Services (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	0	0	0	0	0
Operations	106,685	87,796	87,796	87,796	87,796
Capital Outlay	0	0	0	0	0
Total Division Expenditures	**$ 106,685**	**$ 87,796**	**$ 87,796**	**$ 87,796**	**$ 87,796**
Total Revenues	313,720	301,864	301,864	386,673	386,673
County Costs (net)	**$ (207,035)**	**$ (214,068)**	**$ (214,068)**	**$ (298,877)**	**$ (298,877)**

Central Services Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Increase in rent revenue at new Northern Campus	$ -	$ 84,809	$ (84,809)
Net Central Services Division Changes	**$ -**	**$ 84,809**	**$ (84,809)**

Facilities Maintenance (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	599,885	690,618	668,908	668,857	668,857
Operations	2,312,118	2,695,534	2,695,534	2,566,956	2,575,456
Capital Outlay	8,380	0	0	0	0
Total Division Expenditures	**$ 2,920,382**	**$ 3,386,152**	**$ 3,364,442**	**$ 3,235,813**	**$ 3,244,313**
Total Revenues	0	0	0	0	0
County Costs (net)	**$ 2,920,382**	**$ 3,386,152**	**$ 3,364,442**	**$ 3,235,813**	**$ 3,244,313**

Facility Maintenance Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Reductions in building rent due to newly finished CIP projects	$ (15,868)		$ (15,868)
Reductions in maintenance contracts, utilities, and internal operations accounts	$ (104,261)	$ -	$ (104,261)
Net Facility Maintenance Division Changes	**$ (120,129)**	**$ -**	**$ (120,129)**

Custodial Services (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	889,695	911,782	901,411	901,411	901,411
Operations	200,208	229,761	229,761	219,089	219,089
Capital Outlay	2,710	0	0	0	0
Total Division Expenditures	**$ 1,092,612**	**$ 1,141,543**	**$ 1,131,172**	**$ 1,120,500**	**$ 1,120,500**
Total Revenues	0	0	0	0	0
County Costs (net)	**$ 1,092,612**	**$ 1,141,543**	**$ 1,131,172**	**$ 1,120,500**	**$ 1,120,500**

Custodial Services Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Reduction in floor cleaning contract and various internal operations accounts	$ (10,672)	$ -	$ (10,672)
Net Custodial Division Changes	**$ (10,672)**	**$ -**	**$ (10,672)**

Mission Statement

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

Administration and Construction Management

Major Services

- Provides customer service support within AMS, respond to phone and email requests for maintenance service, manage, prioritize and route work orders, receive and respond to requests from County residents, Government boards and entities, and other County departments.
- Provides administrative support to AMS operational units, including contract preparation/routing processes, purchase order generation, accounts payable, and annual evaluation administration.
- Manages the security systems for the County, including county badges, security cameras, and intruder alarms.
- Manages and supports County building projects as identified in the County's Capital Investment Plan (CIP), 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 lease, 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 2020-21 Outcomes

- Completed the Veterans Memorial on the Southern Human Services campus in collaboration with the Orange County Veterans Memorial Committee.

Asset Management Services – continued

- Initiated the sale of the Builder First Source property, which has a revenue potential of over $4,000,000.
- Managed the County's efforts to ensure the safety of County facilities in response to the pandemic, including speding over $400,000 of Cares Act funding to prepare facilities to operate safely during the pandemic.
- Opened the new Skills Development Center at the Europa Center in Chapel Hill with a renovation budget of just under $300,000.

- Completed the design phase of the following capital projects, totaling $5,354,946:
    - Emergency Services Efland EMS Station $1,500,000
    - Whitted Human Services Service Center, Storm Water Improvements, $575,000.
    - Southern Human Services HVAC & Roof Systems Replacement $1,577,000
    - Criminal Justice Resource Department Renovations: $316,000
    - Court Street Annex Renovations $188,600
    - Board of Elections Stormwater Improvements $375,000
    - Cedar Grove Community Center Septic Tank Line $118,625
    - Orange County Public Transportation Connection to City Sewer $35,000
    - Whitted Complex Window Replacement $ 111,300
    - Whitted Front Step Improvements $185,000
    - Central Recreation HVAC Replacement $165,000
    - Mural Courtroom HVAC Design $32,000
    - West Campus Office Building & Main Branch Library HVAC Evaluation $35,000
    - Justice Facility Improvements $43,221
    - Eno River Parking Deck Evaluation $30,000
    - Whitted Waiting Room Renovations $68,200
    -
- Started significant construction on the following capital projects, totaling $46,816,606:
    - Orange County Sportsplex Main Building Roof Replacement: $650,000
    - Whitted Front Steps/ADA Improvements $185,000
    - Northern Campus, $40,205,606, Construction started October 2019. The project scope includes constructing a new detention center, Environment and Agriculture Center, and Parks Operations Base.
    - Southern Campus Expansion, $5,290,000, construction started in November 2019. The scope of work includes improvements to the driveway and access road to the campus as well as a building addition to the Seymour Center and additional parking.
    - Orange County HVAC Controls Upgrade $140,000
    - Orange County Public Transportation Plumbing Repairs $35,000
    - Hillsborough Commons Skylight Replacement $311,000

- Completed construction on the following capital projects:
    - Parking Lot Improvements – Sheriff's Office Gravel Parking $50,000.
    - Whitted Human Services Underground Hot Water Piping, $97,153.
    - Justice Facility Sheriff's office Waterproofing $103,000
    - Orange County HVAC Controls Upgrade $140,000
    - Orange County Motor Pool HVAC Installation at Bays $93,500

FY 2021-22 Objectives

- 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.
- 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.
- 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.
- Refine a yearly customer satisfaction survey that will cover all major service areas.

Facility Environment and Support

Major Services

- Provides routine cleaning, including contractor management, of County and Court system occupied buildings (24 buildings comprising 325,000 cleanable square feet).
- Manages floor care (carpet cleaning, hard surface refinishing/Vinyl Composition Tile ("VCT") for County and Court system of occupied buildings.
- Researches and implements technological advancements in floor coverings that increase life, appearance, and durability, to reduce signs of aging in County-owned facilities.
- Manages initial response to potential indoor air quality concerns as needed and assists with identifying hidden moisture issues and other threats to indoor air quality.
- Sets up and tears down approximately 27 commissioner meetings at Southern Human Services a year, including furnishings for the County Commissioners and seating for the public.

FY 2020-21 Outcomes

- Increased carpet cleaning at various county facilities and increased kitchen cleanings at both Senior Centers. The additional cleaning contributed to maintaining high sanitation grades at both facilities. As the Coronavirus pandemic took hold in the country, the division decided to move to a night shift to perform deep cleaning and provide daily cleaning services. As occupancy levels decreased due to staff working remotely, the division developed mitigation strategies that allowed staff to return to their regular early morning shift.
- Completed the refinishing of the Southern Human Services VCT floor using overtime hours, as opposed to contractors. Most floor work continues to be contracted to maintain the 15 FTE staffing level.
- Refinished the Passmore Center, Solty's Adult Day Program facility and some areas of the Seymour Center with a new urethane application. The Robert and Pearl Seymour restrooms rejuvenation with the Sanimax seal were completed during the pandemic, helping to provide a solid hard finish in the restrooms for both germ protection in our Senior Centers to reduce future cost from having VCT floors refinished every year and in anticipating the return of patrons.

- Ensured the supplies account remained in budget by switching to better value paper products after the pandemic caused paper prices to increase dramatically. Savings in the supplies budget was also achieved from the installation of chemical dispensing systems through-out the County.
- Continued to make strides in developing team leaders as more responsibility is placed on their shoulders to communicate with the staff and the public.

FY 2021-22 Objectives

- Preserve the quality standards of previous years while challenged with balancing an increase in County cleanable square footage vs. available resources and reduced budget.

Facility Maintenance

Major Services

- Provides 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.
- Leads organization in inclement weather preparation and response.

FY 2020-21 Outcomes

- Worked with all County departments to prepare their facilities to allow work safely in the COVID environment, including the installation of sneeze guards, touchless water fountains, air scrubbers, and ionization equipment at multiple County facilities.
- Successfully lead and implement an inter-departmental team (AMS, DEAPR, and Solid Waste) for inclement weather preparation and recovery to keep the County operating safely during 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 (Return for repeat work)repair again something that had already been reported as completed.

FY 2021-22 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 (Pre planning) response (Times), (Continuous planning and strategies to include equipment and Contractor services) Ensure 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.
- Provide customers and visitors with safe and comfortable facilities by following all County and departmental policies.

Sustainability Program

Major Services

- Enhances or develops sustainable practices and programs for County residents and County government operations to increase efficiencies and decrease negative impacts on society and the environment.
- Manages sustainability projects to include grant-funding procurement, pre-project design, development of budget and specifications, project implementation, and project training.
- Monitors and educates staff and stakeholders about County sustainability efforts.
- Responds to requests for information from County residents, Commissioners, staff, and the news media.
- Coordinates sustainability activities among County departments, boards, commissions, external agencies, other local governments, and community organizations.

FY 2020-21 Outcomes

- Completed the implementation of a $147,247 grant which offset the costs of: 1.) A solar-powered electric vehicle charger with battery backup; 2.) Replacing 12 of the County's original electric vehicle charging stations; and 3.) A two year lease to an electric vehicle for the Orange County CarShare program. The Sustainability Program also renewed an annual $30,000 grant to support the County's Transportation Demand Management (TDM) Coordinator in partnership with Orange County Public Transportation. Under the supervision of the Sustainability Coordinator, the TDM Coordinator creates, manages, and promotes sustainable commute options for County employees and all Hillsborough employers. Total grant funding secured by the Sustainability Program since 2015 is more than $330,000.
- Managed the 2019-20 round of projects funded by the Climate Action Fund, and coordinated the 2020-21 round of project selection through the new Orange County Community Climate Action Grant Program. Implemented the eligibility and scoring guidance of the Board of

Commissioners weighting social justice and racial equity most heavily and facilitated scoring by the Human Relations Commission and the Commission for the Environment.
- Provided staff support to the Commission for the Environment, the Orange County Climate Council, and the Orange County Health Department's COVID Task Force, helping to coordinate human services partners to amplify the equity of vaccine distribution.
- Recruited and managed the work of two additional interns from UNC – Chapel Hill. In total, the internship program has added more than 2500 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.

Perf Measures	**2018-19 Actual**	**2019-20 Actual**	**2020-21 Budget**	**2020-21 Projected**	**2021-22 Budget**
Facility Operating Cost*					
Performance Index FY 18-19: $4.94	$4.94	$5.00	$4.67	$4.49	$4.71
Variance From Index Year:	0%	1%	-6%	-6%	-5%
Energy Consumed (Thousand BTUs per Square Foot)					
Performance Index FY 18-19**: 92.5	92.5	90.7	Not applicable	92.5	Not applicable
Variance From Index Year:	0%	-2%	Not applicable	0%	Not applicable
Water Consumed Gallons per Square Foot					
Performance Index FY 18-19: 10.37	10.37	9.06	Not applicable	10.37	Not applicable
Variance From Index Year:	0%	-13%	Not applicable	0%	Not applicable

*Excludes the cost of leases in all applicable years, as lease costs are not directly related to maintenance.

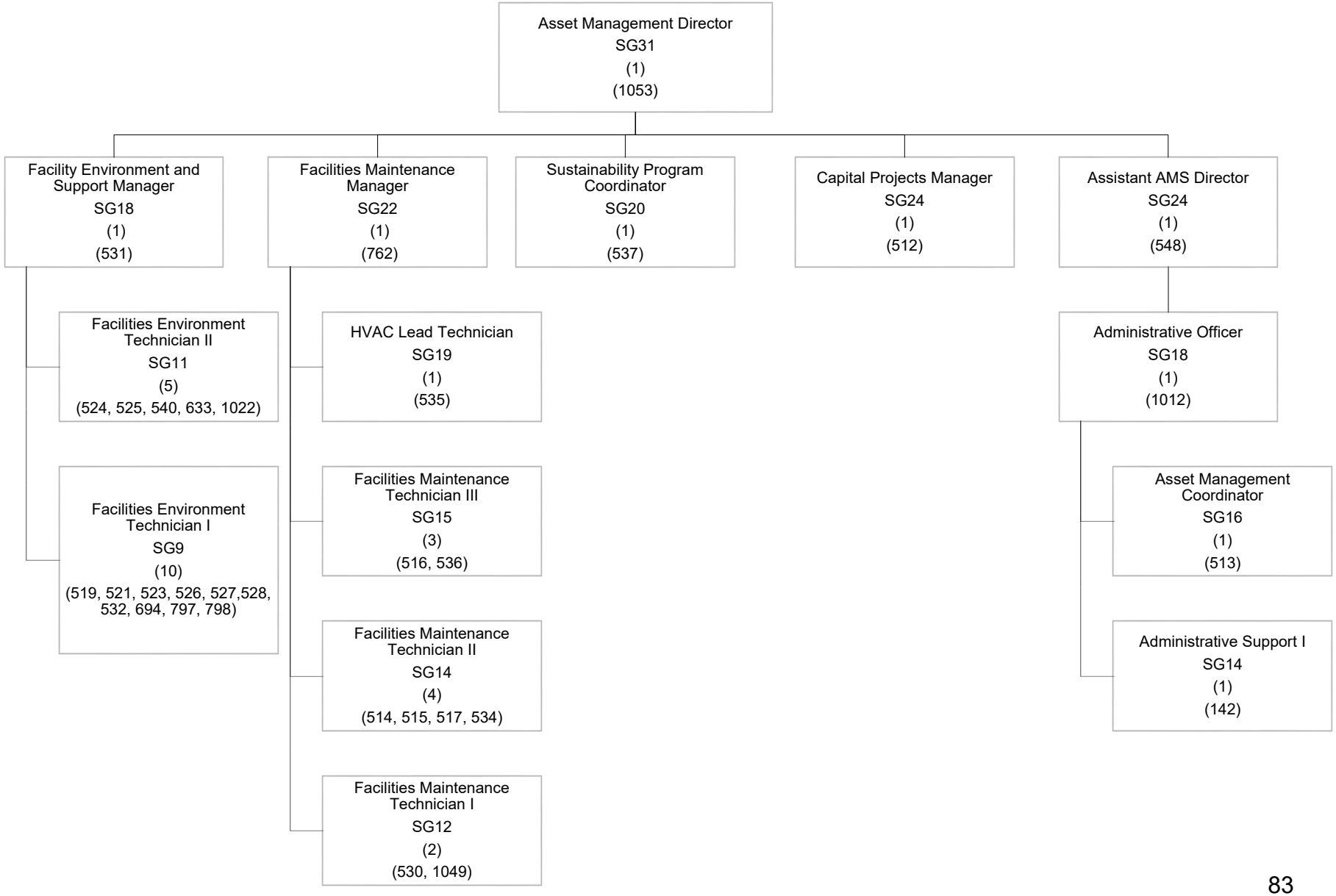
** Used 18-19 as the Performance Index Year and for 20-21 Projected. Fiscal Year 19-20 included months of limited facilities usage due to the pandemic, so it is not a good reference for 20-21 when we expect a return to pre-pandemic levels of facilities usage.

FY 2021-22 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.
- Use the County's updated Greenhouse Gas Inventory to create a plan for the County to attain climate change, resilience, and renewable energy goals to benefit all County residents.
- Continue to assist with the OneOrange racial equity planning process and Orange County's COVID Recovery Plan.

- 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 electric vehicles.

Asset Management Services



Board of County Commissioners/ Clerk to the Board's Office

Phone Number: (919) 245 - 2130 Website: *orangecountync.gov/bocc*

By Category (General Fund)	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	676,242	665,085	583,870	527,679	527,679
Operations	201,643	310,037	310,037	275,805	275,805
Capital Outlay	0	0	0	0	0
Total Expenditures	**$ 877,885**	**$ 975,122**	**$ 893,907**	**$ 803,484**	**$ 803,484**
Total Revenues	0	0	0	0	0
County Costs (net)	**$ 877,885**	**$ 975,122**	**$ 893,907**	**$ 803,484**	**$ 803,484**

Budget Highlights

The FY 2021-22 Manager Recommended budget contains the following changes from Base Budget:

Total decrease of $90,423 due to decreases in Personnel Services by eliminating the vacant Assistant Deputy Clerk I position and decreases in several operations accounts. This exceeds the 5% operations reduction target.

The Manager Recommended Budget does not include funding for the following Department Requests:

None

Board of County Commissioners Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Eliminating the Vacant Assistant Deputy Clerk I Position	$ (56,191)	$ -	$ (56,191)
Decrease in Several Operational Accounts	$ (34,232)	$ -	$ (34,232)
Net Board of County Commissioners Changes	**$ (90,423)**	**$ -**	**$ (90,423)**

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
- Manages the maintenance of the legislative record of the Board of Commissioners and all other committees, boards, and commissions; manages the maintenance of minutes, resolutions, ordinances, appeals, licenses, permits, and other documents that come under the jurisdiction of the Clerk
- Researches past and current Board actions as requested; ensure that County staff and the public have access to all aspects of the legislative history in a timely manner

FY 2020-21 Outcomes

- Provide administrative support for 41 Board of County Commissioners (BOCC) meetings and act as the administrative lead for Granicus (web streaming)
- Developed virtual meeting process to respond to pandemic concerns while complying with open meetings law
- Publish 41 agendas and meeting highlights before and after BOCC meetings
- BOCC to approve approximately 41 sets of meeting minutes
- BOCC to approve approximately 20 sets of closed session meeting minutes
- Implement Granicus Advisory Boards and Commissions software for management of applications, membership data, and appointment process

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: Advisory Boards and Commissions (including advertising, processing applications, agenda process for appointments, follow up after appointments are made)					
# of Applications Received	158	165	200	170	175
% of eligible reappointments resubmitted to BOCC prior to term expiring	*	85%	90%	65%	80%

Board of County Commissioners/Clerk to the Board's Office – continued

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
# of New Applicants Recommended by an Advisory Board submitted to the BOCC for reappointment	*	100%	100%	100%	100%
# of Outreach Meetings to Educate Residents on Advisory Boards and Commissions	*	3	5	0	2

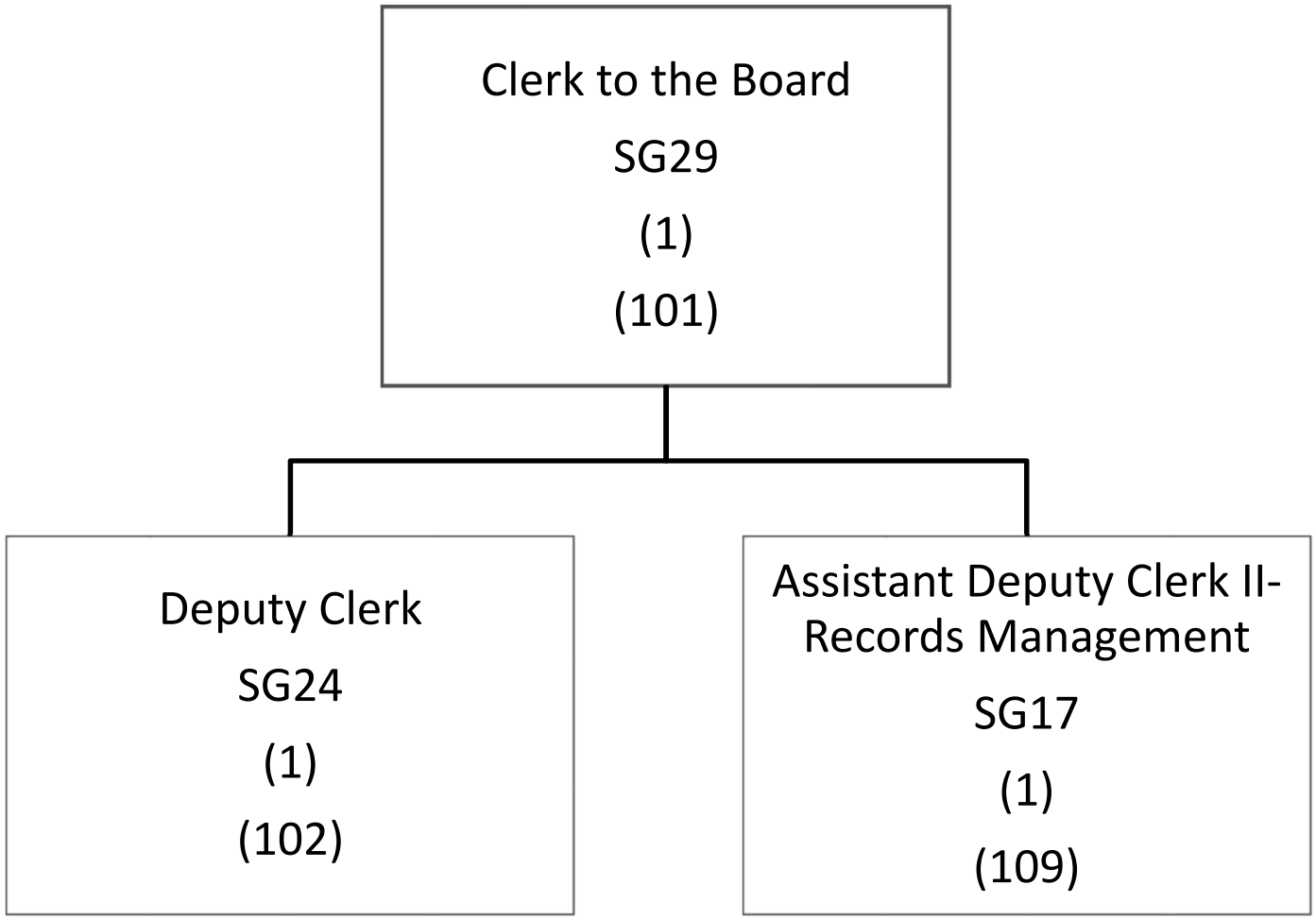
Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
# of BOCC meetings, agendas, minutes, and webcasting	50	38	45	41	43
# of Contracts Executed	717	-----**	1,000	1,015	1,050
# of Ordinances	42	26	40	27	32
# of Proclamations	15	15	20	23	18
# of Resolutions	85	67	90	78	77

** not previously tracked*
*** data unavailable*

FY 2021-22 Objectives

- Submit meeting minutes for approval within 30 days of the meeting
- Publish agendas in an electronic format within 24 hours of receipt from the County Manager's Office
- Post BOCC actions following meetings within 48 hours
- Hold 2 outreach meetings to educate residents on advisory boards and commissions
- Increase number of applications received for advisory boards and commissions appointments

Board of County Commissioners Office



Board of Elections

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

By Category (General Fund)	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	635,695	628,420	630,995	700,822	700,822
Operations	178,794	214,943	214,943	232,395	232,395
Capital Outlay	0	0	0	0	0
Total Expenditures	**$ 814,489**	**$ 843,363**	**$ 845,938**	**$ 933,217**	**$ 933,217**
Total Revenues	76,049	339	339	77,025	77,025
County Costs (net)	**$ 738,440**	**$ 843,024**	**$ 845,599**	**$ 856,192**	**$ 856,192**

Budget Highlights

The FY 2021-22 Manager Recommended budget contains the following changes from Base Budget:

Total Expenditure increase of $87,279 based on budgeting for three (3) Elections in FY 2021-22 compared to one (1) Election in FY 2020-21. Total Revenue increase of $76,686 due to Municipal Elections. The Net County Cost increase is $10,593.

The Manager Recommended Budget does not include funding for the following Department Requests:

None

Board of Elections Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Budgeting for three (3) Elections; includes increases in Election support Poll workers	$ 69,827	$ -	$ 69,827
Budgeting for three (3) Elections; includes increases in several operating expenses	$ 28,842		$ 28,842
Decrease in Postage due to fewer absentee mailings and decrease in Duplicating due to adequate supply of paper currently in stock	$ (11,390)		$ (11,390)
Increase in Revenue from Municipal Elections		$ 76,686	$ (76,686)
Net Board of Election Changes	**$ 87,279**	**$ 76,686**	**$ 10,593**

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.

Board of Elections – continued

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

FY 2020 – 21 Outcomes

- Effectively and efficiently conducted the November 3, 2020 Presidential Election during a pandemic
- Successfully operated six early voting sites with a record number of voting hours
- Timely processed 36,908 absentee ballot requests and mailed 35,035 valid absentee ballots
- Timely processed registrations received to maintain an accurate and up-to-date voter registration database
- 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

SERVICE: Conduct Elections

Outcome Measures	2016 Primary	2016 General	2017 Municipal	2018 Primary	2018 General	2019 Municipal	2020 Primary	2020 General
Registered Voters	108,925	116,432	80,168	105,593	115,231	76,551	110,543	111,869
Total Ballots Cast	47,621	82,818	14,108	19,838	67,649	13,787	50,037	85,281
Voter Turnout	43.72%	71.13%	17.60%	18.79%	58.71%	18.01%	45.26%	76.23%
Ballots Cast Prior to Election Day	43.92%	77.06%	32.09%	33.49%	68.27%	34.57%	46.44%	89.72%
Ballots Cast on Election Day	56.08%	22.94%	67.91%	66.51%	31.73%	65.43%	53.56%	10.28%

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

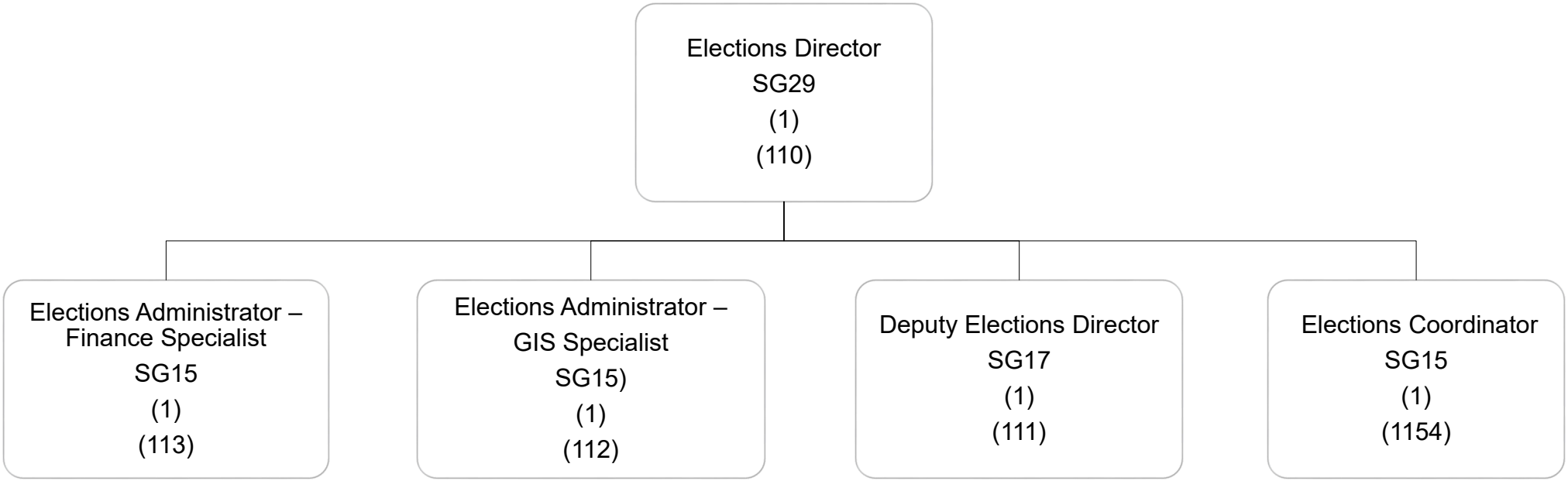
SERVICE: Voter Registration

Outcome Measures	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual
Absentee Ballots Processed	227	5,259	653	3,190	465	35,035
Registrations Processed	15,292	55,224	15,552	30,851	19,708	75,253
Registrations Removed	6,422	12,880	10,542	17,430	16,484	13,833
Voter Card Mailings	22,385	53,064	36,632	42,287	33,269	60,462

FY 2021 – 22 Fiscal Year Objectives

- Effectively and efficiently conduct the November 2, 2021 Municipal and Chapel Hill – Carrboro School Board Election, March 8, 2022 Primary, Second Primary/Runoff Election, and recounts as required
- Successfully operate up to six early voting sites with extended hours
- Continue 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 maintain designation as Certified North Carolina Election Administrators (CNCEA)
  - Director and deputy director to obtain designation as nationally Certified Election and Registration Administrators (CERA) through the Election Center's professional education program designed and coordinated with Auburn University
- Continue to diligently and accurately maintain our registration database
- Provide the best possible customer service to the voting public

Board of Elections



Manager Recommended

FY 2021-26 Capital Investment Plan

The Manager Recommended FY 2021-26 Capital Investment Plan (CIP) was presented to the Board of County Commissioners on April 6, 2021. The following CIP Summaries were included as part of the presented Plan. The Board held a work session on April 13, 2021 to begin review and discussion. The Board will consider approval of FY 2021-22 (Year 1) funding of the FY 2021-26 CIP on June 15, 2021.

Orange County Capital Investment Plan - Plan Summary - RECOMMENDED
Fiscal Years 2021-26

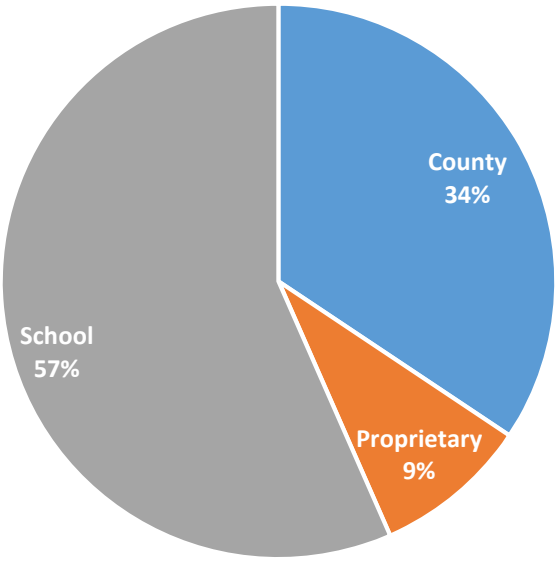
Appropriations	Current Fiscal Year 2020-21	Year 1 Fiscal Year 2021-22	Year 2 Fiscal Year 2022-23	Year 3 Fiscal Year 2023-24	Year 4 Fiscal Year 2024-25	Year 5 Fiscal Year 2025-26	Five Year Total	Year 6 to Year 10
County	**10,782,582**	**18,578,992**	**10,091,054**	**9,715,993**	**7,216,331**	**6,323,460**	**51,925,830**	**143,246,748**
Proprietary								
Solid Waste	**674,493**	**3,136,311**	**1,127,790**	**1,567,126**	**1,948,206**	**1,410,094**	**9,189,527**	**3,761,324**
Sportsplex	**922,000**	**405,000**	**1,428,250**	**530,000**	**1,963,480**	**350,000**	**4,676,730**	**1,475,000**
Water & Sewer Utilities	**130,000**	**1,350,000**	**945,000**				**2,295,000**	
Proprietary Total	**1,726,493**	**4,891,311**	**3,501,040**	**2,097,126**	**3,911,686**	**1,760,094**	**16,161,257**	**5,236,324**
School								
Chapel Hill-Carrboro City Schools								
Bond Referendum		1,922,000					1,922,000	
Chapel Hill-Carrboro City Schools	5,061,544	4,557,359	4,655,919	4,757,421	4,861,961	4,969,642	23,802,302	26,580,843
Deferred Maintenance Projects	1,799,700							49,207,493
Recurring Capital Items	1,799,700	1,799,700	1,799,700	1,799,700	1,799,700	1,799,700	8,998,500	8,998,500
Supplemental Deferred Maintenance Program	1,800,000		10,000,000	6,197,000			16,197,000	
Chapel Hill-Carrboro City Schools Total	**10,460,944**	**8,279,059**	**16,455,619**	**12,754,121**	**6,661,661**	**6,769,342**	**50,919,802**	**84,786,836**
Orange County Schools								
Bond Referendum		11,386,000					11,386,000	
Orange County Schools	3,375,769	3,039,505	3,105,240	3,172,936	3,242,659	3,314,476	15,874,816	17,727,942
Deferred Maintenance Projects	1,200,300							44,303,065
Recurring Capital Items	1,200,300	1,200,300	1,200,300	1,200,300	1,200,300	1,200,300	6,001,500	6,001,500
Supplemental Deferred Maintenance Program	4,150,000	3,600,000	4,253,000				7,853,000	
Orange County Schools Total	**9,926,369**	**19,225,805**	**8,558,540**	**4,373,236**	**4,442,959**	**4,514,776**	**41,115,316**	**68,032,507**
Durham Tech Community College	**1,000,000**	**3,080,000**	**22,467,911**				**25,547,911**	
School Total	**21,387,313**	**30,584,864**	**47,482,070**	**17,127,357**	**11,104,620**	**11,284,118**	**117,583,029**	**152,819,343**
Grand Total	**33,896,388**	**54,055,167**	**61,074,164**	**28,940,476**	**22,232,637**	**19,367,672**	**185,670,116**	**301,302,415**
Revenues/Funding Sources								
9-1-1 Funds								
Article 43 Sales Tax Proceeds								
Article 46 Sales Tax Proceeds	2,057,584	2,160,288	2,101,099	2,185,143	2,272,549	2,363,452	11,082,531	13,313,263
Available Project Balances								
Bonds								
Contributions from Other Infrastructure Partners	55,000	50,000					50,000	4,524,300
Debt Financing	8,201,234	16,948,847	5,478,404	8,736,840	5,608,955	5,016,972	41,790,018	98,271,392
Debt Financing - 2/3 Net Debt Bonds								
Debt Financing - Affordable Housing Bond Proceeds								
Debt Financing - Article 46 Sales Tax	130,000	1,350,000	945,000				2,295,000	
Debt Financing - Bond Proceeds		13,308,000					13,308,000	
Debt Financing - Durham Tech	1,000,000	3,080,000	22,467,911				25,547,911	
Debt Financing - E911								
Debt Financing - Older Facilities	1,000,000							
Debt Financing - School Improvements	13,042,375	10,774,222	21,510,706	13,539,860	7,429,717	7,518,312	60,772,817	132,494,310
Debt Financing - Solid Waste	324,493	2,540,307	1,127,790	1,142,325	1,948,206	1,410,094	8,168,722	3,761,324
Debt Financing - Sportsplex	895,000	405,000	1,378,250	430,000	1,833,480	250,000	4,296,730	875,000
From 9-1-1 Funds								
From Capital Reserve Funds	3,000,000							
From Other Projects								
General Government Revenue								
Grant Funding	922,691	733,500	832,500	250,000	750,000	539,938	3,105,938	3,160,000
Grant Funds State - E911 Board								
Insurance Proceeds								
Lottery Proceeds	1,402,354	1,402,354	1,402,354	1,402,354	1,402,354	1,402,354	7,011,770	7,011,770
Medicaid Maximization Funds								3,629,500
NCDEQ Reimbursment Fund	500,000		3,000,000				3,000,000	
Partner Funding								
Partner Funding - County Capital			100,000				100,000	29,289,133
Qualified School Construction Bonds								
Register of Deeds Fees	80,000	80,000	80,000	80,000	80,000	80,000	400,000	400,000
Sale of Fixed Asset		240,000					240,000	
Solid Waste Funds	350,000	356,004		424,801			780,805	
Sportsplex Funds	27,000		50,000	100,000	130,000	100,000	380,000	600,000
Transfer from General Fund	908,657	626,645	600,150	649,153	777,376	686,550	3,339,874	3,972,423
Transfer from Other Capital Funds								
Transfer from Other Funds								
Transfer from Other Projects								
Transfer from Payment-in-Lieu								
Grand Total	**33,896,388**	**54,055,167**	**61,074,164**	**28,940,476**	**22,232,637**	**19,367,672**	**185,670,116**	**301,302,415**

County Capital Projects Summary - RECOMMENDED
Fiscal Years 2021-26

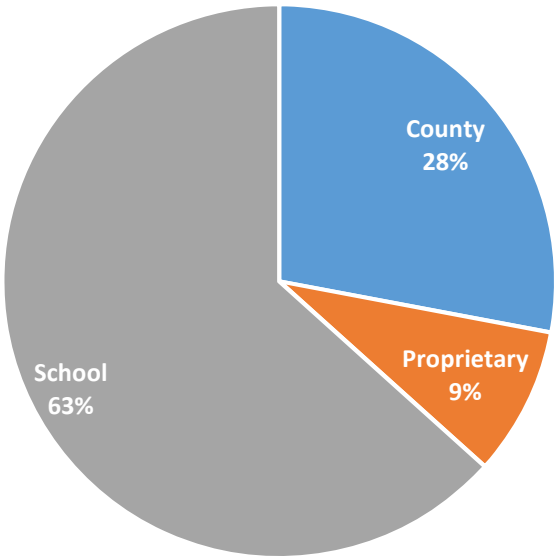
Appropriations	Current Fiscal Year 2020-21	Year 1 Fiscal Year 2021-22	Year 2 Fiscal Year 2022-23	Year 3 Fiscal Year 2023-24	Year 4 Fiscal Year 2024-25	Year 5 Fiscal Year 2025-26	Five Year Total	Year 6 to Year 10
Bingham Park								8,313,805
Blackwood Farm Park	300,000	15,000	310,000	775,000	155,000		1,255,000	600,000
Cedar Grove Community Center								114,621
Cedar Grove Park, Phase II								1,567,748
Climate Change Mitigation Project	478,657	536,645	550,150	561,153	572,376	616,550	2,836,874	3,279,423
Communication System Improvements	150,000	160,308	168,323	176,739	185,576	194,855	885,801	1,130,533
Conservation Easements			1,000,000		1,000,000		2,000,000	2,000,000
County Recreation Center								3,300,000
Court Street Annex			100,000				100,000	12,000
Efland-Cheeks Community Center								1,100,000
Emergency Services Substations	2,825,000	2,700,000	300,000	3,000,000			6,000,000	7,370,000
Facility Accessibility, Safety and Security Improvements	164,100	368,200	800,015	437,904		572,245	2,178,364	3,785,180
Facility Master Plan - Hillsborough	300,000							
Fairview Park Improvements	500,000		3,000,000				3,000,000	1,959,683
Hollow Rock Nature Park (New Hope Preserve)	110,000							196,000
HVAC Projects	281,000	540,000	325,000	507,000	776,000	335,000	2,483,000	1,819,000
Information Technologies Fiber Connectivity								1,160,000
Information Technologies Governance Council Initiatives		500,000		500,000		500,000	1,500,000	1,000,000
Information Technologies Infrastructure	434,500	1,164,000	1,021,556	604,990	638,868	830,102	4,259,516	5,130,361
Lake Orange - Dam Rehabilitation	150,000	360,000	360,000	85,000			805,000	2,295,000
Lands Legacy Program		500,000	500,000	500,000	500,000	500,000	2,500,000	2,500,000
Little River Park, Phase II		100,000					100,000	456,300
Main Branch Library Remodel								1,200,000
Major Plumbing Repairs	45,000			200,000	1,840,000		2,040,000	
Millhouse Road Park								8,376,300
Mountains to Sea Trail		181,000					181,000	693,000
Neuse River (Falls Lake) Rules - Nutrient Management		175,000	175,000	175,000	175,000		700,000	725,000
Northeast District Park								9,501,490
Old Courthouse Square - Building and Grounds Improvements	20,000		40,000			570,000	610,000	
Orange County Radio/Paging Systems Upgrade								45,100,000
Orange County Southern Branch Library	1,350,000	8,681,605					8,681,605	
Parking Lot Improvements	215,000	30,000	15,000	30,000	15,000	30,000	120,000	1,848,600
Parks and Recreation Facility Renovations, Repairs, and Safety Improvements	180,000	180,000	180,000	180,000	180,000	180,000	900,000	900,000
Passmore Center Renovation								175,000
Phillip Nick Waters Building Remediation	135,000	685,193					685,193	
Piedmont Food & Agriculture Processing Building Improvements	115,000	140,000					140,000	
Register of Deeds Automation	80,000	80,000	80,000	80,000	80,000	80,000	400,000	400,000
Roofing and Building Façade Projects	765,000	98,700	338,020	313,000	55,000	73,800	878,520	1,657,040
Soccer.com Soccer Center, Phase II						500,000	500,000	5,433,600
Southern Orange Campus Expansion								5,185,000
Sustainability Projects		50,000	50,000	50,000	50,000	50,000	250,000	250,000
Twin Creeks Park and Educational Campus, Phase II								8,000,000
Upper Eno Nature Preserve - Seven Mile and McGowan Creek Nature Parks				438,000			438,000	
Vehicle Replacements	2,184,325	1,333,341	777,990	1,102,207	993,511	1,290,908	5,497,957	4,712,064
Grand Total	**10,782,582**	**18,578,992**	**10,091,054**	**9,715,993**	**7,216,331**	**6,323,460**	**51,925,830**	**143,246,748**
Revenues/Funding Sources								
Article 46 Sales Tax Proceeds	115,000	140,000					140,000	
Contributions from Other Infrastructure Partners	55,000	50,000					50,000	4,524,300
Debt Financing	8,201,234	16,948,847	5,478,404	8,736,840	5,608,955	5,016,972	41,790,018	98,271,392
Grant Funding	922,691	733,500	832,500	250,000	750,000	539,938	3,105,938	3,160,000
Medicaid Maximization Funds								3,629,500
NCDEQ Reimbursment Fund	500,000		3,000,000				3,000,000	
Partner Funding - County Capital			100,000				100,000	29,289,133
Register of Deeds Fees	80,000	80,000	80,000	80,000	80,000	80,000	400,000	400,000
Transfer from General Fund	908,657	626,645	600,150	649,153	777,376	686,550	3,339,874	3,972,423
Grand Total	**10,782,582**	**18,578,992**	**10,091,054**	**9,715,993**	**7,216,331**	**6,323,460**	**51,925,830**	**143,246,748**

FY 2021-26 Orange County Capital Investment Plan Projects
County-Wide Summary - Appropriation

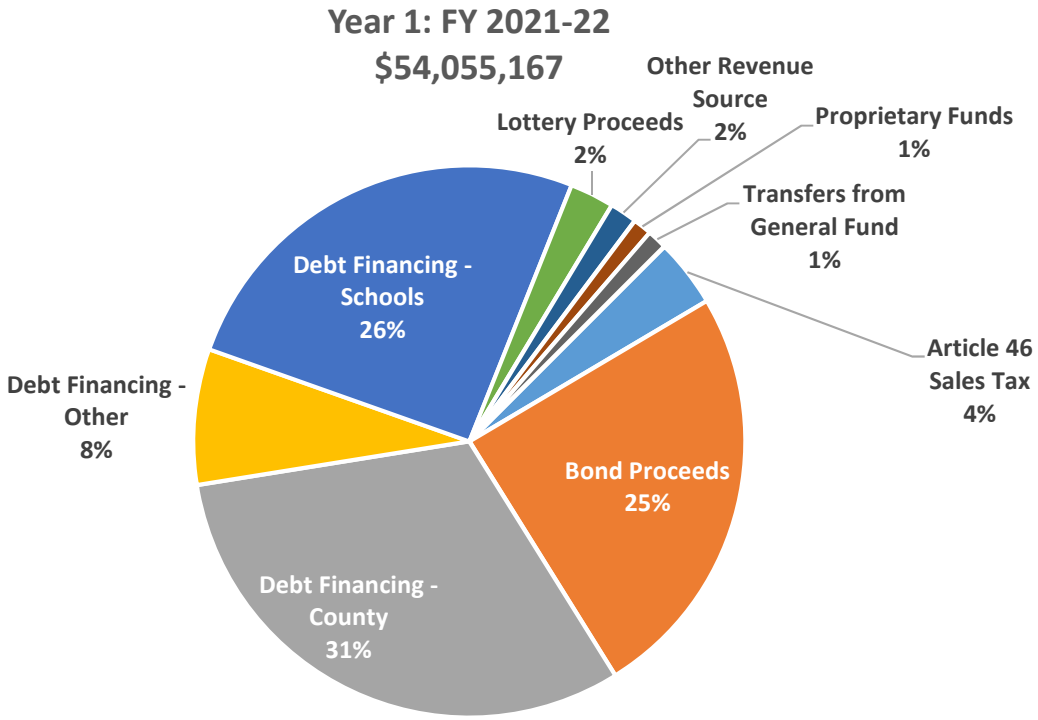
Year 1: FY 2021-22
$54,055,167

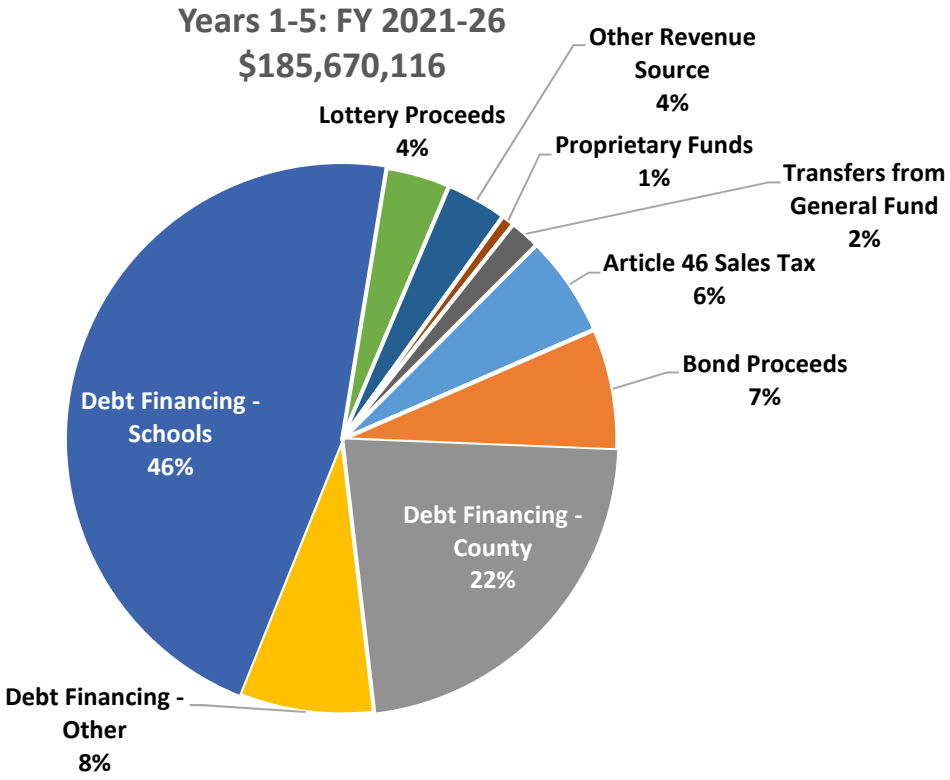


Years 1-5: FY 2021-26
$185,670,116



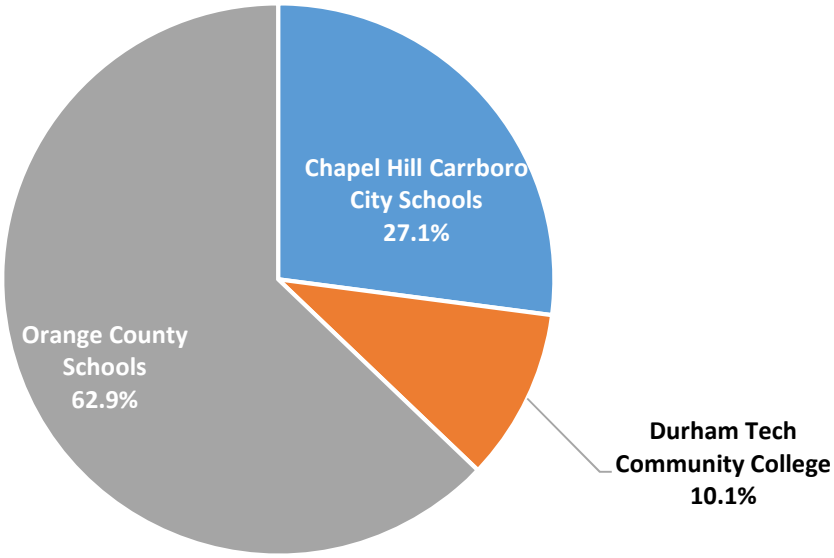
FY 2021-26 Orange County Capital Investment Plan Projects
County-Wide Summary - Funding Sources



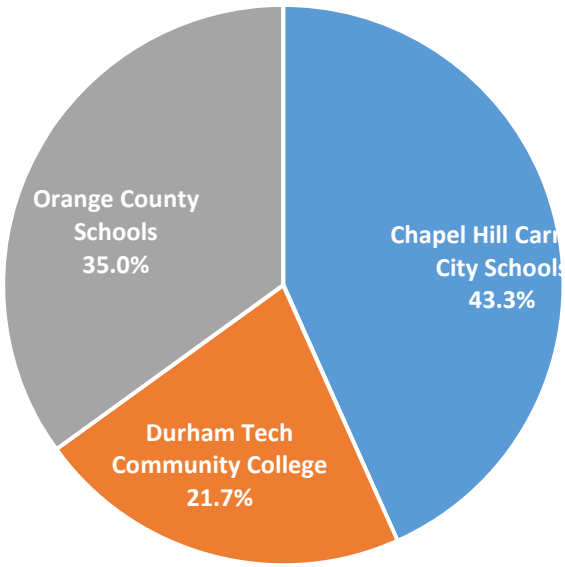


FY 2021-26 Orange County Capital Investment Plan Projects
School Summary - Appropriation

Year 1: FY 2021-22
$30,584,864

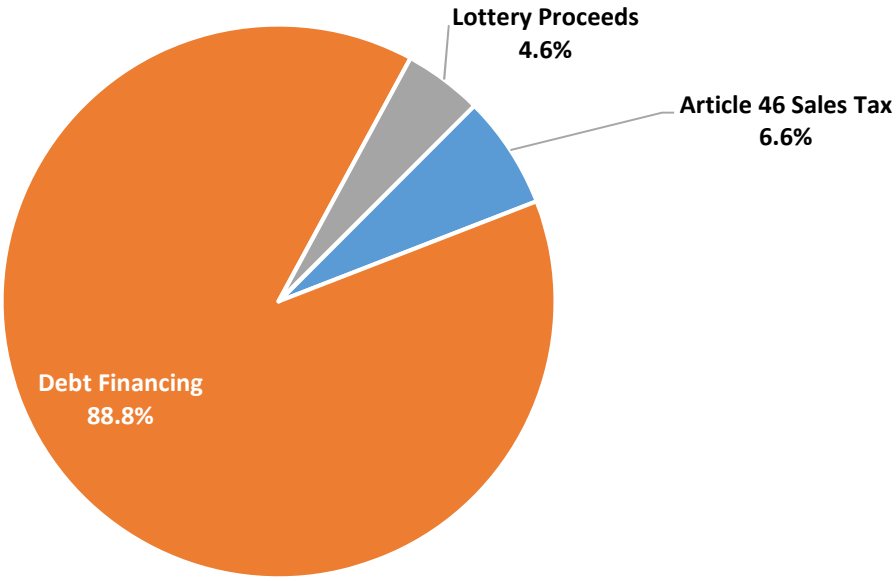


Years 1-5: FY 2021-26
$117,583,029

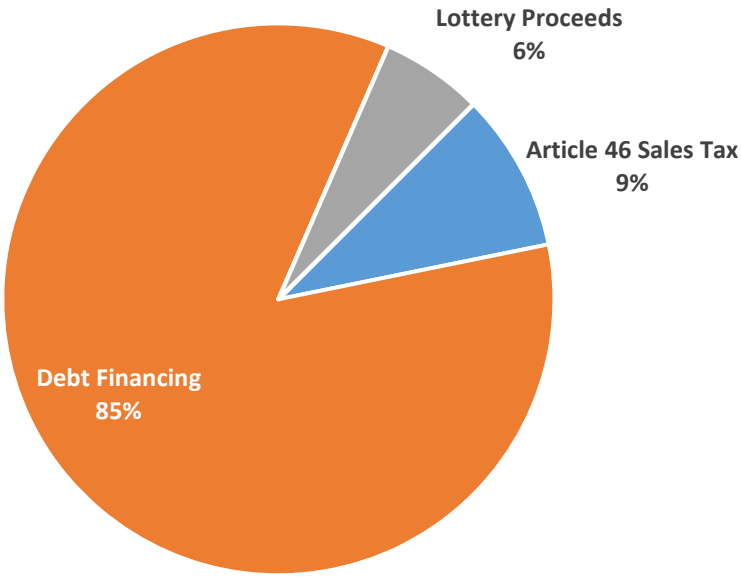


FY 2021-26 Orange County Capital Investment Plan Projects
School Summary - Funding Sources

Year 1: FY 2021-22
$30,584,864

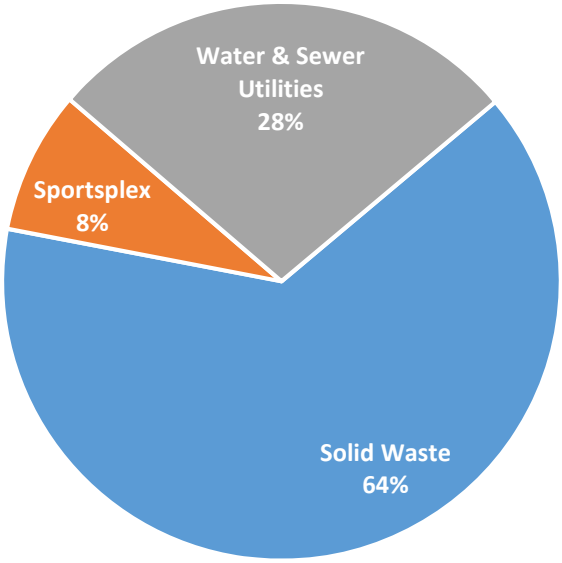


Years 1-5: FY 2021-26
$117,583,029

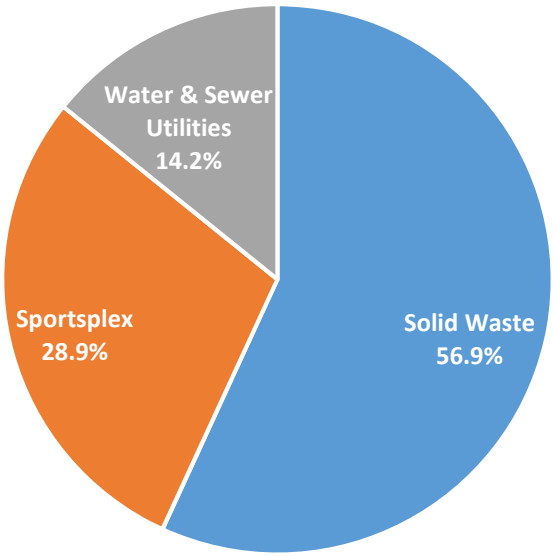


FY 2021-26 Orange County Capital Investment Plan Projects
Proprietary Summary - Appropriation

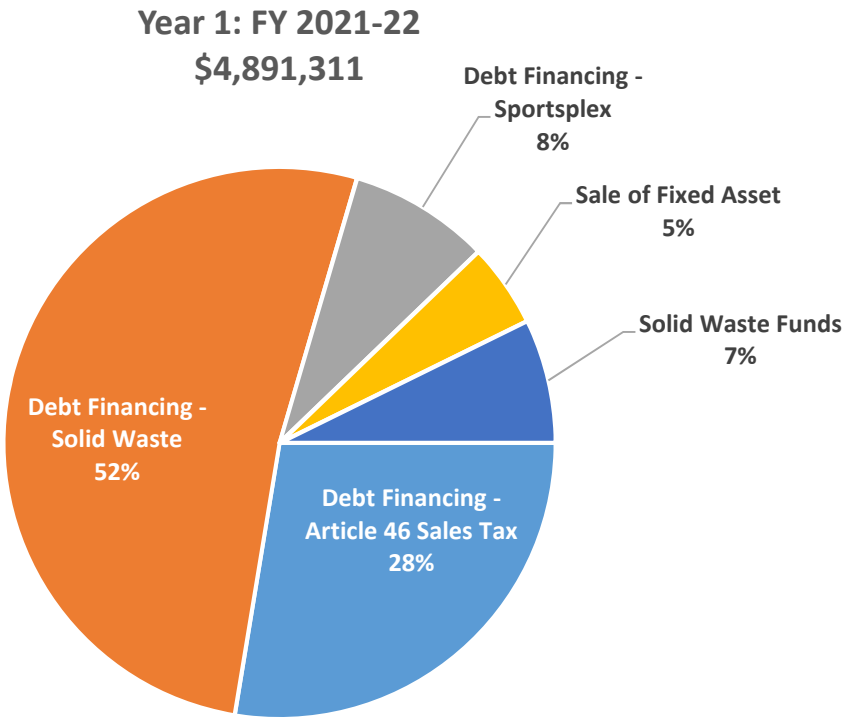
Year 1: FY 2021-22
$4,891,311

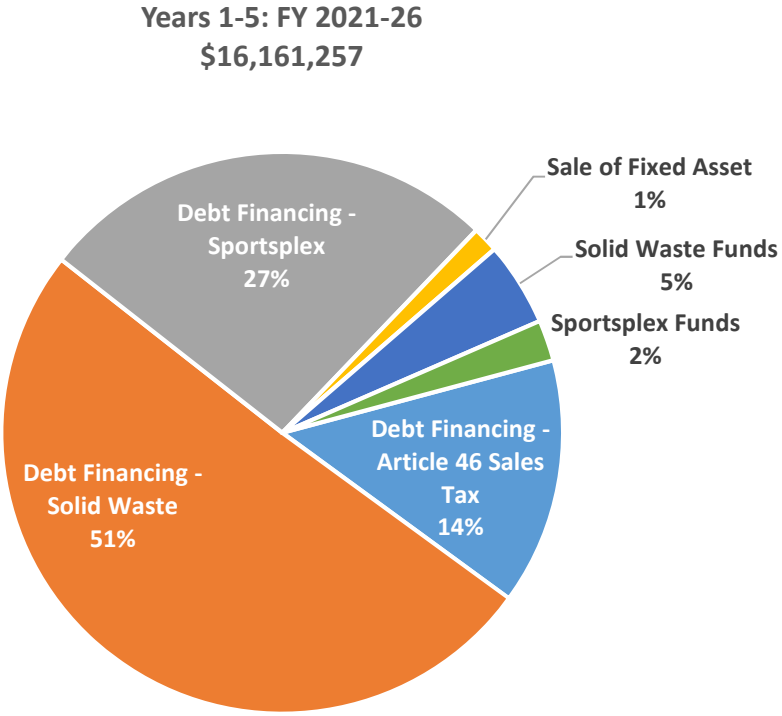


Years 1-5: FY 2021-26
$16,161,257



FY 2021-26 Orange County Capital Investment Plan Projects
Proprietary Summary - Funding Sources





Proprietary Projects Summary - RECOMMENDED
Fiscal Years 2021-26

Appropriations	Current Fiscal Year 2020-21	Year 1 Fiscal Year 2021-22	Year 2 Fiscal Year 2022-23	Year 3 Fiscal Year 2023-24	Year 4 Fiscal Year 2024-25	Year 5 Fiscal Year 2025-26	Five Year Total	Year 6 to Year 10
Solid Waste								
C&D Landfill & Ordinance Area – Vehicle and Equipment Replacement	100,000	1,448,997	630,351	338,813	335,593	430,164	3,183,918	1,155,686
Comprehensive Solid Waste Management Plan	125,000							
Consolidated Neighborhood Waste & Recycling Center				424,801	1,151,838		1,576,639	
Construction & Demolition Landfill Expansion - Phase 2	125,000	886,000					886,000	
Environmental Support - Vehicle and Equipment Replacement			61,670	44,517			106,187	139,288
High Rock Road Waste & Recycling Center	63,541							
Recycling Operations – Vehicle and Equipment Replacement		801,314	40,717	440,587	460,775	870,904	2,614,297	1,465,333
Sanitation – Vehicle and Equipment Replacement	260,952		395,052	318,408		109,026	822,486	1,001,017
Solid Waste Total	**674,493**	**3,136,311**	**1,127,790**	**1,567,126**	**1,948,206**	**1,410,094**	**9,189,527**	**3,761,324**
Sportsplex								
Sportsplex - Facilities Maintenance/Replacement	560,000	300,000	50,000	110,000		100,000	560,000	645,000
Sportsplex - Fitness	100,000			100,000		100,000	200,000	250,000
Sportsplex - Ice Rink	160,000		1,313,250				1,313,250	125,000
Sportsplex - Kidsplex		105,000			105,000		210,000	305,000
Sportsplex - New Facilities	75,000				1,458,480		1,458,480	
Sportsplex - Pool	27,000		65,000	320,000	400,000	150,000	935,000	150,000
Sportsplex Total	**922,000**	**405,000**	**1,428,250**	**530,000**	**1,963,480**	**350,000**	**4,676,730**	**1,475,000**
Water & Sewer Utilities								
Buckhorn-Mebane EDD Phase 3 Sewer	130,000	1,235,000					1,235,000	
Buckhorn-Mebane EDD Potential Investment Area		115,000	945,000				1,060,000	
Water & Sewer Utilities Total	**130,000**	**1,350,000**	**945,000**				**2,295,000**	
Grand Total	**1,726,493**	**4,891,311**	**3,501,040**	**2,097,126**	**3,911,686**	**1,760,094**	**16,161,257**	**5,236,324**
Revenues/Funding Sources								
Solid Waste								
Debt Financing - Solid Waste	324,493	2,540,307	1,127,790	1,142,325	1,948,206	1,410,094	8,168,722	3,761,324
Sale of Fixed Asset		240,000					240,000	
Solid Waste Funds	350,000	356,004		424,801			780,805	
Solid Waste Total	**674,493**	**3,136,311**	**1,127,790**	**1,567,126**	**1,948,206**	**1,410,094**	**9,189,527**	**3,761,324**
Sportsplex								
Debt Financing - Sportsplex	895,000	405,000	1,378,250	430,000	1,833,480	250,000	4,296,730	875,000
Sportsplex Funds	27,000		50,000	100,000	130,000	100,000	380,000	600,000
Sportsplex Total	**922,000**	**405,000**	**1,428,250**	**530,000**	**1,963,480**	**350,000**	**4,676,730**	**1,475,000**
Water & Sewer Utilities								
Debt Financing - Article 46 Sales Tax	130,000	1,350,000	945,000				2,295,000	
Water & Sewer Utilities Total	**130,000**	**1,350,000**	**945,000**				**2,295,000**	
Grand Total	**1,726,493**	**4,891,311**	**3,501,040**	**2,097,126**	**3,911,686**	**1,760,094**	**16,161,257**	**5,236,324**

School Projects Summary - RECOMMENDED
Fiscal Years 2021-26

Appropriations	Current Fiscal Year 2020-21	Year 1 Fiscal Year 2021-22	Year 2 Fiscal Year 2022-23	Year 3 Fiscal Year 2023-24	Year 4 Fiscal Year 2024-25	Year 5 Fiscal Year 2025-26	Five Year Total	Year 6 to Year 10
Chapel Hill-Carrboro City Schools	**10,460,944**	**8,279,059**	**16,455,619**	**12,754,121**	**6,661,661**	**6,769,342**	**50,919,802**	**84,786,836**
Bond Referendum		**1,922,000**					**1,922,000**	
Deferred Maintenance Projects	**1,799,700**							**49,207,493**
Chapel Hill-Carrboro City Schools	**5,061,544**	**4,557,359**	**4,655,919**	**4,757,421**	**4,861,961**	**4,969,642**	**23,802,302**	**26,580,843**
Article 46 Sales Tax Proceeds	1,165,356	1,211,971	1,260,449	1,310,867	1,363,302	1,417,835	6,564,424	7,986,628
Debt Financing - Older Facilities	599,900							
Debt Financing - School Improvements	2,455,016	2,504,116	2,554,198	2,605,282	2,657,387	2,710,535	13,031,518	14,387,855
Lottery Proceeds	841,272	841,272	841,272	841,272	841,272	841,272	4,206,360	4,206,360
Recurring Capital Items	**1,799,700**	**1,799,700**	**1,799,700**	**1,799,700**	**1,799,700**	**1,799,700**	**8,998,500**	**8,998,500**
Supplemental Deferred Maintenance Prog	**1,800,000**		**10,000,000**	**6,197,000**			**16,197,000**	
Orange County Schools	**9,926,369**	**19,225,805**	**8,558,540**	**4,373,236**	**4,442,959**	**4,514,776**	**41,115,316**	**68,032,507**
Bond Referendum		**11,386,000**					**11,386,000**	
Deferred Maintenance Projects	**1,200,300**							**44,303,065**
Orange County Schools	**3,375,769**	**3,039,505**	**3,105,240**	**3,172,936**	**3,242,659**	**3,314,476**	**15,874,816**	**17,727,942**
Article 46 Sales Tax Proceeds	777,228	808,317	840,650	874,276	909,247	945,617	4,378,107	5,326,635
Debt Financing - Older Facilities	400,100							
Debt Financing - School Improvements	1,637,359	1,670,106	1,703,508	1,737,578	1,772,330	1,807,777	8,691,299	9,595,897
Lottery Proceeds	561,082	561,082	561,082	561,082	561,082	561,082	2,805,410	2,805,410
Recurring Capital Items	**1,200,300**	**1,200,300**	**1,200,300**	**1,200,300**	**1,200,300**	**1,200,300**	**6,001,500**	**6,001,500**
Supplemental Deferred Maintenance Prog	**4,150,000**	**3,600,000**	**4,253,000**				**7,853,000**	
Durham Tech Community College	**1,000,000**	**3,080,000**	**22,467,911**				**25,547,911**	
Grand Total	**21,387,313**	**30,584,864**	**47,482,070**	**17,127,357**	**11,104,620**	**11,284,118**	**117,583,029**	**152,819,343**
Revenues/Funding Sources								
Article 46 Sales Tax Proceeds	1,942,584	2,020,288	2,101,099	2,185,143	2,272,549	2,363,452	10,942,531	13,313,263
Debt Financing - Bond Proceeds		13,308,000					13,308,000	
Debt Financing - Durham Tech	1,000,000	3,080,000	22,467,911				25,547,911	
Debt Financing - Older Facilities	1,000,000							
Debt Financing - School Improvements	13,042,375	10,774,222	21,510,706	13,539,860	7,429,717	7,518,312	60,772,817	132,494,310
From Capital Reserve Funds	3,000,000							
Lottery Proceeds	1,402,354	1,402,354	1,402,354	1,402,354	1,402,354	1,402,354	7,011,770	7,011,770
Grand Total	**21,387,313**	**30,584,864**	**47,482,070**	**17,127,357**	**11,104,620**	**11,284,118**	**117,583,029**	**152,819,343**

Operational Impact of CIP Projects - RECOMMENDED
Fiscal Years 2021-26

Operational Impact	Current Fiscal Year 2020-21	Year 1 Fiscal Year 2021-22	Year 2 Fiscal Year 2022-23	Year 3 Fiscal Year 2023-24	Year 4 Fiscal Year 2024-25	Year 5 Fiscal Year 2025-26	Five Year Total	Year 6 to Year 10
County								
Bingham Park								399,000
Blackwood Farm Park			95,000	95,000	105,000	105,000	400,000	525,000
Cedar Grove Park, Phase II								88,000
County Recreation Center								950,000
Fairview Park Improvements								205,375
Hollow Rock Nature Park (New Hope Preserve)			20,000	20,000	20,000	20,000	80,000	100,000
Information Technologies Governance Council Initiatives			54,535	57,807	61,276	64,952	238,570	262,427
Little River Park, Phase II			10,000	10,000	10,000	10,000	40,000	50,000
Millhouse Road Park								(226,250)
Mountains to Sea Trail			35,950	35,950	35,950	35,950	143,800	330,000
Northeast District Park								910,000
Orange County Southern Branch Library			537,668	537,668	537,668	537,668	2,150,672	2,688,340
Soccer.com Soccer Center, Phase II								200,000
Twin Creeks Park and Educational Campus, Phase II								817,500
Upper Eno Nature Preserve - Seven Mile and McGowan Creek Nature Parks					57,000	57,000	114,000	285,000
County Total			**753,153**	**756,425**	**826,894**	**830,570**	**3,167,042**	**7,584,392**
School								
Durham Technical Community College - Orange County Campus New Facilities				365,000	365,000	365,000	1,095,000	1,825,000
School Total				**365,000**	**365,000**	**365,000**	**1,095,000**	**1,825,000**
Proprietary								
Consolidated Neighborhood Waste & Recycling Center*						169,695	169,695	(85,528)
Sportsplex - New Facilities**						(117,200)	(117,200)	(1,487,800)
Proprietary Total						**52,495**	**52,495**	**(1,573,328)**
Grand Total			**753,153**	**1,121,425**	**1,191,894**	**1,248,065**	**4,314,537**	**7,836,064**

* Operational Impact will affect the Solid Waste Enterprise Fund, not the General Fund
** Operational Impact will affect the Sportsplex Enterprise Fund, not the General Func

Active Capital Projects Summary
No New Funding for Fiscal Years 2021-26 and Years 6-10

Projects	Prior Years Funding	Current Fiscal Year 2020-21	Year 1 Fiscal Year 2021-22	Year 2 Fiscal Year 2022-23	Year 3 Fiscal Year 2023-24	Year 4 Fiscal Year 2024-25	Year 5 Fiscal Year 2025-26	Five Year Total	Year 6 to Year 10
Appropriations									
County Projects:									
Affordable Housing Bond Projects	5,000,000								
Affordable Housing Land Banking	2,000,000								
Criminal Justice Resource Department	291,300								
Facility Master Plan - Hillsborough		300,000							
Government Services Annex	1,772,650								
IT Broadband Connectivity	650,000								
Justice Facility Improvements	43,221								
Link Center Remediation	909,859								
Orange County Northern Campus	40,205,606								
Whitted Building Campus	2,370,000								
Whitted Medical Waiting Room Renovations	68,200								
Total	**53,310,836**	**300,000**							
Proprietary Projects:									
Eno EDD	1,925,000								
Hillsborough EDD	2,590,000								
Solid Waste Management Plan	175,000	125,000							
High Rock Road Waste & Recycling Center	676,431	63,541							
Total	**5,366,431**	**188,541**							
School Projects:									
Doors/Hardware/Canopies - OCS	829,691	50,000							
Electrical Systems - OCS	33,000	50,000							
Facility Equipment - OCS	255,000								
Food Services- OCS	966,850	35,000							
New Facilities - OCS	17,600,000								
Paving/Parking - OCS	668,281	165,000							
Total	**20,352,822**	**300,000**							
Grand Total	**79,030,089**	**788,541**							

Projects	Prior Years Funding	Current Fiscal Year 2020-21	Year 1 Fiscal Year 2021-22	Year 2 Fiscal Year 2022-23	Year 3 Fiscal Year 2023-24	Year 4 Fiscal Year 2024-25	Year 5 Fiscal Year 2025-26	Five Year Total	Year 6 to Year 10
Revenues/Funding Source									
Transfer from Other Capital Projects	719,700								
Transfer from General Fund	1,279,781	300,000							
Additional PAYG (from Lottery Funds)	52,100								
Article 46 Sales Tax Proceeds	475,000								
Medicaid Maximization Funds	68,200								
Insurance Proceeds	118,490								
Solid Waste Funds	279,972	125,000							
Debt Financing - Article 46 Sales Tax	3,840,000								
Debt Financing - 2/3 Net Debt Bonds	378,450								
Debt Financing - Schools	1,122,491	300,000							
Debt Financing - Bond Projects	17,820,000								
Debt Financing - Solid Waste Projects	571,459	63,541							
Debt Financing - County Projects	52,304,446								
Total	**79,030,089**	**788,541**							

Cardinal Innovations (Maintenance of Effort Funds)

By Category (General Fund)	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	0	0	0	0	0
Operations	816,812	945,187	945,187	875,026	875,026
Capital Outlay	0	0	0	0	0
Total Expenditures	**$ 816,812**	**$ 945,187**	**$ 945,187**	**$ 875,026**	**$ 875,026**
Total Revenues	59,841	50,000	50,000	50,000	50,000
County Costs (net)	**$ 756,971**	**$ 895,187**	**$ 895,187**	**$ 825,026**	**$ 825,026**

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 2021-22 Manager Recommended budget provides maintenance of effort funding for Cardinal Innovations in the amount of $875,026. 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, a Jail Psychiatry contract with UNC-CH, one (1) Behavioral Health position, Rapid Rehousing position, programming funds in DSS, and $22,200 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 2021-22:

Cardinal Innovations Maintenance of Effort Funds FY 2021-22

Provider	Comments	FY22 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
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	Youth focused	19,000
New Destinations, Inc.	Orange County Apartments	35,100
UNC Dept. of Psychiatry - Inpatient Physician Services	Inpatient	31,374
UNC Dept. of Psychiatry - Outpatient Crisis	Outpatient	261,450
Funds Identified for Local Usage		
Specially invoiced services (flexible)		58,683
		875,026

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

Funds Allocated to County Departments:	Criminal Justice Resource Dept - Criminal Case Assessment Specialist	90,313
	Criminal Justice Resource Dept - Mental Health Liaison	44,265
	Criminal Justice Resource Dept - UNC Jail Psychiatry	25,000
	Health Department - Clinical Social Worker II (Integrated Behavioral Health)	106,060
	El Futuro	22,200
	Rapid Rehousing position - 12 months	66,110
	Trauma Focused therapist through Cardinal provider	50,000
	Counseling for Families in Protective Services	22,000
	New initiative - residential children in foster	55,000
	Total County Programming	**480,948**
	Grand Total	**1,355,974**

Child Support Services

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

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
By Category (General Fund)					
Personnel Services	1,008,134	1,014,576	1,023,628	1,027,342	1,080,434
Operations	71,473	105,820	105,820	118,730	62,730
Capital Outlay	0	0	0	0	0
Total Expenditures	**$ 1,079,606**	**$ 1,120,396**	**$ 1,129,448**	**$ 1,146,072**	**$ 1,143,164**
Total Revenues	1,752,498	1,603,069	1,603,069	1,743,454	1,743,454
County Costs (net)	**$ (672,892)**	**$ (482,673)**	**$ (473,621)**	**$ (597,382)**	**$ (600,290)**

Budget Highlights

The FY 2021-22 Manager Recommended budget contains the following changes from Base Budget:

Total Savings of $126,669 due to increased State estimate of Support Enforcement and shift from contract legal services to Staff Attorney. The new Staff Attorney will be 0.5 FTE in County Attorney Department and 0.5 FTE in Child Support Services.

The Manager Recommended Budget does not include funding for the following Department Requests:

None.

Budget by Division

Child Support Services (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	1,008,134	1,014,576	1,023,628	1,027,342	1,080,434
Operations	71,473	105,820	105,820	118,730	62,730
Capital Outlay	0	0	0	0	0
Total Expenditures	**$ 1,079,606**	**$ 1,120,396**	**$ 1,129,448**	**$ 1,146,072**	**$ 1,143,164**
Total Revenues	1,752,498	1,603,069	1,603,069	1,743,454	1,743,454
County Costs (net)	**$ (672,892)**	**$ (482,673)**	**$ (473,621)**	**$ (597,382)**	**$ (600,290)**

Child Support Services Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Shift from contract legal services to Staff Attorney	$ (2,908)	$ -	$ (2,908)
Convert two (2) long term temporary personnel to permanent status	$ 3,714	$ -	$ 3,714
Increase in telephone due to teleworking	$ 12,910	$ -	$ 12,910
Increased State estimate for Child Support Enforcement	$ -	$ 140,385	$ (140,385)
Net Child Support Services Division Changes	**$ 13,716**	**$ 140,385**	**$ (126,669)**

Child Support Services – continued

Mission Statement

The Child Support Services Department strives to obtain child support for Orange County children, thereby strengthening the family's potential for economic independence and self- sufficiency and reducing the taxpayers' costs of public assistance.

Major Services

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

FY 2020-21 Outcomes

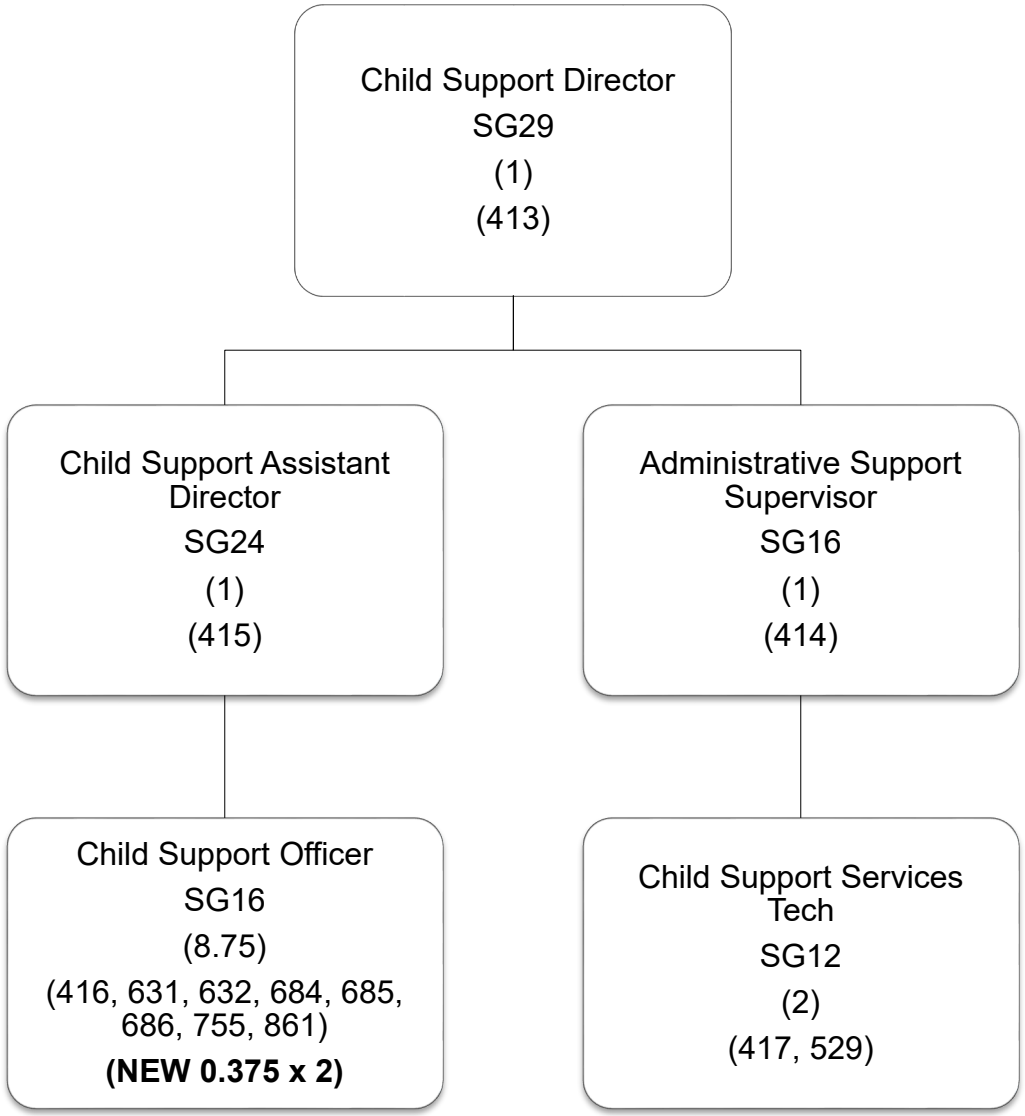
- Paternity established for 150 children
- Court ordered child support established for 112 families.
- $5,100,000 collected for children.

• Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: Paternity					
Paternity established for children	235	265	140	150	140
Service: Establishment					
New child support orders established	128	153	110	112	110
Service: Enforcement					
Total child support collected	$5,276,898	$5,219,045	$5,013,053	$5,100,000	$5,100,000
Percentage of current support collected annually	72.47%	70.56%	68.00%	68.00%	69.00%

FY 2021-22 Objectives

- Establish paternity for 140 children and new child support orders for 110 families
- Collect 69% of current support due - $5,100,000 total on behalf of Orange County children
- Provide referrals to the Employment Services Department at OC DSS and other employment programs statewide.

Child Support Services



Community Relations

Phone Number: (919) 245 - 2302 Website: orangecountync.gov/communityrelations

By Category (General Fund)	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	227,306	226,688	228,930	228,930	228,930
Operations	55,474	62,900	62,900	54,000	54,000
Capital Outlay	0	0	0	0	0
Total Expenditures	**$ 282,780**	**$ 289,588**	**$ 291,830**	**$ 282,930**	**$ 282,930**
Total Revenues	884	0	0	0	0
County Costs (net)	**$ 281,896**	**$ 289,588**	**$ 291,830**	**$ 282,930**	**$ 282,930**

Budget Highlights

The FY 2021-22 Manager Recommended budget contains the following changes from Base Budget:

Total Savings of $8,900 due to reduction of advertising and printing supplies due to change in operations model. This exceeds the 5% operations reduction target.

The Manager Recommended Budget does not include funding for the following Department Requests:

None

Community Relations Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Reduction in advertising and printing supplies due to change in model	$ (8,900)	$ -	$ (8,900)
Net Community Relations Changes	**$ (8,900)**	**$ -**	**$ (8,900)**

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).

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) as needed.

- Serve in Emergency Operations Center during crises or emergencies, including as lead spokesperson for 2020-21 COVID Pandemic.
- Promote and coordinate County Government Academy
- Work with all departments to promote activities, including social media department sites.

FY 2020-21 Outcomes

- Increased social media outreach by more than 10 percent over previous year.
- Participated in county's COVID-19 response in the EOC; department created numerous graphics, flyers, posters, web pages, etc., to inform the public about the crisis. The www.orangecountync.gov/coronavirus page was the No. 1 page on the county website throughout the pandemic. Graphics created by our department were used by counties and cities in other states.
- Expanded digital message monitors to 18 county facilities.

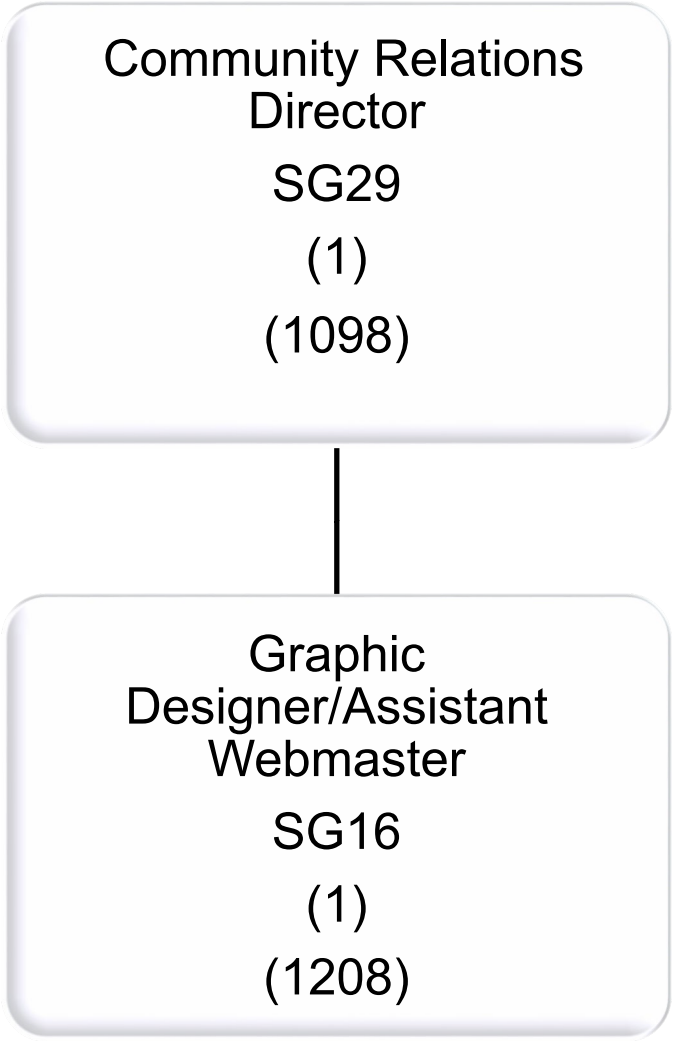
Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Projected
Service:					
Followers on Twitter	2,642	3,289	4,277	5.063	5,700
Facebook followers	769	921	1,426	2,103	2,300
Newsletter subscribers	n/a	967	1,202	1,315	1,400

*Twitter followers projected to increase by 13%, Newsletter Subscribers by 6% and Facebook followers by 10 percent.

FY 2021-22 Objectives

- Continue to grow social media audience and explore new channels, including NextDoor.
- Promote website 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.
- Resurrect County Government Academy in Spring 2022 using virtual technology to attract more students.
- Redesign County Website to increase look and functionality.

Community Relations



Orange County Cooperative Extension

Phone Number: (919) 245-2051 Website: *orange.ces.ncsu.edu*

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
By Category (General Fund)					
Personnel Services	313,326	356,644	371,965	371,965	446,469
Operations	37,004	42,258	42,258	39,945	39,945
Capital Outlay	0	0	0	0	0
Total Expenditures	**$ 350,329**	**$ 398,902**	**$ 414,223**	**$ 411,910**	**$ 486,414**
Total Revenues	5,733	7,270	7,270	7,270	7,270
County Costs (net)	**$ 344,596**	**$ 391,632**	**$ 406,953**	**$ 404,640**	**$ 479,144**
By Category (4-H Fund)					
Personnel Services	5,847	5,921	5,921	0	0
Operations	20,540	28,788	28,788	29,300	29,300
Capital Outlay	12,500	0	0	0	0
Total Expenditures	**$ 38,887**	**$ 34,709**	**$ 34,709**	**$ 29,300**	**$ 29,300**
Total Revenues	16,051	34,709	34,709	29,300	29,300
County Costs (net)	**$ 22,836**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Total Cooperative Extension and Related Expenditures	**$ 389,216**	**$ 433,611**	**$ 448,932**	**$ 441,210**	**$ 515,714**

Budget Highlights

The FY 2021-22 Manager Recommended budget contains the following changes from Base Budget:

Total increase of $72,191 is offset by Article 46 Sales Tax proceeds as reflected in the County's Transfer from Other Funds section of the document. This is to cover the transfer of the Agriculture Economic Developer position from Economic Development Department to Cooperative Extension. With this transfer, 25% of this position is now covered by North Carolina State University.

The Manager Recommended Budget does not include funding for the following Department Requests:

None

Budget by Division

Cooperative Extension (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	313,326	356,644	371,965	371,965	446,469
Operations	37,004	42,258	42,258	39,945	39,945
Capital Outlay	0	0	0	0	0
Total Expenditures	**$ 350,329**	**$ 398,902**	**$ 414,223**	**$ 411,910**	**$ 486,414**
Total Revenues	5,733	7,270	7,270	7,270	7,270
County Costs (net)	**$ 344,596**	**$ 391,632**	**$ 406,953**	**$ 404,640**	**$ 479,144**

Cooperative Extension Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Transfer in of Agriculture Economic Developer position, offset by Article 46 Sales Tax proceeds, outside the department	$ 74,504	$ -	$ 74,504
Savings in office operating expenses	$ (2,313)	$ -	$ (2,313)
Net Cooperative Extension Division Changes	**$ 72,191**	**$ -**	**$ 72,191**

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.

Orange County Cooperative Extension

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 pests 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.
- Provide educational classes for beginning farmers
- Provide consultation and advice for beginning farmers
- Provide management of the Breeze Farm Incubator

FY 2020-21 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 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

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Sustainable Agriculture: Crops, Livestock, Horticulture					
Individual contacts with farmers enrolled in educational programs, receiving consultation via phone, email or on-site visit.	450	500	300	500	600

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Farmers putting news skills to use in soil testing, fertilization or pesticide recommendations	100	100	150	150	150
Farmers improving pasture management and herd health	100	100	75	100	100
Number of on-farm crop trials	1	0	1	1	1
New farmers and existing farmers selling to local markets	140	140	90	140	140
Farmers income generated at local markets and livestock sales	$2,000,000	$2,000,000	$1,000,000	$2,000,000	$2,000,000
Number of home gardeners receiving research-based information.	7,000	7,000	3,000	7,500	7,500
Number of Green Industry Professional with increased horticulture skills and reducing pesticide use.	120	120	90	120	120
Number of Master Gardener Volunteers	52	77	66	66	75
Number of Home Gardeners adopting at least one new practice.	6,500	7,000	8,500	8,000	8,000
Estimated value of Master Gardener volunteer service and financial impact of horticulture program on Green Industry.	$75,000	$95,000	$30,000	120,000	120,000
Number of New Farms Created	5	3	4	6	6

FY 2021-22 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.

4-H 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.
- Adults will be trained as club leaders and equipped with materials to be successful.
- Club leader and teachers will adopt 4-H curriculum.
- 4-H will provide virtual, in-person, and take-home resources for youth and families to learn during the COVID-19 pandemic.

FY 2020-21 Outcomes

- We pivoted our programs from in-person to virtual from March 2020 to the current year of 2021 to allow for student engagement safely. Initiatives that have found success are take-home kit distribution impacting over 250 families county-wide, creation of a teen podcast series, and a STEM video series. Total views of virtual resources in 2020 was 10,158 representing a
- We recruited and trained three new volunteers in 2020 and started one new community club, increasing total community clubs from 7 to 8.
- We worked with local school systems to introduce embryology programs into five 2nd grade classrooms for the first time.

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: 4-H Youth Development provides youth between the ages of 5 and 18 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	209	264	201	201	201
Number of youth increasing physical activity, making more nutritious food choices or gaining knowledge of science.	9049	8451	1200	1234	1500
Number of adults trained as club leaders using 4-H curriculum	20	20	20	28	35

FY 2021-22 Objectives

- To provide learning experiences for youth through summer kits and camps, community events, and special interest activities. Partner with school systems for afterschool and classroom presentations in-person and virtually as well.

- To increase the number and level of engagement of active 4-H clubs in the county.
- To increase the number of 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.

Family and Consumer Sciences: Healthy Eating/Living, Food Preservation & Safety, and Local Foods

- Provide research-based educational programs to families, consumers, community groups, businesses, and families to address the challenges affecting consumer and family well-being.
- Provide technical support regarding proper food safety practices.
- Provide consultation and education regarding proper home food preservation equipment and methods.
- Promote local food consumption and increased local food access and health equity through county agency partnerships.
- Help increase youth's life skills through collaboration with other County Extension agents.

FY 2020-21 Outcomes

- Provide virtual/in-person access/education of the Expanded Food and Nutrition Education Program (EFNEP) to limited resource families with children in Orange County at no less than 25% of the previous year level.
- Provide virtual access/education of the Safe Plates Food Manager certification program at no less than 15% of the previous year level.
- Provide virtual/in-person access/education about how to prepare local foods, including through use of home food preservation techniques.
- Provide virtual/in-person access/education about safe home food handling, preservation and preparation practices.

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: Family and Consumer Sciences is a community based educational program that strengthens and transforms families by providing education about healthy eating/living, food preservation & safety, and local foods among other pertinent county issues related to FCS matters. **Significant variation in numbers may be due to decreased personnel, changes to the Extension Reporting System and the COVID-19 pandemic.*					
Number of individuals contacted for and/or enrolled in food safety, nutrition and wellness educational opportunities including the Expanded Food and Nutrition Education Program.	7,200	3,732*	3,700	2,000†	3,000
Number of food service employees receiving Food Safety Manager Certification.	54	59	20	15†	20
Number of individuals increasing their fruit and vegetable intake.	230	177*	180	100†	100

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Number of individuals increasing their daily physical activity.	168	132*	130	100†	100
Significant variation in numbers due to changes to the Extension Reporting System and EFNEP position loss.		***†It is projected that the COVID-19 Pandemic will have an impact on face-to-face education.***			

FY 2021-22 Objectives

- Offer virtual sessions about the Expanded Food and Nutrition Education Program (EFNEP) for limited resource families with children while in-person sessions are not feasible.
- Re-establish access to the Safe Plates Food Manager certification program or similar one, at 25% pre-pandemic level.
- Offer virtual workshops about how to prepare local foods, including through use of home food preservation techniques when in-person sessions are not feasible.
- Offer virtual workshops about safe home food handling, preservation and preparation practices when in-person sessions are not feasible.

County Attorney

Phone Number: (919) 245-2320

By Category (General Fund)	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	627,965	614,129	621,166	621,166	589,793
Operations	22,902	52,635	52,635	49,635	52,235
Capital Outlay	0	0	0	0	2,232
Total Expenditures	**$ 650,867**	**$ 666,764**	**$ 673,801**	**$ 670,801**	**$ 644,260**
Total Revenues	0	0	0	0	0
County Costs (net)	**$ 650,867**	**$ 666,764**	**$ 673,801**	**$ 670,801**	**$ 644,260**

Budget Highlights

The FY 2021-22 Manager Recommended budget contains the following changes from Base Budget:

Total savings of $29,541. Human Rights and Relations director will be moving full time to that role, reducing the department staff by .5 Staff Attorney. To maintain staffing levels, a new Staff Attorney is recommended. That position will work full time, but will be split between the Child Support Services and County Attorney departments.

The Manager Recommended Budget does not include funding for the following Department Requests:

None

County Attorney Department Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
.5 of new recommended Staff Attorney. Other .5 of the position will be budgeted in the Child Support Services department.	$ 58,087	$ -	$ 58,087
Human Rights & Relations Director moving fully to the HRR Department. Offset by increase in that department budget.	$ (84,628)	$ -	$ (84,628)
Decrease in anticipated litigation expenses.	$ (3,000)	$ -	$ (3,000)
Net County Attorney Department Changes	**$ (29,541)**	**$ -**	**$ (29,541)**

Mission Statement

Our mission is to provide effective 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 2020-21 Outcomes

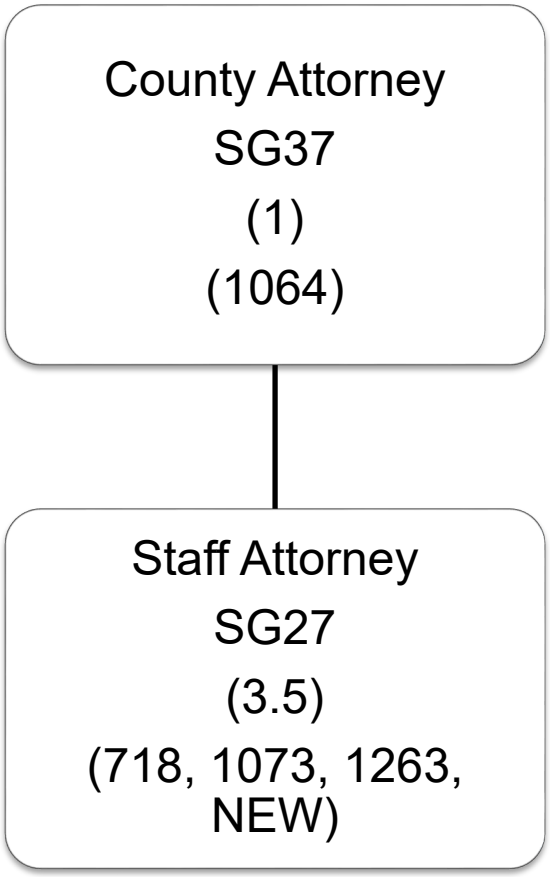
- Collected $0.00 through the collections program. Collections program suspended due to COVID-19.
- Achieved positive results in 11 cases in district and superior court including multiple dismissals. A number of superior court cases remain open.
- Achieved positive results in 134 quasi-judicial hearings. This includes four Board of Adjustment cases and 130 Board of Equalization and Review cases, four of which were appealed to the Property Tax Commission.
- Achieved positive results in five administrative hearings.

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: Delinquent Fees/Account Collections					
Outcome Measure Delinquent Fees Collected. Program suspended during Covid-19.	$58,583	Estimated at $40,000 Suspended	$65,000 was expected Suspended	$0.00 due to suspension	$0.00 due to continued suspension
Performance Measures Legal Review Times	85% within 10 days of Request	86% within 10 days of Request	92% within 10 days of Request	82% within 10 days of Request	90% within 10 days of Request
Performance Measures Positive Case Outcomes		97% positive outcome		98% positive outcome	98% positive outcome

FY 2021-22 Objectives

- Objectives to be determined during the County Attorney's annual review with the Board of County Commissioners.
- Measureable objective to maintain legal review times at or above 90% as in prior years and continue achieving positive outcomes in judicial and quasi-judicial cases, hearings, and appeals.

County Attorney's Office



County Manager's Office

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

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
By Category (General Fund)					
Personnel Services	913,952	947,911	987,269	987,269	987,269
Operations	1,492,099	1,998,569	1,998,569	1,948,355	1,888,355
Capital Outlay	2,200	0	0	0	0
Total Expenditures	**$ 2,408,251**	**$ 2,946,480**	**$ 2,985,838**	**$ 2,935,624**	**$ 2,875,624**
Total Revenues	27,612	0	0	0	0
County Costs (net)	**$ 2,380,639**	**$ 2,946,480**	**$ 2,985,838**	**$ 2,935,624**	**$ 2,875,624**
By Category (Multi-Year Grant Fund)					
Personnel Services	0	60,403	60,907	60,907	60,907
Operations	0	12,226	12,226	12,226	12,226
Capital Outlay	0	0	0	0	0
Total Expenditures	**$ 0**	**$ 72,629**	**$ 73,133**	**$ 73,133**	**$ 73,133**
County Contribution	0	28,325	28,325	28,501	28,501
Total Department Revenues	0	44,304	44,304	44,632	44,632
Fund Costs (net)	**$ 0**	**$ 0**	**$ 504**	**$ 0**	**$ 0**
By Category (Visitor's Bureau Fund)					
Personnel Services	106,576	109,148	109,986	123,409	123,409
Operations	139,132	116,051	116,051	150,520	150,520
Capital Outlay	0	0	0	0	0
Total Expenditures	**$ 245,707**	**$ 225,199**	**$ 226,037**	**$ 273,929**	**$ 273,929**
Total Revenues	49,793	36,963	36,963	101,566	101,566
Fund Costs (net)	**$ 195,915**	**$ 188,236**	**$ 189,074**	**$ 172,363**	**$ 172,363**
Total Department Expenditures	***$ 2,653,958***	***$ 3,244,308***	***$ 3,285,008***	***$ 3,282,686***	***$ 3,222,686***

Budget Highlights

The FY 2021-22 Manager Recommended budget contains the following changes from Base Budget:

Total county savings of $110,018, mainly driven by realigning insurance and worker's compensation accounts to recent actuals, as well as internal office expenditure reductions. This exceeds the 5% operational expenditure reduction guidelines.

The Manager Recommended Budget does not include funding for the following Department Requests:

None

Budget by Division

County Manager (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	754,720	841,151	879,533	879,533	879,533
Operations	94,462	139,919	139,919	132,930	132,930
Capital Outlay	0	0	0	0	0
Total Division Expenditures	**$ 849,182**	**$ 981,070**	**$ 1,019,452**	**$ 1,012,463**	**$ 1,012,463**
Total Revenues	0	0	0	0	0
County Costs (net)	**$ 849,182**	**$ 981,070**	**$ 1,019,452**	**$ 1,012,463**	**$ 1,012,463**

County Manager Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Reduction of internal operations accounts	$ (6,989)	$ -	$ (6,989)
Net County Manager Division Changes	**$ (6,989)**	**$ -**	**$ (6,989)**

Risk Manager (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	107,679	106,760	107,736	107,736	107,736
Operations	1,396,088	1,858,650	1,858,650	1,815,425	1,755,425
Capital Outlay	0	0	0	0	0
Total Division Expenditures	**$ 1,503,767**	**$ 1,965,410**	**$ 1,966,386**	**$ 1,923,161**	**$ 1,863,161**
Total Revenues	0	0	0	0	0
County Costs (net)	**$ 1,503,767**	**$ 1,965,410**	**$ 1,966,386**	**$ 1,923,161**	**$ 1,863,161**

Risk Manager's Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Rightsizing various insurance accounts based on historical actuals	$ (159,225)	$ -	$ (159,225)
Increasing Bonds & Insurance based on 8% projected increase	$ 116,000	$ -	$ 116,000
Reduction based on allocating Worker's Compensation Claims in the funds where they occur	$ (60,000)	$ -	$ (60,000)
Net Risk Manager's Division Changes	**$ (103,225)**	**$ -**	**$ (103,225)**

Food Council (Multi-Year Grant Fund, formerly General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Food Council (General Fund)					
Personnel Services	51,552	0	0	0	0
Operations	1,549	0	0	0	0
Capital Outlay	2,200	0	0	0	0
Total Division Expenditures	**$ 55,302**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Total Revenues	27,612	0	0	0	0
County Costs (net)	**$ 27,690**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Food Council (Multi-Year Grant Fund)					
Personnel Services	0	60,403	60,907	60,907	60,907
Operations	0	12,226	12,226	12,226	12,226
Capital Outlay	0	0	0	0	0
Total Expenditures	**$ 0**	**$ 72,629**	**$ 73,133**	**$ 73,133**	**$ 73,133**
County Contribution	0	28,325	28,325	28,501	28,501
Total Department Revenues	0	44,304	44,304	44,632	44,632
Fund Costs (net)	**$ 0**	**$ 0**	**$ 504**	**$ 0**	**$ 0**

Food Council Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Increased county revenue and local municipal match to cover retirement contribution increase	$ 504	$ 328	$ 176
Net Food Council Division Changes	**$ 504**	**$ 328**	**$ 176**

Arts Commission (Visitor's Bureau Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	106,576	109,148	109,986	123,409	123,409
Operations	139,132	116,051	116,051	150,520	150,520
Capital Outlay	0	0	0	0	0
Total Division Expenditures	**$ 245,707**	**$ 225,199**	**$ 226,037**	**$ 273,929**	**$ 273,929**
Total Revenues	49,793	36,963	36,963	101,566	101,566
Fund Costs (net)	**$ 195,915**	**$ 188,236**	**$ 189,074**	**$ 172,363**	**$ 172,363**

Arts Commission Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net Fund Cost
Budgetting Eno Mill studio, which funds building rent and a temporary staff assistant	$ 64,640	$ 64,640	$ -
Reducing operations based on division's funding rule, which is determined by prior year's Occupancy Tax revenue	$ (16,748)	$ (37)	$ (16,711)
Net Arts Commission Division Changes	**$ 47,892**	**$ 64,603**	**$ (16,711)**

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.

Manager Division

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 2020-21 Outcomes

- Implemented a budget contingency plan to protect against the anticipated revenue impacts related to COVID-19.
- Provided oversight on significant capital projects including the Northern County Campus development, Southern Branch Library negotiations, and execution of critical infrastructure improvements.
- Provided staff support and oversight for the 2021 Orange County Transit Plan update.

- Negotiated economic development incentive agreements for new and expanding businesses in Orange County.
- Continued long range financial modeling and debt modeling to provide the Board of Commissioners with information and options to address the financial challenges. associated with providing services to County residents.
- Coordinated and facilitated meetings with Outside Agencies to identify collaboration opportunities.
- Continued to advance the Board's policy priorities with particular emphasis in affordable housing, economic development, and transportation.
- Led the County's COVID-19 Long Term Recovery planning process.
- Provided oversight and support to the County's COVID-19 testing and vaccination efforts
- Led the County's LME/MCO realignment process
- Provided support to the Countywide Broadband Task Force

FY 2021-22 Objectives

- Facilitate COVID-19 long range recovery efforts with the community
- Manage the County's transition to new operating policies and procedures in a post-pandemic environment. Continue to closely monitor and regularly report on revenue and expenditure impacts related to COVID-19.
- Recommend and manage strategic investments of state and federal financial support such as funding through the American Rescue Plan
- Implement additional budget contingency measures to maintain the County's strong financial positon.
- Develop financial strategies and budget model assuming two year recovery model
- Continue to oversee significant capital projects including the Northern County Campus development, Southern Branch Library, and Emergency Services Projects
- Facilitate the adoption of the Orange County Transit Plan.
- 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.

Risk Management

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 2020-21 Outcomes

- Worked with Managers, Employees, Insurers and Consultants to assess facilities with water intrusion, organic growth and/or air quality issues to mitigate the loss and minimize exposure to employees resulting in maintenance of a healthful work environment and preservation of facility health to the greatest degree possible
- Implemented 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 Continuity of Operation Planning throughout the County with the identification of a COOP team to consult and assist the departments in time of departmental or County-wide incidents. Assisted with updating of COOP plans post Cyber-event.
- Completed the initial components of a County-wide Safety Manual with additional modules underway.
- Continue to Work with the Risk Management Committee and departmental and facility Safety Committees throughout the county to ensure and promote a safe and healthy work environment.
- Conducted New Employee Safety Orientation through-out the year..
- Continued to assess insurance coverages and services for appropriateness for county exposures and identify and recommend placement of additional coverages as gaps or service deficits are identified.
- Worked with our broker to place coverages outside of the current insurance program and to market the county's insurance program.

FY 2021-22 Objectives

- Work with Departments to continuously assess and update Emergency Action Plans and Continuity of Operation Plans
- Provide Risk Management, Loss Prevention and Occupational/Environmental Health and Safety Consulting to the departments to ensure a safe and healthful work environment for all employees.

- Provide an enterprise risk management program with continuous assessment of evolving risk
- Manage the countywide insurance program.
- Risk Management has provided training and assisted departments throughout the county with COVID specific job hazard assessments and exposure management strategies. These strategies have included eliminating exposure when possible, implementing engineering controls, administrative controls and the use of personal protective equipment. Strategies are continuously evolving based on CDC, OSHA and NIOSH guidelines as well as state and local mandates with the goal of safely providing services to the residents of Orange County.

Arts Commission

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 collaboration 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 2020-21 Outcomes

- During the COVID-19 pandemic, the OCAC served as the primary county-wide resource for artists and cultural organizations. The OCAC raised over $100,000 through the Orange County Arts Support Fund, administered an additional $216,000 in state and local relief funding, offered regular updates regarding support resources, and served as the voice for the arts in recovery planning efforts. Additionally, the OCAC continued normal programs such as the annual grants program, the Eno Mill Artist Studios, and public art programs throughout the pandemic.
- Continued operating the Eno Mill Artist Studios and explored plans for additional arts space within the mill.

- Hosted annual Arts Grants Program and Arts Educator Grants program.
- Served as ambassadors and panelists for the Emerging Artist Program, and the Annual Piedmont Laureate Program.
- Served as county lead for Arts Day 2021, gathering local arts supporters to advocate for public arts support through Arts North Carolina.
- Together with mosaic artist Carlos Gonzalez Garcia, created and executed the Love Hillsborough Mosaic Project in Downtown Hillsborough, featuring 157 mosaics made by local families.
- In partnership with the Hillsborough Arts Council, hosted the virtual 4th Annual Paint it Orange: Plein Air Paint-out & Wet Paint Sale, as a fundraiser for OCAC and HAC drawing more than 50 artists from four states.
- Offered stories of local artists, arts spaces and events on artsorange.org through guest writers and staff-created content.
- Continued plans for "Art on the Hill," a county-wide public art festival to take place tentatively in Summer 2022 through the partnership of 14 community and municipal organizations.
- Filed 501c3 application for the Orange County Arts Alliance, a nonprofit extension of the OCAC.

FY 2021-22 Objectives

- Develop new programs and projects that provide resources for the arts community and accessible arts opportunities for Orange County residents.
- Explore opportunities to expand access to the arts for at-risk populations through partnerships with other county departments.
- Continue to promote the arts through traditional and digital media.
- Continue to work with Triangle and state partners on initiatives including ArtsDay, Emerging Artist Grant Program, Piedmont Laureate, the 4th Congressional District High School Art Competition, and Big Night in for the Arts.
- Continue planning for Art on the Hill (working title), a large-scale, county-wide public art event taking place in July, 2022. The event will drive visitors into the downtown communities of Chapel Hill, Carrboro, and Hillsborough during a traditionally slow time of year.
- Prioritize projects that employ artists of color and impact diverse audiences through programs such as the Grassroots Arts Project Grants.
- Explore county-wide DEI/REI training program for area arts organizations.
- Launch an emerging BIPOC Artist Residency Program at the Eno Mill Artist studios in 2021, providing one year of free studio space for an emerging artist of color in the Triangle region.
- Continue to serve as an active partner in Arts in Education programming for Orange County through the ArtsCenter's Arts in Schools program, as well as through our grant program and involvement in other school initiatives.
- Work in partnership with local partners on public art projects.

Food Council

Major Services

- Builds partnerships and coordinates collaborative action to address issues around food access, the local food economy, and food waste;
- Coordinates county departments and community partners working on food insecurity to collect and organize relevant data and identify areas for increased collaboration;
- Works with community leaders and service providers to identify areas of mutual concern and collaboratively develop best practices especially as it relates to a racial equity and a systems change approach;
- Works with farmers, food/farm workers, agricultural advocates and boards to promote local foods and advocate for equitable practices;
- Partners with agencies and jurisdictions in Orange County working on a long-term recovery plan through the Covid19 pandemic.

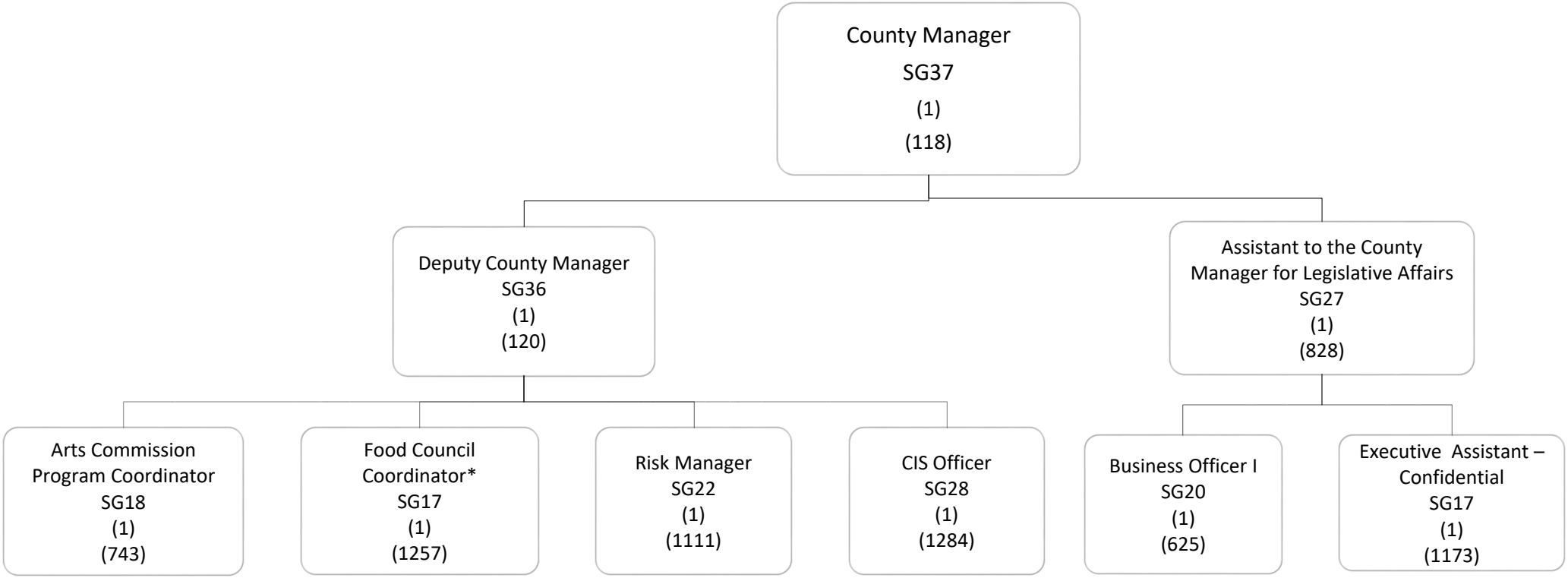
FY 2020-21 Outcomes

- Participate in the County and Towns' long-term recovery planning process to address issues within the food system that have been created and/or exacerbated by the Covid19 pandemic: attend over 5 stakeholder meetings and develop a plan with the UNC School of Government for a gaps analysis to take place in 2021-22FY.
- Facilitate over 20 food system coordination calls during the Covid19 pandemic to address initial emergency food supplies and continue collaboration and the sharing of best practices.
- Coordinate and share multiple food insecurity reports with information related to the Covid19 pandemic.
- Started the Orange County Black Farmer Think Tank as a part of the Food Policy Agenda process.
- Grown Food Council membership to include community leaders with lived experience with food insecurity and representation from Orange County Cooperative Extension.

FY 2021-22 Objectives

- Grow the Orange County Black Farmer Think Tank.
- Produce a report for the Food Policy Agenda (FPA) process that will include methodology, lessons learned from think tank pilot programs, and recommendations for growing the FPA process and scope.
- Start a Food Access Think Tank led by community members with lived experience.
- Coordinate with food service agencies and the UNC School of Government to conduct a gaps analysis to support initiatives in the County and Towns' long-term recovery plan. In addition to the analysis process, support food service agencies and partners with best practices related to equity and assist with relationship building, information sharing, and network communication.

County Manager's Office



Courts

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

By Category (General Fund)	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	9,000	0	0	9,000	9,000
Operations	47,333	61,000	61,000	52,313	52,313
Capital Outlay	8,902	0	0	0	0
Total Expenditures	**$ 65,236**	**$ 61,000**	**$ 61,000**	**$ 61,313**	**$ 61,313**
Total Revenues	0	0	0	0	0
County Costs (net)	**$ 65,236**	**$ 61,000**	**$ 61,000**	**$ 61,313**	**$ 61,313**

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

- Personnel Services for FY 2021-22 includes budgeting for the Jury Personnel master list; this is budgeted every other fiscal year.

Criminal Justice Resource Department

Phone Number: (919) 245-2303 Website: https://www.orangecountync.gov/432/Criminal-Justice-Resource-Department

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
By Category (General Fund)					
Personnel Services	618,088	642,294	645,526	645,526	680,155
Operations	104,057	93,655	93,655	108,800	110,690
Capital Outlay	1,337	0	0	0	2,232
Total Expenditures	**$ 723,482**	**$ 735,949**	**$ 739,181**	**$ 754,326**	**$ 793,077**
Total Revenues	477,757	461,328	461,328	461,328	461,328
County Costs (net)	**$ 245,725**	**$ 274,621**	**$ 277,853**	**$ 292,998**	**$ 331,749**
By Category (Multi-Year Grant Fund)					
Personnel Services	118,729	122,985	123,971	123,971	123,971
Operations	19,375	27,015	27,015	26,029	26,029
Capital Outlay	193	0	0	0	0
Total Expenditures	**$ 138,297**	**$ 150,000**	**$ 150,986**	**$ 150,000**	**$ 150,000**
Total Revenues	153,693	150,000	150,000	150,000	150,000
County Costs (net)	**$ (15,396)**	**$ 0**	**$ 986**	**$ 0**	**$ 0**

Budget Highlights

The FY 2021-22 Manager Recommended budget contains the following changes from Base Budget:

Total increase of $53,896 due to new Admin Assistant / Grant Compliance position funded by ARPA and increase in Jail Psychiatry Contract, included as county Mental Health MOE. Includes 4th year of $150,000 Local Reentry Council Grant.

The Manager Recommended Budget does not include funding for the following Department Requests:

None

Criminal Justice Resource Department Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Technical Increase for UNC Jail Psychiatry Contract, to be counted towards the County's Mental Health MOE.	$ 10,000	$ -	$ 10,000
Slight Increases for GPS contract, attorney dues and new legal text required by department.	$ 5,145	$ -	$ 5,145
Increase for position and start up costs for Time-Limited .500 FTE Admin Assistant/Grant Compliance Position. Fully Funded by ARPA.	$ 38,751	$ -	$ 38,751
Net CJRD Changes	**$ 53,896**	**$ -**	**$ 53,896**

Mission Statement

The Criminal Justice Resource Department (CJRD) directly oversees and staffs the county's Pretrial Services program, two substance use treatment courts, a pre-arrest diversion program, the Criminal Clinical Coordinator, the Youth Behavioral Health Liaison, the Restoration Legal Counsel Office and serves as the Intermediary Agency for the Local Reentry Council. In addition, the CJRD, in collaboration with the Housing and Community Development Department, started and supervises the Street Outreach, Harm Reduction and Deflection pilot program. The CJRD seeks to support and increase jail alternatives, opportunities for diversion from the criminal justice system, and to provide treatment needs assessment, case management 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.

Major Services

- Administers Pretrial Services, which provides necessary needs and risk assessment information to court stakeholders in setting pretrial release conditions, supervises individuals on pretrial release with the goal of reducing unnecessary pretrial detention, ensuring community safety, reducing disparities and increasing court attendance.
- Oversees the Clinical Coordinator, the Youth Mental Health Liaison and the Harm Reduction Clinical Coordinator, three clinical positions that assess mental health and substance use issues, address treatment needs and provide case management support for adults and youth in detention, at risk of detention or experiencing homelessness.
- Oversees and administers the county's two substance use treatment courts: Recovery Court and Family Treatment Court.
- Create, start and administer the OC-PAD program, the county's adult pre-arrest diversion initiative.
- Oversees the Restoration Legal Counsel position which provides free legal assistance to Orange County residents facing driver's license revocation due to inability to pay or residents seeking expungements, certificates of relief and help with justice system debt.
- Provides support and administration for the Local Reentry Council, its two grant-funded positions, and the Street Outreach, Harm Reduction and Deflection pilot and its three grant-funded positions.
- Coordinates the Justice Advisory Council and other task forces and work groups related to justice system issues.

FY 2020-21 Outcomes

- The Street Outreach, Harm Reduction and Deflection (SOHRAD) pilot was grant funded and started its critical work assisting those experiencing homelessness with housing, supplies, case management, peer support, clinical interventions and law enforcement deflection.
- The Behavioral Health Task Force's recommendation and plan for a new Crisis/Diversion Facility was completed is being presented to stakeholders, including the Board of County Commissioners.

CJRD – Continued

- Significant pretrial reforms were implemented and an evaluation of our measures is being conducted by UNC School of Government's Criminal Justice Innovation Lab.

- The CJRD has been awarded a *Supporting Justice-Involved Individuals with Substance Use Disorder during COVID* grant in the amount of $700,000 from the N.C. Department of Health and Human Services. This grant funding will provide for a harm reduction diversion coordinator for OC-PAD and a jail navigator to support incarcerated individuals with SUD with re-entry and immediate access to treatment, along with an opportunity to sub-contract and fund two and a half positions at Freedom House. It will be implemented in FY 2021-2022.

- New grant funding from the Department of Public Safety will be sought for the Local Reentry Council. RFP to be issued in May 2021.

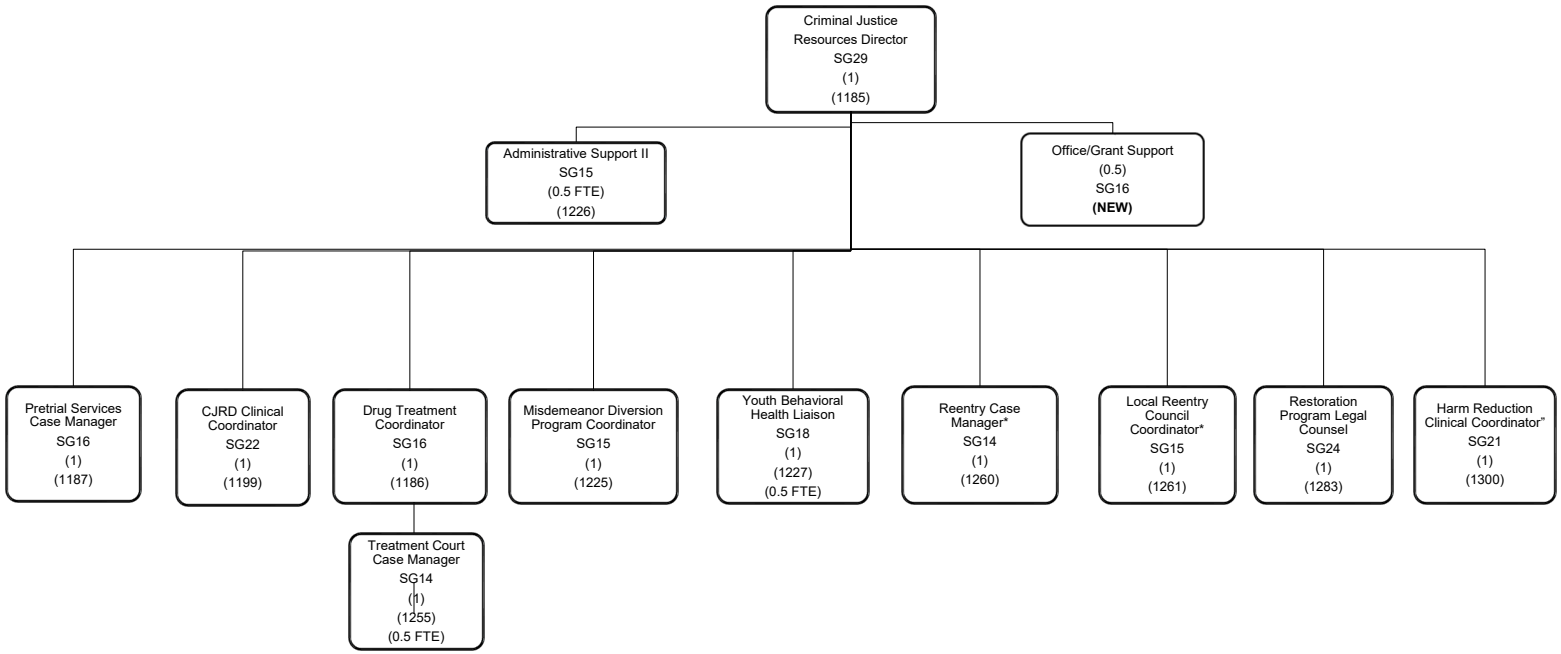
Performance Measures* (Please note that COVID has impacted 2020-2021 numbers in many programs)	**2018-19 Actual**	**2019-20 Actual**	**2020-21 Budget**	**2020-21 Projected**	**2021-22 Budget**
Service: Misdemeanor Diversion Programs					
Total number of 16 and 17 olds served (*MDP ended 12/1/19 with raise the Age)	34	15	N/A	N/A	N/A
Percentage of Successful MDP Completions	84%	100%	N/A	N/A	N/A
Number of Individuals Diverted to OC-PAD (*Started 2/19)	31	93	100	160	160
Percentage of Successful Completions of OC-PAD	100%	100%	97%	94%	93%
Service: Clinical Coordinator					
Total Number of Incarcerated Individuals Assessed and/or Helped with Substance Use or Mental Health Issues	122	121	138	130	135
Percentage of Referrals that Resulted in Treatment Provision and Release from Custody	62%	55%	67%	62%	65%
Service: Recovery Courts					
Total Number of Individuals Served in Treatment Courts	50	40	60	43	50
Percentage of Participants in Successful Compliance or that Graduated	58%	75%	65%	58%	60%
Service: Youth Mental Health Liaison					
Number of Youth 18 and Under Referred	42	41	44	28	40
Service: Local Reentry Council (started 10/1/18)					
Number of Reentrants Served	41	54	68	60	65
Service: Restoration Legal Counsel (started 10/7/19)					
Number of Restoration Referrals	N/A	169	420	200	250
Percentage of Referrals Receiving Restoration Relief	N/A	71%	40%	65%	65%
Service: Pretrial Services					
Total Number of Individuals Screened by Pretrial Services	806	801	775	650	600

Performance Measures* (Please note that COVID has impacted 2020-2021 numbers in many programs)	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Number of Individuals Released to Pretrial Services	367	401	350	375	370
Percentage of Successful Cases on Pretrial Supervision	86%	70%	85%	75%	75%

FY 2021-22 Objectives

- Hire staff under the DHHS grant and expand OC-PAD for individuals with prior justice-involvement and underlying substance use disorders.
- Ensure that the Street Outreach, Harm Reduction and Deflection program has sustained funding beyond September 2021.
- Expand Medication Assisted Treatment at the Detention Center to include induction of MAT for all incarcerated individuals with Opioid Use Disorder.
- Continue to work on the planning for a Crisis/Diversion Facility in Orange County which would enhance deflection and crisis treatment needs for the justice-involved or those at risk of justice involvement.
- Receive the evaluation from UNC's School of Government on pretrial reform efforts in Orange County and work with pretrial work group stakeholders to initiate further reforms and partner with Senior Resident Superior Court Judge Allen Baddour to release a new, comprehensive bail policy for the Judicial District.
- Review equity data for all CJRD programs and address disparities in referrals and outcomes with necessary stakeholders.

Criminal Justice Resource Department



*Time Limited to 6/30/2022

FY 2021-2022 Manager's Recommended Budget

Department of Environment, Agriculture, Parks and Recreation

Phone Number: (919) 245-2510 Website: *http://www.orangecountync.gov/459/Dept-of-Environment-Agriculture-Parks-Re*

By Category (General Fund)	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	3,154,993	3,327,161	3,344,408	3,343,781	3,263,908
Operations	561,244	729,551	729,551	685,790	673,411
Capital Outlay	58,111	0	0	0	0
Total Expenditures	**$ 3,774,348**	**$ 4,056,712**	**$ 4,073,959**	**$ 4,029,571**	**$ 3,937,319**
Total Revenues	381,750	648,073	648,073	581,517	581,517
County Costs (net)	**$ 3,392,598**	**$ 3,408,639**	**$ 3,425,886**	**$ 3,448,054**	**$ 3,355,802**

Budget Highlights

The FY 2021-22 Manager Recommended budget contains the following changes from Base Budget:

Total Savings of $70,084 through temporary closing of Blackwood Farm Park while under construction and decreasing seasonal staffing levels. This exceeds the 5% operations reduction target.

The Manager Recommended Budget does not include funding for the following Department Requests:

Full seasonal staffing levels for Parks division.

Budget by Division

Administrative Services (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	639,922	648,770	629,390	629,376	629,376
Operations	47,064	61,633	61,633	58,468	58,468
Capital Outlay	0	0	0	0	0
Total Division Expenditures	**$ 686,986**	**$ 710,403**	**$ 691,023**	**$ 687,844**	**$ 687,844**
Total Revenues	0	0	0	0	0
County Costs (net)	**$ 686,986**	**$ 710,403**	**$ 691,023**	**$ 687,844**	**$ 687,844**

Administrative Services Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Savings in various internal office accounts	$ (3,179)	$ -	$ (3,179)
Net Administrative Services Division Changes	**$ (3,179)**	**$ -**	**$ (3,179)**

Department of Environment, Agriculture, Parks and Recreation

Parks (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	1,137,093	1,194,326	1,202,874	1,202,261	1,122,388
Operations	318,716	408,582	408,582	387,740	375,361
Capital Outlay	45,801	0	0	0	0
Total Division Expenditures	**$ 1,501,610**	**$ 1,602,908**	**$ 1,611,456**	**$ 1,590,001**	**$ 1,497,749**
Total Revenues	106,384	106,824	106,824	106,824	106,824
County Costs (net)	**$ 1,395,226**	**$ 1,496,084**	**$ 1,504,632**	**$ 1,483,177**	**$ 1,390,925**

Parks Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Decreased supply and grounds maintenance needs	$ (21,456)	$ -	$ (21,456)
Closure of Blackwood Farm Park while under construction and decreasing seasonal staffing levels	$ (92,251)	$ -	$ (92,251)
Net Parks Division Changes	**$ (113,707)**	**$ -**	**$ (113,707)**

Recreation (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	631,098	715,534	729,252	729,252	729,252
Operations	159,604	229,276	229,276	209,091	209,091
Capital Outlay	0	0	0	0	0
Total Division Expenditures	**$ 790,702**	**$ 944,810**	**$ 958,528**	**$ 938,343**	**$ 938,343**
Total Revenues	246,209	517,649	517,649	451,093	451,093
County Costs (net)	**$ 544,493**	**$ 427,161**	**$ 440,879**	**$ 487,250**	**$ 487,250**

Recreation Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Closings due to COVID-19 precautions and restrictions decreased fee & rental revenues	$ (20,185)	$ (66,556)	$ 46,371
Net Recreation Division Changes	**$ (20,185)**	**$ (66,556)**	**$ 46,371**

Natural and Cultural Resources (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	360,379	391,649	392,359	392,359	392,359
Operations	26,725	18,310	18,310	19,161	19,161
Capital Outlay	1,195	0	0	0	0
Total Division Expenditures	**$ 388,299**	**$ 409,959**	**$ 410,669**	**$ 411,520**	**$ 411,520**
Total Revenues	0	0	0	0	0
County Costs (net)	**$ 388,299**	**$ 409,959**	**$ 410,669**	**$ 411,520**	**$ 411,520**

Natural and Cultural Resources Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Increase in telephone stipend for field/remote work	$ 851	$ -	$ 851
Net Natural and Cultural Resources Division Changes	**$ 851**	**$ -**	**$ 851**

Soil & Water Conservation (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	386,501	376,882	390,533	390,533	390,533
Operations	9,136	11,750	11,750	11,330	11,330
Capital Outlay	0	0	0	0	0
Total Division Expenditures	**$ 395,637**	**$ 388,632**	**$ 402,283**	**$ 401,863**	**$ 401,863**
Total Revenues	29,157	23,600	23,600	23,600	23,600
County Costs (net)	**$ 366,479**	**$ 365,032**	**$ 378,683**	**$ 378,263**	**$ 378,263**

Soil & Water Conservation Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Savings on telephone expenses	$ (420)	$ -	$ (420)
Net Soil & Water Conservation Division Changes	**$ (420)**	**$ -**	**$ (420)**

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.

Administrative Services

Major Services

- Administers the department and project budgets, as well as oversight of departmental programs and initiatives, capital projects identification, budgeting, planning and implementation. Work with DEAPR divisions to ensure capital project best practices for renovations and repairs to facility and park projects. Coordinate parks and open space planning efforts in conjunction with other DEAPR divisions. Advise on Outside Agency funding requests from agencies in the environment, parks, recreation and agricultural fields.
- 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. Work with other Orange County Departments to coordinate large events in our parks. In addition to special events this division handles facility and park/open space reservations and program registrations for County facilities and recreation programs through the RecTrac/WebTrac programs.
- Serve as the department's risk management liaison and address and resolve any safety issues within County parks and recreation facilities. Serve as the department's E.A.R.

representative to foster effective employee relations. Provide staff support for the Parks and Recreation Council, the Intergovernmental Parks Work Group, and other boards and committees as needed.

- Work on intergovernmental projects and initiatives related to environmental, agriculture or parks and recreation topics.
- Coordinate department public information and communications including news releases, web site updates, and social media.

FY 2020-21 Outcomes

- Advisory Boards: Coordinated virtual 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. Advised and provided direction to the Agricultural Preservation Board, Commission for the Environment and other advisory boards as needed.
- Parks and Open Space Capital Improvements: Implemented the construction and engineering contracts for River Park improvements. Planned and oversaw progress on the initiation of the Blackwood Farm Park Phase II, which has progressed in planning. Initiated the planning of the Central Recreation DuraSafe surface project. Initiated planning to resurface the basketball courts at Efland Cheeks as well as the tennis courts as Fairview Park. Initiated work on repairing the basketball courts at Cedar Grove. 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. Worked with Durham County on updating the Little River Regional Park and Natural Area interlocal agreement, master plan and drafting Operational Guidelines.
- Community Centers: Oversee the rental of Orange County 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 staff meetings, staff Leadership Team meetings, and special topical work groups to accomplish defined priorities and tasks. Attend county wide trainings including virtually to continue staff improvement. Regularly meet with division heads. Organized and conducted safety and risk management training. Worked with Human Resources on classification analyses.
- Registration and Special Events: Received and recorded customer registrations in RecTrac for recreational programs, including a large summer camp program. Assisted outside organizations to organize special events in our County parks including adherence to County policies and local laws. Serve as liaison for special events and festivals, including new events at County parks and facilities.

FY 2021-22 Objectives

- Continue to work to complete facilitated process for Little River Park, resulting in BOCC approval of an interlocal agreement renewal and new guidance documents.
- 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 Blackwood Farm Park after Phase II completion. Continue search for sponsorship of the Soccer.com concession facilities.
- 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.
- Continue planning and implementation of a large music festival at Blackwood Farm Park in conjunction with the Arts Commission.
- Complete the renovation of the Efland Cheeks basketball courts, Fairview tennis cours, and Cedar Grove basketball courts.
- Work to maintain a safe working environment for all divisions and employees in DEAPR.

Parks

Major Services

- Manage and maintain nine County parks, one greenway and five future park sites, as well as maintaining 27 County facility grounds locations. Assist the Land Conservation Manager with the stewardship and conservation of County Nature Preserves and associated natural lands.
- Maintain all play structures within County grounds to meet The National Playground Safety Institute, the National Park and Recreation Association and the American Society of Testing Materials standards and codes.
- Continue to instill and promote a high level of professionalism thru training, research, safety, and innovation.
- Continue to work with other County Departments and agencies whenever possible and needed; such as assisting the Health Department and the Department of Social Services with Covid testing, vaccines and food distributions when administered at park facilities.
- Continue to promote and expand environmental stewardship and nature appreciation within the County's parks, as well as conduct the Division's nature programming and special events.

FY 2020-21 Outcomes

- Manage and maintain all County parks, public open spaces and facility grounds to a high level
- Continue to ensure all County play structures meet or exceed established safety standards and regulations set forth by the industry.
- Continue to research on methods to improve athletic playing fields

- Ensure that safety measures, rules and regulations are adhered to
- Continue to maintain street signs, shortening the time between reports of missing signs and installation of new ones.

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: Manage and maintain parks, public open space lands and landscaped grounds amounting to a combined total of 987 acres, and assist in the stewardship and management of other Orange County nature preserves and land-banked park sites totaling 921 acres.					
Park and trail acreage maintained	746 acres	788 acres	839 acres	839 acres	839 acres
Facility landscaped grounds maintained	145 acres	148 acres	148 acres	148 acres	148 acres
Stewardship assistance at nature preserves and land-banked future park sites	848 acres	908 acres	921 acres	921 acres	921 acres
Maintain play structures to meet or exceed NSI & ASTM regulations, standards and codes	100%	100%	100%	100%	100%

FY 2021-22 Objectives

- Maintain all County Parks, preserves, grounds and public open spaces to a high level
- Work with outside agencies and other Departments to assist in providing services or programs to the public
- Prepare for the construction of Blackwood Farm Park Phase 2, and for the eventual move of the parks base to its new headquarters at the County's Northern campus in summer 2021.
- Research methods to improve upon services and amenities the County provides and the methods utilized to maintain parks, open space and facility grounds
- Continue to provide nature programming opportunities while developing and expanding on programming
- Continue work to construct and add to the Mountains to Sea Trail in Orange County, and make other improvements and upgrades to existing parks as plans and funding allow.
- Continue to assist with food distributions and other pandemic-related response and activities at County parks, as needed.

Recreation

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 marketing, community outreach, and participant registration, face-to-face communication with patrons, lesson plan development, 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.
- 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 tournaments, 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 2020-21 Outcomes

- Adobe Software implementation - Developed and implemented 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.
- Due to Covid-19, 2020 summer camps were redeveloped and implemented online versus onsite through the GoToMeeting app. Initially pre-covid-19, we had planned 95 different half-day onsite summer camps for 2,281 enrollments. Under covid-19 closure, we implemented 54 virtual camps with 648 enrollments.
- Using existing Recreation Division budget developed two virtual studios with cameras, lights, sound equipment, computers, and other supplemental equipment need to implement virtual programming. For FY 2020-21, the Recreation Division implemented and completed 62 virtual programs for 496 participants.
- Using Division's existing budget developed and implemented new program, virtual preschool academy. This programming was developed in consultation with Orange County residents of preschool children, who requested activities for their preschoolers that were unable to attend onsite preschool programs due to covid-19. The preschool academy was developed with both an educational and recreational component, based on the ABC Mouse preschool curriculum. Participants are able to enroll for the full week (Monday-Friday), three days (Monday, Wednesday, and Friday) or two days (Tuesday and Thursday). The academy has 19 preschool children enrolled daily throughout the traditional calendar school year.

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: Development and implementation of a wide range of recreation programs, for youth and adults.					
Healthy Lifestyle Programs	175	145	185	15 (Covid – 19)	185
Healthy Lifestyle Enrollments	7200	4600	8500	100 (Covid – 19)	3500*

*Onsite programs with Covid-19 enrollment restrictions.

FY 2021-22 Objectives

- To develop a restructured youth basketball program that will not rely as heavily on school sites for program implementation and success. Employees will be tasked with researching other non-school gymnasiums as well as meeting with peers in the field at other municipal recreation departments.
- To implement onsite programming to meet the needs of the community. Onsite programming will be required to follow Orange County Health Department, CDC, and NCHHS guidelines and direction. This will require smaller class size, additional equipment to promote single usage and social distancing.

Natural and Cultural Resources

Major Services

- The **Lands Legacy Program** works with willing landowners and other partners (land trusts, universities, other units of gov't.) to conserve high priority natural and cultural resource lands.
- The **Historic Preservation Program** promotes the preservation and protection of properties with historical, architectural and/or cultural significance. **Historic Preservation Commission** (HPC) programs include designating Local Historic Landmarks and National Register properties. Provide staff support to the HPC.
- **Orange Well Net** is a groundwater observation well network established by the County in 2010, composed of six bedrock wells and seven regolith wells to monitor fluctuations in groundwater levels. Findings inform the public and officials about groundwater issues.
- Participation in regional partnerships to promote and enhance water quality, including the **Eno River Watershed Hydrilla Management Task Force** to manage an invasive aquatic weed (Hydrilla) that has infested the Eno River watershed, and the **Upper Neuse River Basin Association (UNRBA)** effort to re-examine Stage II of the Falls Lake Nutrient Management Strategy.
- Pursue and investigate initiatives and research needed for the **Commission for the Environment (CFE)**, and items or tasks referred to the Commission. Provide primary staff support to the CFE.
- Provide staff support to the **Agricultural Preservation Board** (APB). Pursue research, data collection and help process Voluntary Agricultural District applications to the APB.
- Supervision of consultants and contractors in the design and development of parks and recreation facilities and assist other departments with site planning, consultant selection and construction drawing documentation.

- Planning for and providing environmental education information; programs and community events; these were adapted to be virtual events throughout 2020.

FY 2020-21 Outcomes

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: Land conserved through the Lands Legacy program					
Outcome Measure: New acres protected	73	137	367	295	200
Outcome Measure: Funds/grants (or donated value) received for completing County land conservation projects	$161,000	$374,000	$2,143,00	$1,479,000	$400,000
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	2	2	3	2
Service: Environmental Education Outreach					
Farm to table Fourth Grade Field Trip participants	510	1000*	500	2100	500
Earth Day (Earth Evening) participants	300	300*	400	400	400
Middle School Earthwalk participants				540	540
Provide interpretive environmental education signage at park sites		10	8	8	10

*Virtual Event number indicated is an approximation based on “hits”

FY 2021-22 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
- Continue work to implement 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), and develop plans for conservation projects to be part of the Interim Alternative Implementation Approach (IAIA)
- Continue Initiation, with the Town of Chapel Hill Parks and Recreation Department, a park master plan for the future Millhouse Road Park.

- River Park: Continue to develop an educational rain garden and provide arborist expertise to the Parks Division on tree preservation.
- Complete Phase II construction at Blackwood Farm Park
- Complete planning for restoration of historic house at the Future Twin Creeks Park site,
- Little River Regional Park: complete the master plan and management plan, in conjunction with the Durham County Open Space and Real Estate Division.
- Hillsborough Landfill: continue to assess conditions of the former Town of Hillsborough Landfill utilizing monies from state trust fund in conjunction with the NC Div. of Waste Management; communicate the process with residents of the surrounding neighborhood; develop a plan for eventual reuse of the former landfill areas
- In conjunction with the Durham County Open Space and Real Estate Division develop a scope of work for the next phase of work at the New Hope Nature Park.
- Plan and host Environmental Education events.
- Complete planning for restoration of historic Strayhorn-Blackwood House at Blackwood Farm Park, including mold remediation and initiate construction,
- Develop a Master Plan for the Soccer.com Center Expansion project.

Soil & Water Conservation

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 DEAPR -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 Park; assist with developing Discovery Trail at Blackwood.

FY 2020-21 Outcomes

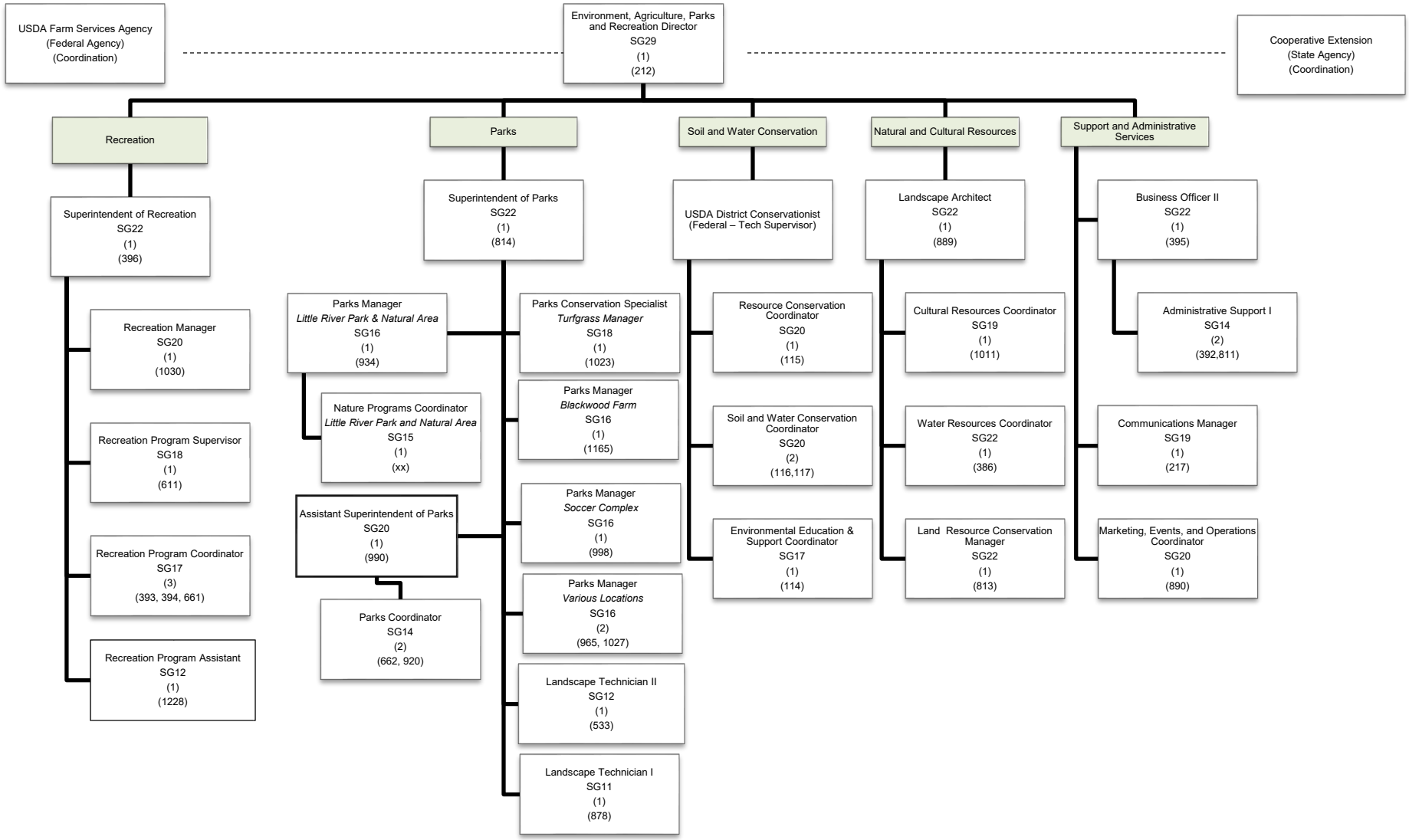
- Assessed treatment needs for animal operations and cropland based on water quality and soil erosion issues; provided technical and financial assistance to landowners; plan, design, and installation of best management practices (BMP's) treating animal waste, agricultural sediment and nutrient runoff 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. (Note: many of the above were cancelled during FY 20-21 due to COVID-19). 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 (Virtual Lessons), secured grant funding, and assisted with developing and implementing Discovery Trail at Blackwood Farm.
- Complete recruitment for new Resource Conservation Coordinator position and associated realignment of duties.

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: Provide technical and financial assistance to citizens of Orange County to promote natural resource conservation.					
Outcome Measures: Contracted funding to install BMP's on agri./non-agri. Property to protect natural resources (State funds, encumbered/contracted for ag BMP's)	$74,100	$99,698	$90,000	$80,991	$85,000
Performance Measures (**Federal** – USDA-EQIP funds encumbered/contracted for agriculture BMP's.)	$60,000	$30,000	$50,000	$50,000	$50,000
Performance Measures (State funds encumbered/contracted – Urban land users)	$4,000	$3,200	$4,000	$0	$4,000

FY 2021-22 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, animal waste 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.

Department of Environment, Agriculture, Parks & Recreation



Debt Service

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Debt Service (General Fund)					
Principal - Schools General Obligation Bonds	6,478,994	4,479,953	4,479,953	10,277,402	10,277,402
Principal - Non-General Obligation Debt - Schools	4,926,269	7,049,303	7,049,303	6,826,911	6,826,911
Interest - Non-General Obligation Debt - Schools	4,475,595	4,412,595	4,412,595	4,530,127	4,530,127
Interest - Schools General Obligation	1,848,751	2,355,706	2,355,706	2,103,806	2,103,806
Total School Debt Service	**$17,729,609**	**$18,297,557**	**$18,297,557**	**$23,738,246**	**$23,738,246**
Principal - County General Obligation Bonds	3,772,329	2,520,047	2,520,047	2,512,598	2,512,598
Interest - County General Obligation Bonds	482,457	313,851	313,851	244,649	244,649
Principal - Non-General Obligation Debt - County	6,363,174	8,297,675	8,297,675	9,908,858	9,908,858
Interest - Non-General Obligation Debt - County	2,362,420	3,981,795	3,981,795	3,622,928	3,622,928
Total County Debt Service	**$12,980,381**	**$15,113,368**	**$15,113,368**	**$16,289,033**	**$16,289,033**
Total Debt Service Expenditure	**$ 30,709,989**	**$ 33,410,925**	**$ 33,410,925**	**$ 40,027,279**	**$ 40,027,279**

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 2021-22 Manager Recommended Budgeted Revenues equals $36,309,249 compared to our anticipated debt service payments of $40,027,279. 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 2021-22			
	Per County's Adopted Debt Management Policy	**Legal Debt Limit per NC General Statute**	**As Included in FY 2021-22 Recommended Budget**
Annual Debt Service Payments as a Percentage of General Fund Revenues	No greater than 15%	N/A	16.53%
Total Outstanding Debt as a Percentage of Total Assessed Valuation	No greater than 3%	No greater than 8%	1.31%

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

Websites: http://www.growinorangenc.com & http://www.VisitChapelHill.org

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
By Category (General Fund)					
Personnel Services	405,104	414,742	421,100	421,100	0
Operations	35,804	101,470	101,470	96,396	0
Capital Outlay	0	0	0	0	0
Total Expenditures	**$ 440,908**	**$ 516,212**	**$ 522,570**	**$ 517,496**	**$ 0**
Total Revenues	0	0	0	0	0
County Costs (net)	**$ 440,908**	**$ 516,212**	**$ 522,570**	**$ 517,496**	**$ 0**
By Category (Visitor's Bureau Fund)					
Overhead	130,492	111,184	111,184	105,986	105,986
Personnel Services	546,146	535,160	541,285	533,156	533,156
Operations	977,000	749,474	749,474	669,596	669,596
Capital Outlay	13,573	0	0	0	0
Total Expenditures	**$ 1,667,211**	**$ 1,395,818**	**$ 1,401,943**	**$ 1,308,738**	**$ 1,308,738**
Total Department Revenues	1,629,304	1,584,054	1,584,054	1,331,101	1,331,101
*Transfer from General Fund**	0	0	0	150,000	150,000
Visitor's Bureau Costs (net)**	**$ 37,907**	**$ (188,236)**	**$ (182,111)**	**$ (172,363)**	**$ (172,363)**
Total Department Expenditures	***$ 2,108,120***	***$ 1,912,030***	***$ 1,924,513***	***$ 1,826,234***	***$ 1,308,738***

*Recommended Funded by ARPA

** Applied towards Art's Commission

Budget Highlights

The FY 2021-22 Manager Recommended budget contains the following changes from Base Budget:

The Economic Development division will be funded in the Article 46 Sales Tax Fund going forward. The fund has a large enough reserve balance to not require new appropriation in FY 2021-22 but will require funding in future years.

The Visitor's Bureau division is reducing expenditures to balance against the continued impact of Covid on the tourism industry. The recommended budget provides $150,000 of American Rescue Plan Act (ARPA) funding to initiate a Tourism Recovery Plan directed by the department.

The Manager Recommended Budget does not include funding for the following Department Requests:

None

Budget by Division

Economic Development

Economic Development Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Reduction in internal office expenses.	$ (5,074)	$ -	$ (5,074)
Convert Agricultural Economic Development Position into contract personnel in Cooperative Extension, 25% paid by NC State, 75% by Article 46.	$ (99,338)	$ -	$ (99,338)
Move department into Article 46 Fund, to be absorbed by already existing budget authority.	$ (418,158)	$ -	$ (418,158)
Net Economic Development Division Changes	**$ (522,570)**	**$ -**	**$ (522,570)**

Visitor's Bureau

Visitor's Bureau Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net Fund Cost
Reduction of temp and operations accounts to match decreased Occupancy Tax revenue	$ (243,205)	$ (252,953)	$ 9,748
ARPA fund Tourism Recovery Plan	$ 150,000	$ 150,000	$ -
Net Visitor's Bureau Division Changes	**$ (93,205)**	**$ (102,953)**	**$ 9,748**

Economic Development Division

Mission Statement

The County's Economic Development Department works to diversify Orange County's economy by promoting the growth, retention and recruitment of small and locally owned businesses, assist Orange County Cooperative Extension and related partners in local agricultural and food processing ventures, nurture entrepreneurial start-ups engaged in innovation, seek large business employers engaged in a variety of retail trades, support hospitality centers such as hotels and restaurants, and market the County to light industrial manufacturing, logistics distribution centers, and commercial office development. The County strives to identify specific business prospects in any of these strategic sectors which are desirable, growth-oriented, have environmentally clean operations, having salaries at or above the Orange County living wage, and offer health care and related employment benefits.

Major Services

- Operate a variety of promotional, recruitment and existing business retention programs to business investors that strengthens the local economy via targeted

recruitment activity. This endeavor generates new capital investment in clean and desirable technologies, new property tax and retail sales tax revenue, and high-tech employment growth that generates employee health benefits at a salary range at or above Orange County's living wage.

- Staff provides business counselling and other guidance to new, expanding, and relocating businesses, to include entrepreneurial start-up ventures, high-tech advanced light manufacturing, agriculture and related food processing, tourism promotion, and distribution operations.

- Support the economic development activities of the Department's affiliated Chapel Hill/Orange County Visitors Bureau, which has its own professional staff and management, advisory board, and budget funded through Orange County's 3% occupancy tax (levied on tourist visitors within the County's overnight accommodations), and with an annual grant from Town of Chapel's Hill's hotel occupancy tax revenues.

- Strategically spends Article 46 revenue (1/4 cent retail sales tax proceeds to fund economic development initiatives) that fund financial assistance programs that make small business and agriculture grants (and loan) financing to support a diverse group of small businesses, local entrepreneurs, and agriculture ventures. Those programs are the Orange County Small Business Loan Program, the Business Investment Grant, and the Agriculture Economic Development Grant.

- Provide many services that assist for-profit and non-profit local businesses, both small and large, to include the Hillsborough and Chapel Hill/Carrboro Chambers of Commerce, locally elected leadership and County-wide residents, with timely economic and demographic statistical data and related economic development assistance via the Economic Development Department's website, public presentations, and printed materials, and upon request.

- Market Orange County's available inventory of retail, commercial and light industrial buildings, and economic development "green field" construction site opportunities to prospective business investors, to State of North Carolina business recruiters, national site selection consultants, and influential commercial & industrial developers, brokers, and related business lead generators.

- Collaborate with Orange County Cooperative Extension and related County agencies to promote a vibrant and growing local food system economy in Orange County through broad support of local producers, food entrepreneurs, and recruitment of food production and manufacturing businesses.

FY 2020-21 Outcomes

- Commercial investment activity between June 2019 to January 2020 saw a record level of new and expanding corporate announcements select Orange County, with 4 companies (ABB, Medline Industries, Well Dot, & Piedmont Metalworks) announce a total of 1,095 new jobs, $112.4 million in new investment, and new construction totaling 1.45 million sq. ft. Throughout 2020 the Department was frequently involved with each of these firms in their continued development to grow in the County.

- Economic Development's chief priority in 2020 was to carry out the Board of Commissioners' directive to create and lead three phases of a special "Orange County Emergency Small Business Loan & Grant Program" and create a process that has since disbursed nearly $652,131.00 to over 122 small businesses and farms that was allocated by the Board to assist firms suffering operating losses due to last year's Covid-19 pandemic and required social distancing efforts. Staff interacted frequently with nearly 650 small businesses in Orange County to invite them to apply for these various grant and loan assistance programs. Running these special programs in a virtual work environment required the Economic Development Department to coordinate extension joint participation with numerous other County Departments, to include the Manager's office, Finance, Legal, Information Technologies, Tax, Register of Deeds, Visitors Bureau and Community Relations.

- The Department continued offering the successful and popular Article 46-funded Small Business Investment Grant & Agriculture Economic Development Grant programs, which support small businesses and farming operations through the County. For FY 2020-21 the Department awarded a total of 30 Small Business grants and 12 Agricultural Grants totaling approximately $260,000.00 in value.

- Agriculture support included (1) giving assistance to Cooperative Extension Services to help plan and conduct the annual Orange County Agriculture Summit in December 2020, (2) participating in the Orange County Food Council; continuing to meet with food preparation incubator tenants at the Piedmont Food & Agriculture Processing Center in Hillsborough; and (4) marketing and managing the Department's agriculture grant marketing program that supported over a dozen local farmers and food processors during the COVID-19 pandemic.

- Supported rezoning procedures by Orange County Planning & Inspections Department to generate a report estimating the potential economic value for the now-approved Research Triangle Logistics Park, which will be located in the Hillsborough Economic Development District.

- Staff also successfully transitioned the Small Business Loan Program nonprofit structure into a new County-managed program, and refinanced 8 current small business loans to aid in their economic recovery as a result of COVID-19 related financial challenges to their businesses.

Economic Development – continued

- 2020's COVID-19 pandemic caused a large decline nationally and locally in the level of business prospect activity seeking retail, commercial and industrial operations. Nevertheless, in FY 2020-21, the Economic Development Department received 45 separate investment inquiries from prospective light manufacturing, commercial and retail projects. The Department was able to respond to approximately half of those project inquiries to submit real estate proposals on available sites and buildings available in the County, and had several on-site visits occur during the year.

- Staff visited all tenant start-up firms in residence at the "LAUNCH, Inc." innovation small business incubator in Chapel Hill, and all food preparation tenants working out of Hillsborough's "Piedmont Food Processing Center". The goal is to assist in these start-up firms' retention & growth support, market the Department's small business loan and grant programs to those firms and see them grown in Orange County.

- Staff collaborated frequently with other Orange County departments on special projects, as requested (Aging, Visitors Bureau, Arts Commission, Social Services, Animal Services, Asset Management, Library Services, Planning & Inspections). Also worked closely with the Chambers of Commerce in Hillsborough and Chapel Hill, and the town economic developers in Hillsborough, Carrboro & Chapel Hill, and Mebane city staff on economic development projects of mutual interest. For example, Economic Development assists the Department of Aging's "5 Year Master Plan" update in the area of "elder employment" opportunity.

- Updated and expanded the Department's inventory of economic development district site maps, demographic reports on unemployment, marketing materials and advertising outreach efforts, and networking opportunities focused on 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 area.

FY 21-22 Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: Attract new economic opportunities to Orange County.					
• Number of Business Investor Inquiries Received from Commercial & Industrial Prospects	79	51	75	45	55
Service: Increase the economic vitality of Orange County through leveraging of partnership with the N. C. Dept. of Commerce (NCDOC) & the Economic Development Partnership of North Carolina (EDPNC)					
• Industrial site selection proposals submitted to actual business investment prospects	53	22	40	20	30

FY 21-22 Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: Provide guidance and resources to new, expanding and relocating businesses.					
• Orange County Business Investment Grants (applications/approvals)	94/37	36/23	90/30	55/30	65/30
• Economic Development Agriculture Grants (applications/approvals)	22/14	16/12	20/14	16/12	16/12

FY 2021-22 Objectives

- Work closely with Orange County's Finance Department and Legal staff to manage the documentation and tracking requirements tied to approximately $1 million in County funding that was disbursed over in the past year to over 180 small businesses through a series of small business grants (and loan) programs. This range of financial assistance includes annual support programs to support small businesses and farms on an annual basis (Orange County Small Business Grant and Agriculture Economic Development Grant), and special COVID-19 related emergency loan and grant programs that were enabled due to special funding that was provided in 2020 by the Orange County Board of Commissioners.

- Develop a new and comprehensive directory of businesses located in Orange County, and use this resource as an effective means to notify our many small businesses of the County's various financial assistance grant programs.

- Update the Department's database listing Orange County's many women and minority-owned businesses, and use that contact information to help market the Department's small business grant and other financial resources to that sector. Help promote the awareness of, and access to local, state, and federal economic assistance programs that may be a part of any ongoing or future COVID-19 long-term economic recovery resources.
- Collaborate with Orange County Cooperative Extension and related County agencies to market Economic Department's various "Article 46" programs that help grow, retain, and expand Orange County's farms and agricultural food system ventures.
- Further diversify the County's ability to identify and pursue desired business investor leads which the Department receives seeking site locations. Increase the number of project inquires that are received by the Department, and which can be actively pursued. Increase the number of actual site location visits to our community, and continue to market and brand Orange County's unique benefits, talented workforce strengths, high quality of life, transportation access amenities, and real estate opportunities.
- Develop and implement the Department's 3 SMART Goals (tourism promotion, agriculture economic development, and increased collaboration with our local economic development partners (towns and chambers of commerce, UNC, Durham

Technical Community College). Update the Department's 3 SMART goals each year to record examples of successes made in agriculture/food systems, economic development agency collaboration, and tourism growth.

- Collaborate closely on investment projects that offer mutual benefit with other economic development stakeholders in the County, to include Orange County's two Chambers of Commerce, the County's town economic developers, our local utilities, commercial & real estate developers, and the University of North Carolina.
- Update the Department's web site with new materials, linked marketing videos, and a redesign of presented inventory of available building and green field industrial site data that is suitable for a host of retail, commercial, warehouse and clean, light industrial operations. Explore making up to 2 promotional marketing videos to herald the County's agriculture food systems, and uses of Article 46 that fund programs that diverse the local economy.
- Collaborate with Orange County Planning & Inspections Department staff, and continue to pursue the recommendations of the County's 2018 consultant-led SWOT analysis shaping how best to attract light industrial, commercial, and retail operations into the County's 3 economic development districts. Consider comments made by the Board of Commissioners and Orange County Economic Development Advisory Board to develop a strategy about how to prioritize specific sites for development.

Chapel Hill/Orange County Visitors Bureau

Mission Statement

To position Orange County as a desirable destination for conferences and tourism to help increase spending from visitors, assist in the creation of jobs and increase re sales and occupancy tax revenues.

Major Services

- Position Orange County as a desirable visitor, conference, and events destination
- Encourage longer stays, increased spending and repeat visits to Orange County.
- Contribute to economic development and quality of life that comprises Orange County.
- Produce annual Comprehensive Visitor Guide to Orange County. Based on COVID-19, the Visitors Bureau will produce a 2022 guide with production beginning in late autumn 2021.
- Maintain a Comprehensive website for visitors, travel agents, meeting planners and travel journalists to satisfy 25,000 annual visits and requests for information.

- Produce a guide to Orange County neighborhoods, from downtown Chapel Hill to Cedar Grove, Lake Orange, Hillsborough, and Schley. Guide satisfies increased request from investor's relocations and retirees who want to explore Orange County neighborhoods.

FY 2020-21 Outcomes

- Maintain comprehensive website and digital platforms that assist those who need additional information on visiting, relocating, retiring, and bringing their conferences to Orange County.
- Assist in the regeneration of Orange County's tourism industry through tourism marketing programs that increase demand.
- Open a new Visitor Information Center to service guests to Orange County.
- Develop Black History portal on webpage that gives comprehensive information on black owned businesses.
- Develop a Winter Holidays 2021) event that increases sales at Orange County tourism related businesses including retail and restaurants.

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Tourism Sales					
Conference meeting books	42	28	25	15	30
Sales leads for hotels	74	114	50	60	80
Room nights generated from bureau	2717	1493	1275	500	1100
Tourism Communications					
Build attraction visitations (in millions) – *The Visitors Bureau tracks numbers of visitors visiting 25 major select attractions throughout Orange County.*	2.16	1.66	2.2	75,000	500,000
Media Stories on Orange County – *The Visitors Bureau sends press releases and works with travel writers and digital influencers to write stories about Orange County.*	245	189	100	140	175
Annual Tourism impact (in millions) – *Economic impact is measured by spending, employment, payroll and tax revenues from the hospitality industry.*	208	218	165	165	170

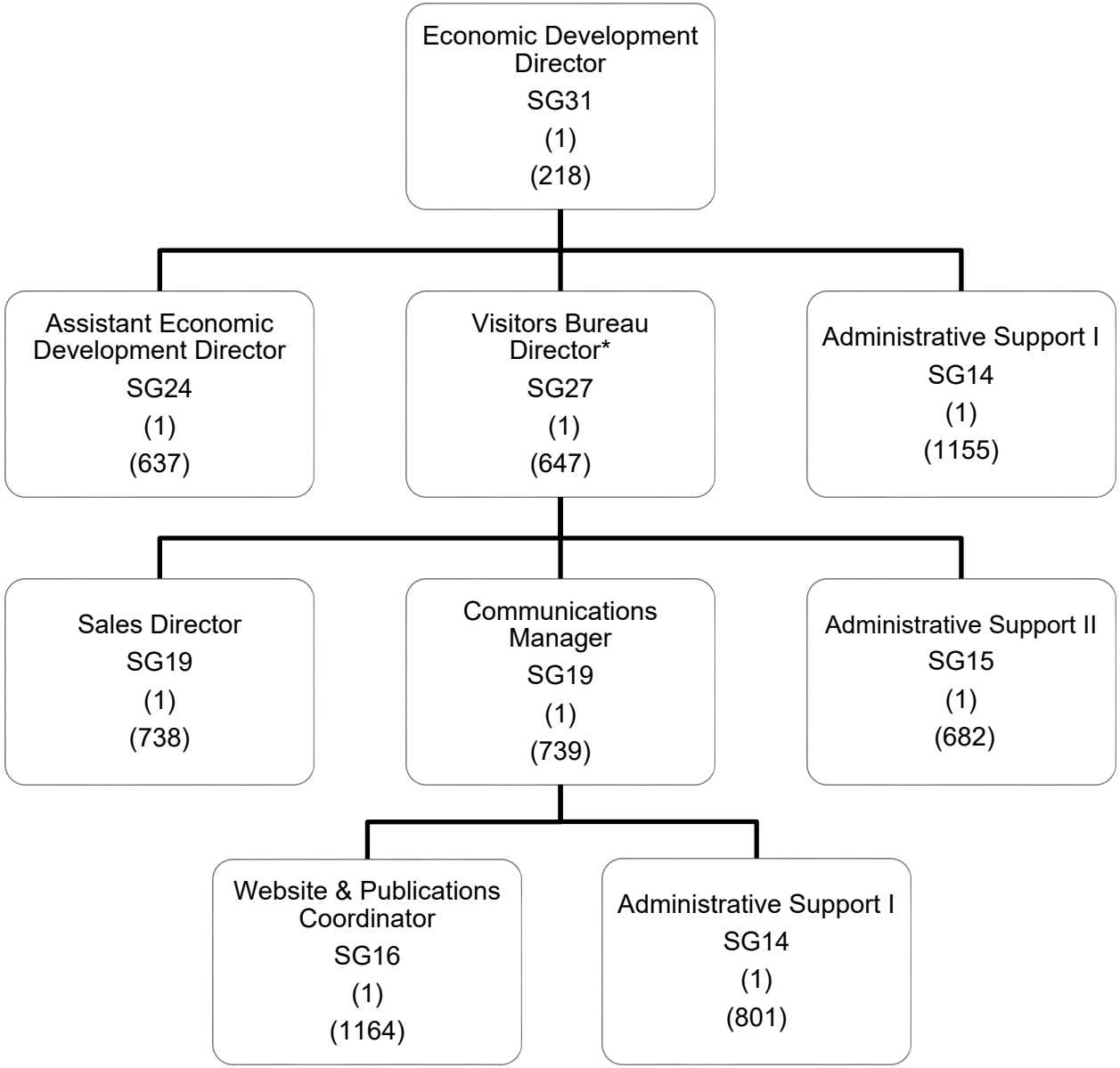
Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Social Media – online Social Media goals and successes are measured by these metrics					
Facebook likes (follows) – Visitor engagement.	17,814	18,642	20,000	19,900	20,730
Facebook posts – Visitor engagement.	496	412	*	400	450
Twitter follows – Visitor engagement.	4,841	5,128	5,600	5,250	5,500
Twitter posts – Visitor engagement.	639	486	*	500	500
Instagram follows – Visitor engagement. *The Visitors Bureau tracks the amount of follows resulting from posts*.	3,755	4,306	5,000	4,850	5,200
Instagram posts – Visitor engagement. *The Visitors Bureau maintains a presence on Instagram as a segment of the overall marketing strategy.*	161	61	*	55	70
NEW | Website visits (increase is affected by social media and digital promotions)		285,490	295,000	220,000	220,000
NEW | Social Media Campaigns (paid internal and outsourced) including blogs, special events and music opportunities.		24	25	15	15
**re-evaluated using quantity of posts as a metric for success but determined to keep in as a goal*					

FY 2021-22 Objectives

- Re-build Orange County's hospitality industry by marketing safety and new gathering rules and serving as a resource for meeting and event planners and visitors to answer questions about new safety protocols and availability.
- Aim for a return to 60% demand in spring 2022.
- Move to a new Visitor Center facility that includes James Taylor exhibit (already approved by James Taylor management in British Columbia and Massachusetts). This new interactive exhibit will be dedicated to "Carolina in My Mind," which will be focus of new Visitors Center.
- Continue to publish updated, relevant Visitor Materials that reflect the new realities of a post-COVID 19 visitor experience.
- Assure a nimble response to changing landscape, including tele-commuting, online communications with visitors and amplifying the message of Orange County, UNC and the municipalities to visitors.

Economic Development

(Including Orange County Visitors Bureau)



Education

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Local School Systems					
Current Expenses (General Fund)					
Orange County Schools	35,401,202	35,617,252	35,617,252	38,309,942	35,416,370
Chapel Hill/Carrboro City Schools	53,419,518	53,395,309	53,395,309	61,764,203	53,936,817
Total Current Expenses (General Fund)	**$ 88,820,720**	**$ 89,012,561**	**$ 89,012,561**	**$ 100,074,145**	**$ 89,353,187**
Recurring Capital					
Orange County Schools [(1)]	0	0	0	0	0
Chapel Hill/Carrboro City Schools [(1)]	0	0	0	0	0
Total Recurring Capital Expenses	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Long Range Capital					
School Capital [(2)]	1,247,000	0	0	0	0
Total Long Range Capital Expenses	**$ 1,247,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Debt Service					
Interest Non-GO Bonds	1,848,751	2,355,706	2,355,706	2,103,806	2,103,806
Principal & Interest GO Bonds	10,954,589	8,892,548	8,892,548	14,807,529	14,807,529
Principal Non-GO Bonds	4,926,269	7,049,303	7,049,303	6,826,911	6,826,911
School Debt Reserve	0	0	0	0	0
Total Debt Service Expenses	**$ 17,729,609**	**$ 18,297,557**	**$ 18,297,557**	**$ 23,738,246**	**$ 23,738,246**
Other School-Related Programs					
School Health Nursing Initiative	0	0	0	0	0
After School Program	0	0	0	0	0
School Health & Safety Contracts[(3)]	3,451,569	3,629,597	3,629,597	3,629,597	3,629,597
Deferred Maintenance Funds	3,000,000	3,000,000	3,000,000	0	0
Staff Bonus - OCS	0	0	0	0	0
School Equity Training	65,743	0	0	0	0
Total Other School-Related Programs	**$ 6,517,312**	**$ 6,629,597**	**$ 6,629,597**	**$ 3,629,597**	**$ 3,629,597**
Total Local School Systems Expenditures	**$ 114,314,640**	**$ 113,939,715**	**$ 113,939,715**	**$ 127,441,988**	**$ 116,721,030**
Durham Technical Community College (DTCC)					
Current Expenses (General Fund)					
Durham Technical Community Colle	723,256	723,256	723,256	868,967	777,092
Total Current Expenses (General Fund)	**$ 723,256**	**$ 723,256**	**$ 723,256**	**$ 868,967**	**$ 777,092**
Recurring Capital					
Durham Technical Community Colle	75,000	75,000	75,000	75,000	75,000
Total Recurring Capital Expens	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 75,000**
Debt Service					
Principal & Interest Non-GO Bonds	242,108	233,634	233,634	264,500	264,500
Total Debt Service Expenses	**$ 242,108**	**$ 233,634**	**$ 233,634**	**$ 264,500**	**$ 264,500**
Total DTCC	**$ 1,040,364**	**$ 1,031,890**	**$ 1,031,890**	**$ 1,208,467**	**$ 1,116,592**
Total Education Expenditures	**$ 115,355,004**	**$ 114,971,605**	**$ 114,971,605**	**$ 128,650,455**	**$ 117,837,622**

(1) The FY 2021-22 Manager 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 $4,174,222 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.

Note: In addition to the funding outlined here, in fiscal year 2021-22 Chapel Hill-Carrboro City Schools anticipate receiving approximately $24.9 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 2021-22 totals 7,299, a decrease of 82 students from the March 2020 projections. The district continues to experience a growing number of charter students, with a current enrollment of 919 students, as of March 2021, which represents an increase of 34 students. Out of district students are budgeted at 108 students. This brings the total district enrollment to 8,110 for FY 2021-22.

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

  The Chapel Hill-Carrboro City School District DPI projections total 12,448, an increase of 136 from the March 2020 projections. Charter students are budgeted at the current enrollment of 156, as of March 2021, and out of district students are budgeted at 253. This brings the total district enrollment to 12,351 for FY 2021-22.

2020-21 Enrollment Projections

	CHCCS	OCS	Total
March 2020 Department of Public Instruction ADM Allotment #s	12,312	7,381	19,693
Less: Out of District	(251)	(110)	(361)
	12,061	7,271	19,332
Plus: Budgeted Charter Students	166	885	1,051
Total Budgeted Students	**12,227**	**8,156**	**20,383**
	59.99%	40.01%	

2021-22 Enrollment Projections

	CHCCS	OCS	Total
March 2021 Department of Public Instruction ADM Allotment #s	12,448	7,299	19,747
Less: Out of District	(253)	(108)	(361)
	12,195	7,191	19,386
Plus: Budgeted Charter Students	156	919	1,075
Total Budgeted Students	**12,351**	**8,110**	**20,461**
	60.36%	39.64%	

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 2021-22 budget provides $4,367 per student for each of the 20,461 students in the two school systems. This per pupil amount remains the same as approved for fiscal year 2020-21.

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

  The recommended budget decreases the current year funding level by $200,882 and brings the total appropriation in current expense funding to $35,416,370.

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

  The recommended budget increases the current year funding level by $541,508 and brings the total current expense funding for the District to $53,936,817.

- **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 revenue neutral tax rate of 18.30 cents per $100 assessed value for FY 2021-22. Each penny on the Chapel Hill-Carrboro district tax rate for fiscal year 2021-22 is expected to produce $1,363,791. Anticipated revenue from this special tax is estimated to generate approximately $2,020.68 per student for the district. Projected revenue from district tax proceeds for fiscal year 2021-22 totals approximately $24,957,420.

School Health and Safety Contracts

The FY 2021-22 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.

For fiscal year 2021-22, the recommended budget provides total funding for recurring capital at $3.0 million. This amount is distributed to each district based on its share of the total number of students. Of the total, recurring capital for the Chapel Hill-Carrboro City Schools equals $1,810,800 and Orange County Schools' allocation is $1,189,200. Instead of funding the recurring capital from pay-as-you-go funds, debt financing will be utilized in FY 2021-22, as it was in FY 2020-21.

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 includes dedicated half-cent sales tax revenues and property tax earmarked under the Board's Capital Funding Policy. The recommended budget for FY 2021-22 includes $2,504,116 for Chapel Hill-Carrboro City Schools and $1,670,106 for Orange County Schools, for a total of $4,174,222 in FY 2021-22. Instead of funding the long-range capital from pay-as-you-go funds, debt financing will be utilized in FY 2021-22, as it was in FY 2020-21.

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 2021-22 Manager Recommended budget provides a total of $1,116,592 to DTCC. This includes current expense funding of $777,092, recurring capital of $75,000 and debt service of $264,500. DTCC's FY 2021-22 requested amount included $200,000 for 200 scholarships for Orange County residents attending DTCC, as well as $50,000 to support unemployed and underemployed residents in Back-to-Work courses. The recommended budget includes funding the entirety of the requested $250,000 through Article 46 Sales Tax proceeds instead of through Current Expense.

Chapel Hill – Carrboro City Schools



CHAPEL HILL-CARRBORO CITY SCHOOLS

Board of Education's

FY 2022 Recommended Budget

750 S Merritt Mill Road
Chapel Hill, North Carolina 27517

chccs.org

Budget Request for the Fiscal Year Ending June 30, 2022

Chapel Hill – Carrboro City Schools
Board of Education Members and Principal Officials

Jillian LaSerna, Chair

Deon Temne, Vice Chair

Joal Broun

Rani Dasi

Mary Ann Wolf

Ashton Powell

Lisa Kaylie

Dr. Nyah Hamlett, Superintendent

Prepared By:

Jonathan Scott, Chief Financial Officer

Business and Financial Services Division

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

April 27, 2021

EXECUTIVE SUMMARY

Chapel Hill – Carrboro City Schools
750 S Merritt Mill Road, Chapel Hill, NC 27516
Web Site: chccs.org
Prepared by the Business and Financial Services Division
(919) 967-8211

CHAPEL HILL CARRBORO CITY SCHOOLS
750 S Merritt Mill Road
Chapel Hill, NC 27516

April 27, 2021

Dear Members of the Orange County Board of County Commissioners:

Thank you for reviewing and considering the Chapel Hill – Carrboro City School Board of Education's Recommended FY 2021-22 Budget Request. This request represents our best estimate of the needs for our district; a critical stage of the budget development process. I would be remiss if I didn't note how challenging the past year has been for our school district and the rest of the world. We hope that this recommended budget request exhibits our commitment to using our local and global challenges as an opportunity to serve our school community with equity and transparency at the center of all that we do.

This recommended budget request is designed with the express purpose of prioritizing the following five key areas:

- Safety of our students and staff;
- Social emotional and mental wellness for all;
- The morale, durability, and resilience of staff, as we all have to be at our best in order to serve and support our students;
- Clear and consistent communication in an effort to help alleviate fears and anxiety; and
- Refocusing and reuniting our students and staff by providing them with tools to support increased socialization, accessing additional services to address unfinished learning and social emotional needs, and gradually acclimating to in-person instruction through Equity Centered Classroom Practices.

Many representatives of our schools and community were involved in the construction of this document. Principals worked with their School Improvement Teams to identify and prioritize needs. Principals then met individually with the leadership team to present their budgetary requests. District leaders also brought requests from their respective departments. Additionally, I met with a diverse group of 15-30+ student representatives from every secondary school and raised three topics that helped provide me with insight into school and district needs from a student perspective. Those three topics centered around: (1) the impact of the pandemic and the disruption of school as they formerly knew it; (2) moving equity from talk to action in order to close the gaps that exist; and (3) connectivity between district administration and students in order to amplify student voice as part of our decision-making processes.

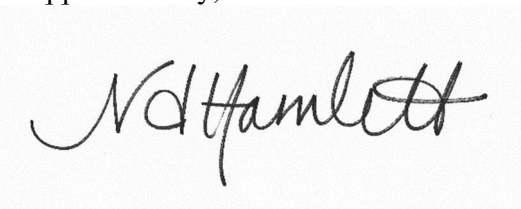
All school and departmental budget requests were compiled and analyzed for themes, and serve as the foundation for our financial plan. As we move toward multi-year planning and evaluation of our programs, the budget will become more detailed over time and clearly represent needs. Expressed needs will be based on strategic data points which will remain aligned with district priorities in budget development, decision making, equity and engagement, and improved instructional programming.

As an organization, it is essential that we continually strive for more effective, equitable and transparent processes. We believe this budget document is one small step along that journey. I invite you to peruse the following pages, holding us accountable as good stewards of the trust you have placed in our fiscal management.

The Board of Education and the District's administration has worked arduously to enhance the usefulness of this document. We intend to further develop our fiscal plan and its corresponding communications in the years to come, so that it will serve as a better tool of communication between the District and all stakeholders involved. Above all, we will continue to improve the budget process so we can ensure our resources are allocated to maximize our student's success.

Thank you for your continued support. I fully expect you will see a positive return on your investment in our students, staff and schools.

Appreciatively,



Dr. Nyah Hamlett
Chapel Hill – Carrboro City Schools Superintendent

Summary of the Board of Education's FY 2021-22 Recommended Budget

The following narrative details the requests for increases to the FY 2021-22 Board of Education's budget which will be presented to the Board of County Commissioners in April 2021. It is broken up into two sections to provide details on the budget increases related to Continuation Costs and Expansion Requests.

Student Data

The District's budget process begins by carefully considering enrollment projections for the upcoming year. State enrollment projections ultimately determine both State and local funding levels. As of this writing, initial State projections indicate a student enrollment of 12,448. The District estimates 253 students are from out of district, therefore they cannot be counted for funding purposes. The District also estimates 156 students in charter schools within the District. These students must be added in for funding purposes. For this request's purposes, the estimated enrollment, net of these adjustments, is 12,351 Average Daily Membership (ADM).

Continuation Budget

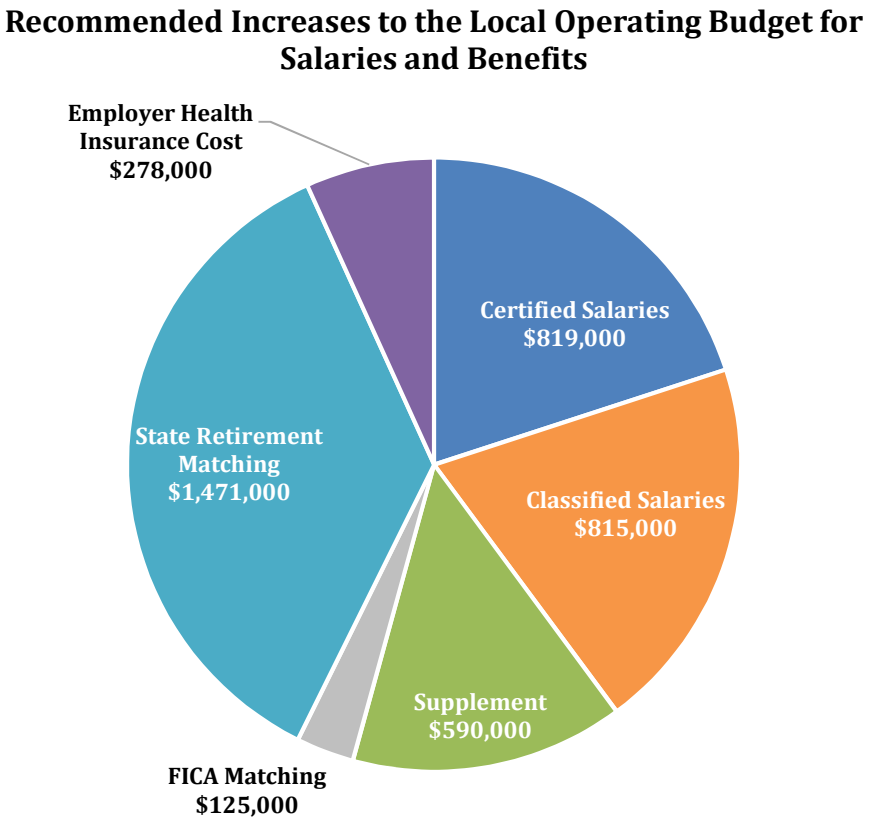
The COVID-19 pandemic has created a high level of uncertainty in our economic future regarding federal, state, and local funding. Strong local funding support is required for CHCCS to improve upon high levels of service for all students. The foundation of that local support is found in the continuation portion of the Local Operating budget. This portion represents the expenses required to be able to continue providing the same level of services and quality of education in the upcoming fiscal year.

Salaries and Wages $2,224,000

On March 24th the Governor released his proposed biennial budget that included several potential changes that would impact the District's budget. The Governor's budget included salary increases of 5.7% for Certified Staff and 5% for Classified Staff, which are both higher than the original 3% that the District included in the Superintendent's proposed budget. These increases will amount to a $818,615 increase for Certified salaries and a $814,600 increase for Classified salaries. This would also cause a needed increase of $590,000 to cover the Local Supplement. These potential changes create a total increase of $2,224,000 for salaries and wages in the Continuation Budget.

Benefit Increases $1,874,000

Federal and State legislation establishes employer-required matching rates and annual employer health insurance premiums. Together, these changes require adjustments to our local operational plan as the District must match salary increases for the local portion of teacher salary increases and for all locally-paid employees. The FICA rate is expected to remain at 7.65%, but to account for the 5% projected increase in classified salaries, the 5.7% projected increase in certified salaries, and all corresponding supplements, an increase of $125,000 is included for FICA matching. Using a simple linear regression on data from the previous 5 years, the District projected increases in the State Retirement Matching and Employer Health Insurance Costs for each employee. The regression projected an increase to 22.64% from 21.68% in the matching retirement rate and an increase to $6,791 from $6,647 for the Employer Health Insurance Cost of each employee. The resulting budget increases were $1,471,000 for State Retirement Matching and $278,000 for Employer Health Insurance Cost. Together, these combined increases matching benefits total $1,874,000.



Project ADVANCE Salary Differential Continuation $936,000

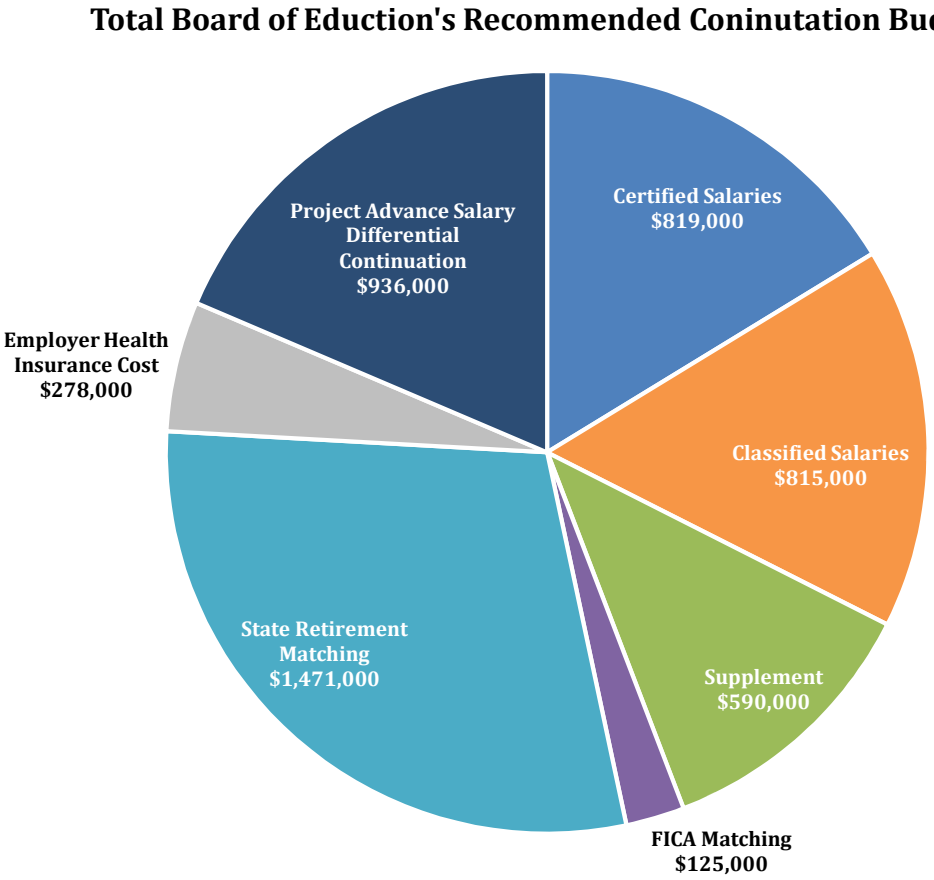
Over the course of the 2014-15 school year, an inclusive team of teachers, administrators, and key stakeholders developed Project ADVANCE—a strategic compensation model designed to connect professional learning to teacher and certified support staff salaries. Implemented in August 2016, Project ADVANCE represented a shift in the professional learning model for Chapel Hill-Carrboro City Schools to include compensation for completing learning at different levels.

At the March 19, 2020 Board of Education work session, all Project ADVANCE completions as of June 30, 2020 were suspended to coincide with the grant conclusion. The FY 2020-21 Board of Education Adopted Budget included a one-time hold harmless payment for all Project ADVANCE finishers including those in district-supported cohorts using $968,000 from fund balance. At that time, the board also expressed interest in seeking a more permanent solution during the FY 2021-22 budget cycle.

Continuation of the payments as a permanent salary differential will require a recurring budgetary commitment by the District. The estimated increase required in the FY 2021-22 continuation budget is $936,000. This cost is made up of $719,000 in a continuing salary differential, $55,000 in matching Social Security and Medicare costs, and $162,000 of matching State retirement.

Continuation Budget Summary $5,034,000

The continuation budget is composed of salary, wage, and benefit increases that total $5,034,000. It includes the cost of making the on-going Project ADVANCE stipend payments a permanent salary differential, which amounts to $936,000. The continuation budget, which reflects the amount of additional funding necessary to continue current operations, is budgeted in total at $5,034,000, which equates to $408 per pupil.



Expansion Budget

The expansion budget represents expenditures that would require additional funding beyond the base funding of the prior year budget and the requested Continuation costs. These requests would be recurring costs beyond their initial implementation. The Superintendent and Cabinet received many budget requests from our schools and department managers. While the budget requests identified needs, the expansion budget was prioritized to align with the strategic plan goals, Student Success, Family and Community Engagement, Employee Experience, and Organizational Effectiveness.

Social and Emotional Learning and Mental Health Services Expansion $1,010,000

(Strategic Plan Goals: Student Success)

Prior to the pandemic, nearly one in five North Carolina students had at least one emotional, behavioral or developmental disability (Splett, 2014). Without a doubt, the emotional and mental health concerns of our students have only been exacerbated as a result of the pandemic and social unrest they have experienced over the past year. For many of our students, our schools are the only place they receive access to social and mental health support. The closure of school buildings due to the pandemic limited student access to those supports, while adding on new and more intensive stressors from remote learning and social isolation.

During the period of remote learning, a social and emotional learning (SEL) universal screener and attendance measures were used to assess student social needs and level of engagement. While we saw an increase in satisfactory attendance across all student groups in our First Semester Attendance Data Report, however; our Black and Latino students continue to experience severely chronic absenteeism at a significantly higher rate than other student groups. Attendance data also highlighted a significant increase in chronic absenteeism among middle schoolers this year from 1.6% in 2019-20 to 5.5%. The fall administration of the SEL universal screener measured student perception of the social and emotional climate of schools. Of those surveyed, results indicated that 70% of our elementary students provided favorable responses and 57% favorable responses were provided from secondary level students regarding the social and emotional climates in our schools. When we disaggregated this data by race and student groups such as students with disabilities, we saw a reduction in favorable responses from a range of 4-9 percentage points.

As we plan for the return to in-person instruction next year, we must make significant investments in sustaining and advancing long-term support for the social, emotional and mental well-being for our students. Our District has adopted Second Step, Restorative Practices and Positive Behavioral Interventions and Supports (PBIS) as three evidence-based programs for providing social and emotional learning instruction in our schools. Additionally, with the revisions to create our new CHCCS Community Code of Character, Conduct, and Support, we have invested in evidence-based practices to support operationalizing the code to eliminate disciplinary disproportional practices in our schools. Currently, all schools have different levels of implementation for every program due to limitation in providing ongoing professional development and effective implementation support.

Successful implementation of social and emotional learning must be embedded throughout the complete fabric of our school district from core instruction, professional development to hiring practices. Providing a director of SEL and Restorative Practices will assure systemic implementation of the SEL Program to include the development and implementation of SEL standards, curriculum, instructional practices, assessments and professional learning. This position will be used to sustain core practices across every school to include how we communicate about SEL, how we explicitly teach SEL, how we integrate SEL into academics, and how we promote SEL throughout the school day and beyond into our communities. As noted in the previous budget report, the Director of SEL/RP will be critical in ensuring that this vision is actualized across our district. This position would partner with other departments in our district to include the Instructional Services Division, Equity office and Human Resources to ensure that SEL is deeply embedded and successfully implemented in all practices that direct student success. The cost of implementing the Director position will total $150,000 for salary and matching benefits.

Given the fact that we know not all student needs are the same, school districts are required to offer additional learning supports as identified through data points to include academic, social and behavior measures. When we think about the implications for our students and their mental well-being, it is vital that we not only offer the core practices, but given this recent year and its impact on student learning, we must plan for tier II targeted support. During the previous budget report, we discussed the need for additional supports in high schools to create safe and inclusive learning environments through the implementation of the dean of student positions. These positions will help our high schools build their SEL programming with intentional emphasis on supporting students in developing social and academic efficacy. Additional priorities for this position would include offering direct skill building experiences to students in the areas of executive functioning skills, de-escalation, and problem solving. The cost of implementing three dean of student positions totals $288,000.

Two years ago, the Board approved adding four mental health specialists, one for each high school, to address the mental health needs of our students. This addition was driven by the need to offer a continuum of services in advancing school-based mental health awareness, quality prevention, intervention, and other supports provided to students, staff and families. During the pandemic, mental health specialists were able to offer additional counseling sessions to students to address needs varying from dealing with acute stress and trauma to increasing executive functioning skills. Mental Health Specialists provide clinical and practical knowledge in the areas of Cognitive Behavior Therapy (CBT), Dialectical Behavior Therapy (DBT), Individual, Group, and Family Modalities and Mindfulness, all of which offer tiers II and III supports for our students. Data collected during the first semester indicated that secondary students, specifically middle school students could benefit from consideration of increased school-based mental health staff, one for each middle school. The total cost of implementing a mental health specialist at each middle school would be $384,000 in salaries and benefits for the 4 positions.
Given the impact this school year has had on students across all grade levels, the Board asked for additional consideration to be given in expanding social and emotional supports at the elementary level. While most elementary schools have been able to maintain a consistent level of student engagement as measured by satisfactory attendance of 90% or greater, chronic absenteeism continues to be an issue across elementary schools, impacting some more so than

others. Similarly, discipline data reviewed from the previous two academic school years also indicate that select elementary schools more so than others struggle to reduce the disproportionate student outcomes.

Feedback collected from school leaders and the review of strategic data points lead to the recommendation of two additional mental health specialists to serve at two select schools. This recommendation will build on our district's SEL/Mental Health Support Plan to phase in additional mental health support across all school levels and strengthen our programming efforts for increasing greater access based on school needs. Adding two additional supports at the elementary level will increase the SEL/Mental Health Expansion by $192,000.

In total, this budget request item includes 10 positions to expand the District's SEL and Mental Health services. The director position will cost $150,000, the 3 Deans of Students will cost $288,000, and the 6 Mental Health Specialists at the middle and elementary levels will cost $576,000. The total cost for these positions will be $1,014,000.

Elementary Math and English Intervention $880,000

(Strategic Plan Goals: Student Success)

The Board requested that the District consider costs associated with additional personnel who could provide tiered supports in literacy to students not currently meeting grade level standards. A full-time certified interventionist position in each Elementary School that could address COVID-related gaps and accelerate learning for students in both reading and math would be required. Schools could create flexible scheduling to ensure that students are receiving supplemental small group or individualized instruction from the interventionist and not missing core instruction. With a 10-month position, each interventionist would cost approximately $80,000 per year for salary and matching benefits. Adding an interventionist position at all 11 elementary schools requires an additional $880,000 increase to the budget request.

Professional Development Office $550,000

(Strategic Plan Goals: Employee Experience and Organizational Effectiveness)

The Office of Professional Learning is submitting a budget that is vastly different from the previous years, due to a change in funding structure (ending of the Project Advance Grant), thus causing the need to start from a zero budget, and a need to continue to improve the quality of our human resources and positive impacts on children.

During 2020-21, the office supported the work of all divisions as they worked through the closure of school buildings and COVID-19. The department continued to monitor data with regard to the Strategic Plan measures. With the end of Project ADVANCE, the Office of Professional Learning began the work of a district-wide professional learning plan. Next steps include working closely with schools and departments to build a plan and a budget that supports District and school priorities based on data and closely aligned to Student Success and Employee Experience. Initial steps were to carefully review and compile school level professional learning goals as outlined in School Improvement Plans and identify focused ways to support schools through a district plan. This plan will also support teachers in creating equity centered classrooms that support learning for all students. Ultimately, common themes will be analyzed, district professional development vision established, and process for implementation and monitoring will be further developed.

Major initiatives and work for the 2021-22 school year include the creation of a district-wide professional learning plan that is data driven based on student needs, staff needs, and inclusive of classified employees and their succession planning goals/job-specific needs/district-wide priorities. This major work includes the development and growth opportunities for school and district administrators, which has not previously been a priority based on previous fiscal allocations. According to the newly released Wallace Foundation study on the impact of principals, "it is difficult to envision an investment with a higher ceiling on its potential return than a successful effort to improve principal leadership" (p. 43).

Along with certified staff, classified staff serving schools and the District, will also be expected to participate in professional growth offerings. Optimizing school system efficiency and operational effectiveness will require streamlining stipend pay for presenters and participants and establishing a district wide professional learning platform that will communicate with HR and DPI while also documenting opportunities.

District Senior Leadership Reorganization $65,000

(Strategic Plan Goals: Organizational Effectiveness)

In order for our organization to operate effectively, efficiently, and communicatively we must examine our organizational structure to ensure there is consistency in titles for people operating at the same levels throughout the organization and a clear reporting structure. The next iteration of our strategic plan will assist us with the decision-making process by including diverse perspectives. As our district strives to move from talk to action with closing opportunity and achievement gaps with equity centered decisions in mind, we are merging our departments of Equity and Family and Community Engagement. In doing so, the current vacant Executive Director of Equity and Inclusion will be reclassified to a Chief Equity and Engagement Officer. This reclassification will create a need for a $65,000 increase, to cover salary and matching benefits, to the budget in place for the vacant Executive Director position.

Magnet School/Dual Language Coordinator $80,000

(Strategic Plan Goals: Student Success and Organizational Effectiveness)

Our three Magnet/Dual Language elementary schools (Carrboro, FPG, and Glenwood) highlighted a need for a Magnet/Dual Language Coordinator to support all three schools. This position will help close our enrollment gaps in our Magnet/Dual Language Programs by developing and implementing a comprehensive marketing and family outreach plan. Additionally, this position will support school and district leaders in implementing research-based practices for magnet programming and monitoring the magnets' impact on increasing diversity and decreasing opportunity and achievement gaps. The coordinator will serve as the liaison between schools and relevant district departments (Equity, DL/EL Office, Office of Student Enrollment, HR, PreK) to ensure clear and consistent communication and ongoing family engagement to enhance the educational experience for diverse populations. The total cost of implementing the Magnet/Dual Language Coordinator position will be $80,000 for salaries and matching benefits.

Business and Financial Services Reorganization $80,000

(Strategic Plan Goals: Organizational Effectiveness)

This reorganization plan addresses operational deficiencies in the Business and Financial Services Division brought forth by the Board's Financial External Review. The addition of a

Coordinator of Purchasing and Procurement would add an additional level of review and management of the District's purchasing practices. It would also relieve a bottleneck effect that currently exists in the purchasing process with the Finance Officer serving as the only gatekeeper for the District's purchases. For the total cost of salary and benefits, this position would cost $80,000.

Virtual Academy (Recurring) $305,000

(Strategic Plan Goals: Student Success)

The Chapel Hill-Carrboro City School District is committed to providing quality, innovative and flexible learning environments to meet the individual needs of all students. CHCCS is exploring the possibility of establishing a High School (grades 9-12) Virtual Learning Academy for the 2021-22 school year. The Academy would operate as a separate school, with a dedicated principal and staff. Students would have the option to engage in the following personalized virtual settings:

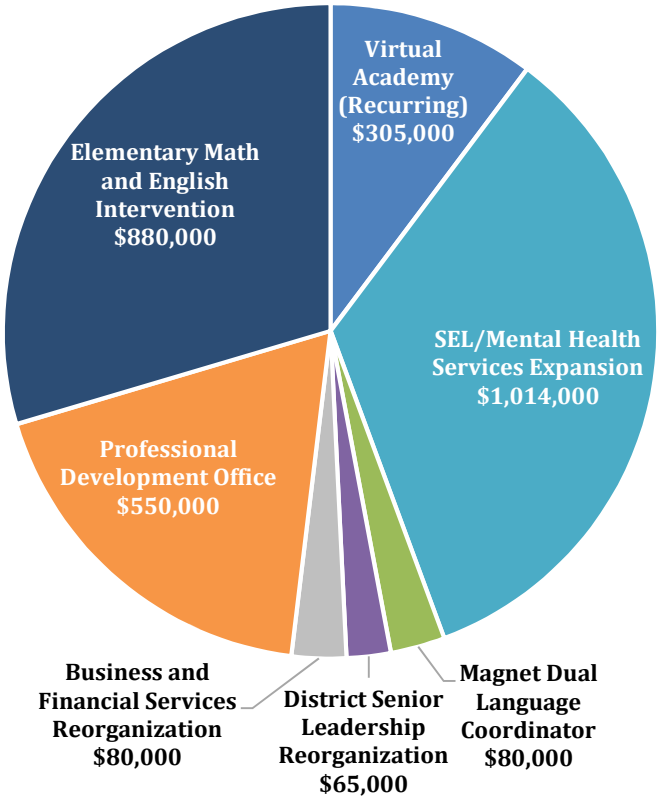
- Remote Learning with a CHCCS teacher via live instruction and asynchronous (independent) learning.
- North Carolina Virtual School (NCVPS): Facilitated by state certified NCVPS teachers, this choice provides CHCCS students with over 150 online course options, including Math, Science, English, Social Studies, electives and Advanced Placement classes, that may not be available within the CHCCS virtual course catalog.
- APEX Learning Credit Recovery: Facilitated by CHCCS teachers, this choice provides CHCCS students with the opportunity to recover high school credits for courses that may not have been initially completed with a passing grade.
- Flex Setting: A combination of the above settings.

The CHCCS Virtual Learning Academy will be structured to serve diverse student populations and those with unique educational, social, and emotional needs. Students who choose to apply to the CHCCS Virtual Learning Academy will still have the option to participate in athletics and extracurricular activities at their home school. Moving forward, the plan would be to expand the Academy to include middle school students in year two, and possibly upper elementary students in year three.

Expansion Requests Summary

The Expansion Budget totals $2,974,000. The District feels that each item included in the request addresses critical challenges facing the District in the wake of the pandemic. Filling the learning gaps created by the extended remote learning period, providing the tools necessary to accelerate student growth so that our students have what they need to be successful is vital to our work. Maximizing efficiency in the operations of the District is also vital to the long-term sustainability of our student's success. Our Expansion Budget aligns with the Strategic Plan in each of these ways.

Total Board of Education's Recommended Expansion Budget



Revenues and Operating Transfers In

Customarily, the BOE would increase several other local revenues such as interest revenues, fines and forfeitures, and the special district tax. However, the COVID-19 pandemic has affected these revenue types in several ways that has led the District to forecast decreases. As a result, the District is holding all other local revenue sources at FY 2020-21 levels, with the exception of interest revenues. Our estimates indicate a revenue decrease of $25,000 for next year as a direct result of the reduction in interest rates on the District's funds held in the NC State Treasurer's Short-Term Investment Fund (STIF).

Fund Balance Appropriated

We currently estimate our fiscal year end unassigned fund balance at $15.5 million. This is approximately $11 million above our minimum target of 5.5% or $4.5 million. Although the District historically has assigned $1 million to balance the current local operating budget, this request is presented without a fund balance appropriation. To date, the District has appropriated a total of $4.8 million in fund balance in its amended FY 2020-21 local operating budget primarily to help address the challenges that surfaced throughout the pandemic and assist with the reopening of schools.

Summary FY 2021-22 Budget Request $8,089,000

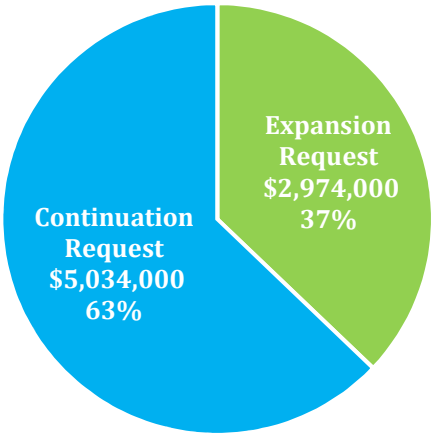
The District's overall funding request is designed with the expressed purpose of achieving excellence as we implement our plan for student success. The times ahead of us will certainly present challenges. This local operating budget request will enable us to continue our vital work as we reopen our doors. It will ensure we can keep our programs and schools moving forward. Accomplishing the goals identified in our strategic plan will only be possible if our entire community is focused on student academic needs and social and emotional growth through continued funding of our schools.

The total Local Operating Budget increase of $8,033,000 will be essential in the success of our students as we return in the face of daunting challenges posed by the pandemic. Our Continuation request of $5,034,000 focuses the foundation of the local budget on those who have been the foundation for us during these difficult times. Budgeting for increases in salaries for certified and classified staff and delivering the continuation of the Project ADVANCE stipends as a salary differential are critical steps to retaining the highly-qualified staff that will sustain the success of our District long-term.

Our Expansion requests of $2,974,000 target several identified needs that must be addressed for the District to continue to grow. Offering a Virtual Academy, expanding our Social Emotional Learning and Mental Health capabilities, providing several high-need positions in District leadership to maximize efficiency and to place equity at the center of our work, and to implement more effective professional development plans are all building blocks that will impact the level of education our students receive as the District continues to move forward.

The grand total for all of these requests is $8,008,000. Due to the expectation that interest rates will remain low into the upcoming fiscal year, the District estimates a decrease of $25,000 in local revenues from a reduction in interest revenue. After accounting for the change in revenue, the total deficit in the local operating budget and the final amount requested by the Board of Education is $8,033,000. This would correlate to an increase of $650 per pupil, based on projected enrollment levels.

Total Board of Education's Recommended Local Operating Budget Request



Non-recurring Expenditures Plan

The Non-recurring Expenditure plan represents expenditures beyond the base FY 2020-21 budget and the proposed Continuation cost that would only be a one-time payment in FY 2021-22. These expenditures would not recur beyond the year they are implemented as the Expansion Requests would. These expenditures address vital short-term District needs. This year, the COVID-19 pandemic has directly impacted the education of our students and has created, and in some cases exacerbated, gaps that need to be filled. The return to schools amidst the continuation of the pandemic also presents new challenges that must be addressed for our students and staff to safely return. The following requests address these unique challenges that must be overcome to continue providing the highest quality of education. They also include other one-time payments to address operational deficiencies identified in several areas of the District.

One-time Federal Relief Funding

The Federal Government has taken several steps to stimulate an economic recovery to bring us out of the economic downturn at the onset of the COVID-19 pandemic. The earliest instance of relief relevant to the District came in the form of CARES Act Funding early in the current fiscal year. That money was used to provide equitable technology access during the period of total remote learning and to safely restart in-person learning. Subsequent to the CARES Act, the Federal Government has passed two more rounds of funding with the Elementary and Secondary School Emergency Relief (ESSER) Fund. ESSER II is the next round available to the District with a total of $3,226,426 allotted to the District by the State on March 4th. ESSER III has also been passed for future use and NCDPI's initial planning allotment includes $7,219,087 for the District, however this has not been finalized and allotted at this time. The following non-recurring expenditures are the District's initial plan for this federal money in the upcoming fiscal year. However, further planning will be required to ensure that this federal money is effectively invested in high-return initiatives for our students before the funds expire in FY 2023-24.

Virtual Academy (Non-Recurring) $100,000

(Strategic Plan Goals: Student Success)

In order to plan and launch the Virtual Learning Academy next year in grades 9-12, there will be a number of non-recurring start-up costs. These items include the purchase of technology, professional development, and supplies/furniture.

Extended Day/Year Program $445,000

(Strategic Plan Goals: Student Success)

To address COVID-related unfinished learning and provide continued access to rigorous and engaging content, the District is proposing to offer extended day and extended week learning recovery and enrichment programming during the 2021-22 school year, including a Saturday Academy for students in grades K-5 who need additional scaffolded instruction on grade-level curriculum and targeted skills. These extended learning opportunities are necessary to accelerate student growth and make up for precious time that has been lost during the pandemic. Extended day programming would take place at each school from approximately 2:45-4:00 several days per week. The extended week Saturday Academy would operate at a central location from approximately 8:00-1:00 p.m. on Saturdays from Fall 2021-Spring 2022. Content-integrated Literacy and Math Instruction would be provided during each session, with a focus on reviewing and previewing priority grade level standards. Social-emotional learning will also be woven into daily lessons, along with enrichment opportunities in the arts, outdoor learning activities, and/or

virtual field trips tied to the curriculum. We will also work with local colleges and universities to recruit volunteer tutors to provide enhanced staff: student ratios and prioritize small group and one-to-one tutorials. Student impact measurements will include growth in reading and math skills, mastery of grade level priority standards, and social-emotional wellness.

Safety and Security Enhancement – Phase I $525,000

(Strategic Plan Goals: Student Success and Organizational Effectiveness)

This request will enhance campus and district wide communication, school security, and community access through enhanced ADA upgrades. This will be a 3-year project containing the following items:

- $225,000: Emergency digital radio systems to ensure effective and efficient communication during emergency situations. Current radio equipment is antiquated and inconsistent, rendering communication between school staff as substandard. The upgrades will allow direct emergency communications between the district office and each school.
- $300,000: Intercom system (Interior and Exterior) upgrades or repairs to ensure clear communication for general announcements and during emergency situations.

Additional phases of the project in years two and three will include upgraded panic alarm systems, security cameras and interfacing all security systems with non-proprietary equipment. Using proprietary equipment has resulted in increased costs, vendor specific repairs and the reliance on vendor specified non-compatible security cameras and access control devices.

Increased Custodial Costs Related to the COVID-19 Response $80,000

(Strategic Plan Goals: Organizational Effectiveness)

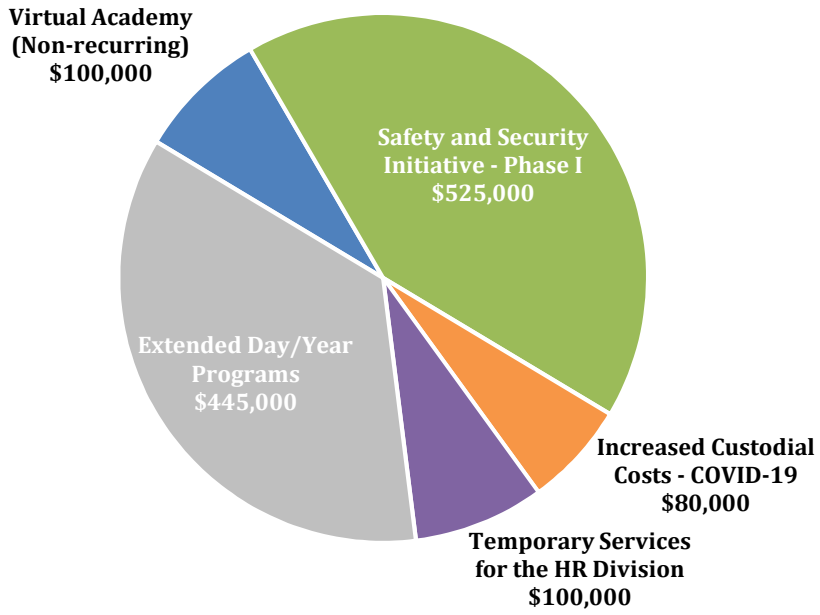
Following the Centers for Disease Control (CDC) and North Carolina Department of Health and Human Services (DHHS) guidelines to ensure proper standards are in place for daily sanitation and disinfecting has resulted in additional cost and personnel in order to keep buildings safe and clean. The use of part-time locally hired temporary workers along with a District rapid response team has assisted in cleaning when COVID related issues were reported.

Temporary Services for the Human Resources Division $100,000

(Strategic Plan Goals: Organizational Effectiveness)

To ensure organizational effectiveness and continuity of services, the District is committed to providing coverage for prolonged absences of classified staff members (clerical and support services) in schools or departments that would not otherwise be able to be covered by existing staff members. Due to the global pandemic, staff absences are exacerbated due to COVID related reasons. These funds will allow us to cover approximately 5,000 hours when the aforementioned staff members need to be away from work for an extended period of time.

Total Board of Education Non-recurring Expenditures



BOARD OF EDUCATION'S RECOMMENDED LOCAL OPERATING BUDGET FOR THE BUDGET YEAR 2021 - 22

	Total Cost	Per Pupil Cost
STUDENT ENROLLMENT PROJECTIONS:		
2021-22 Student Enrollment Projection:		12,351
LOCAL CURRENT OPERATING BUDGET CONTINUATION COSTS		
Salary and Benefit Costs:		
Increase to Salary and Supplement Costs		
Certified Staff Salary Increase (5.7% projected)	$ 819,000	$ 66.31
Classified Staff Salary Increase (5% projected)	815,000	65.99
Local Supplement Increase (5.33% projected)	590,000	47.77
Total Increase to Salary and Supplement Costs	2,224,000	180.07
Increase to Employer Matching Benefit Costs		
Matching Social Security and Medicare (7.65%)	125,000	10.12
Matching State Retirement (21.68% to 22.64% projected increase) (Fixed)	1,471,000	119.10
Premium Increase in Health Insurance Cost from $6,647 to $6,791 (Fixed)	278,000	22.51
Total Increase to Employer Matching Benefit Costs	1,874,000	151.73
Project Advance Salary Differential Continuation		
Salary Differential Continuation	719,000	58.21
Matching Social Security and Medicare (7.65%)	55,000	4.45
Matching State Retirement (22.64% projected)	162,000	13.25
Total Salary and Benefits for Project Advance Continuation	936,000	75.78
Total Local Operating Budget Continuation Costs	**$ 5,034,000**	**$ 407.58**
LOCAL CURRENT OPERATING BUDGET PRIORITY EXPANSION COSTS		
Social and Emotional Learning/Mental Health Services Expansion	1,014,000	82.10
Elementary Math and English Intervention	880,000	71.25
Professional Development Office	550,000	44.53
District Senior Leadership Reorganization	65,000	5.26
Magnet Schools Dual Language Coordinator	80,000	6.48
Business and Financial Services Reorganization	80,000	6.48
Virtual Academy	305,000	24.69
Total Local Operating Budget Expansion Costs	2,974,000	240.79
Grand Total of Local Continuation and Expansion Costs	**8,008,000**	**648.37**

BOARD OF EDUCATION'S RECOMMENDED LOCAL OPERATING BUDGET FOR THE BUDGET YEAR 2021 - 22

DECREASE IN LOCAL FUND REVENUES		
Reduction in Interest Earned on Investment	(25,000)	(2.02)
Total Decrease in Local Fund Revenues	(25,000)	(2.02)
Deficit in Local Current Operating Budget	**8,033,000**	**650.39**
Fund Balance Appropriated	-	-
TOTAL DISTRICT APPROPRIATION REQUEST	**8,033,000**	**650.39**

*The ad valorem tax rate for 2021-22 is estimated to generate $2,146,501 per $.01 increase. The District receives approximately 63% of the revenue increase or $1.353,346. A 5.94 cents tax rate increase would be required to fund the $8,033,000 shortfall.

**The special district tax rate for 2021-22 is estimated to generate $1,363,791 per $.01 increase. The revenue neutral projected rate is 18.30 cents, down from the current 20.18 cents. The special district tax would need to increase by 5.89 cents from the revenue neutral rate to a new rate of 24.19 cents to fully fund the shortfall.

BOARD OF EDUCATION'S NON-RECURRING EXPENDITURES SUMMARY FOR THE BUDGET YEAR 2021 - 22

Non-Recurring Expenditures for Budget Year 2021-22		
Virtual Academy	$ 100,000	$ 8.10
Extended Day/Year Programs	445,000	36.03
Safety and Security Initiative - Phase I	525,000	42.51
Increased Custodial Costs Related to the COVID-19 Response	80,000	6.48
Temporary Services for the Human Resources Division	100,000	8.10
Total Non-Recurring Expenditures for Budget Year 21-22	**$ 1,250,000**	**$ 101.21**
ONE-TIME FEDERAL RELIEF FUNDING		
ESSER - II Cares Act Funding	$ 3,226,426	$ 261.23
ESSER - III (NCDPI Planning Allotment)	7,219,087	584.49
Total One-time Federal Relief Funding	**$ 10,445,513**	**$ 845.72**

Identified Needs in the School Budget Requests

Summary of General Takeaways from Elementary School Budget Requests:

- Our three Magnet/Dual Language schools requested the allocation of a Dual Language Coordinator position to serve as the liaison between the relevant District departments and the three schools.
- The pandemic and remote instruction have undoubtedly created a learning gap that must be remedied as our students return to in-person instruction. Every school indicated requests for increases in tutoring funding to provide additional support that would help fill these gaps.
- At the onset of the pandemic and remote instruction, our schools provided their students with necessary ARC materials to take home and supplement the remote instruction. Many schools noted that it is likely much of these materials will not make their way back to the schools once in-person instruction resumes. As such, many schools included requests to help replenish those resources and to continue implementing ARC training and programs into their curriculum.
- Every school mentioned a focus and a need for additional funding in Social and Emotional Learning (SEL). This will be a vital aspect of our students' learning as they return from over a year of limited social contact. Mental health will be an important issue to monitor with our students.
- Our three Magnet/Dual Language schools included a request for sponsoring visas (H1-B and Permanent Residency) especially for former CHCCS teachers that have been vetted (C3.04). We must be able to retain the Dual Language staff in whom we invest significant time, money, resources, and relationships.

Summary of General Takeaways from Middle School Budget Requests:

- Social Justice must remain at the forefront of our instruction, especially when we return to in person. Several schools mentioned the use of equity-based school wide book studies, equity training for staff, and equity staff teams to ensure there is always an equity lens provided with our instruction.
- Several schools highlighted the importance of addressing the disproportionality in student discipline, whether it be through additional staff training or implementing various student support systems.
- All schools mentioned SEL as a key focus when we ultimately do return to school. Mental health is a real and present concern for many students after being isolated and without much social interaction for the last 12 months. The presence of some form of Mental Health Experts would be a vital part of improving student success upon return.
- The need for remediation and catching up is going to be a major obstacle upon return. Filling the learning gaps created by the extended period of remote instruction will take time and effort beyond the normal scope of the classroom. Additional tutoring and remediation plans need to be in place to ensure our students are set up for success as we move forward.
- The pandemic has placed a burden on the relationship between the schools and the public. There is a lot of work that has to be done to repair these relationships and gain the full trust of the families around the District. Every school highlighted the importance of

family and community engagement and offered several ideas and programs to address this area of need.

Summary of General Takeaways from High School Budget Requests:

- Each high school requested that their Athletic Directors and Athletic Trainers be moved from 10-month employees to 12-month employees.
- Each high school requested the allocation of a testing coordinator at each school.
- Carrboro HS requested an additional AP that would also serve as the testing coordinator
- Additional Funds for First-year Transition.
    - Additional supplies, stipends for staff, and professional development related to first-year support will greatly improve the transition that has to be made by the students as they enter high school.

Our Mission

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

Our Vision

Our schools exist to provide experiences that empower, inspire and engage.

empower • inspire • engage

Student Success

Student Success 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.

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.

Family and 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.

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.

Board of Education

The Board of Education is comprised of seven community members elected to set policy and direction for the local school district. The Chapel Hill-Carrboro City Schools Board of Education includes seven members who serve four-year terms.

CHCCS School Board's Mission Statement:

To facilitate the CHCCS Mission by establishing and maintaining policies that are in the best interest of our students, communicating and engaging with key stakeholders, and hiring and collaborating with the district superintendent.

Jillian LaSerna,
Chair
jillian.laserna@chccs.k12.nc.us



Deon Temne,
Vice Chair
dtemne@chccs.k12.nc.us



Joal Broun
jbroun@chccs.k12.nc.us



Lisa Kaylie



Mary Ann Wolf
mawolf@chccs.k12.nc.us



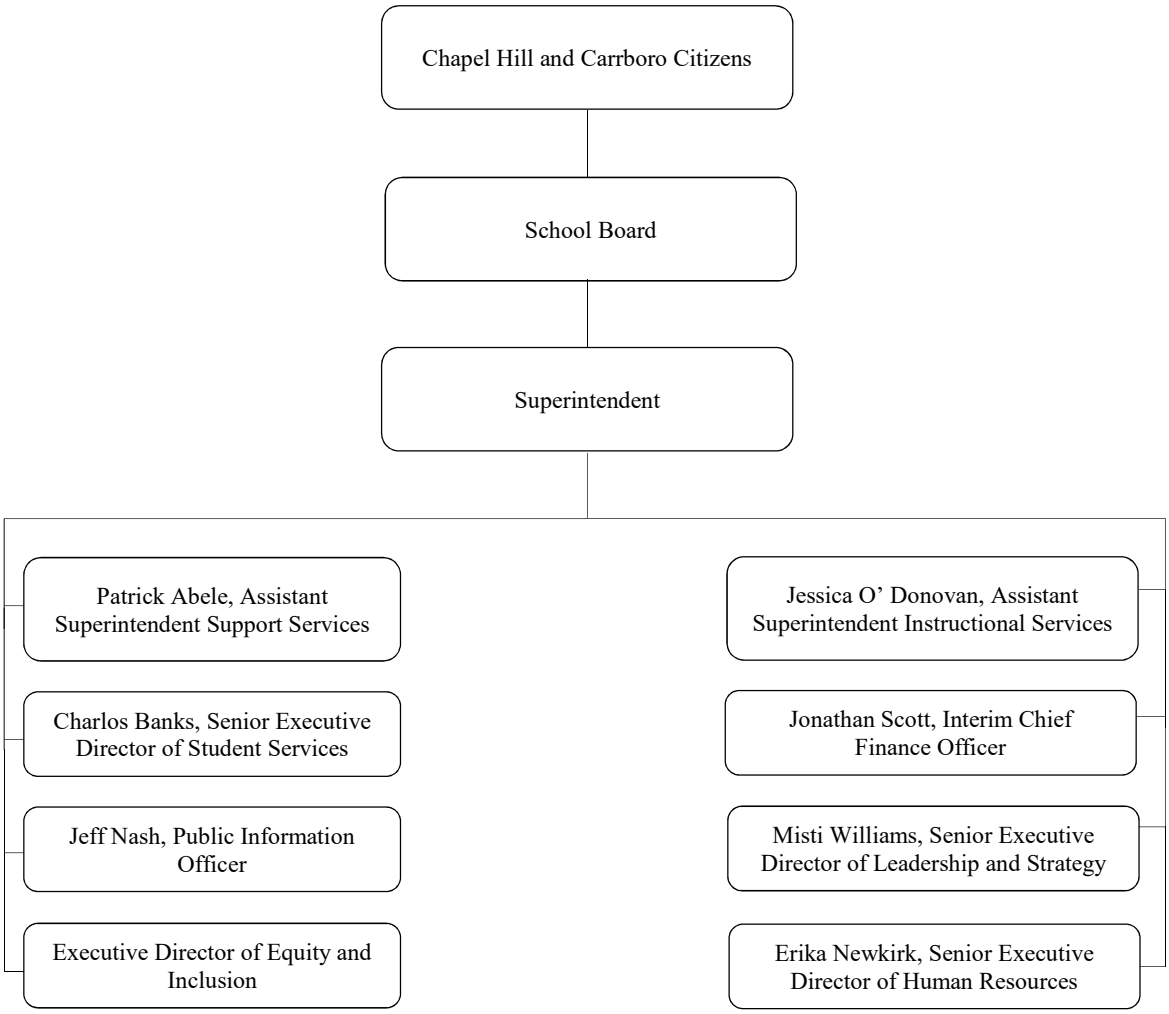
Ashton Powell
apowell@chccs.k12.nc.us



Rani Dasi
rdasi@chccs.k12.nc.us



Organization Chart



FY 2021-22 Budget Preparation Timeline

In accordance with North Carolina General Statute (GS 115C – 428), the Superintendent shall prepare a budget for the ensuing year and submit to the local Board of Education no later than May 1. Before submitting the prepared budget, the Board of Education may choose to hold a public hearing at which time any persons who wish to be heard on the budget may appear. North Carolina LEAs are fiscally dependent on the local governing body, which in the District's case is the Orange County Board of County Commissioners. After consideration of the budget and the public hearing, the Board of Education will submit the budget to the Orange County Board of County Commissioners no later than May 15 (GS 115C – 429).

The following is a summary of the budget preparation process timeline for the upcoming year:

November - December

- Finance Committee holds preliminary budget discussions
- Cabinet holds Budget Strategy Work Session
- The budget development process for gathering school and department budgets is considered and established

January – February

- Budget Request Worksheets are distributed to schools and departments
- Board of Education holds first budget work session
- Schools present budget requests to Cabinet based on school data, identified needs, schedules, and special circumstances
- Departments submit budget requests to Business and Financial Services Division
- Superintendent presents preliminary budget information to Board of Education

March - April

- Superintendent submits FY2022 Proposed Budget Request to the Board of Education
- Board of Education holds Public Hearing work session
- Board of Education holds budget work session for final consideration and review
- Board of County Commissioners holds budget work session for consideration and review
- Board of Education approves FY2022 Budget Request and submits to the Board of County Commissioners

May – June

- Board of County Commissioners holds Public Hearing on budget
- Board of County Commissioners holds work sessions to review requested budget
- Board of County Commissioners holds final Public Hearing and work session
- Board of County Commissioners adopts FY 2021-22 Local and Capital Fund budget
- Board of Education approves Final Budget Resolution for all Fund Codes

FY 2021-22 Budget Preparation Process

For this year's budget process, the District implemented an improved budget request process to gather data from Schools and Budget Managers. These changes primarily came from the advice and recommendations received from the Board's External Review.

The District updated the budget preparation process to move towards what is known as a "zero base" budgeting process. Essentially what this means is that instead of just adjusting the prior year's numbers, each department will submit a request based on what they predict will be needed in the upcoming year. This will result in a budget that is built solely from the needs of the upcoming year, without much attention to the previous year. This year, it is not intended to jump straight to a purely "zero base" process, so each department will be provided their current budget as a guide, with the ability to request and reallocate for any needs they predict in the upcoming year.

For each line item of the department's budget, we asked the manager to provide a few additional data points beyond the dollar amount requested:

- A Category and Subcategory that the expense fit into (i.e. new growth initiative, enhancement to existing program, continuation, etc.)
- Alignment to the Strategic Plan (Student Success, Employee Experience, Family and Community Engagement, Organizational Effectiveness)
- A written justification to provide details about the expense

We also asked a set of general questions for each request relating to the broader picture of the department within the District:

- A Department Description
- Achievements during the Prior Year
- Major Work Initiatives for the Upcoming Fiscal Year
- What are the equity impacts from this request?

Each piece of requested data is intentional in the overarching goal of building trust with our community. Stating the prior year's achievements and declaring the work initiatives of each department holds each department accountable year over year. The question on equity ensures that equity is at the forefront of everything the District does and documenting the known impacts holds the District accountable in this regard. Aligning each expense with the Strategic Plan ensures that everyone in the District is working in unison towards our District's goals. Justifying each expense ensures transparency and allows the public to gain a deeper understanding of the decisions made by the District.

Changes in Fiscal Management for FY 2021-22

Through the beginning of the current Fiscal Year (2020-21), the Board of Education requested and engaged in an External Financial Review of various processes related to the budget preparation and fiscal management processes of the District. The goal was to identify deficiencies and seek feedback on the many processes that the Business and Financial Services Division manages to ensure smooth and efficient budgeting, purchasing, and fiscal operations of the District. The External Financial Review produced several recommendations to ensure compliance with board policies and statutes, as well as best practices to maximize efficiency in these processes:

Budget Preparation Recommendations

1. As stated earlier, budget managers should identify in the budget process the need for all services contracts, and the consultants recommend following a process for service contracts of over a certain dollar threshold (possibly $10,000) that was outlined by a staff member during an interview.
2. As a part of the annual budget process, we recommend identifying needs, bidding the anticipated purchases, selecting one or more vendors, contracting for a realistic "not to exceed" and getting Board approval prior to July 1. As described in the best practices section, the contract should be encumbered in early July so that the software will prompt the budget manager and the finance officer if/when the contracted budget amount needs to be exceeded and an amended contract is required.

As stated in the budget preparation process, the District shifted towards "zero-base" budget requests in which each school and department make a request based on their needs for the upcoming year. The budget worksheets provided to each of our schools allowed them to identify service contracts and other needs prior to the start of the fiscal year. Therefore, when the new fiscal year begins, budget managers can encumber the funds necessary to cover those contracts.

Fiscal Management Recommendations

3. When staff members consider purchases with vendors who offer both services and supplies, material, or equipment, the consultants recommend that the contract no longer be considered a contract for services and follow the provisions of Policy 6430.
4. In the operations area, the consultants recommend the current practice for purchases above $25,000 (the assistant superintendent of operation's threshold) for all purchases between $25,000 and $90,000: identify three vendors who can provide the supplies, material, or equipment; receive informal quotes from at least two vendors (can be collected by phone or e-mail); select the lowest responsible quotation; document the request and response; and then purchase the supplies, materials, or equipment.
5. If construction work is expected to cost between $30,000 and $300,000 then the informal bid process outlined in Recommendation #7 should be used: identify three vendors who can complete the construction work; receive informal quotes from at least two vendors (can be collected by phone or e-mail), select the lowest responsible quotation, document the request and response, and then construct the project. (G.S. 133-1.1 requires that architectural and/or engineering (A&E) design services be used on certain projects –

these requirements are reflected in the recommended policy changes for Policy 9030 below).

6. If the construction project is expected to cost in excess of $300,000, then bid specifications must be prepared by an architect or engineer, with the project formally advertised, and bids solicited. (A pre-bid meeting should be conducted for large complicated projects.) Once the successful bidder is identified, the contract should go to the school board attorney and then to the Board for approval.

The District has revised several policies as a result of the Financial Review. Board Policies 6420, 6430, and 6450 were all reviewed and updated to provide clearer language for intent and understanding for all users. In December, 6420 was revised to clarify the language surrounding multiple contracts with vendors within the fiscal year. Payments to a single vendor cannot exceed $90,000 in aggregate during a fiscal year. Additionally, contracts cannot be divided between fiscal years to with the purpose of avoiding this threshold. In December, 6450 was also revised to clearly state the situations in which informal bidding and formal bidding are required. In February, 6430 was revised to clarify the language surrounding the Board and Superintendent's ability to reject contracts under certain circumstances.

To implement all of these procedural changes effectively, a Contract Routing form is used to proactively identify the required approval and actions to be taken before the writing of any contracts. This allows for proper review by all necessary staff and clearly explains the competitive environment, informal bidding, and formal bidding requirements.

Position Recommendations

7. The consultants recommend that the Board consider employing in-house legal counsel to assist the Board in all these matters.
8. Business and Financial Services will need to fill the Purchasing Agent position vacated due to retirement on January 1.
9. The consultants recommend that the Director of Business and Financial Services position, vacated when Jonathan Scott was named interim Finance Officer, be filled to provide additional purchasing and contracting oversight.

Each of these positions is addressed by the Superintendent's Local Operating Budget Request in the reorganization for senior level District leadership and the Business and Financial Services reorganization plan. All three positions will relieve pressures and bottlenecks in various purchasing, reporting, and managing processes in the Business and Financial Services Division.

Other Fiscal Management Procedures Changes

Independent from the Financial Review, the District has implemented some other procedural changes relating to fiscal management. The first is a monthly report to the Board that details all vendors that have received payment from the District over $50,000 in aggregate during the current fiscal year. This report allows both the Board and the public to review the District's purchasing practices and hold the District accountable to its purchasing policies. Beyond that, the District has implemented complete digitization of the purchasing process. In order for a purchase

order to be approved and created, the document cabinet in the ERP system must contain all of the relevant documentation. This would include items like the bids and quotes received for the purchase, the completed service contract, and other miscellaneous documents. This benefits the District in aligning with its sustainability goals and provides an easily accessible, permanent document trail should any of this information need review in the future. Finally, the District has moved to using an attorney-created contract template. This template both protects the District when entering into service contracts with vendors and streamlines the contract writing process so our purchasing process can continue efficiently. It also ensures that the District member entering into the contract provides every piece of required information in the contract, to avoid any situations where important information is accidently omitted. Each of these procedural changes were set up to ensure compliance and increase efficiency in their various aspects of the fiscal management process for the District.

Summary of Revenues and Expenses by Fund

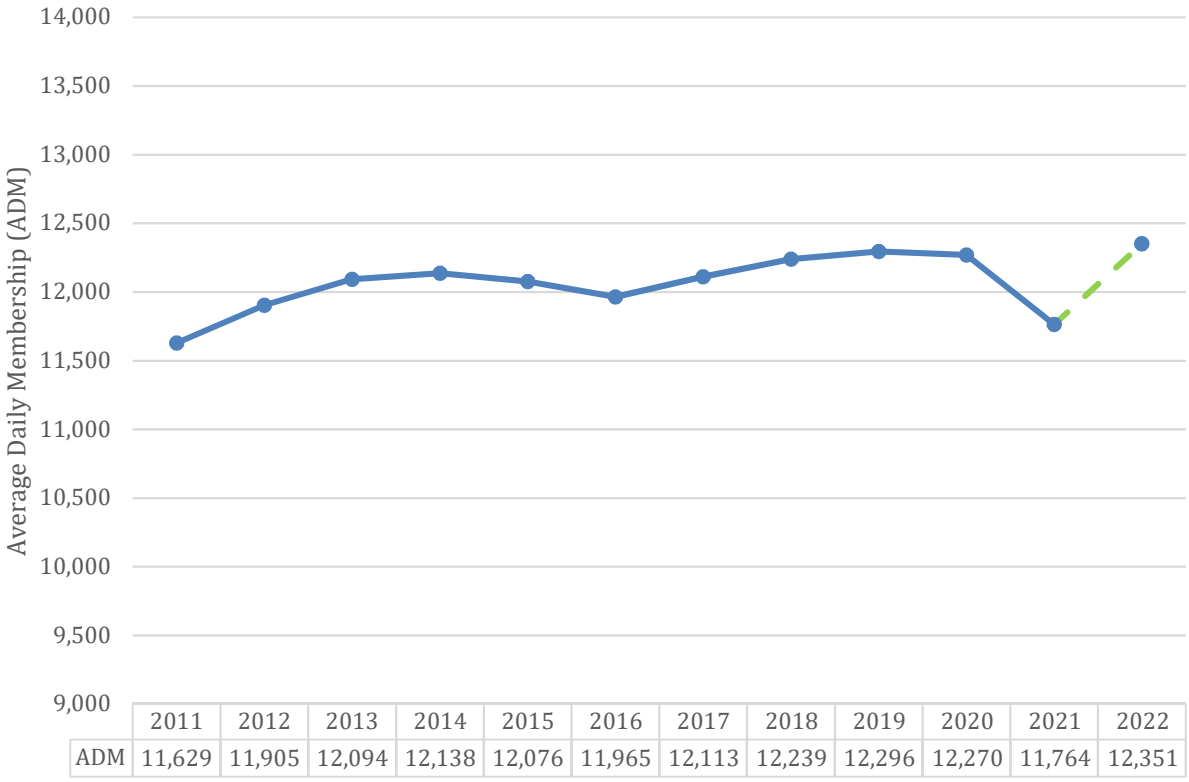
	State Public School Fund	Local Operating Fund	Federal Grants Fund	Capital Outlay Fund	Child Nutrition Fund	Community Schools Fund	Other Local Revenues Fund	Total
Revenues:								
State	TBD	$ -	TBD	TBD	TBD	TBD	TBD	
Local	TBD	86,549,842	TBD	TBD	TBD	TBD	TBD	
Federal	TBD	-	TBD	TBD	TBD	TBD	TBD	
Fund Balance Appropriated	TBD	-	TBD	TBD	TBD	TBD	TBD	
Fund Transfers	TBD	528,000	TBD	TBD	TBD	TBD	TBD	
Total Revenues	TBD	**$ 87,077,842**	TBD	TBD	TBD	TBD	TBD	
Expenditures:								
Instructional Services	TBD	$ 63,376,898	TBD	TBD	TBD	TBD	TBD	
System-Wide Support Services	TBD	22,738,722	TBD	TBD	TBD	TBD	TBD	
Ancillary Services	TBD	1,692	TBD	TBD	TBD	TBD	TBD	
Non-Programmed Charges	TBD	960,530	TBD	TBD	TBD	TBD	TBD	
Capital Outlay	TBD	-	TBD	TBD	TBD	TBD	TBD	
Total Expenditures	TBD	**$ 87,077,842**	TBD	TBD	TBD	TBD	TBD	

Fiscal Year Budget Comparisons

	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Budget	FY22 Proposed	Budget Change FY21 to FY22	Percent Change FY21 to FY22
State Public School Fund							
Revenue	$66,728,884	$74,573,183	$75,505,555	$78,457,074	TBD		
Expenditures	66,728,884	74,573,183	75,505,555	78,457,074	TBD		
Ending Net Balance	-	-	-	-	-		
Local Operating Fund							
Revenue	76,775,899	76,978,927	79,044,842	79,236,083	87,077,842	8,033,000	10.14%
Fund Balance Appr.	1,034,334	-	3,100,000	4,983,261	-	-4,983,261	-100.00%
Expenditures	74,948,800	75,960,350	75,990,307	84,219,344	87,077,842	2,858,498	3.39%
Ending Net Balance	**1,827,099**	**1,018,577**	**3,054,535**	-	-		
Federal Grants Fund							
Revenue	3,475,998	3,564,746	2,899,485	5,178,432	TBD		
Expenditures	3,475,998	3,564,746	2,899,485	5,178,432	TBD		
Ending Net Balance	-	-	-	-	-		
Capital Outlay Fund							
Revenue	9,647,613	27,902,044	42,904,734	29,557,325	TBD		
Expenditures	9,089,561	27,920,558	42,261,878	29,557,325	TBD		
Ending Net Balance	**558,052**	**(18,514)**	**642,856**	-	-		
Child Nutrition Fund							
Revenue	4,608,078	4,564,049	4,416,601	4,851,966	TBD		
Expenditures	4,637,871	4,190,759	4,215,226	4,851,966	TBD		
Ending Net Balance	**(29,793)**	**373,290**	**201,375**	-	-		
Community Schools Fund							
Revenue	2,197,573	2,073,300	1,804,391	1,981,189	TBD		
Expenditures	2,460,001	1,934,825	1,504,712	1,981,189	TBD		
Ending Net Balance	**(262,428)**	**138,475**	**299,679**	-	-		
Other Grants Fund							
Revenue	2,454,278	6,403,734	7,029,764	10,497,954	TBD		
Expenditures	2,164,566	5,039,192	5,677,850	10,497,954	TBD		
Ending Net Balance	**289,712**	**1,364,542**	**1,351,914**	-	-		
Total Net Position	**2,382,642**	**2,876,370**	**5,550,359**	-	-	-	

Enrollment Trends and Forecast

Prior to this year, the District had seen steady enrollment growth over the last 10 years with average growth just under 1% each year. This year's enrollment is much more complicated than in previous years. The COVID-19 pandemic has introduced major uncertainty for families around the District, and it is difficult to predict how many students will return to our schools in the new school year. The graph below highlights the overall trend of student enrollment across the last 10 years:



	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
ADM	11,629	11,905	12,094	12,138	12,076	11,965	12,113	12,239	12,296	12,270	11,764	12,351

*if adopted at the projected FY2021-22 adjusted level of 12,351 ADM

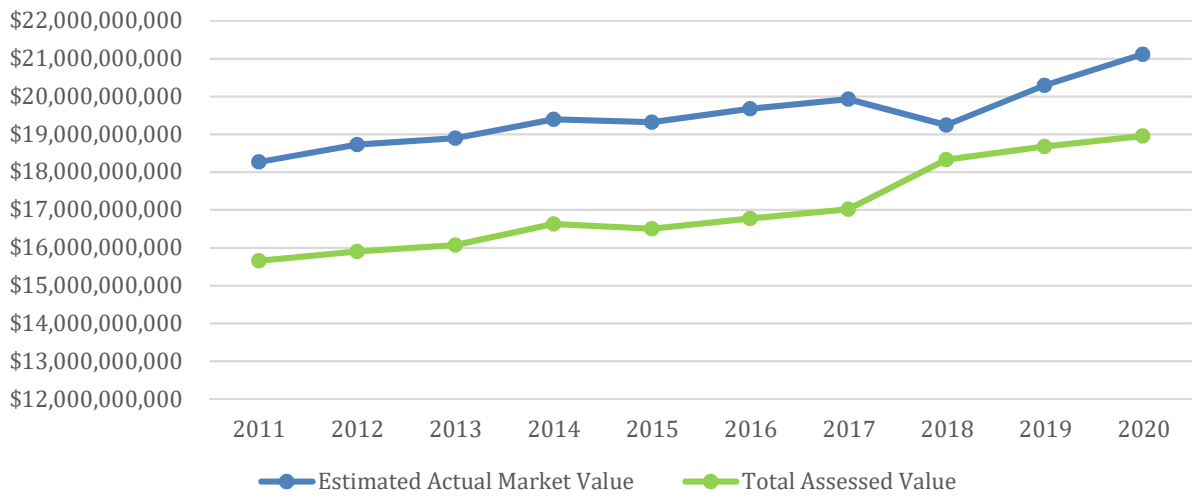
The District adopts its budget for the upcoming year in June based on what the projected enrollment is at that time. The actual number of students enrolled is taken on the 40th school day of the year. The table below shows the prior year's adopted enrollment, the prior year's 40th Day enrollment, and the State's initial projection of enrollment:

	FY 2021 Adopted Enrollment	FY 2021 40th Day Enrollment	FY 2022 Projected Enrollment	FY21 40th Day to FY22 Projection	
				Change	Percent
Elementary School	5,307	4,926	5,246	320	6.50%
Middle School	3,870	3,909	3,128	(781)	-19.98%
High School	3,072	2,912	4,059	1,147	39.39%
Other	30	17	20	3	17.65%
Total	**12,279**	**11,764**	**12,453**	**689**	**5.86%**

Tax Base and Rate Trends

Real property taxes are levied on the assessed value of real estate owned by businesses, individuals, and public service corporations. Personal property taxes are levied on the assessed market value of tangible property such as vehicles, mobile homes, heavy equipment, machinery, and tools. Real property tax assessments are conducted by the County Assessor, while personal property assessments are conducted by the Commissioner of the Revenue. Both real and personal property taxes are levied on 100% of assessed market value. Rates are established per $100 of assessed value. The total tax base and tax rates for Orange County over the last 10 fiscal years are summarized below:

Fiscal Year	Real Property	Personal Property	Public-Service Companies	Less Tax-Exempt Property	Total Assessed Value	Direct Tax Rate	Estimated Actual Market Value	Assessed Value as % of Actual Value
2020	$16,974,899,491	$1,726,673,593	$337,564,917	$82,646,419	$18,956,491,582	0.868	$21,116,733,410	89.77%
2019	16,603,198,106	1,821,061,820	337,735,426	80,381,765	18,681,613,587	0.850	20,299,482,328	92.03%
2018	16,385,248,774	1,711,150,366	315,583,138	81,081,408	18,330,900,870	0.838	19,247,060,972	95.24%
2017	15,168,750,327	1,620,578,558	306,434,830	71,244,631	17,024,519,084	0.878	19,932,700,016	85.41%
2016	15,020,157,254	1,442,897,338	382,744,805	67,617,005	16,778,182,392	0.878	19,676,536,170	85.27%
2015	14,863,350,430	1,461,891,252	244,191,811	67,500,359	16,501,933,134	0.878	19,323,118,424	85.40%
2014	14,734,501,833	1,724,462,428	239,923,242	66,527,135	16,632,360,368	0.858	19,398,362,762	85.74%
2013	14,630,730,056	1,274,117,983	235,565,073	64,439,641	16,075,973,471	0.858	18,896,681,052	85.07%
2012	14,509,087,828	1,217,661,746	234,219,001	61,832,450	15,899,136,125	0.858	18,726,408,865	84.90%
2011	14,349,991,992	1,173,260,442	228,934,751	92,197,005	15,659,990,180	0.858	18,269,667,186	85.72%



Debt Obligations and Changes

The District maintains a very healthy financial obligation position by incurring low amounts of debt only when necessary. The District recommended and the Board approved the payoff of a loan with Grapeland State Bank that was used to upgrade the GPS systems in buses around the District. The total amount paid off was approximately $55,000 that would have matured in June of 2022. The only major debt obligation entered into during FY 2021 thus far was an installment purchase from Trinity 3 Holdings, LLC to provide each of our secondary students with Chromebooks. This was a 4-year agreement totaling $3.44 million. Payment of the year 1 obligation has already been made, which brings the remaining obligation down to $2.58 million.

Year Ended June 30	Installment Purchases	Total Debt Obligations	Per Capita
2020	$ 194,468	$ 194,468	N/A
2019	344,995	344,995	$ 2.32
2018	362,825	362,825	2.48
2017	167,778	167,778	1.16
2016	597,416	597,416	4.21
2015	601,602	601,602	4.26
2014	890,391	890,391	6.34
2013	1,212,475	1,212,475	8.64
2012	39,468	39,468	0.29
2011	137,760	137,760	1.03

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

Note: This table is a ten-year schedule. However, current year county level annual population estimates are not released by the U.S. Census Bureau until the spring of the following year. Therefore, June 30, 2020 population-based information will be shown above as "N/A", and the information will be reported for the year ended June 30, 2021, if applicable.

Orange County Schools

2021-2022
Local Budget
Funding Request



Dr. Monique Felder, Superintendent


OCS
Reimagined

Table of Contents

Introduction

Board of Education 4

Superintendent's Message..... 5

Central Services Organization Chart..... 7

Orange County Schools Budget at a Glance..... 8

Who Works In Orange County Schools..... 10

Who We Serve..... 11

Success During a Pandemic..... 13

Struggles During a Pandemic..... 14

Financial Section

FY 2021-22 Budget Proposal..... 18

FY 2021-22 Local Budget Request..... 19

FY 2021 Fund Balance Projection..... 24

Coronavirus Relief Funds..... 25

FY 2021-22 Capital Investment Plan..... 26

Board of Education



Hillary Mackenzie
Board Chair
hillary.mackenzie@orange.k12.nc.us



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



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



Carrie Doyle
Board Member
carrie.doyle@orange.k12.nc.us



Bonnie Hauser
Board Member
bonnie.hauser@orange.k12.nc.us



Jennifer Moore
Board Member
jennifer.moore@orange.k12.nc.us



Sarah Smylie
Board Member
sarah.smylie@orange.k12.nc.us

Superintendent's Budget Message

April 20, 2021

As planning and preparation begins for the 2021/2022 school year, Orange County Schools finds itself facing many challenges, not all of which are unique to our district. Like districts across the state, the focus in 2020-2021 quickly turned from getting students access to remote learning to getting students and staff, safely, back into our buildings. Orange County Schools has successfully transitioned students and staff back into our buildings with seven elementary schools currently operating in Plan A and the three middle and high schools operating in Plan B.

As you know, the infusion of additional funds from; (1) The Coronavirus Aid, Relief & Economic Security Act known as CARES Act, (2) The Coronavirus Response & Relief Supplemental Appropriations Act known as CRSSA Act and (3) The American Rescue Plan known as ARP Act, enabled school districts to better respond to the ever-changing environment COVID presented although infused with many restrictions. The FY2022 budget presented for Commissioner consideration incorporates the district plan for the additional funding, to be released later this fiscal year, from the CRSSA and ARP Acts. Thankfully, Legislatures relaxed restrictions in the CRSSA and ARP Acts to enable school districts the flexibility needed to address learning loss, provide remediation and enrichment opportunities and provide the much needed social and emotional support students and staff are needing after a pandemic.

The budget presented for consideration was developed in alignment with the following four priorities that remain the focus of OCS:

1. Equity – Ensuring ALL students have what they need to be successful; eliminating disparities and creating supportive, safe, inclusive & responsive learning environments.
2. Literacy – To ensure that ALL students are proficient in their ability to read, write, listen, speak and think critically across all content areas.
3. Climate & Culture/Social Emotional Learning (SEL) –Creating safe, healthy and inclusive learning and work environments that ensure student and staff success and well-being.
4. Family Engagement – Engaging, empowering and giving voice to all families which is vital to the success and continual achievement of our students.

Focus in these areas afforded OCS the ability to make strides during a pandemic and will provide the necessary structures and frameworks to close gaps in the upcoming school year. Through the leadership of the School Board and the staff within OCS, we were still able to accomplish great things.

- *Equity: Partnered with IDRA to provide equity training to school-based staff on topics such as culturally responsive teaching; reviewing district policies through an equity lens; providing training to the Board of Education on a number of equity topics; etc.*
- *Literacy: Successfully stood up a remote learning model of instruction; converted in-person curriculum for an online platform; implemented a district-based assessment tool in absence of state assessments to monitor student progress; developed and implemented self-paced option for students; planning for professional development that will build staff's capacity regarding the Science of Reading and the implementation of new curriculum that will provide access to more rigorous curriculum; opened five Supervised Learning Labs to provide families a safe environment for their students to learn while parents continued working; etc.*
- *Climate & Culture/SEL: Developed and implemented in-person small group learning opportunities to meet the academic and SEL needs of students; provided supplemental meals to the community (i.e. food boxes, meals over weekends and during breaks); implemented numerous health and safety protocols; etc.*

Superintendent's Budget Message

- *<u>Family Engagement:</u> Improved communications by launching a new website with translation features; hired Family Liaisons who are bilingual at all schools to support family engagement; applied and was accepted to the Flamboyan Foundation Fellowship in an effort to better engage our families; established a Essential Partners Committee with the faith-based community and business partners designed to improve outreach to marginalized families; etc.*

Although great things were and continue to be accomplished, we realize much work lies ahead in service to children. The budget presented for your consideration requests the necessary funding to support our budget as follows:

- Increase in charter enrollment of 34 students
- Anticipated state mandated salary and benefit increases of 5.7% for certified staff (teachers) and 5.0% for non-certified staff
- Operational cost increases to support the necessary service agreements for hotspots distributed to students lacking broadband connectivity, increased square footage with the Cedar Ridge High School wing addition and the necessary bilingual staff added to afford communication with our Spanish speaking families.
- $985,800 in expansion budget to afford additional staff to better support students' academic and/or SEL needs to address the impact of COVID including remediation, readiness and enrichment needs and the health and safety needs for students and staff.

Additionally, we have incorporated several expansion budget items for consideration which will afford the district maximum use of the ESSER II and III funding anticipated later this fiscal year. Our current plan will utilize ESSER funding to support:

- Improvement of teaching and learning through professional development and curriculum enhancements to improve rigor and access
- Increase staff's capacity to provide high quality literacy instruction across all content areas
- Extended Learning Opportunities (i.e., Summer Scholars Program, Saturday Academy)
- Opening of a new stand-alone virtual school--OCS Online Academy
- Enhancing school-based staffing in support of student learning and well-being (i.e., school counselors, math coaches, interventionists, additional teacher assistants, etc.)
- Possible reimagined choice programs
- School-level grants to support the year-round customized needs identified by principals and their staff

Orange County Commissioners have and continue to be responsive to our students' needs, but we continue to face new mandates at the state and federal level. Our budget request for the 2021-2022 school year includes $37.3 million in support of continued operations and $0.9 million in expansion requests for a total request of $38.3 million. This would require an increase in per pupil spending of $357.00.

We believe the budget presented for your consideration aligns with the Orange Schools Strategic Plan and our continued focus on Equity, Literacy, Climate/Culture and SEL and Family Engagement. We look forward to the year ahead and celebrating the successes of our students, staff and families.

Sincerely,



ORANGE COUNTY SCHOOLS
CENTRAL SERVICES LEAD ADMINISTRATORS

Superintendent's Office

Dr. Monique Felder	Superintendent
Dr. Kathleen Dawson	Deputy Superintendent

Curriculum and Instruction

Ambra Wilson	Executive Director of Literacy
Jason Johnson	Executive Director Student Support & School Improvement
Dr. Chris Gammon	Executive Director Curriculum & Instruction
Connie Crimmins	Director, Exceptional Children
Sherita Cobb	Director,Student Support
Shannon Braxton	Director, College and Career Readiness
Crystal Vaught	Director, Testing & Accountability

Operations

Vacant	Chief Operations Officer
Roger Ivey	Director, Maintenance
Jarwin Hester	Director, Environmental Health & Safety
Sara Pitts	Director, Child Nutrition Services
Larry Albert	Director, Transportation

Finance

Rhonda Rath	Chief Finance Officer

Human Resources

Teresa Cunningham-Brown	Chief Human Resources Officer

Information Technology

Todd Jones	Chief Technology Officer

Communications

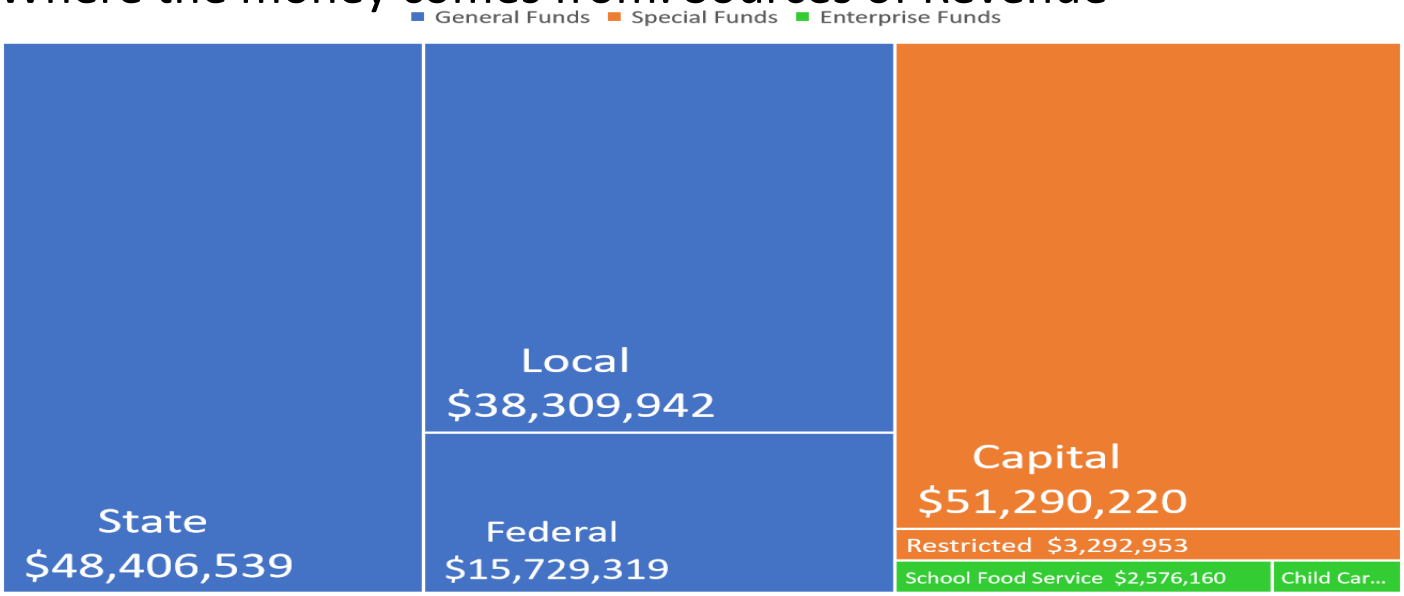
Melany Stowe	Public Information & Family/Community Engagement Officer

Equity

Dr. Dena Keeling	Chief Equity Officer

Budget at a Glance

Where the money comes from: Sources of Revenue



$160.5 million in total budgeted revenues for the 2021-22 school year

General Revenue Funds—$102.4 million—63.8% of total revenue—$12,632 per pupil
These funds support districtwide instructional programs, operations and administration.

- ⇒ **State Public School Fund**—$48.4 million—$5,969 per pupil—represents the largest revenue source for Orange County Schools. This revenue is generated primarily from state income and sales taxes. These revenues are intended to adequately support basic instruction programs for North Carolina's students.
- ⇒ **Local Operating Fund**—$38.3 million—$4,724 per pupil—is comprised primarily from Orange County property and sales taxes. These revenues support school building maintenance and operations and supplement state funds for instructional programs.
- ⇒ **Federal Grants Fund**—$15.7 million—$1,937 per pupil—includes Covid relief funds allocated to Orange County Schools from the Elementary & Secondary School Emergency Relief Fund (ESSER II & III). These revenues provide additional support for students with disabilities as well as our elementary schools with a high proportion of children from low income families.

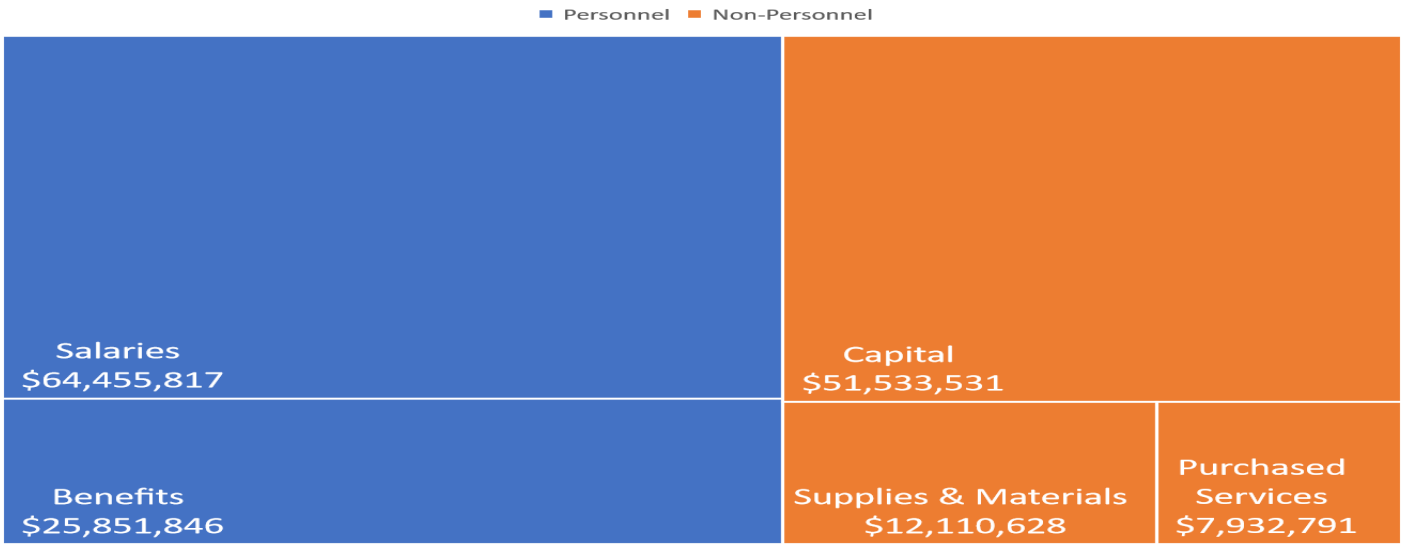
Special Revenue Funds—$54.6 million—$6,730 per pupil—are restricted for specific purposes.

- ⇒ **Capital Outlay Fund**—$51.3 million—$6,324 per pupil—consists primarily of proceeds from local general obligation bonds, Supplemental deferred maintenance funding, local annual operations and maintenance appropriations and proceeds from the state lottery. North Carolina law stipulates that counties are charged with building, equipping and maintaining school facilities.
- ⇒ **Other Restricted Fund**—$3.3 million—$406 per pupil—represents funds received rom other sources for specific purposes. The largest component of this fund is Medicaid/MAC and nurse reimbursements.

Enterprise Funds—$3.5 million—$427 per pupil—consists of the School Nutrition and Child Care funds. The revenues received in these funds are based on fees for service. They are intended to be self-supporting.

Budget at a Glance

Where the money goes: Expenses by Category



$160.5 million in total budgeted expenses for the 2021-22 school year

Personnel—$90.3 million

- ⇒ **Salaries**—$64.5 million—represents state base pay, local supplements, extra duty pay and all other supplements such as longevity pay for classified staff..
- ⇒ **Benefits**—$25.9 million—includes an estimated $6,791 employer health insurance contribution for full time employees, an estimated employer contribution of 22.97% of employee salary towards the Teachers and State Employees Retirement System for full time employees, and the matching 7.65% employer matching contribution for Social Security/Medicare (FICA) taxes for all employees.

Capital Investments—$51.5 million

Represents general contracts and repairs pertaining to major building repairs and maintenance (Roofing, HVAC, Security, etc) in addition to architect fees and improvements to existing sites. Capitalized assets purchased with State, Federal or local funds are also included as well as the installment payment associated with 1:1 technology device refresh.

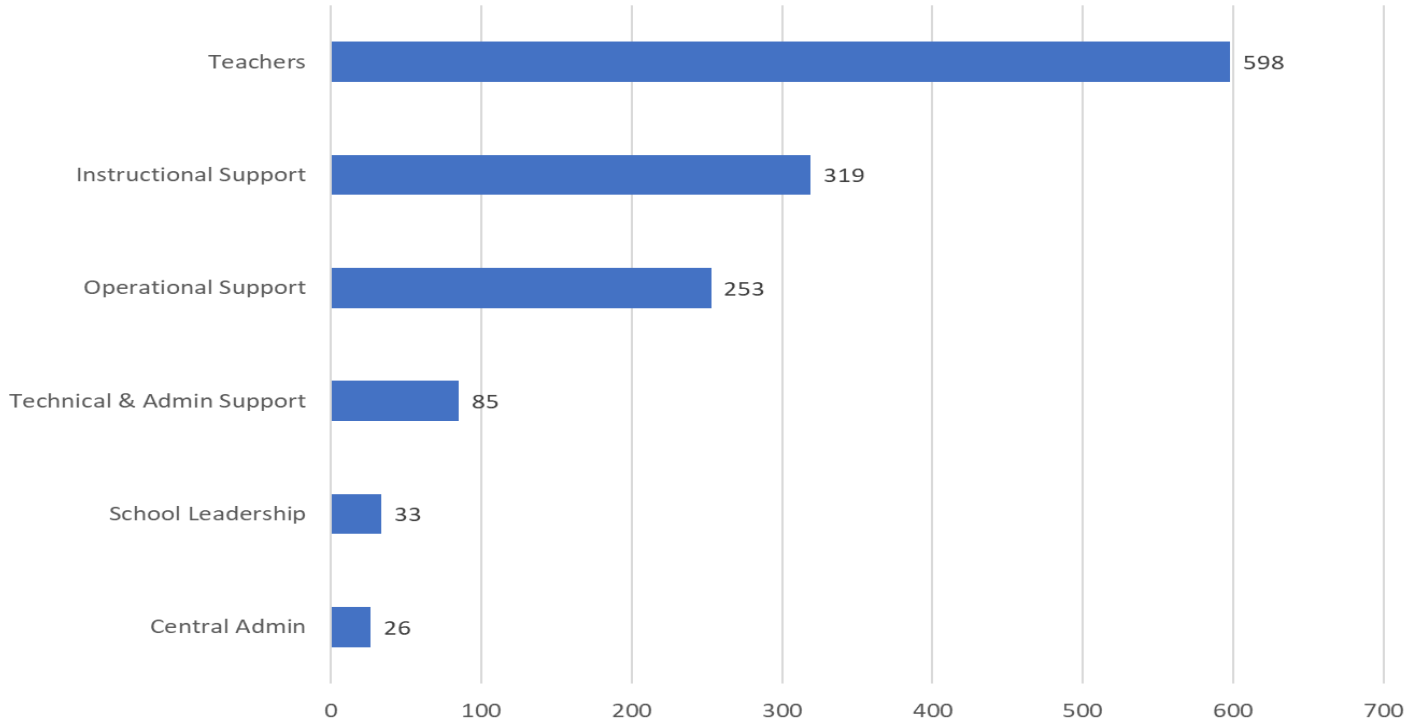
Supplies & Materials—$12.1 million

Comprised of any article or material that: 1) is consumed in use; 2) loses its original shape or appearance with use; 3) is expendable; 4) inexpensive; and 5) loses its identity through incorporation into a different or more complex unit. OCS major expenses include textbooks and curricula, computer hardware and software and classroom supplies. Operational expenditures surrounding custodial supplies, fuel, tires and replacement parts for transportation are also included.

Purchased Services—$7.9 million

OCS major purchases include utilities (water/sewer, electricity, phone, natural gas), building and equipment repairs, printer/copier lease, transportation, legal fees and insurance.

Who Works in Orange County Schools



Teachers—598 (45.5% of all OCS staff)
Includes regular classroom instruction personnel (standard course of study), art/music/physical education/ world languages, specialized instruction for students w/disabilities, English Language Learner and academically/intellectually gifted.

Instructional Support—319 (24.3% of all OCS staff)
Includes teacher assistants, math and literacy coaches, instructional facilitators, media, guidance counselors, social workers, nurses, psychologists, school-based specialists, speech pathologists, physical and occupational therapists, interpreters, translators and bus monitors.

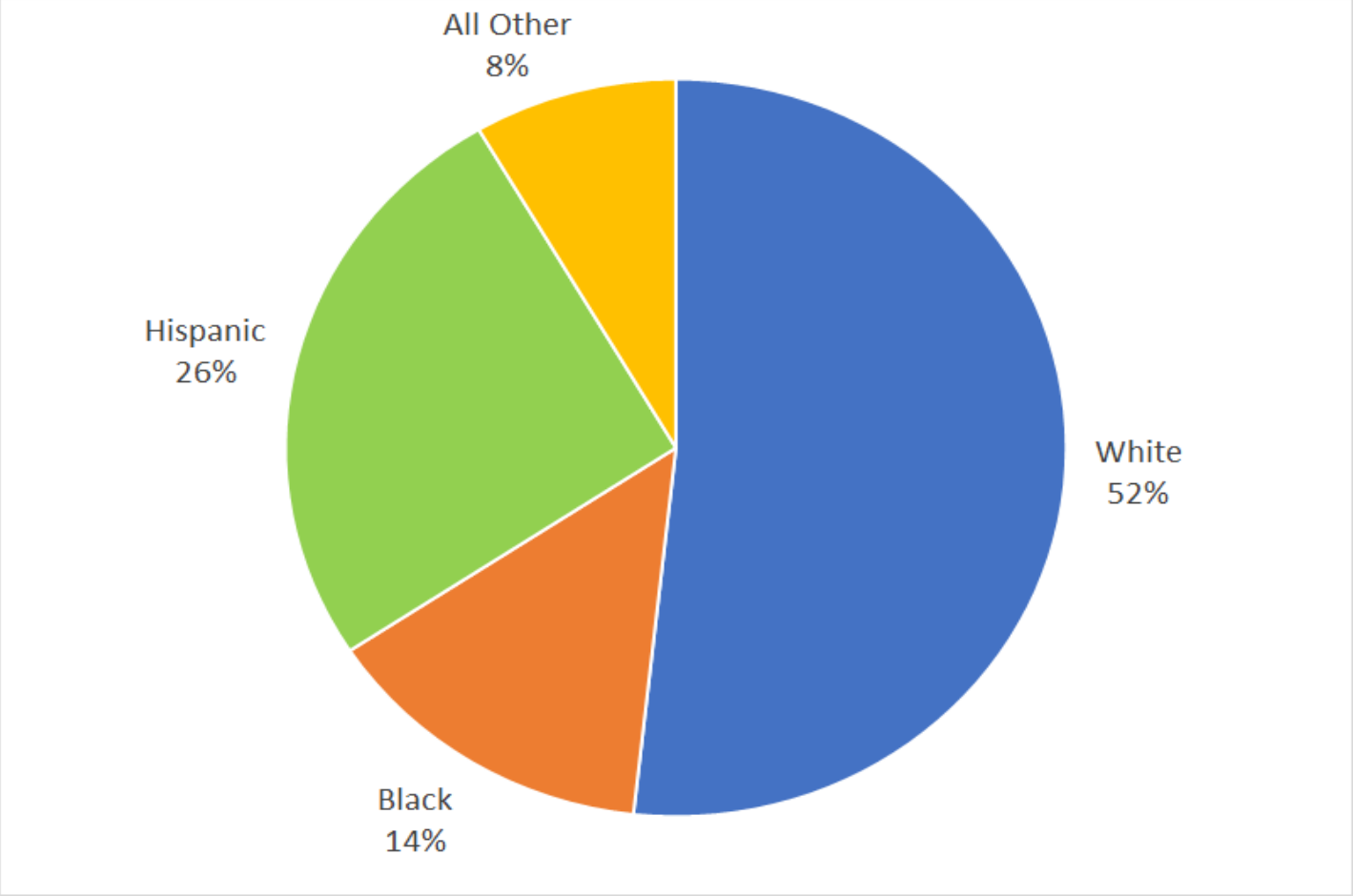
Operational Support—253 (19.3% of all OCS staff)
Includes bus drivers, custodians, cafeteria workers and skilled trades workers (i.e. HVAC, plumber, etc)

Technical & Administrative Support—85 (6.5% of all OCS staff)
Includes school level treasurer/bookkeepers, IT technicians, secretaries as well as administrative staff in finance, human resources, operations and curriculum and instruction.

School Leadership—33 (2.5% of all OCS staff)
Represents principals and assistant principals at the thirteen OCS school locations.

Central Administration—26 (2.0% of all OCS staff)
Includes senior leadership, directors, and supervisors across curriculum, administrative and operational support services

Who We Serve



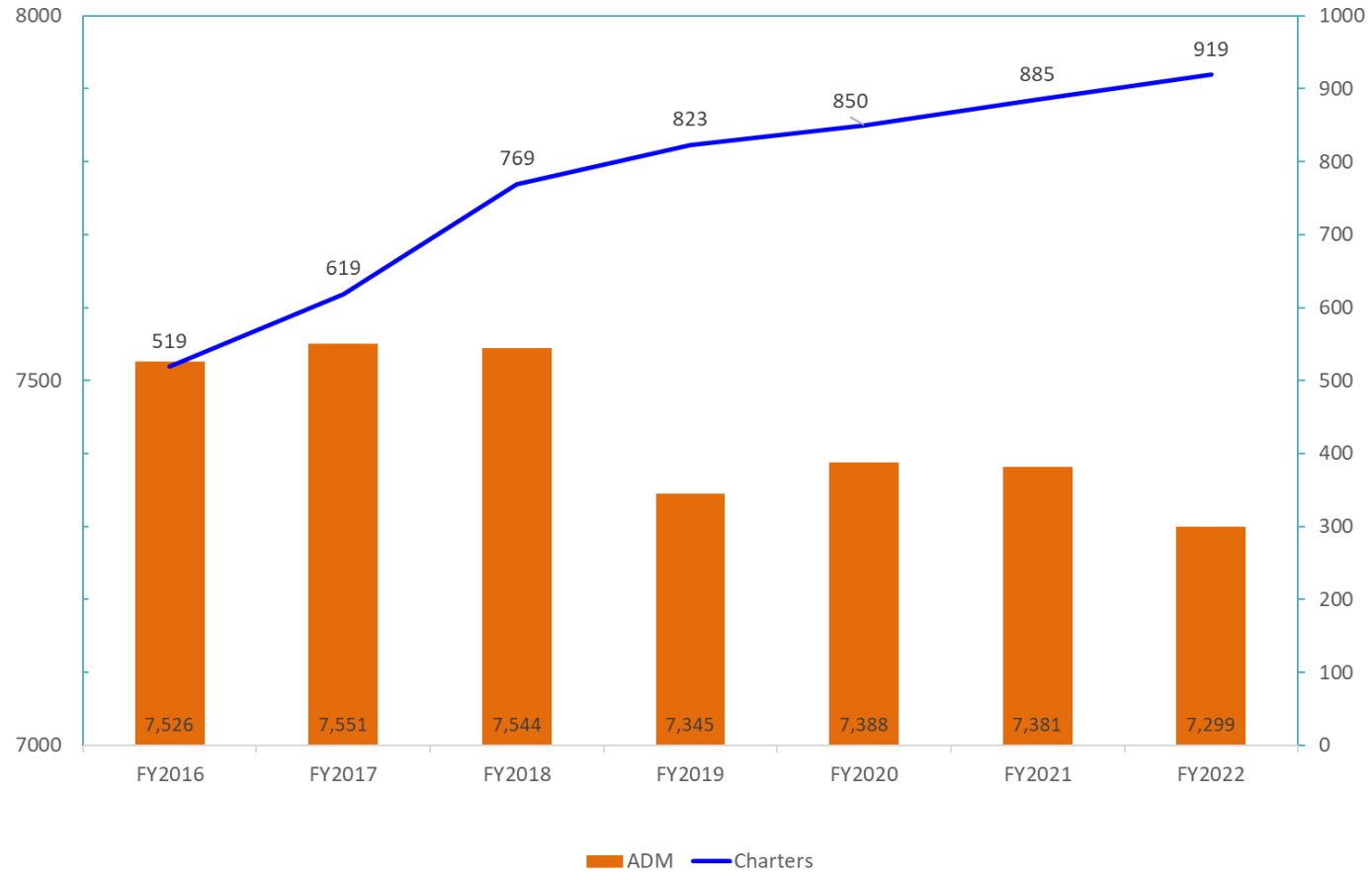
Orange County Schools serves 7,299 students. Of our 7,000 plus students:

- 10.82% are English language learners. Represents students who are unable to communicate fluently or learn effectively in English.
- 12.70% receive special education services. Services provided, at no cost to the parents, that include special classroom instruction-at home, hospitals or other institutions
- 17.34% are academically/intellectually gifted. Students who perform or show the potential to perform at substantially high levels of accomplishment when compared with others their age, experience or environment.
- 41.80% receive free and reduced price meals. Students who qualify for meal assistance based on household income. Income eligibility standards range include (not conclusive representation):

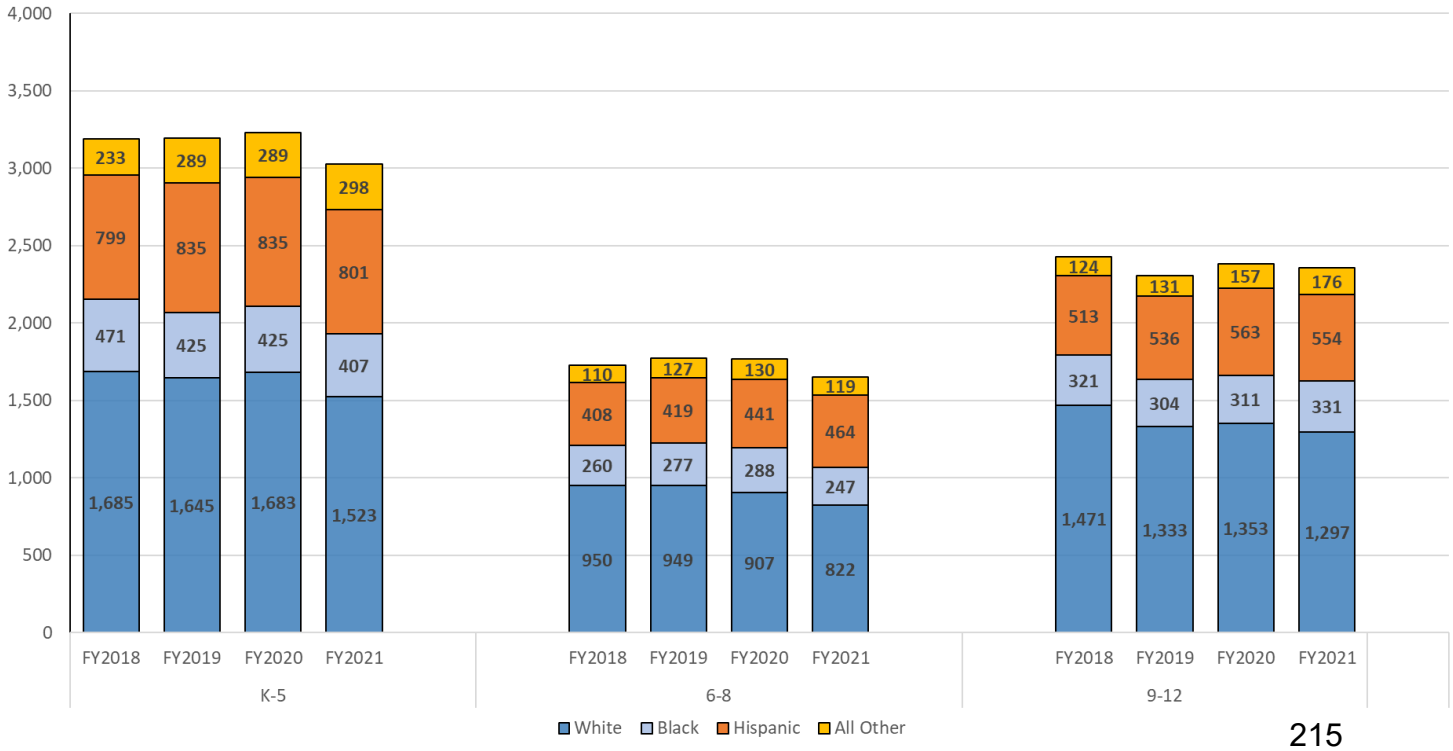
Household Size	Annual Income—Free Meals	Annual Income—Reduced Meals
1	16,744	23,828
4	34,450	49,025
7	52,156	74,222

Full income eligibility can be found at https://childnutrition.ncpublicschools.gov/information-resources/eligibility/eligibility-income-eligibility-guidelines

Who We Serve



Orange County Schools Enrollment By Grade & Ethnicity

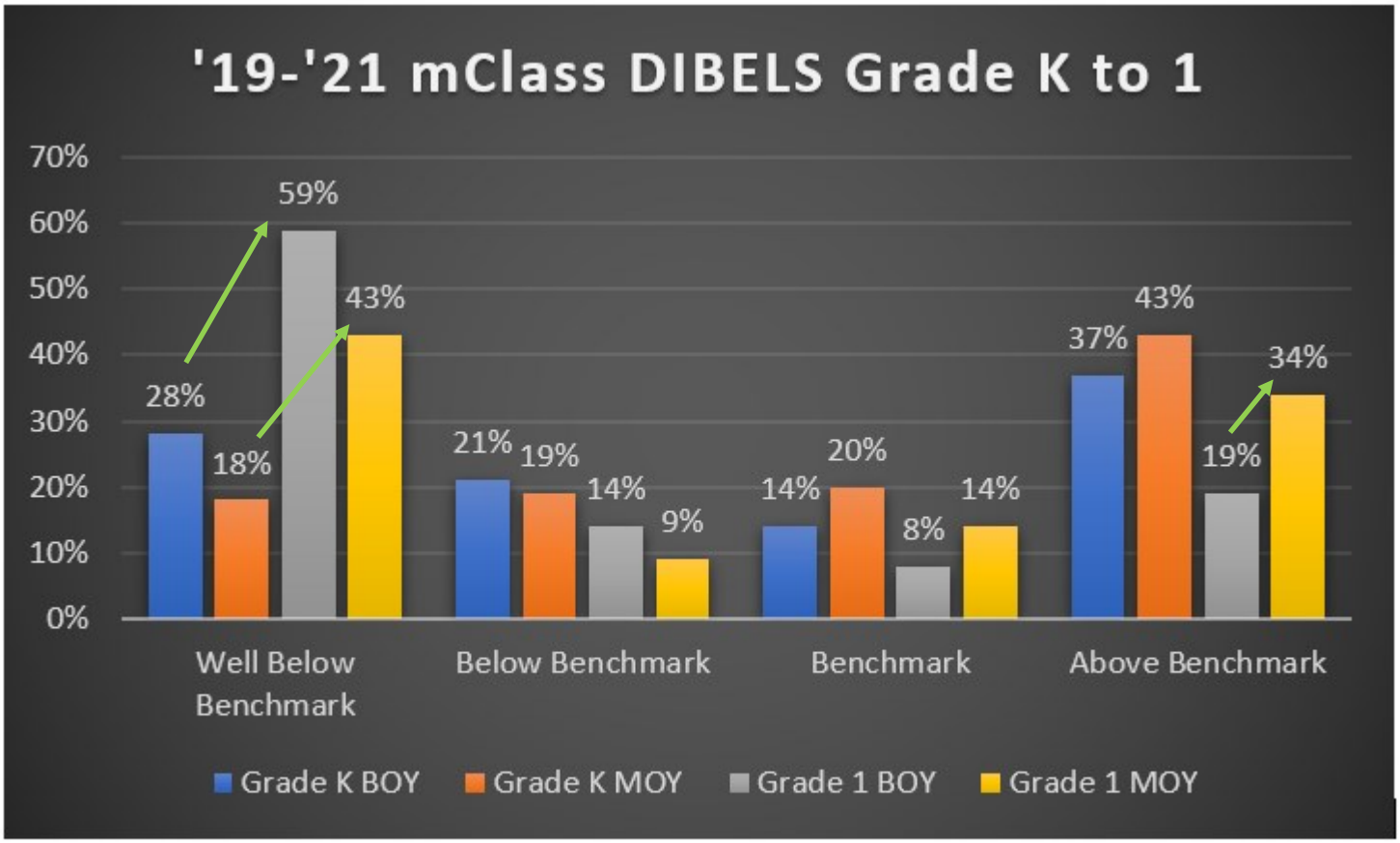


Success During a Pandemic

Even though an Executive Order issued by the Governor closed Public Schools in March 2020, Orange County Schools continued to have successes through good work such as:

- ⇒ Successfully standing up a remote learning model of instruction
- ⇒ Converted in-person curriculum for an online platform
- ⇒ Implemented a district-based assessment tool in absence of state assessments to monitor student progress
- ⇒ Developed and implemented self-paced option for students
- ⇒ Planning for professional development that will build staff's capacity regarding the Science of Reading and the implementation of new curriculum that will provide access to more rigorous curriculum
- ⇒ Opened five Supervised Learning Labs to provide families a safe environment for their students to learn while parents continued working
- ⇒ Developed and implemented in-person small group learning opportunities to meet the academic and SEL needs of students
- ⇒ Provided supplemental meals to the community (i.e. food boxes, meals over weekends and during breaks)
- ⇒ Implemented numerous health and safety protocols
- ⇒ Improved communications by launching a new website with translation features
- ⇒ Hired Family Liaisons who are bilingual at all schools to support family engagement
- ⇒ Applied and was accepted to the Flamboyan Foundation Fellowship in an effort to better engage our families
- ⇒ Established a Essential Partners Committee with the faith-based community and business partners designed to improve outreach to marginalized families

Struggles During a Pandemic



Follows last year kindergartners to first grade this year.

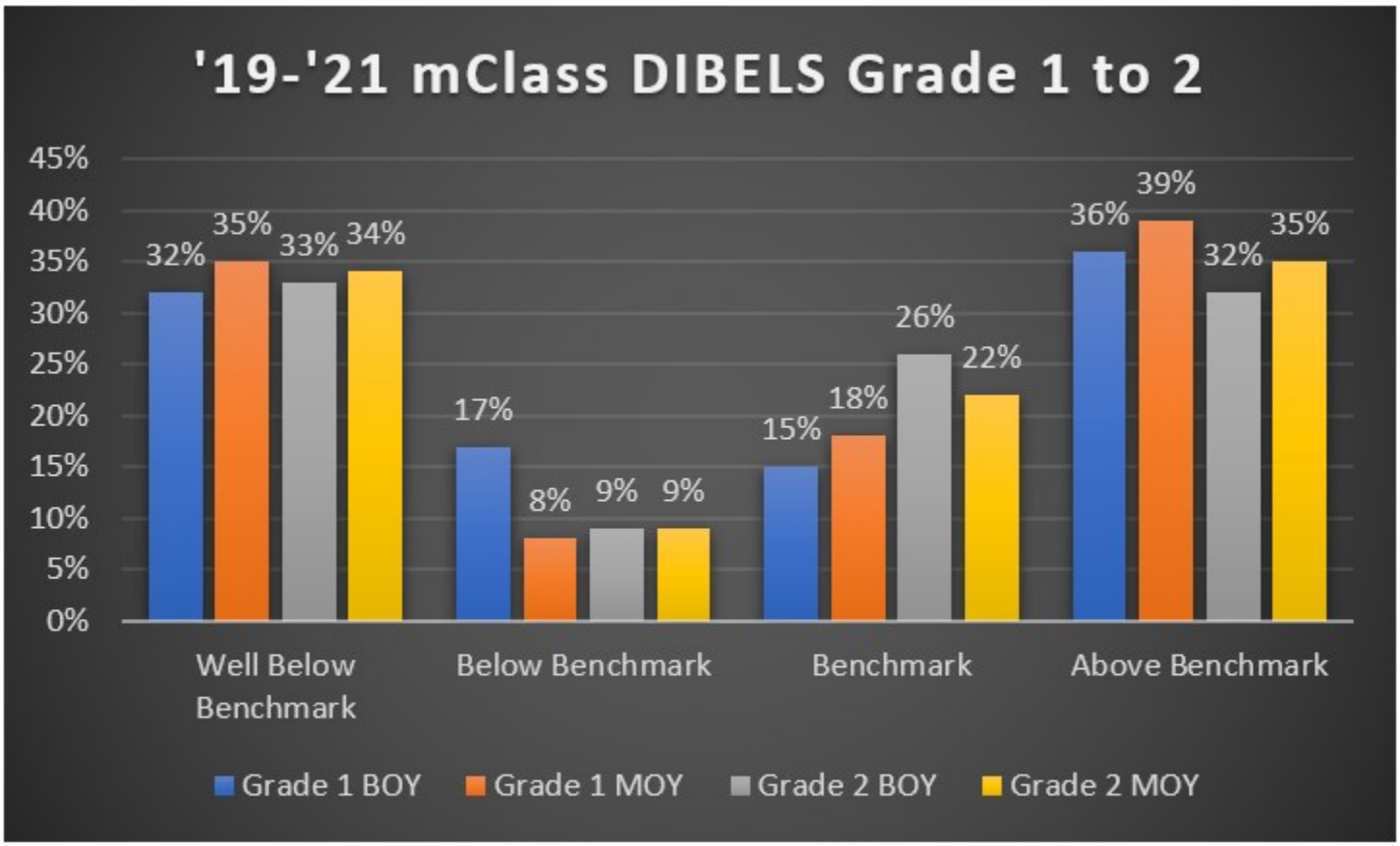
Across the nation, material learning loss was predicted for students as the result of COVID. Unfortunately, these predictions became reality as assessments began occurring. At no fault of our students or teachers, OCS assessment data reflected stark contrasts to just one year earlier.

As kindergartners, only 28% started the year well below the benchmark in 2019.

59% of this same cohort of students started their first grade year well below the benchmark in 2020 which is a 31% increase. The number of students above benchmark decreased 18%.

You will also notice that the data reflects that it took until the middle of the current school year for our students to begin catching up to where they were when they started Kindergarten.

Struggles During a Pandemic



Follows last year first graders to second grade this year.

First graders moving to second grade this year showed minimal change for the most part across all administrations of the assessment.

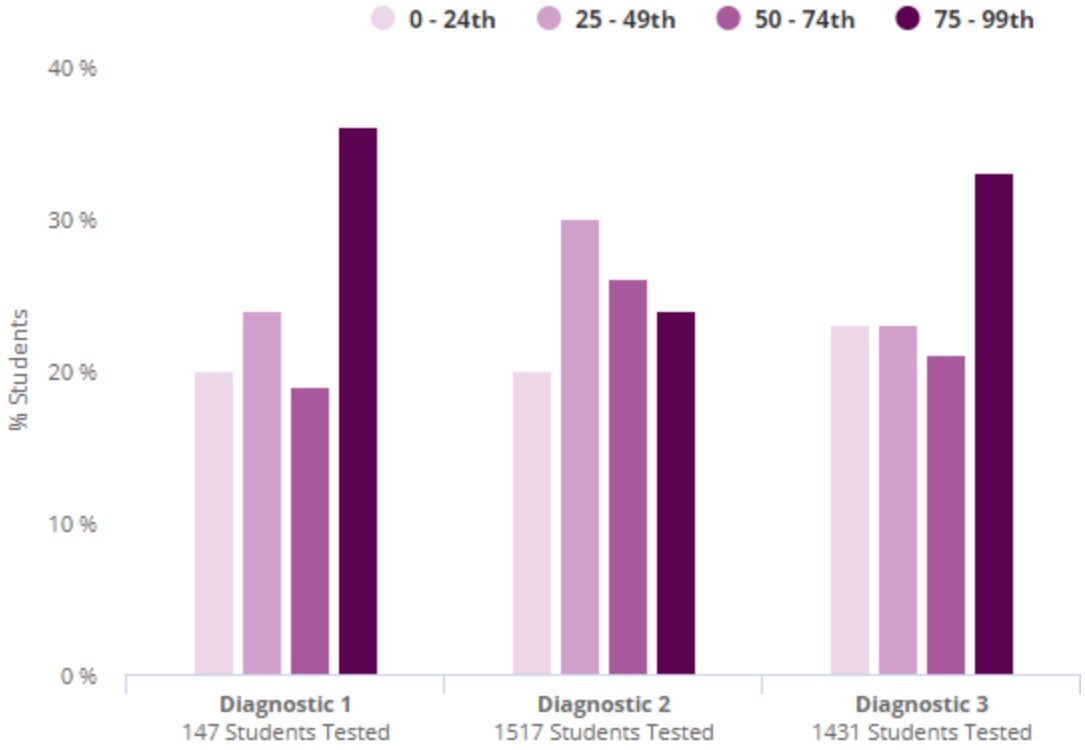
43% of this cohort remain below and well below the benchmark.

We realize and acknowledge that this is absolutely unacceptable for our students.

Struggles During a Pandemic

Reading

Middle School

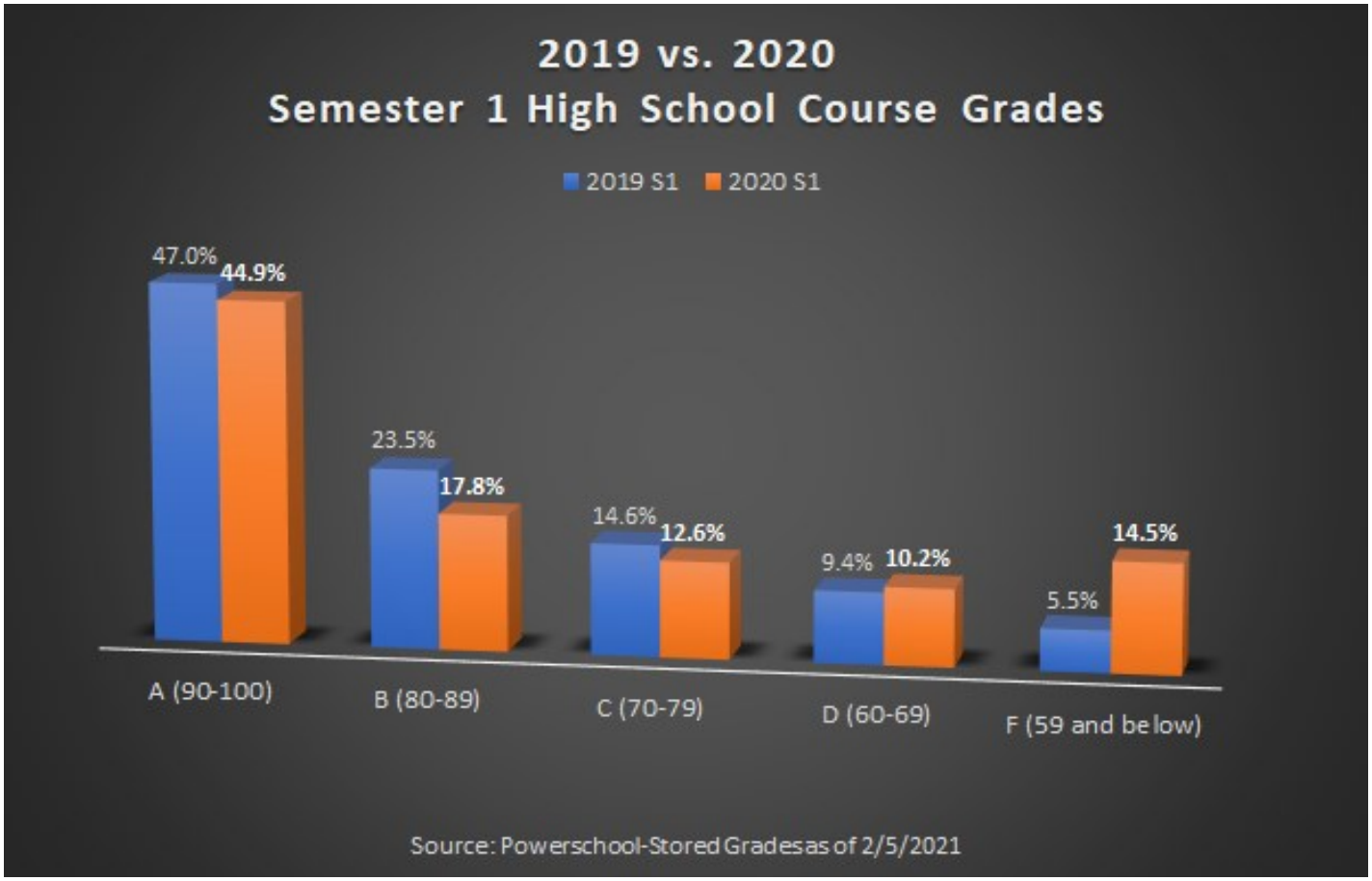


Last year, students did not take end of year assessments to measure learning so the district experienced a void when planning for this school year.

Orange County Schools did adopt an online tool, ExactPath, that includes a computer adaptive diagnostic specific to the student. This tool was selected as those students that piloted the program during the summer showed growth (Diagnostic 1).

Our middle school students are showing growth when given access.

Struggles During a Pandemic



Unfortunately, our high school students did not fare as well as middle school students.

When comparing semester 1 for the past two years, we do not notice a much variance until looking at the number of students failing a first semester course. We saw a 9.0% increase in the number of high school students failing a first semester course in comparison to the same time last year.

A root cause of this lack of student growth is a reflection of the social and emotional well being of our students.

2021-22 Budget Proposal

Fund	Fund Title	FY2020-21 Budget	Increase/ (Decrease)	FY2021-22 Budget Proposal	%
1	State	49,302,016	(895,477)	48,406,539	30%
2	Local	35,802,252	2,507,690	38,309,942	24%
3	Federal	3,408,412	12,320,907	15,729,319	9%
4	Capital	33,264,715	18,025,505	51,290,220	32%
5	School Food Service	2,204,958	371,202	2,576,160	2%
6	Child Care	212,560	672,435	884,995	1%
8	Restricted	3,292,953	-	3,292,953	2%
	Total	**127,487,866**	**33,002,262**	**160,490,128**	

$160.5 million is the current projected budget for the 2021-22 school year. This is a $33.0 million increase over the 2020-21 school year.

STATE BUDGET: The projected decrease in State funding is a result of the additional Cares Relief Funds (CRF) funneled through the State received in FY 2020-21. These funds were set to expire December 30, 2020 and as a result, OCS expended them in support of Covid response. See page 23 for additional details surrounding CRF funds.

LOCAL BUDGET: The projected increase is the result of anticipated and State mandated salary and benefit increases, operational increases and several expansion budget requests. Additional details can be found on pages 20-21.

FEDERAL BUDGET: A primary contributor to the budget increase is the ESSER II and III funds scheduled to be released to the Local Education Agencies later this fiscal year. OCS is projected to receive $3.7 million from the Coronavirus Response and Relief Supplemental Appropriations Act or ESSER II and $8.6 million from the American Rescue Plan or ESSER III. Please refer to Page 23 in this document for more details surrounding the planned spending of these funds.

CAPITAL BUDGET: Additionally, OCS is scheduled to receive the final installment from the 2016 Bond. These proceeds are scheduled to address HVAC upgrades at six schools and Roofing needs at two schools.

CHILD CARE FUND: The 2020-21 fiscal year was untypical for this program . Opening in a virtual environment left this program closed through much of the year. As a result, the budget is lower than previous years. It is anticipated that the program will be back to normal in the 2021-22 fiscal year which resulted in the $672 thousand increase in anticipated budget.

2021-22 Local Budget Request

Student Membership

	FY 2021	FY 2022	Change
Projected ADM (Average Daily Membership)	7,381	7,299	(82)
Charter School	885	919	34
(less) Out of District	110	108	(2)
Total Student Billing Base	**8,156**	**8,110**	**(46)**

Anticipated Local Revenue

	FY 2021	FY 2022	Change
County Appropriation	35,617,252	35,416,370	(200,882)

$25 Per Pupil Increase needed to hold funding harmless

OCS is projected to have Average Daily Membership (ADM) of 7,299 for the 2021-22 school year. This is an 82 decrease in comparison to the previous year. Student displacement as a result of Covid is the primary factor of this decrease.

Currently, OCS has 919 students that are domiciled in the Orange County School district but attending a charter school. 75% of OCS students attend the two charters located in the county, Eno River Academy and The Expedition.

Out of District students represent those students attending OCS that are not domiciled in Orange County and are not paying out of district tuition. As a recruitment tool, OCS allows staff children to attend our schools free of charge.

Taking all of this into consideration, OCS is projected to have a net decrease of 46 students for the 2021-22 school year. As a result, we are projected to have a decrease in local appropriation of $201 thousand which equates to approximately 4.5 teaching positions.

2021-22 Local Budget Request

Anticipated Local Expenses

FY 2022 Projected Appropriation	35,416,370
State Mandate Salary Increase (locally funded staff)	950,000
State Mandate Benefit Increase (locally funded staff)	290,890
Hold ADM Harmless	220,882
Operation Cost Increases	446,000
Total Continuation Request	**37,324,142**
FY 2022 Per Pupil Need	$4,602
FY 2021 Per Pupil Funded	$4,367
Per Pupil Increase need to fund Continuation Budget	**$ 235**

The Orange County Board of County Commissioners approved funding at $4,367 per pupil for the 2020-21 school year. Based on this per pupil, OCS would receive $35,416,370 to support projected local expenditures for the 2021-22 school year. The Governor's Budget includes mandated salary increases for certified staff of 5.7% and non-certified staff of 5.0%. These mandated salary increases would be applicable to all staff. As a result, $950,000 of additional funds would be needed to support staff funded through local funds. Additionally, the employers contribution of health insurance premiums and employers contribution of salary to the Teachers and State Employees Retirement System is increasing to $6,791 and 22.97% respectively. As a result, it is anticipated that an additional $290,890 is needed to support staff funded locally.

Even though OCS is projected to decrease in enrollment 46 students, we are requesting that Commissioners hold our funding harmless for the 2021-22 school year. In an effort to ensure our students have consistency and stability when returning to our school buildings, we request that our student base be held at the2020-21 level. As a result, an additional $220,882 is needed.

The final component of the OCS continuation budget request is related to the increased operational costs the district has bore as a result of Covid. In order to provide access to all Orange County students, numerous hotspots were purchased with State, Federal and Local funds. The monthly service agreements supporting these additional hotspot devices has been incorporated into the continuation budget. Per legislation, remote instruction days have been built into the upcoming school year calendar. It is also the intent of the district to continue offering a virtual option for students and families. As a result, the distributed hotspots will need to remain active.

2021-22 Local Budget Request

Anticipated Local Expenses-*continued*

Teacher Assistant Work Days Paid	82,500
Academically/Intellectually Gifted Teachers (AIG)	160,000
PreK Dual Language	40,000
Equity Facilitators	142,000
PT Karen/Burmese Family Liaisons	40,000
Maintenance Technicians	192,000
Recruitment & Talent Mgmt. Director	81,000
MTSS Facilitator	72,800
English Language Learner Teachers	110,000
Additional TIMS Coordinator	65,500
Total Expansion Budget Request	**985,800**
Per Pupil Increase need to fund Expansion Budget	**$ 122**

In an effort to ensure Federal Covid relief funds are dedicated to student remediation and enrichment, OCS has several expansion budget needs presented for consideration.

- Previous budget shortfalls forced the district to search for cost saving options with minimal impact on students. One such option was to no longer allow teacher assistants to work and be paid for workdays during the school year. Teacher Assistants provide lots of support outside of day to day instruction, as a result, we are striving to reinstate workdays for this population.
- As OCS continues to implement an AIG plan that places a priority on equity, the district needs to be sufficiently staffed in order to provide equitable access to gifted services across the district. These additional specialists would serve district schools that do not have full AIG support. The addition of two full-time specialists would decrease the student teacher ratio allowing specialists to increase the amount of time they serve advanced learners, increase nurturing service times and grow the talent development program at each elementary school.
- Budget shortfalls in the 2020-21 school year, along with Covid response, prevented the district from moving forward on developing a feeder path for the very successful K Dual Language program currently offered at New Hope Elementary. Our community is very interested in the program for PreK and we hope budget is made available to implement.

2021-22 Local Budget Request

Anticipated Local Expenses-*continued*

- The expansion request to add Equity Facilitators was unfunded in 2020-21. As a result, the district brings back this request to build capacity related to culturally relevant teaching practices. Not only would these positions assist in building capacity surrounding culturally relevant teaching practices but we also envision these facilitators; (1) teaching African American and Latinx history courses at the two high schools; (2) Examining policies, practices and protocols through an equity lens; and (3) Additional support to 13 school based equity teams. At this time, the OCS Equity Department consists of one staff member. We know in looking at our end of grade reading data for grades 3-8, our marginalized students reflect the greatest disparities.
- The number of families needing Karen and Burmese translation services continues to grow in OCS. As a result, we are requesting funding to support a part-time position to provide this service.
- We bring back the expansion request to increase the maintenance technician staff by four. OCS currently has one maintenance technician serving 93,000 square feet. Industry standards are one maintenance technician serving 50,000 square feet. An additional 50,000 square feet has been added to the district with completion of the Cedar Ridge High School wing addition and 26,000 square feet added with the opening of the Orange County Schools Welcome Center which adds to the 93,000 square feet currently.
- To enable the district to focus on diversity recruitment and hiring resulting in an increase in the number of male and minority candidates hired into teaching positions, we bring back the request to fund hiring a Recruitment and Talent Management Director. This position will coordinate district recruitment efforts and outreach to university partners.
- MTSS (Multi-Tiered System of Supports) focuses on core instruction and identifying specific concepts or foundational skills that need to be targeted at allow students to be successful. A strong MTSS program can increase the success of all students. A MTSS Facilitator would provide support to all schools to fully implement supports that can develop a strong program to increase the literacy and mathematics proficiency of our students.
- The number of English Language Learner teachers within OCS has remained unchanged since the 2017-18 school year. However, the number of English language learner students has continued to grow. The 658 students identified as English learners in 2018-19 has grown to 775 which represents over 10% of the total OCS student population. Such an increase has created disparities across the district with teacher to student ratios ranging from 1:36 to 1:76.
- During our Listen & Learn sessions last February and early March, our families shared transportation issues as a primary concern. Districts the size of OCS typically have two TIMS Coordinators to develop and create bus routes. At this time, one individual is solely responsible for developing and creating the necessary bus routes for all OCS students.

2021-22 Local Budget Request

In summary, the budget presented for consideration requests a per pupil increase of $357 or $2.9 million to address the needs of the students educated in Orange County Schools.

FY 2021 Approved Per Pupil	$4,367
FY 2022 Continuation Per Pupil	$ 235
FY 2022 Expansion Per Pupil	$ 122
FY 2022 Total Per Pupil Request	$4,724

[intentionally blank]

Fund Balance

FY 2021 Beginning Balance	6,123,848
Assigned/Restricted	2,968,028
Unassigned/Available	3,155,820
FY 2021 Budget Surplus/(Under run)	(+ or -)500,000
FY 2021 Ending Balance	2.7M—3.7M

The district is currently projecting a June 30 fund balance of $2.7M—$3.7M. We currently anticipate a revenue neutral end to the 2020-21 school year.

The district did turn to fund balance for the 2020-21 school year to support:

- Remote curriculum purchase
- Hotspot devices
- Webcams to enable teachers the ability to be seen while teaching remotely
- 2nd computer monitors to afford teachers the ability to view students and materials simultaneously
- Air purifiers in classroom spaces

In an effort to enhance recruitment efforts and remain competitive with neighboring districts, the district is investigating potential adjustments to teacher supplements and classified salary schedules. In an effort to minimize the impacts in a given year, fund balance is being reserved to allow the district to phase in any potential adjustments.

Coronavirus Relief Funds

PRC	PRC Description	Funding Source	Fund	Allotment	Amount Spent
121	Summer Learning Prog	CARES Act—CRF	State	361,260	201,412
122	School Health Support	CARES Act—CRF	State	44,836	13,590
123	Nondigital Resources	CARES Act—CRF	State	14,273	13,375
124	Student Computers/Devices	CARES Act—CRF	State	115,873	-
125	School Nutrition	CARES Act—CRF	State	201,815	181,258
126	Personnel Computers/Devices	CARES Act—CRF	State	23,787	190,273
128	Home & Community WiFi	CARES Act—CRF	State	41,478	117,029
132	Exceptional Children	CARES Act—CRF	State	183,557	166,648
135	Cybersecurity	CARES Act—CRF	State	12,664	-
137	Personal Protective Eq	CARES Act—CRF	State	67,342	234,698
163	Emergency Relief Fund	CARES Act—ESSER I	Federal	942,810	571,332
165	Digital Curricula	CARES Act—ESSER I	Federal	52,667	6,988
166	Learning Mgmt. Systems	CARES Act—ESSER I	Federal	26,180	-
167	Exceptional Children	CARES Act—ESSER I	Federal	44,428	-
169	Student Health Support	GEER	Federal	204,104	-
170	Supplemental Instructional Services	GEER	Federal	77,209	
			Total	**2,414,283**	**1,696,603**

Capital Investment Plan

DEBT FI-NANCED	ADD TL PG	ART 46	BOND	SUPP DEF MAINT	DESCRIPTION	LOCATION	Year 1 2021-2022 (FY 22)
					ROOFING/BUILDING WATERPROOFING--51010		
X					ROOF REPLACEMENT PER 2016 ASSESSMENT	NHE	$229,530
			X		ROOF REPLACEMENTS	ALSM	$240,015
					ROOF REPLACEMENT PER 2016 ASSESSMENT	GHMS	$338,300
			X		ROOF REPLACEMENTS	ECGE	$350,821
X					ROOF REPLACEMENT PER 2016 ASSESSMENT	HES	$400,000
X					ROOF REPLACEMENT PER 2016 ASSESSMENT	CPE	
X					METAL ROOF RECOAT PER 2016 ASSESSMENT	CRHS	
X					C W STANFORD ROOF PER 2016 ASSESSMENT	CWSM	
X					ROOF REPLACEMENT PER 2016 ASSESSMENT	PE	
					ROOF REPLACEMENTS-GHMS (PARTIALLY FUNDED)	GHMS	
					ROOF REPLACEMENTS-NEW HOPE(PARTIALLY FUNDED)	NHE	
					TECHNOLOGY--51011		
		X			TECHNOLOGY UPGRADES	DISTRICT	$37,200
	X				DISTRICT: TECHNOLOGY UPGRADES	DISTRICT	$163,292
		X			TECHNOLOGY DEBT SERVICE	DISTRICT	$771,117
					FIRE/SAFETY/SECURITY SYSTEMS--51024		
X					EMERGENCY GENERATORS CENTRAL OFFICE/ SCHOOL EMERG LIGHTING/KITCHEN EQUIPMENT	DISTRICT	$50,000
X					AED REPLACEMENT (8 YEAR CYCLE PER UNIT)	DISTRICT	229

Capital Investment Plan

DEBT FI-NANCED	ADD TL PG	ART 46	BOND	SUPP DEF MAINT	DESCRIPTION	LOCATION	Year 1 2021-2022 (FY 22)
				x	LIFE SAFETY UPGRADES--FIRE DOORS AND DAMPER RE-PAIRS/UPGRADES	DISTRICT	
					CLASSROOM/BUILDING IMPROVEMENTS--51025		
	x				EXTERIOR RESURFACING (MULTI-YEAR FUNDING)	CPE	$17,790
x					OUTDOOR CLASSROOM (PARTIAL FUNDING)	ALSM	$50,000
	x				HOT WATER TANK REPLACEMENT	DISTRICT	$155,000
	x				ABATEMENT PROJECT: CARPET/MASTIC CAMPUS WIDE: NEW HOPE	NHE	$225,000
				x	RESTROOM AND PLUMBING LINE UPGRADE	ECGE	$1,000,000
x					CLASSROOM/BUILDING IMPROVEMENTS-- INCLUDING FU-TURE FACILITIES PLANNING	DISTRICT	
				x	STRUCTURAL ANALYSIS/BUILDING STABILIZATION -MEDIA CENTER/LOBBY WALL	ALSM	
				x	MEDIA CENTER RENOVATION	CWSM	
	x				FACILITIES ASSESSMENT UPDATE	DISTRICT	
	x				HOT WATER SYSTEM EVALUATION/PLANNING	DISTRICT	
	x				RESERVE: DEFERRED MAINTENANCE	DISTRICT	
	x				RESERVE: FUTURE FACILITIES PLANNING	DISTRICT	
				x	STRUCTURAL ANALYSIS AND BUILDING STABILIZATION- NHE-300 WING	NHE	
				x	STRUCTURAL ANALYSIS AND BUILDING STABILIZATION--CULTURAL ARTS	OHS	
					ATHLETIC FACILITIES--51027		
x					ATHLETIC FACILITIES RESERVE	DISTRICT	230

Capital Investment Plan

DEBT FI-NANCED	ADD TL PG	ART 46	BOND	SUPP DEF MAINT	DESCRIPTION	LOCATION	Year 1 2021-2022 (FY 22)
X					INDUSTRIAL WASHER AND DRYERS FOR HIGH SCHOOLS	DISTRICT	
					MECHANICAL SYSTEMS--51029		
				X	HVAC UPGRADE-SUPPLEMENTAL FUNDING TO COMPLETE SUD STUDY RECOMMENDATIONS	ECGE	$200,000
			X		MECHANICAL SYSTEM	CPE	$239,993
X					HVAC REPLACEMENT	GABE	$336,104
			X		MECHANICAL SYSTEM	HES	$458,233
				X	HVAC UPGRADE-SUPPLEMENTAL FUNDING TO COMPLETE SUD STUDY RECOMMENDATIONS	NHE	$530,000
				X	HVAC UPGRADE-SUPPLEMENTAL FUNDING TO COMPLETE SUD STUDY RECOMMENDATIONS	GABE	$1,870,000
			X		MECHANICAL SYSTEM	NHE	$2,002,738
			X		MECHANICAL SYSTEM	ECGE	$2,034,000
			X		MECHANICAL SYSTEM	CE	$2,538,200
			X		MECHANICAL SYSTEM	ALSM	$3,522,000
X					MECHANICAL SYSTEM DESIGN AND REPLACEMENT	PE	
					SCHOOL SAFETY/SECURITY--51034		
X					SCHOOL SAFETY INITIATIVES--FACILITY IMPROVEMENTS	DISTRICT	$266,172
					ADDITIONAL PAY AS YOU GO (AKA: LOTTERY)		$561,082
					ARTICLE 46 SALES TAX		$808,317
					DEBT FINANCING (AKA: PAY-AS-YOU-GO)		$1,670,106
					SUB TOTAL ANNUAL ALLOCATION		***$3,039,505***
					SUPPLEMENTAL DEFERRED MAINTENANCE (3YRS ONLY BEGINNING FY21)		$3,600,000
					BOND REFERENDUM PROJECTS		$11,386,000
					GRAND TOTAL ANNUAL ALLOCATION		$18,025,505
							231

DURHAM TECH
Office of the President

Durham Technical Community College
1637 Lawson Street / Durham, North Carolina 27703
919-536-7200 durhamtech.edu

April 20, 2021

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

Dear Ms. Hammersley:

The FY 2021-22 Budget Request for Durham Technical Community College is attached for your review. Durham Technical Community College's request reflects a total increase of $195,711. This amount includes an increase of $36,722 or 4.6% in existing operating funds, a $108,979 request for new positions, and a $50,000 increase in Financial Aid to support unemployed and underemployed residents in Back-to-Work courses. The changes in Current Operating Expenses appear below:

- **Salaries and Benefits**. This includes an increase of $47,845 (13%). This increase includes a 2.5% increase for salaries and benefits to match the expected increases for state paid employees and to continue to pay all employees a livable wage and funds to cover back increases in retirement that had not be requested in the past. This is also reflects increases in Workers Compensation and other employee related insurance.
- **Operational Costs**. A projected increase of $5,991 (2.3%) in the cost of utilities, contracted services and insurance.
- **Facilities Tech Position**. A new request of $17,979 that covers the Orange County portion of the salary and benefits for a new Facilities Tech position to support the increase in facility maintenance needs.
- **Small Business Center Support**. A request for $70,000 for a Small Business Center position to coordinate training opportunities for Orange County clients.
- **Student Technology Assistance**. A coordinator for our Student Technology Support Help Desk at a cost of $21,000 for a 30 hour/week. Since more students are working remotely, there is a greater need for help with their technology related issues. This position would coordinate work study students, who would provide the actual support. This is the Orange County portion of this position.
- **Financial Aid for Back-to-Work courses**. This provides $50,000 for financial aid grants for Back to Work students when their courses are not covered by the State of North Carolina's GEER funding.

Thank you for your partnership in serving the needs of Orange County's residents. We look forward to working with you to create budget that supports our community's needs.

All my best,

John B. Buxton

DURHAM TECHNICAL COMMUNITY COLLEGE
Orange County Budget Request
For Fiscal Year 2021-2022

	Current FY 2020-21		FY 2021-22	From Appropriated	
	Requested	Appropriated	Request	$ Change	% Change
TOTAL CURRENT EXPENSE	$ 777,954	$ 723,256	$ 868,967	$ 145,711	20.15%
TOTAL FINANCIAL AID	$ 200,000	$ 200,000	$ 250,000	$ 50,000	25.00%
TOTAL CAPITAL OUTLAY	$ 75,000	$ 75,000	$ 75,000	$ -	0.00%
GRAND TOTAL	$ 1,052,954	$ 998,256	$ 1,193,967	$ 195,711	19.61%

DURHAM TECHNICAL COMMUNITY COLLEGE
Orange County Budget Request
Fiscal Year 2021-22

	Current FY 2020-21 Requested	Current FY 2020-21 As Budgeted	FY 2021-22 Total Request	Explanation for Increase
A. Operations - Current Expense				
1 Salaries & Benefits:				
Professional Salaries	127,385	124,278	127,385	2.5 % increase
Service,Maintenance, Skilled	126,532	113,690	126,532	Add One Facilities Technican position and 2.5 % increase
FICA	19,425	18,205	19,425	Add One Facilities Technican position and 2.5 % increase
Retirement	55,747	36,886	55,747	Add One Facilities Technican position and revised retirement based on past increases and 2.5 % increase
Medical Insurance	24,898	23,017	24,898	Add One Facilities Technican position and 2.5 % increase
College Liaison (Salary and Benefits)	67,650	58,000	67,650	Revised retirement and medical insurance based on past increases and 2.5 % increase
Small Business Center Coordinator (Salary and Benefits)			70,000	A position to work with the Small Business Center to coordinate training opportunities for Orange County clients.
Student Technology Help Desk Coordinator (Salary and Benefits)			21,000	A position to coordinate the help desk for student with technology (25% Orange County portion)
Longevity	1,714	1,672	1,714	2.5 % increase
Workers Compensation & Unemployment	3,231	3,152	3,310	5 % increase
Group Dental	2,693	2,627	2,627	
Employee Life Insurance	215	210	215	2.5 % increase
Students (CWS & FSEOG)	3,231	3,152	3,231	2.5 % increase
Sub-Total Salaries & Benefits	432,721	384,889	523,734	
2 Contractual Services:				
Institutional Development				
Waste Removal	2,942	2,884	2,942	2% increase
Equipment Maintenance	5,253	5,150	5,253	2% increase
Janitorial Service/Maintenance Service	73,542	72,100	73,542	2% increase
Building Maintenance	28,119	26,780	28,119	5% increase
Landscaping	31,518	30,900	31,518	2% increase
Sub-Total Contractual Services	141,374	137,814	141,374	

DURHAM TECHNICAL COMMUNITY COLLEGE
Orange County Budget Request
Fiscal Year 2021-22

	Current FY 2020-21 Requested	Current FY 2020-21 As Budgeted	FY 2021-22 Total Request	Explanation for Increase
3 Legal Fees:				
Legal Fees	8,000	8,000	8,000	
Sub-Total Legal Fees	8,000	8,000	8,000	
4 Insurance:				
Property & Liability Insurance	12,750	12,500	12,750	2% increase
Sub-Total Insurance	12,750	12,500	12,750	
5 Rental:				
Facility Services Equipment	2,500	2,500	2,500	
Sub-Total Rental	2,500	2,500	2,500	
6 Utilities:				
Natural Gas	18,754	18,386	18,754	Estimated increase of 2%
Electricity	64,297	63,036	64,297	Estimated increase of 2%
Water	3,536	3,467	3,536	Estimated increase of 2%
Telephone	24,647	24,164	24,647	Estimated increase of 2%
Sub-Total Utilities	111,234	109,053	111,234	
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	7,875	7,500	7,875	5% increase
Facilities	10,500	10,000	10,500	5% increase
Sub-Total Repairs	18,375	17,500	18,375	
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 2021-22

	Current FY 2020-21 Requested	Current FY 2020-21 As Budgeted	FY 2021-22 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	**777,954**	**723,256**	**868,967**	
			18.73%	
12 Financial Aid				
Student Tuition for Orange County Residents	200,000	200,000	250,000	Increase for Grants to Back to Work Students not covered by the GEERS Grant
TOTAL FINANCIAL AID (Sales Tax)	200,000	200,000	250,000	
TOTAL CURRENT EXPENSE	**977,954**	**923,256**	**1,118,967**	
			20.01%	
B. Capital Outlay				
Recurring Budget				
Capital Improvements	60,000	60,000	60,000	
Contingency Fund	15,000	15,000	15,000	
TOTAL CAPITAL OUTLAY	**75,000**	**75,000**	**75,000**	
TOTAL CURRENT EXPENSE & CAPITAL OUTLAY	**1,052,954**	**998,256**	**1,193,967**	
			19.61%	

Emergency Services

Phone Number: (919) 245-6100 Website: *https://www.co.orange.nc.us/640/Emergency-Services*

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
By Category (General Fund)					
Personnel Services	9,324,546	10,192,378	10,459,212	10,701,213	10,701,213
Operations	1,060,277	1,425,299	1,425,299	1,320,418	1,320,418
Capital Outlay	144,895	198,933	0	52,400	52,400
Total Expenditures	**$ 10,529,717**	**$ 11,816,610**	**$ 11,884,511**	**$ 12,074,031**	**$ 12,074,031**
Total Revenues	3,462,141	2,978,761	2,978,761	3,088,212	3,088,212
County Costs (net)	**$ 7,067,577**	**$ 8,837,849**	**$ 8,905,750**	**$ 8,985,819**	**$ 8,985,819**
By Category (Emergency Telephone Fund)					
Personnel Services	0	0	0	0	0
Operations	619,112	755,471	755,471	752,257	752,257
Capital Outlay	4,185	0	0	7,500	7,500
Total Expenditures	**$ 623,297**	**$ 755,471**	**$ 755,471**	**$ 759,757**	**$ 759,757**
Total Revenues	573,225	755,471	755,471	759,757	759,757
County Costs (net)	**$ 50,072**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Total Emergency Services and Related Expenditures	**$ 11,153,014**	**$ 12,572,081**	**$ 12,639,982**	**$ 12,833,788**	**$ 12,833,788**

Budget Highlights

The FY 2021-22 Manager Recommended budget contains the following changes from Base Budget:

Total increase of $80,069 due to increases in EMS staffing coverage costs and heavy equipment mounting in ambulances. One new Assistant Fire Marshal position will be fully covered by the Town of Hillsborough.

The Manager Recommended Budget does not include funding for the following Department Requests:

None

Budget by Division

Administration (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	439,229	456,846	456,274	456,274	456,274
Operations	186,883	222,848	222,848	215,678	215,678
Capital Outlay	0	0	0	0	0
Total Division Expenditures	**$ 626,112**	**$ 679,694**	**$ 679,122**	**$ 671,952**	**$ 671,952**
Total Revenues	17,760	32,761	32,761	17,760	17,760
County Costs (net)	**$ 608,352**	**$ 646,933**	**$ 646,361**	**$ 654,192**	**$ 654,192**

Administration Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Adjustment to more accurate revenue projections partially offset by savings in various office operating costs	$ (7,170)	$ (15,001)	$ 7,831
Net Administration Division Changes	**$ (7,170)**	**$ (15,001)**	**$ 7,831**

Emergency Management (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	372,611	363,737	446,270	446,780	446,780
Operations	91,378	139,847	139,847	129,694	129,694
Capital Outlay	8,446	24,163	0	0	0
Total Division Expenditures	**$ 472,435**	**$ 527,747**	**$ 586,117**	**$ 576,474**	**$ 576,474**
Total Revenues	0	15,000	15,000	0	0
County Costs (net)	**$ 472,435**	**$ 512,747**	**$ 571,117**	**$ 576,474**	**$ 576,474**

Emergency Management Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Postponement of comprehensive Emergency Management plan, including cost-sharing with municipalities	$ (9,643)	$ (15,000)	$ 5,357
Net Emergency Management Division Changes	**$ (9,643)**	**$ (15,000)**	**$ 5,357**

Fire Marshal (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	269,075	270,300	273,646	341,726	341,726
Operations	7,144	14,103	14,103	33,890	33,890
Capital Outlay	0	0	0	48,400	48,400
Total Division Expenditures	**$ 276,218**	**$ 284,403**	**$ 287,749**	**$ 424,016**	**$ 424,016**
Total Revenues	23,580	21,000	21,000	165,452	165,452
County Costs (net)	**$ 252,638**	**$ 263,403**	**$ 266,749**	**$ 258,564**	**$ 258,564**

Fire Marshal Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Increase in Fire Inspection Fees based on actuals and updates	$ 136,267	$ 144,452	$ (8,185)
New Assistant Fire Marshall position covered by Town of Hillsborough	$ 134,452	$ 134,452	$ -
Net Fire Marshal Division Changes	**$ 270,719**	**$ 278,904**	**$ (8,185)**

Emergency Medical Services (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	5,756,800	6,011,415	6,153,379	6,363,752	6,363,752
Operations	652,212	659,847	659,847	659,375	659,375
Capital Outlay	136,448	121,836	0	4,000	4,000
Total Division Expenditures	**$ 6,545,460**	**$ 6,793,098**	**$ 6,813,226**	**$ 7,027,127**	**$ 7,027,127**
Total Revenues	3,420,800	2,910,000	2,910,000	2,905,000	2,905,000
County Costs (net)	**$ 3,124,660**	**$ 3,883,098**	**$ 3,903,226**	**$ 4,122,127**	**$ 4,122,127**

Emergency Medical Services Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Increased need for temporary staff, overtime pay and holiday pay	$ 209,901	$ (5,000)	$ 214,901
Mounting 25lb monitors in ambulances	$ 4,000	$ -	$ 4,000
Net Emergency Medical Services Division Changes	**$ 213,901**	**$ (5,000)**	**$ 218,901**

Public Safety Communications (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	2,486,831	3,090,080	3,129,643	3,092,681	3,092,681
Operations	122,660	388,654	388,654	281,781	281,781
Capital Outlay	0	52,934	0	0	0
Total Division Expenditures	**$ 2,609,491**	**$ 3,531,668**	**$ 3,518,297**	**$ 3,374,462**	**$ 3,374,462**
Total Revenues	0	0	0	0	0
County Costs (net)	**$ 2,609,491**	**$ 3,531,668**	**$ 3,518,297**	**$ 3,374,462**	**$ 3,374,462**

Public Safety Communications Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Savings from computer supply/software upgrades completed in FY2020-21	$ (143,835)	$ -	$ (143,835)
Net Public Saftey Communications Division Changes	**$ (143,835)**	**$ -**	**$ (143,835)**

Mission Statement

The Orange County Emergency Services Department is charged with providing help and support to the residents and visitors of Orange County during times of personal and large-scale emergency. The department is organized into five core divisions; Administration, Fire Marshal, Emergency Medical Services (EMS), 9-1-1 Communications, and Emergency Management.

Administration

Major Services

- Provide administrative, financial, payroll, logistical and human resource support to the Emergency Services Department.

- Review all EMS patient care reports for demographic information before releasing to Tax Administration for billing.
- Coordinate the recruitment and selection process for Emergency Services using NEOGOV and internal mechanisms.

FY 2020-21 Outcomes

- Completed thirteen hiring processes resulting in 17 permanent employees and 17 temporary employees.
- Pre-billing over 1000 Patient Care Reports per month.
- Providing procurement and purchasing support for COVID-19 response.
- Providing interdepartmental support for COVID-19 related expenditures and reimbursement process.

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: Assure annual reviews are reviewed with employees and submitted on time					
Performance Measures: Percentage of WPPRs submitted on time	98%	94%	100%	75%	100%

FY 2021-22 Objectives

- Coordinate transition to PERFORMance Management Program for employee reviews.
- Increase on-time percentage of completed employee reviews to 100%.
- Upgrade uniform inventory management system and distribution process.
- Develop more robust onboarding process for new hires.
- Perform a comprehensive review and update of the Emergency Service's section of the County website

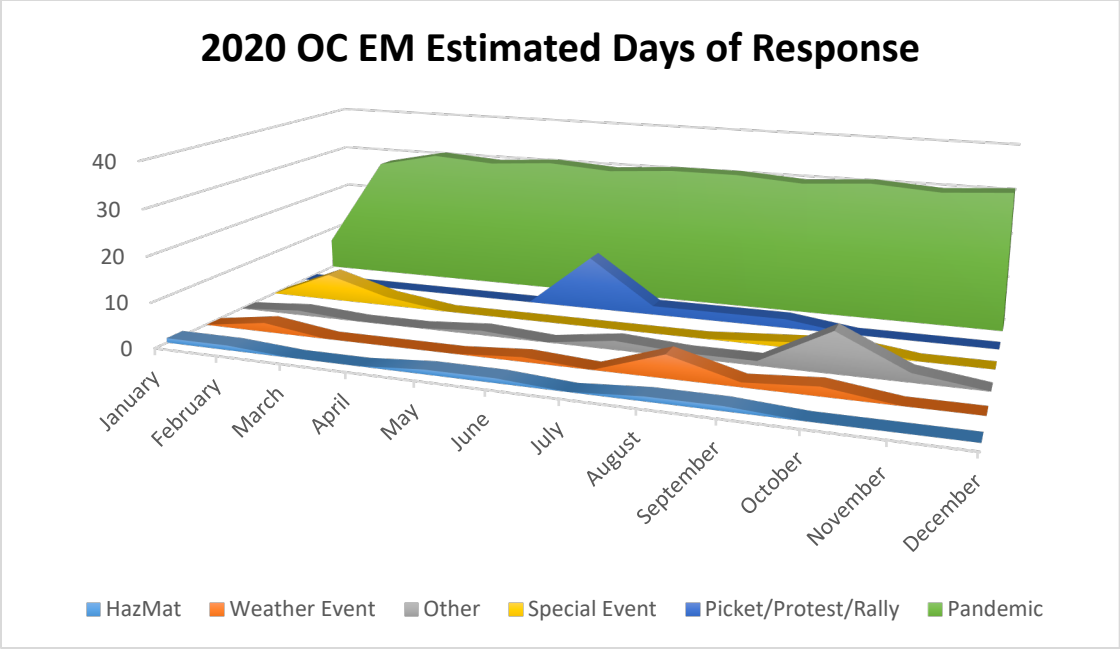
<u>Emergency Management</u>

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 2020-21 Outcomes

- Activated and coordinated the Emergency Operations Center response (still ongoing) to the COVID-19 pandemic. Major accomplishments for this response include:
    - providing non-congregate sheltering support for those at high risk, those unable to safely quarantine or isolate with COVID-19, and responders who sustain a high-risk exposure to COVID-19
    - supporting food distributions to meet increased community needs due to economic and supply chain impacts
    - procuring and distributing PPE for the whole community, to include the distribution of over 37,000 cloth masks
    - Supporting incident documentation, information sharing and situational awareness through situation reports and executive summaries
    - Supporting medical surge and mass fatality management planning efforts
    - Developing a concept of operations for disaster mass care sheltering in a COVID-19 environment
    - Providing planning and logistical support to the ongoing vaccination effort
    - Activating the Central Receiving and Distribution Point (CRDP) plan to receive shipments of PPE from North Carolina Emergency Management for medical resource requests countywide
- Developed the framework and continue to facilitate the development of the Orange County Pandemic Long Term Recovery Plan and the first Long Term Recovery Group for Orange County. Additionally, continue to support the financial COVID-19 recovery processes.
- Activated the Emergency Operations Center in response for the 2020 General Elections. Major accomplishment for this response included receiving, sorting, and packaging all of the state provided personal protective equipment used to support the General Election.
- Activated the Emergency Operations Center in response to Hurricane Isaias and the February 2021 Ice Storm. Additionally, coordinated and supported responses to continued high interest events, special events, weather events, the May 2020 I-85 truck explosion and subsequent area evacuation, and the UNC Health suspected active shooter incident.
- Continued aggressive hazard mitigation strategy through the completion and adoption of the Eno Haw Regional Hazard Mitigation Plan, continued support to partner agency hazard mitigation strategies, and continued work on existing hazard mitigation grant applications.
- Continued collaboration with regional partners on the Complex Coordinated Terror Attack (CCTA) Plan. Entered into Phase 2 – training, and attended a three day virtual Emergency Operations Center Role in CCTA course.
- Continued public education and outreach through local organization emergency plan reviews, social media campaigns, and support of the Community Emergency Response Team.



Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: Emergency Management (Prevention, Preparedness, Response, Recovery, Mitigation)					
Number of Disaster/Emergency Exercises Conducted	6	3	3	5	3
Number of Emergency Plans Update/Developed	2	1	2	3	2
Percentage of County Departments that were provided one-on-one consultation on disaster responsibilities	75%	75%	50%	100%	50%
Local Emergency Planning Committee (LEPC) Meetings	1	1	4	1	2
Number of times the EOC was activated before the hazard/event occurred	4	10	15	15	10
ICS/Incident Management Training	8	6	6	2	6
Community Emergency Response Team (CERT) Activities	45 Trained 17 Events	25 Trained 5,000+ Hours over numerous events	100 Trained 10 Events	0 Trained (due to COVID) 5000+ Hours	50 Trained 10 Events

FY 2021-22 Objectives

- Emergency Management will continue to support the COVID-19 response and vaccination effort through the duration of the pandemic and begin to develop an After Action Report (AAR) to be used to inform the County's first comprehensive Emergency Operations Plan (EOP).
- Emergency Management will continue to lead and support the COVID-19 Pandemic Long Term Recovery Group and begin to implement strategies identified throughout the current Long Term Recovery Planning Process.
- Emergency Management will continue development of the Regional CCTA Plan and will finalize the process by continuing to participate in a series of regional functional exercises.

- Emergency Management will continue to strengthen community resiliency by strengthening our collaborations with municipal partners, complete the development of the communitywide recovery plan, and continued investments in response capabilities (search and rescue, incident management, and operational coordination).
- Emergency Management will continue to work with the State's radio system engineer to continue to develop and narrow the scope for options to improve radio communication throughout response organizations within the county. We will continue the implementation of a strategic replacement plan to meet the 2025 Phase 2 TDMA requirements for the current system.
- Emergency Management will continue to invest in mitigating community hazards and will continue to carry out existing hazard mitigation grants, while identifying future opportunities to lessen the impact from natural and manmade hazards (as identified and determined in the Eno-Haw Hazard Mitigation Plan and the Triangle J Regional Resiliency Assessment)

Fire Marshal

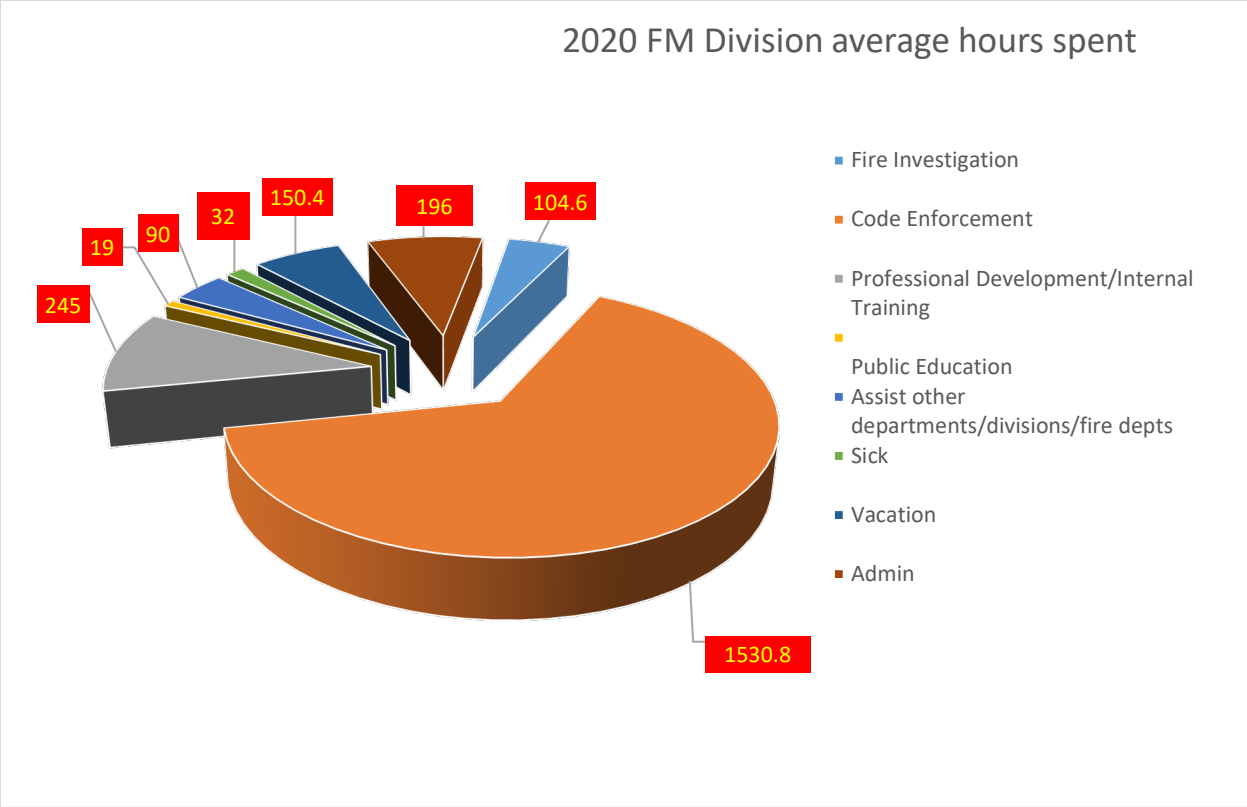
Major Services

- Community Risk Reduction through 5 E's of fire prevention.
- Fire and Life Safety Education
- Fire Code Inspection Services - Engineering Codes and Plan Review through…
- Enactment and Enforcement
- Economic Incentives
- Emergency Response to include Fire Investigation

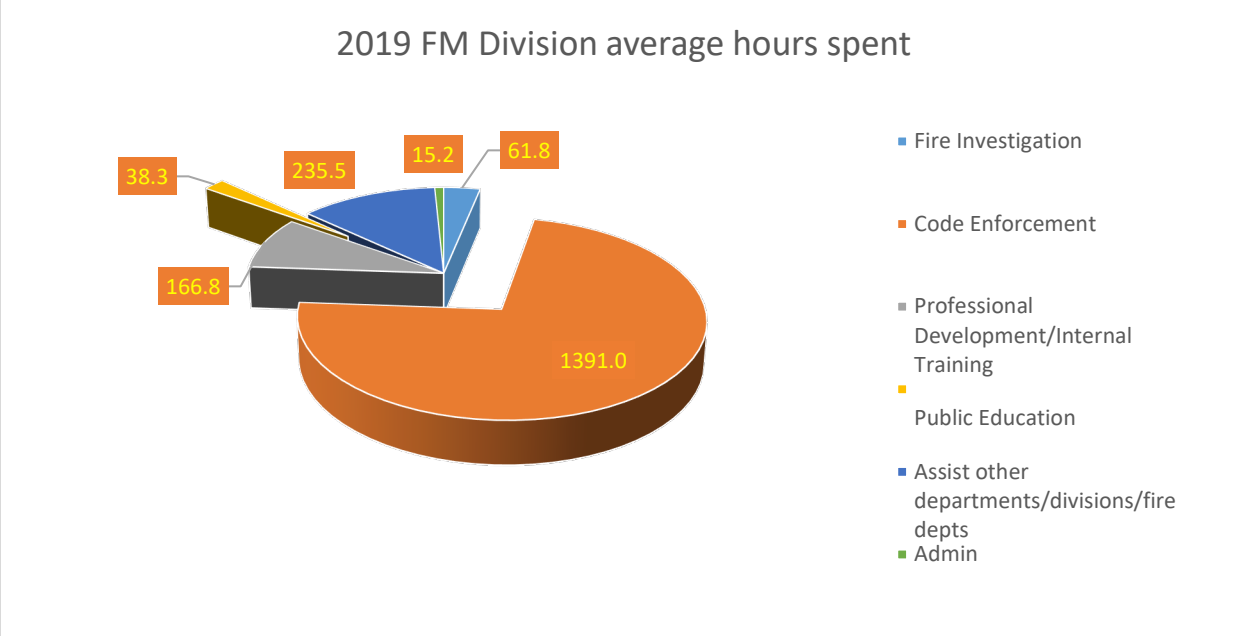
FY 2020-21 Outcomes

- Objectives were sidelined due to Covid-19

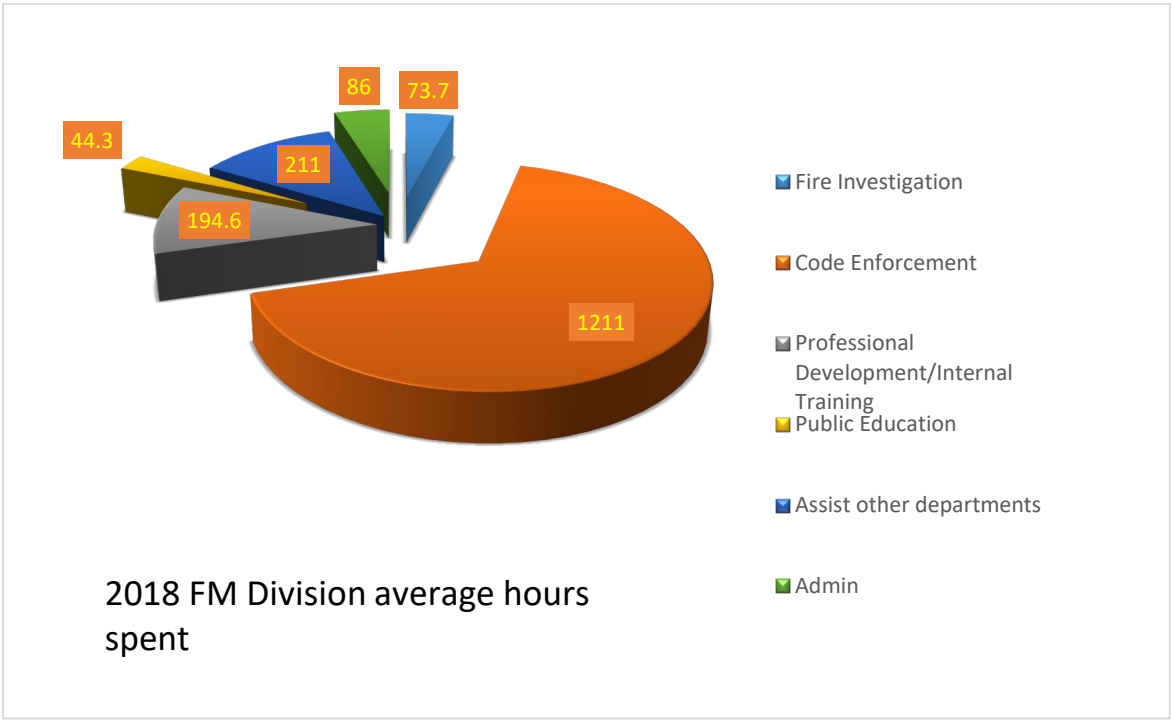
Performance Measures



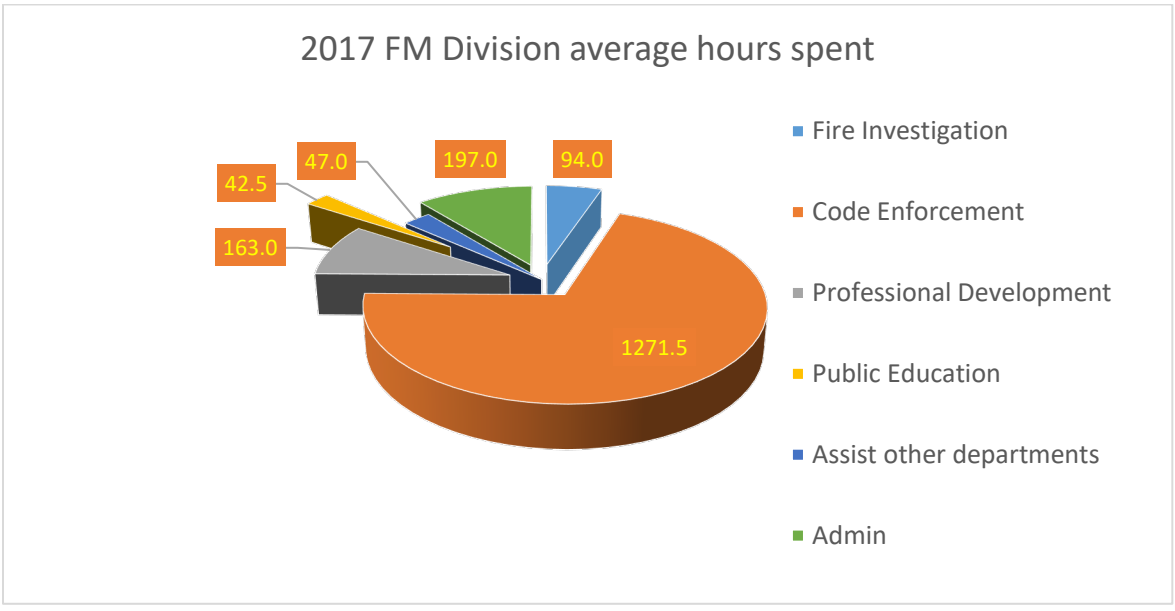
During 2020, the FM Division averaged 1530 hours on code enforcement. Covid-19 impacted our public education.



During 2019, the FM Division averaged 1391 hours on code enforcement compared to 38.3 hours on public education.



During 2018, the FM Division averaged 1211 hours on code enforcement compared to 44.3 hours on public education.

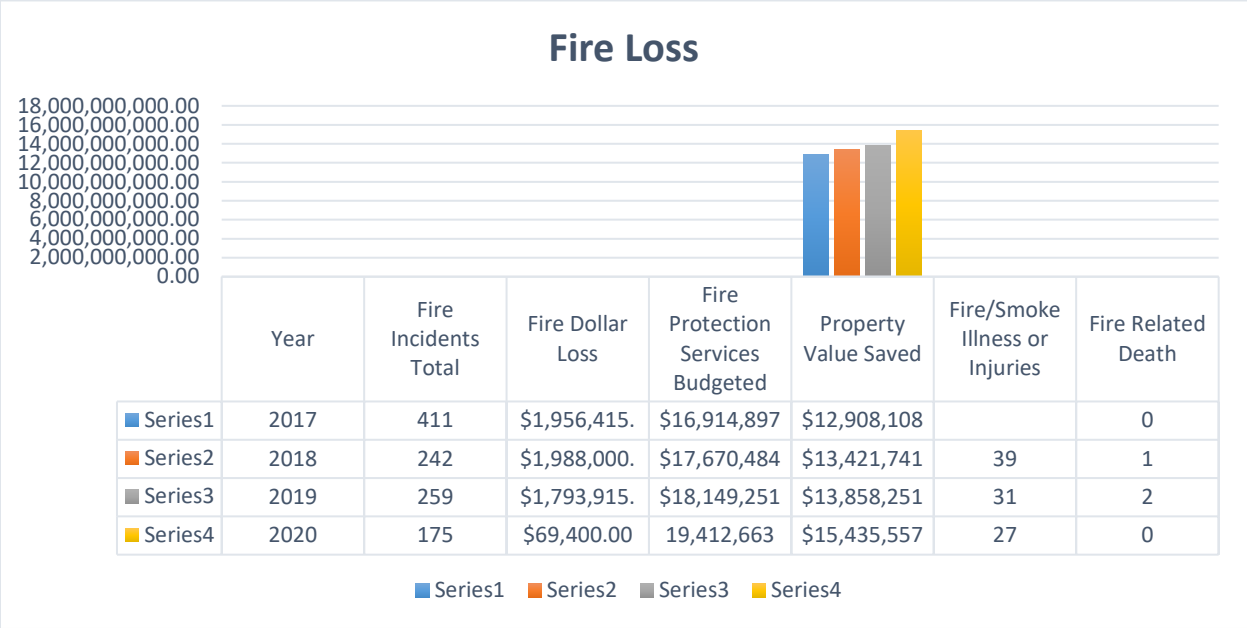


During 2017, the FM Division averaged 1271.5 hours on code enforcement compared to 42.5 hours on public education.

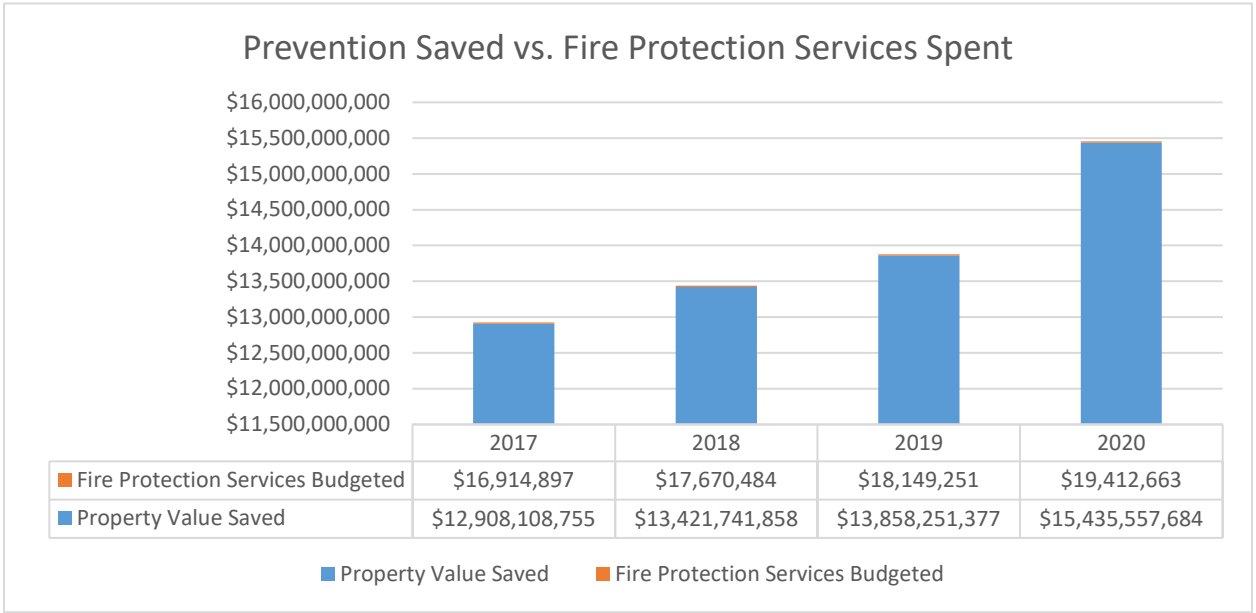
Orange County Fire Statistics

Figure 4 - 2020 Dollar loss doesn't account for complete total dollar until all fire departments report 2020 stats which are due by March 31, 2021

Table 1 2017 Fire/Smoke illness/injury data provided by EMS can't be depicted under the same parameters as 2018 - 2019 due to change in patient care report software



	Year	Fire Incidents Total	Fire Dollar Loss	Fire Protection Services Budgeted	Property Value Saved	Fire/Smoke Illness or Injuries	Fire Related Death
Series1	2017	411	$1,956,415.	$16,914,897	$12,908,108		0
Series2	2018	242	$1,988,000.	$17,670,484	$13,421,741	39	1
Series3	2019	259	$1,793,915.	$18,149,251	$13,858,251	31	2
Series4	2020	175	$69,400.00	19,412,663	$15,435,557	27	0



	2017	2018	2019	2020
Fire Protection Services Budgeted	$16,914,897	$17,670,484	$18,149,251	$19,412,663
Property Value Saved	$12,908,108,755	$13,421,741,858	$13,858,251,377	$15,435,557,684

- The first E in fire prevention is fire and life safety education. Regulatory requirements through fire inspection services, training, fire investigations and other administrative work keeps our division inherently busy. While community risk reduction is our mission, our efforts aren't spent in fire and life safety education like we would prefer. Increasing the fire marshal division's hours spent towards public education has the opportunity to increase property value saved, decrease dollars and reduce fire related injuries/deaths in our community.

- Our goal is to have a fire safe community where lives and property are never impacted by the dangers of fire. "Every fire emergency is a prevention failure". "If it's predictable, it's preventable".

FY 2021-22 Objectives

- Reduce the risk in our communities by creating a community risk reduction coalition with guidance following NFPA 1300.
- Introduce a fire prevention ordinance to address needs of division.
- Host a summit to bring awareness to stakeholders creating dialogue for economic incentives toward fire safety initiatives.
- Assess the incoming jurisdiction for compliance with fire codes and standards

Emergency Medical Services

Major Services

- Provide treatment for persons with medical or traumatic emergencies and if necessary coordinate transportation resources to provide appropriate transportation of patients, including ambulance, taxi, public transport, or private vehicles.
- Coordinate emergency medical services and public safety preparedness efforts for special events such as sporting events, festivals, and entertainment.
- Manage EMS Medical Services providers throughout the county through ordinance franchise process.
- Prepare for and respond to EMS Surge and/or Mass Casualty incidents providing medical services throughout the region.
- Provide public outreach via community CPR classes, community medicine, school outreach, health literacy, and job fairs.

FY 2020-21 Outcomes

- EMS is projected to respond to 16,829 calls for service, provide evaluation and treatment to 11,297 patients, and transport 8,767 of those patients to area hospitals by June 30, 2020.
- EMS conducted a follow up airway course for OCES providers, and had to quickly adapt to training in a pandemic environment. There were over 25 protocol additions/changes in the first three months of COVID 19 that were distributed System Wide.
- EMS improve adherence to five nationally compared clinical care metrics. We reviewed data to compare Orange County EMS performance to the national average, incorporate training initiatives and follow up to assess improvement. These metrics include Stroke Assessment Performance, Airway Monitoring, 12 Lead ECG and Aspirin use in Chest Pain, and surveillance of opiate overdoses.
    - In Orange County 98% percent of patients over 35 experiencing chest pain received a 12 lead EKG; the National average was at 83%.

  - 61% of adults over 35 with suspected chest pain or with a suspected cardiac event received pre-hospital aspirin. This is an 8% increase from the previous fiscal year. The National average is 53%.(This percentage does reflect patients who take aspirin as recommended by our telecommunicators during the EMD process, those administrations are documented in the paramedic's written narrative and cannot be accurately queried)
  - Orange County EMS utilized end tidal CO2 monitoring 100% of the time when placing an advanced airway. The national average was 98%.
  - Orange County improved Stroke Assessment Performance in 20/21. 82% of patients over 18 having suspected Stroke like symptoms received a Stroke Assessment, a 9% increase over 19/20. The National average was 72% for the same timeframe. We provided Stroke training System wide and incorporated a new large occlusion stroke screen in 20/21.
  - In 19/20 EMS responded to 71 suspected opioid overdoses where 63% were transported. In 20/21 EMS will have responded to 106 suspected opioid overdoses. By 1/31/2021 72% were transported. This is 49% increase in suspected opioid overdose response from the previous fiscal year.

- EMS improved EMT skills development through the creation of a Basic Life Support (BLS) workgroup and incorporated improved BLS training. We expanded basic life support dispatch and transport opportunities which proved to be extremely beneficial throughout the COVID response.
  - OCES initiated 903 BLS Ambulance transports for 20/21 in comparison, we performed 137 BLS Transports in 19/20.
  - South Orange Rescue Squad's (SORS) BLS Ambulance performed 645 transports in 20/21. 636 occurred in 19/20. SORS continued to staff a BLS unit seven nights a week and expanded their coverage to include a 12 hour Friday am shift. SORS also provided BLS ambulances during call surges throughout the year.
- All four paramedics recruited in the 19/20 paramedic academy successfully passed and are now functional in our System.
- EMS recruited five providers for participation in the 20/21 paramedic academy.
- Community Paramedics had to shift their focus during the pandemic. One community paramedic joined the interdisciplinary Strike Team and provided support to over 72 long term care facilities in Orange County. Working with Health's communicable disease nurse, the strike team provided fit testing, COVID testing, and education which helped minimize transmission in the congregate care facilities. This lead to the fewer transports of COVID 19 patients by EMS out of these facilities as compared with our surrounding agencies. Our second community paramedic engaged with emergency management and was instrumental in the execution of the vaccine clinics. As resources begin coming back on line, Stay up Stay Active Visits will resume in 20/21. We will continue supporting the COORE program and improve access to those suffering from addiction.
- With Stay at Home orders in place and the State of Emergency, EMS saw the largest reductions in Special event coverage requests.
- As of 2/26/21 EMS has responded to 2,421 suspected COVID 19 calls for service (EIDS calls). In order to minimize potential exposure and to conserve PPE, EMS responds without first responder resources to these calls. Average response time for these EIDS calls was 10 minutes 34 seconds. EMS transported 166 confirmed positive COVID 19 transports. EMS

providers were outfitted with P100 masks and appropriate PPE. To date only six providers tested positive for COVID 19 with all providers now fully recovered. Due to community exposure there was a multitude of work exclusions for quarantine purposes. As of 2/26/21 over 86% of the EMS Staff are now fully vaccinated.

Performance Measures	**2018-19 Actual**	**2019-20 Actual**	**2020-21 Budget**	**2020-21 Projected**	**2021-22 Budget**
EMS provides out of hospital treatment, public assistance, and transports to area hospitals. In addition EMS is often called to provide Standby and Special Event coverage with the assistance of South Orange Rescue Squad.					
Total Calls for Service	15528	15894	17029	16829	17000
Number of Ambulance Move Up Calls	1454	1908	2500	3130	2500
Standby or Special Events (includes South Orange Rescue Squad)	466	618	594	72	250
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)	09:17	10:12	09:30	11:04	10:00
Average Wheels Rolling Time	01:27	01:17	01:30	1:21	01:20

FY 2021-22 Objectives

- EMS will enhance a safer environment in the back of each ambulance by installing working monitor mounts in all ambulances. This allows all equipment to be secure during transports.
- All OCES EMS provider will receive quarterly provider feedback cards which incorporates skills success, documentation compliance, adherence to national metrics and provider call volume. Newly hired released providers will receive monthly feedback for their first six months.
- With nearly 90 percent of the EMS providers receiving vaccine, EMS will reinstitute face to face training.
- EMS will improve provider access to completed continuing education hours and recertification status. OCEMS is expanding this capability to three agencies utilizing Target Solutions and will take full advantage of the enterprise capabilities.
- EMS will continue to grow and improve the community paramedic program to include post overdose response, enhanced Stay Up and Active Referral, and engagement with community partners.
- EMS will continue to grow and improve the community paramedic program to include post overdose response, enhanced Stay Up and Active Referral, and engagement with community partners.

- Community Paramedics will continue to support vaccination initiatives by providing vaccine to our most vulnerable population not able to travel to vaccine clinics. As resources begin coming back on line, Stay up Stay Active Visits will resume. We will continue supporting the COORE program and improve access to those suffering from addiction.
- EMS will improve professional development opportunities for EMTs and Paramedics.

Public Safety Communications

Major Services

- 24 hours Public Safety Answering Point (PSAP) for residents and visitors requiring emergency and non-emergency assistance.
- Dispatch all law enforcement, EMS and fire resources to respond to the needs of the community and partner counties. Monitor and respond to all public safety agency requests through various mediums of communication to provide information and oversee safety of responders.
- Coordinate and dispatch calls with 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.

FY 2020-21 Outcomes

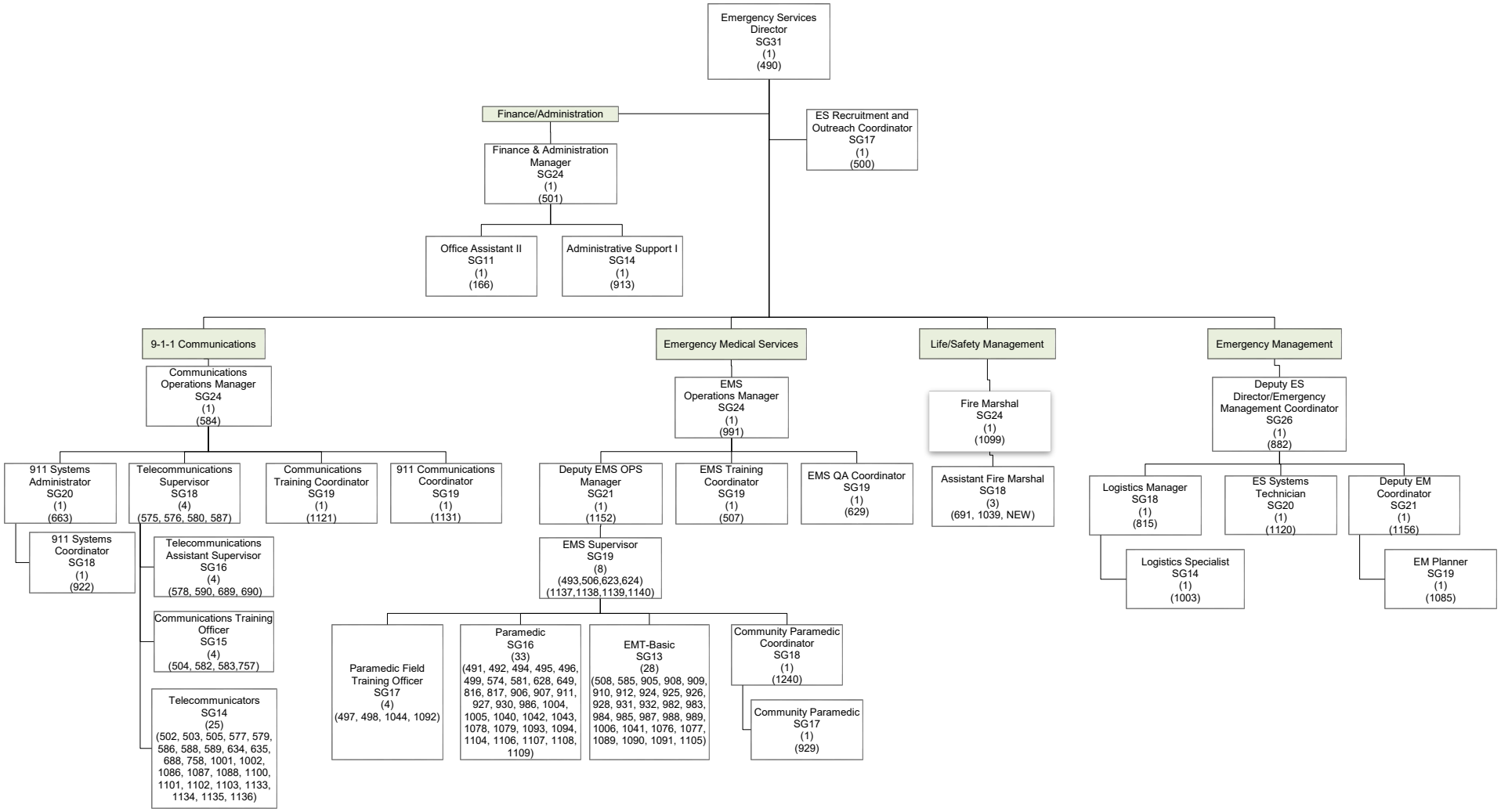
- Implemented COVID-19 related protocol for processing calls.
- Continuing to use EcATS as the standard measuring tool for accuracy of 9-1-1 call data. EcATS has enhanced the capability of the tool to measure individual positions by employee name providing for a more accurate view of each employee's performance.
- Completed 2 Academies, retaining 2 new Telecommunicators. Current academy still in process with 5 trainees slated for completion in September 2021.
- Substantial increase in Administrative calls, while decrease in 911 calls. Matches data from Partner agencies that saw decrease in response, and increase in people calling asking for information only.

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: [Replace this text with a one-sentence description that describes the program, activity or service's intent.]					
Total 911 Calls Received	87,044	83,714	87,800	83,180	86,000
Total Administrative Calls	128,575	197,622	129,000	199,000	185,000
IAED Emergency Medical Dispatch Protocol Compliance	41%	55%	70%	60%	65%

FY 2021-22 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.
- Complete transition to NC Statewide ESInet that provides 911 call delivery, providing better data and call sharing between PSAPs in NC. (July 2021)

Emergency Services



Finance & Administrative Services

(919) 245-2450 orangecountync.gov/finance

By Category (General Fund)	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	1,286,943	1,373,236	1,396,129	1,392,792	1,392,792
Operations	266,703	233,017	233,017	221,017	221,017
Capital Outlay	590	0	0	0	0
Total Expenditures	**$ 1,554,236**	**$ 1,606,253**	**$ 1,629,146**	**$ 1,613,809**	**$ 1,613,809**
Total Revenues	0	0	0	0	0
County Costs (net)	**$ 1,554,236**	**$ 1,606,253**	**$ 1,629,146**	**$ 1,613,809**	**$ 1,613,809**

Budget Highlights

The FY 2021-22 Manager Recommended budget contains the following changes from Base Budget:

Total decrease of $15,337 due to reductions in Temporary Personnel ($3,337) and several operational accounts ($12,000). This exceeds the 5% operations reduction target.

The Manager Recommended Budget does not include funding for the following Department Requests:

None

Budget by Division

Finance and Administrative Services: Finance and Purchasing Division

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	907,449	987,562	1,017,225	1,013,888	1,013,888
Operations	258,959	219,448	219,448	208,448	208,448
Capital Outlay	590	0	0	0	0
Total Division Expenditures	**$ 1,166,998**	**$ 1,207,010**	**$ 1,236,673**	**$ 1,222,336**	**$ 1,222,336**
Total Revenues	0	0	0	0	0
County Costs (net)	**$ 1,166,998**	**$ 1,207,010**	**$ 1,236,673**	**$ 1,222,336**	**$ 1,222,336**

Finance and Purchasing Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Decrease in Temporary Personnel expenses	$ (3,337)		$ (3,337)
Decrease in Several Operational accounts	$ (11,000)		$ (11,000)
Net Finance and Purchasing Division Changes	**$ (14,337)**	**$ -**	**$ (14,337)**

Finance and Administrative Services: Budget Division

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	379,494	385,674	378,904	378,904	378,904
Operations	7,744	13,569	13,569	12,569	12,569
Capital Outlay	0	0	0	0	0
Total Division Expenditures	**$ 387,238**	**$ 399,243**	**$ 392,473**	**$ 391,473**	**$ 391,473**
Total Revenues	0	0	0	0	0
County Costs (net)	**$ 387,238**	**$ 399,243**	**$ 392,473**	**$ 391,473**	**$ 391,473**

Budget Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Decrease in Several Operational accounts	$ (1,000)		$ (1,000)
Net Budget Division Changes	**$ (1,000)**	**$ -**	**$ (1,000)**

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.

Major Services

- Complete the Annual Financial Report (AFR).
- 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 2020-21 Outcomes

- Ensure COVID-19 funds are timely disbursed to meet Human Service and Emergency Services sub-recipient's needs.
- Ensure adherence to both Federal and State procurement guidelines.
- Timely tracking of Federal Emergency Management Agency (FEMA), Coronarvirus Aid, Relief, and Economic Security Act (CARES), and American Rescue Plan Act (ARPA) funds.
- Continue implementation of Kronos enhancements including expanding use of the Activities Module for tracking project, grant and/or FEMA related expenditures.
- Collaboration with Economic Development Department on Round 3 Grants to small businesses impacted by the COVID induced recession.
- Increase Electronic Funds Transfers, Online Vendor Bidding and expansion of Employee Self-Service for employee Payroll requests.

- Completed the submittal of the 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-ninth year.
- Continue to focus on professional development, training resources, bench strength and cross-training without compromising internal controls.
- Regular and quarterly financial reporting to ensure compliance with the Fiscal Control Act and taking timely corrective management action.
- Increase Purchase Order threshold from $500 to $2,500 to improve procure-to-pay cycle without compromising internal controls.
- Increase Contracting threshold to $5,000 and greater without comprising internal controls.

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Unassigned Fund Balance, as percent of General Fund Expenditures (Target: ≥ 16%)	16.5 %	15.6%	16.0 %	16.0%	16.0%
Debt Service, as a percent of General Fund Revenues (Target: ≤ 15%)	13.6%	13.6%	14.2%	14.8%	16.5%
% of Invoices not Paid in 30 Days	9.0%	9.8%	5%	5%	5%
% of Revenue not Recognized in 30 Days	10.7%	6.3%	5%	5%	5%

**New performance measure – not previously tracked.*

FY 2021-22 Objectives

- Business Automation Initiative: to utilize MUNIS Budget Central module to streamline budget submittals for departments during budget development.
- Business Automation Initiative: continue expansion of vendor electronic funds transfers (EFT) to significantly reduce paper checks.
- Business Automation Initiative: continue implementation of Online Vendor Bidding program to ensure streamlined and broader outreach to County vendors.
- 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.
- Enhance Fiscal Year End Close and Review for audit preparation.
- Continued and ongoing focus on Cash Handling Audits of County Departments.

Finance and Administrative Services: Budget Division

Major Services

- Meet all timelines, as required by the North Carolina Local Government Budget and Fiscal Control Act, and as establish by the Board of County Commissioners (BOCC).
- Produce the County's annual operating budget and five-year Capital Investment Plan (CIP).
- Provide support for special projects, including service delivery models, cost analysis, fee study analysis, emergency operations and performance measurement.
- Provide analytical support for all County departments through technology primarily Microsoft Business Intelligence and financial systems reporting.
- Support the management and coordination of the Outside Agency and Fire Districts funding processes.

FY 2020-21 Outcomes

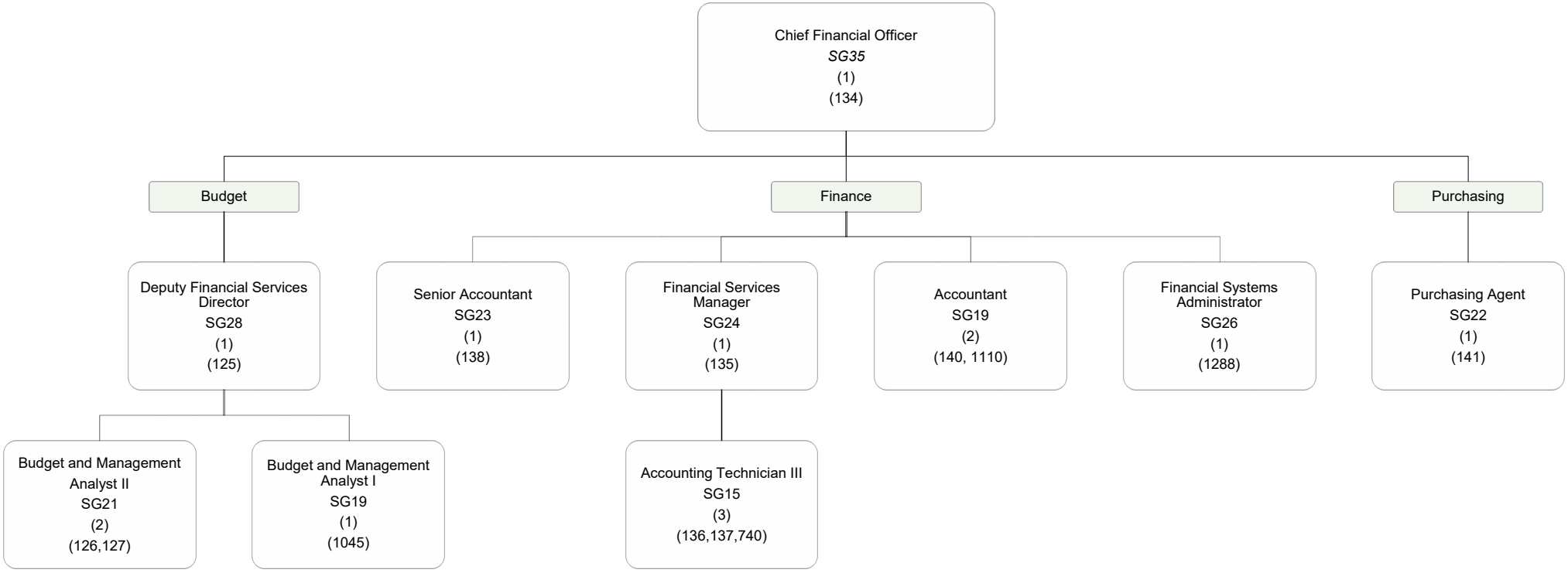
- Completed Spring Financing to support County, School Projects and Affordable Housing General Obligation Bonds
- Utilize Multi-Year Financial Model in development of the General Fund Budgeted Revenues and Expenditures and deployed fiscal measures to close projected FY 2020-21 gap
- Utilize Debt Model as part of the Capital Investment Plan to determine Debt Affordability and Capacity.
- Update County Revenue Manual describing the major sources of income and revenue raising capacity for the General Fund.
- Continue collaboration with Human Resources on Automating Workflow processes
- Continue use of MUNIS Position Control to enhance tracking County positions and personnel status.
- Published the FY 2020-21 Approved Operating and Capital Investment Plan Budgets and delivered to the Board of County Commissioners prior to their first meeting in September, 2020 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-ninth year.
- Provided the Board of County Commissioners with a detailed Financial Report of Revenues and Expenditures on a Quarterly basis.

FY 2021-22 Objectives

- Ensure compliance with the Manager's Guidelines Plan to offset Revenue declines
- Publish the FY 2020-21 Approved Operating and Capital Investment Plan Budgets to the Board of County Commissioners at their meeting in September, 2020.
- Continue utilizing Multi-Year Forecast of Revenues and Expenditures to determine key financial trends and include in forecast in the published budget
- Continue utilizing Debt Model to determine County's Debt Affordability and Capacity.

- Quarterly Reporting of Revenues and Expenditures to County Manager and Commissioners.
- Support the Capital management of Northern Campus project.
- Expand Multi-Year forecasting to include Proprietary, Special Revenue and Internal Service funds.

Finance and Administrative Services



Fire Districts

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Fire Districts *(Fire District Funds)*					
Cedar Grove	262,145	270,163	270,163	277,439	277,439
Chapel Hill	301,585	275,386	275,386	276,009	276,009
Damascus	104,105	107,373	107,373	119,002	119,002
Efland	523,209	541,553	541,553	642,786	642,786
Eno	819,205	836,169	836,169	856,115	856,115
Little River	286,700	291,501	291,501	352,019	352,019
New Hope	766,422	762,214	762,214	808,308	808,308
Orange Grove	579,388	591,315	591,315	688,002	688,002
Orange Rural	1,357,369	1,516,816	1,516,816	1,631,443	1,631,443
South Orange	575,344	586,324	586,324	598,714	598,714
Southern Triangle	251,534	255,080	255,080	280,398	280,398
White Cross	590,714	592,586	592,586	632,500	632,500
Total Fire District Expenditure	**$ 6,417,720**	**$ 6,626,480**	**$ 6,626,480**	**$ 7,162,735**	**$ 7,162,735**
Total Revenue	*$ 6,454,075*	*$ 6,626,480*	*$ 6,626,480*	*$ 7,162,735*	*$ 7,162,735*
Net Cost	**$ (36,355)**	**$ 0**	**$ 0**	**$ 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.

Cedar Grove Fire District **$277,439**

- The tax rate for this district is recommended to change from an existing tax rate of 8.10 cents to a revenue neutral tax rate of 7.63 cents for FY 2021-22.
- In FY 2020-21, the department had four (4) new members join the department, installed a new generator at Station 1 to provide power during outages, applied for a State Grant for radios, gas meters and thermal imager cameras, and also joined other fire districts for a FEMA grant for radios.
- In FY 2021-22, the department plans to continue recruiting members, start replacing radios that have to be replaced by 2025, start pricing out the replacement of a 35 year brush truck, and continue to provide training for members.
- Their Five-Year plan includes replacing the 21 year old fire engine at Station 2, continue to recruit additional members, and install more water points.

Greater Chapel Hill Fire Service District **$276,009**

- 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.
- The tax rate for this district is recommended to change from an existing tax rate of 14.91 to a revenue neutral tax rate of 13.87 cents for FY 2021-22.

Damascus Fire District **$119,002**
Southern Triangle Fire Service District **$280,398**

- The North Chatham Fire Department will continue to contract with Orange County to provide fire services to the residents in both the Damascus Fire Protection District and the new Southern Triangle Fire Service District within Orange County. There will be a separate agreement for the Damascus Fire Protection District since a different NC General Statute provides the County authority to contract for Fire Protection.
- The Southern Triangle Fire Service District was one of three new Fire Service Districts that replaced Fire Protection Districts in FY 2013-14. There were no changes to the Damascus Fire Protection District.
- The tax rate for both the Damascus Fire Protection District and the Southern Triangle Fire Service District is recommended to increase from a revenue neutral tax rate of 10.10 cents to 10.80 cents for FY 2021-22. The existing tax rate is 10.80 cents. This tax rate is consistent with the Chatham County tax rate. The rate increase will be used to hire additional part-time staff, and to keep up with the growth demands of serving these two districts.

Efland Fire District **$642,786**

- The tax rate for this district is recommended to increase from a revenue neutral tax rate of 6.28 cents to 7.28 cents for FY 2021-22. The existing tax rate is 6.78 cents. This rate increase will be used to expand current part-time staff from two to three during the day, and cover additional annual debt service on the fire engine purchase.
- In FY 2020-21, the department completed its bid process and ordered a new fire engine with expected delivery in August 2021, and broke ground on Station 3 on Harmony Church Road and

expect it to be in operation in June 2021. The department successfully registered with the State to be designated as a training and delivery agency, so they can train firefighters in house.

- In FY 2021-22, the department plans to equip the new fire engine, work on developing a site plan and building design for adding crew quarters to Station 2, re-grade their ISO rating to a lower rating.
- Their Five-Year plan includes continuing with the plan to replace all mobile and handheld radios to comply with the State's P25 radio system upgrade, continue to train members in EMT and EVD fire officer training and Firefighter 1 and 2 skills, and continue efforts to design crew quarters, bay space, and a drill tower at Station 2 as the district continues to grow with more housing and industry.

Eno Fire District **$856,115**

- The tax rate for this district is recommended to change from an existing tax rate of 9.68 cents to a revenue neutral tax rate of 8.98 cents for FY 2021-22.
- In FY 2020-21, the department certified four (4) additional members in Water Rescue and five (5) additional members in Technical Rescue, upgraded certification from light rescue to medium rescue, added four (4) firefighters, maintained their ISO rating of 5, and purchased new rescue equipment.
- In FY 2021-22, the department plan to replace a 21 year old EMS unit vehicle, purchase new rescue gear, purchase new turnout gear which are no longer NFPA approved, certify additional members in Water Rescue, and purchase exercise equipment to meet NFPA standards.
- Their Five-Year plan includes replace two (2) 21 year old Fire Engines; add two (2) paid personnel for night coverage, purchase additional walkies/radios to replace outdated units, purchase additional PPE to replace older/outdated gear, and continue with the search for land for a new Station 1 location.

Little River Fire District **$352,019**

- The tax rate for this district is recommended to increase from a revenue neutral tax rate of 5.39 cents to 6.39 cents for FY 2021-22. The existing tax rate is 5.92 cents. This rate increase will be used for debt payments on a new fire engine and additional operating costs associated with the new Station 2. The district is requesting $80,000 from their available fund balance to be used as a downpayment on the new fire engine.
- In FY 2020-21, the department completed their financial audit, ordered a new fire engine, started the construction process for Station 2, maintained their ISO 5 Rating, applied for grants to upgrade equipment, continued recruitment of volunteers, and received a grant to update all mobile radios.
- In FY 2021-22, the department will purchase a new fire engine, finish and furnish Station 2, apply for grants to update firefighting equipment, continue Firefighter recruitment and community outreach, purchase equipment to outfit the new fire engine, and maintain their ISO 5 Rating.
- Their Five-Year plan includes continuing to 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, go through the ISO Rating regrade process, and continue fire prevention and community outreach.

New Hope Fire District **$808,308**

- The tax rate for this district is recommended to change from an existing tax rate of 10.67 cents to a revenue neutral tax rate of 10.12 cents for FY 2021-22. The district is requesting $15,000 from their fund balance to cover the cost of three (3) radio replacements.
- In FY 2020-21, the department has received ten (10) new volunteer members and three (3) new part-time employees, started the process to hire two (2) additional full-time employees, two (2) volunteer members are in the process of completing firefighter, as well as EMT certifications, ordered a new fire engine to replace aging engine with increased repair costs, hosted and participated in eight (8) mutual aid training events, and due to the COVID-19 pandemic, some the district's objectives were not met, but their level of service was not diminished.
- In FY 2021-22, the department will add a first responder/utility vehicle to improve the unified command system, continue to train members for firefighter certification; train new fire drivers; offer mandatory Emergency Vehicle Driver training; send members to area fire schools for specialized training and ensure that all member receive hazmat and bloodborne pathogens training to meet OSHA requirements; host training events for mutual aid departments to meet ISO training requirements; provide NIMS training to all members, continue to seek 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 certification training program; provide mandatory Traffic Incident Management System (TIMS) training for all members; provide firefighter physicals for paid employees; and continue to hire part-time employees to enhance/maintain staffing levels.
- 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; identify ways to recruit and retain volunteers, 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 **$688,002**

- The tax rate for this district is recommended to change from an existing tax rate of 6.81 cents to a revenue neutral tax rate of 6.27 cents for FY 2021-22. The district is requesting $85,000 from their fund balance to cover the cost of replacement fire suppression equipment.
- In FY 2020-21, the department added three (3) new volunteers; received a new fire engine in April 2021, constructed a storage shed for a boat and lawnmower, and purchased three (3) sets of turnout gear.
- In FY 2021-22, the department plans to purchase 22 Self-Contained Breathing Apparatus (SCBA) air packs, and spare bottles, hire a full-time Chief and Deputy Chief, formalize the benefit package, including health insurance, and recruit three (3) new members.
- Their Five-Year plan includes continuing 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 **$1,631,443**

- The tax rate for this district is recommended to increase from a revenue neutral tax rate of 8.79 to 9.49 cents for FY 2021-22. The existing tax rate is 9.48 cents. This rate increase will be used for debt payments for their new Station. The district is requesting $50,000 from their available fund balance to cover the cost of replacement fire suppression equipment.
- In FY 2020-21, the department replaced a 25 year old fire engine, hired a full-time Fire Chief, collaborated with Orange County Emergency Management to build County-wide trench rescue capability, replaced ten year old first responder vehicle, remodeled the inside of Station 1, finalized a plan for a joint fire and EMS station at Waterstone, purchased land to relocated Station 2, certified two (2) members to car seat technician, hired and certified six (6) firefighters, started an in-house ladder testing program, staff replaced damaged aerial wiring, certified another drone pilot, replaced steering gear on 16 year old tanker, and hired two (2) part-time personnel.
- In FY 2021-22, the department plans to place trench rescue capability in service, host training session for county emergency responders, place a new engine in service, break ground on Station 4, certify eighteen (18) members to trench rescue, hire additional part-time staff, and securer funding for Station 4.
- Their Five-Year plan includes re-locating Station 2, and continue to coordinate with the Town of Hillsborough to re-locate Station 1.

South Orange Fire Service District **$598,714**

- 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 district is recommended to change from an existing tax rate of 9.68 to a revenue neutral tax rate of 9.09 cents for FY 2021-22.

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 **$632,500**

- The tax rate for this district is recommended to increase from a revenue neutral tax rate of 11.34 to 12.34 cents for FY 2021-22. The existing tax rate is 12.37 cents. This rate increase will be used to cover increased part-time personnel costs associated with increased hours, and debt service payments on a replacement fire engine.
- In FY 2020-21, the department continued to carry out their mission as a professional fire department through the COVID-19 pandemic, added several new volunteers, continued firefighter certification class partnering with Durham Tech, continues to oversee and maintain the County fire training center, and hosted a regional AFG radio grant for departments in the County.

Fire Districts - continued

- In FY 2021-22, the department plans to continue to carry out its mission as a professional fire department, continue to host firefighter certification class partnering with Durham Tech, continue to oversee and maintain the County fire training center, replace a 1987 fire engine, and prepare for ISO upgrade.
- Their Five-Year plan includes continuing their systematic replacement of extrication equipment to meet the automotive 2025 steel strength requirements; replace Self-Contained Breathing Apparatus (SCBA) in FY 2023-24; and continue their annual replacement plan of turnout gear and radios.

Health

Phone Number: (919) 245-2400 Website: *https://www.orangecountync.gov/204/Health-Department*

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
By Category (General Fund)					
Personnel Services	8,452,905	8,937,883	8,812,627	9,070,169	9,070,169
Operations	1,407,187	1,523,722	1,523,722	1,661,545	1,661,545
Capital Outlay	9,958	0	0	0	0
Total Expenditures	**$ 9,870,050**	**$ 10,461,605**	**$ 10,336,349**	**$ 10,731,714**	**$ 10,731,714**
Total Revenues	3,256,761	3,144,022	3,144,022	3,504,387	3,504,387
County Costs (net)	**$ 6,613,289**	**$ 7,317,583**	**$ 7,192,327**	**$ 7,227,327**	**$ 7,227,327**

Budget Highlights

The FY 2021-22 Manager Recommended budget contains the following changes from Base Budget:

Total increase of $35,000 due to Outside Agency contract with El Futuro included in department budget. In FY 2021-22 this increase will be covered by American Rescue Plan Act (ARPA) funding.

The Manager Recommended Budget does not include funding for the following Department Requests:

None

Budget by Division

Finance and Administrative Services (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	1,455,209	936,643	1,051,503	1,313,929	1,313,929
Operations	103,368	92,550	92,550	263,602	263,602
Capital Outlay	347	0	0	0	0
Total Division Expenditures	**$ 1,558,924**	**$ 1,029,193**	**$ 1,144,053**	**$ 1,577,531**	**$ 1,577,531**
Total Revenues	161,204	42,921	42,921	476,973	476,973
County Costs (net)	**$ 1,397,721**	**$ 986,272**	**$ 1,101,132**	**$ 1,100,558**	**$ 1,100,558**

Finance and Administrative Services Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
State funded Regional Prevention Support Team for Infection Prevention Education	$ 433,478	$ 434,052	$ (574)
Net Finance and Administrative Services Division Changes	**$ 433,478**	**$ 434,052**	**$ (574)**

Dental Health Services (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	1,231,775	1,278,283	1,137,402	1,137,402	1,137,402
Operations	185,823	273,263	273,263	273,963	273,963
Capital Outlay	3,762	0	0	0	0
Total Division Expenditures	**$ 1,421,360**	**$ 1,551,546**	**$ 1,410,665**	**$ 1,411,365**	**$ 1,411,365**
Total Revenues	512,078	544,046	544,046	544,046	544,046
County Costs (net)	**$ 909,282**	**$ 1,007,500**	**$ 866,619**	**$ 867,319**	**$ 867,319**

Dental Health Services Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Increase in hygienist contract cost	$ 700	$ -	$ 700
Net Dental Health Services Division Changes	**$ 700**	**$ -**	**$ 700**

Health Promotion & Education (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	335,818	425,993	429,655	0	0
Operations	139,498	66,599	66,599	0	0
Capital Outlay	25	0	0	0	0
Total Division Expenditures	**$ 475,340**	**$ 492,592**	**$ 496,254**	**$ 0**	**$ 0**
Total Revenues	72,106	43,534	43,534	0	0
County Costs (net)	**$ 403,234**	**$ 449,058**	**$ 452,720**	**$ 0**	**$ 0**

Health Promotion & Education Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Retired division, budget transferred to Community Health Services Division	$ (496,254)	$ (43,534)	$ (452,720)
Net Health Promotion & Education Division Changes	**$ (496,254)**	**$ (43,534)**	**$ (452,720)**

Community Health Services (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	0	0	0	1,297,255	1,297,255
Operations	0	0	0	138,048	138,048
Capital Outlay	0	0	0	0	0
Total Division Expenditures	**$ 0**	**$ 0**	**$ 0**	**$ 1,435,303**	**$ 1,435,303**
Total Revenues	0	0	0	676,036	676,036
County Costs (net)	**$ 0**	**$ 0**	**$ 0**	**$ 759,267**	**$ 759,267**

Community Health Services Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
New division, including Family Success Alliance, home visiting, and care management programs	$ 1,435,303	$ 676,036	$ 759,267
Net Community Health Services Division Changes	**$ 1,435,303**	**$ 676,036**	**$ 759,267**

Environmental Health (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	1,397,798	1,443,615	1,422,034	1,422,034	1,422,034
Operations	89,753	146,160	146,160	92,614	92,614
Capital Outlay	0	0	0	0	0
Total Division Expenditures	**$ 1,487,551**	**$ 1,589,775**	**$ 1,568,194**	**$ 1,514,648**	**$ 1,514,648**
Total Revenues	594,975	685,046	685,046	642,500	642,500
County Costs (net)	**$ 892,576**	**$ 904,729**	**$ 883,148**	**$ 872,148**	**$ 872,148**

Environmental Health Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Wastewater Treatment Program discontinuance	$ -	$ (42,546)	$ 42,546
Reduction in contract and lab expenses	$ (53,546)		$ (53,546)
Net Environmental Health Division Changes	**$ (53,546)**	**$ (42,546)**	**$ (11,000)**

Personal Health (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	4,032,306	4,853,349	4,772,033	3,899,549	3,899,549
Operations	888,745	945,150	945,150	893,318	893,318
Capital Outlay	5,824	0	0	0	0
Total Division Expenditures	**$ 4,926,875**	**$ 5,798,499**	**$ 5,717,183**	**$ 4,792,867**	**$ 4,792,867**
Total Revenues	1,916,398	1,828,475	1,828,475	1,164,832	1,164,832
County Costs (net)	**$ 3,010,476**	**$ 3,970,024**	**$ 3,888,708**	**$ 3,628,035**	**$ 3,628,035**

Personal Health Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Transfer of Family Success Alliance, home visiting, and care management programs to new Community Health Services Division	$ (924,316)	$ (663,643)	$ (260,673)
Net Personal Health Division Changes	**$ (924,316)**	**$ (663,643)**	**$ (260,673)**

Mission Statement

Our mission is to enhance the quality of life, promote the health, and preserve the environment for all people in Orange County.

Health: Finance and Administrative Services

Major Services

- Provide administration, operations, communications, financial reporting, statistical analysis, medical billing, technical support services, and language 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 2020-21 Outcomes

- Managed funding, purchasing, communications, data analysis, and coordination of the COVID-19 Pandemic response
- Planned, trained, implemented, and maintained 10 new pandemic-related information management systems and data visualization tools.

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
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	95%	99%	100%	99%	100%

FY 2021-22 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%.

Health: Dental Health Services

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 2020-21 Outcomes

- Successfully re-opened the dental clinic in June of 2020 to seeing patients for preventative and emergency care during the pandemic.
- Provided a safe clinical environment with no internal transmission of COVID19 while maintaining a limited schedule.

- Continued collaboration with WIC to provide dental home for underserved children and pregnant women.

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: Provide preventive services (oral health screening, cleaning, fluoride, and sealants) to children of Orange County					
Outcome Measure: Increase access to dental health services for children in Orange County.					
Number of children that receive oral health screenings in schools	60	80	3000	0^	100
Number of children from screenings that participate in sealant day at clinic	0*	0	90	0^	90
Service: Provide dental care to economically disadvantaged Orange County Residents					
Outcome Measure: Increase access to dental health services for economically disadvantaged Orange County residents.					
Number of total dental patient visits	7215	5650	7350	3940	5040
Percentage of Medicaid/Health Choice visits	29%	22%	30%	18%	30%
Service: Provide dental health services to prenatal patients.					
Outcome Measure: Increase dental health services to prenatal patients.					
Percentage of prenatal patients that received dental cleaning and exam services during or after their initial appointment. (new measure)	NEW	76%	70%	50%	70%
Total number of prenatal patients seen	62	47	90	16	90

**Bus carrying children to dental clinic for sealants broke down, so no sealants placed*
^Due to pandemic, could not visit schools or bus children in from schools
? More information and parameters are need to compute these numbers, which are not readily available.

FY 2021-22 Objectives

- Fully open the main dental clinic for patient care 4.5 days a week.
- Open the mobile dental clinic and begin seeing patients 2 days per week at Southern Human Services Center.
- Continue collaboration with WIC and OCHD Medical Clinic for prenatal and pediatric referrals.

Health: Community Health Services

Major Services

- Prioritize racial and health equity, diversity, and inclusion across the breadth of our work.

- Collaborate and engage with communities to plan, develop, implement, and evaluate policies and interventions for community health priorities and social determinants of health.
- Care coordination/management services for at-risk pregnant women and children with special health care needs; post-partum/newborn home visiting services.

FY 2020-21 Outcomes

- Developed action plans with community partners to address top health priorities identified in the recent Community Health Assessment.
- Supported the COVID-19 response through education, communication, and equitable practices; engaged partners in resource development, testing, training, volunteering, disease surveillance, and vaccine promotion.

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: Service: Provide a home visit to women and their newborn child by a registered nurse.					
Outcome Measure: Improve access to postnatal care for eligible residents of Orange County.					
Percentage of home visits made within 2 weeks of delivery	n/a	90%	0*	0*	90%
Percentage of mothers that attended clinical post-partum visit	n/a	90%	0*	0*	90%
Service: Provide Tobacco Cessation and Counseling to eligible Orange County residents.					
Outcome Measure: Increase the number of participants who attempt to quit after attending cessation services.					
Percentage of cessation participants attending 3 of 4 Freshstart classes that have made a quit attempt at 3 months	New measure	35%	50%	50%	50%
Service: Provide equity tool(s) to internal and external programs and services					
Outcome Measure: Increase the number of programs and services utilizing equity tool(s) for assessment, planning, implementation, and evaluation					
Performance Measures: Percentage of division programs and services using equity tool (s) for assessment, planning, implementation, and evaluation	New measure	New measure	New measure	New measure	50%

*No home visits made during COVID-19 pandemic in FY 2020-21.

FY 2021-22 Objectives

- Sustain COVID-19 response responsibilities and programmatic services.
- Resume home visits once approved by NCDHHS and address any unmet needs during the COVID-19 pandemic for clients.

Health: Environmental Health Division

Major Services

- Assuring proper construction and operation of septic systems and private water wells through permitting, evaluation, inspections, enforcement, and water sampling.
- Assuring proper food handling and food safety in retail food businesses through permitting, evaluation, inspection, and verification visits.
- Assuring sanitation through inspection of lodging facilities, childcare centers, institutions/ rest homes, school buildings, adult day facilities, local confinement, residential care homes, tattoo artists, and other establishments.
- Assuring safe public swimming pools through permitting and regular inspections.
- Prevention of environmental hazards through investigation and assuring abatement of childhood lead hazards, educating the community on mosquito harborages and air quality requests, and referring the community on environmental health matters as needed.

FY 2020-21 Outcomes

- Energov Customer Service Portal became available for public records.
- In the last half of FY 19-20 Covid response and recovery efforts were additional daily tasks. The staff responded to 194 additional complaints, made several door-to-door tours of business areas to offer education and to monitor Executive Order compliance, and answered countless emails and phone calls to assist business owners and community clients with solving Covid safety problems.
- OSWP applications continued the goal of responding within the first 14 days. This included 186 in-house existing systems authorizations that were issued/completed in the first two business days and 188 existing systems authorizations with field visit issued within the first 4 days. Sixty-eight well repair applications were permitted within two days.
- The Retail Food, Lodging, and Institution program inspections were inspected at a frequency that is required by Law. This included adding eight inspections to UNC concessions and 8 establishments to the UNC medical campus.
- Seasonal Public Swimming Pools were inspected during their operational period. This includes several new pools that were not expected, such a pool started by Alamance County and found to be located in Orange County and three pools on UNC campus.

Performance Measures	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Projected	2021-2022 Budget
Service: **Assure proper construction and operation of septic systems and private water wells through permitting, evaluation, inspections, enforcement, and water sampling.**					
Outcome Measure: Improve efficiency and efficacy in processing activities of the OSWP assurance					
Percentage of OSWP applications that receive response within the first 14 days	n/a	n/a	70%	70%	70%
Percentage of WTMP invoices paid within the same fiscal year	92%	85%	95%	n/a	n/a

Performance Measures	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Projected	2021-2022 Budget
Number of New Well Water Samples (newly linked to Well Permits in FY 21-22)	112	202	230	230	230
Service: **Assure proper food handling and food safety in retail food businesses through permitting, evaluation, inspection, and verification visits.**					
Outcome Measure: Maintain efficacy levels as inspection demands are increasing					
Percentage of Inspections, permitting, and visits completed annually as required by law, policy, or procedure	100%	100%	100%	100%	100%
Average review time of Retail Food Program plan reviews	6.5 days	6.25 days	7 days	7 days	7 days
Service: **Assure safe public swimming pools through permitting and regular inspections.**					
Outcome Measure: Improve swimming pool water quality and safety by increasing oversight during the operational period					
Public Swimming Pools inspected during the operational period	86%	87%	75%	75%	75%

FY 2021-22 Objectives

- Fully implement customer service portal to allow for citizens, realtors and researchers independent 24 hour access for applications and fees
- Redesign the WTMP program built on priorities and public health outcomes
- Redesign the Mobile Home Park program built on priorities and public health outcomes
- Redesign the workflow for water sampling new well constructions
- Plan for a local onsite wastewater rules revision

Health Department-Personal Health

Major Services

- Medical services: Immunizations, Family Planning, Breast and Cervical Cancer Screening, Prenatal and Well Child care, diagnosis and treatment of acute and chronic health conditions, integrated Behavioral Health.
- Investigation, prevention and control of communicable diseases.
- Provide Medical Nutrition Therapy and Diabetes Self-Management Education.
- Formerly Incarcerated Transitions Program (FIT)

FY 2020-21 Outcomes

- Communicable Disease team along with many Health Department staff, county staff, and community partners kept Orange County as safe as possible during the COVID-19 pandemic
- Increased by 2% the percentage of participants with improved blood glucose control after completing DSME.

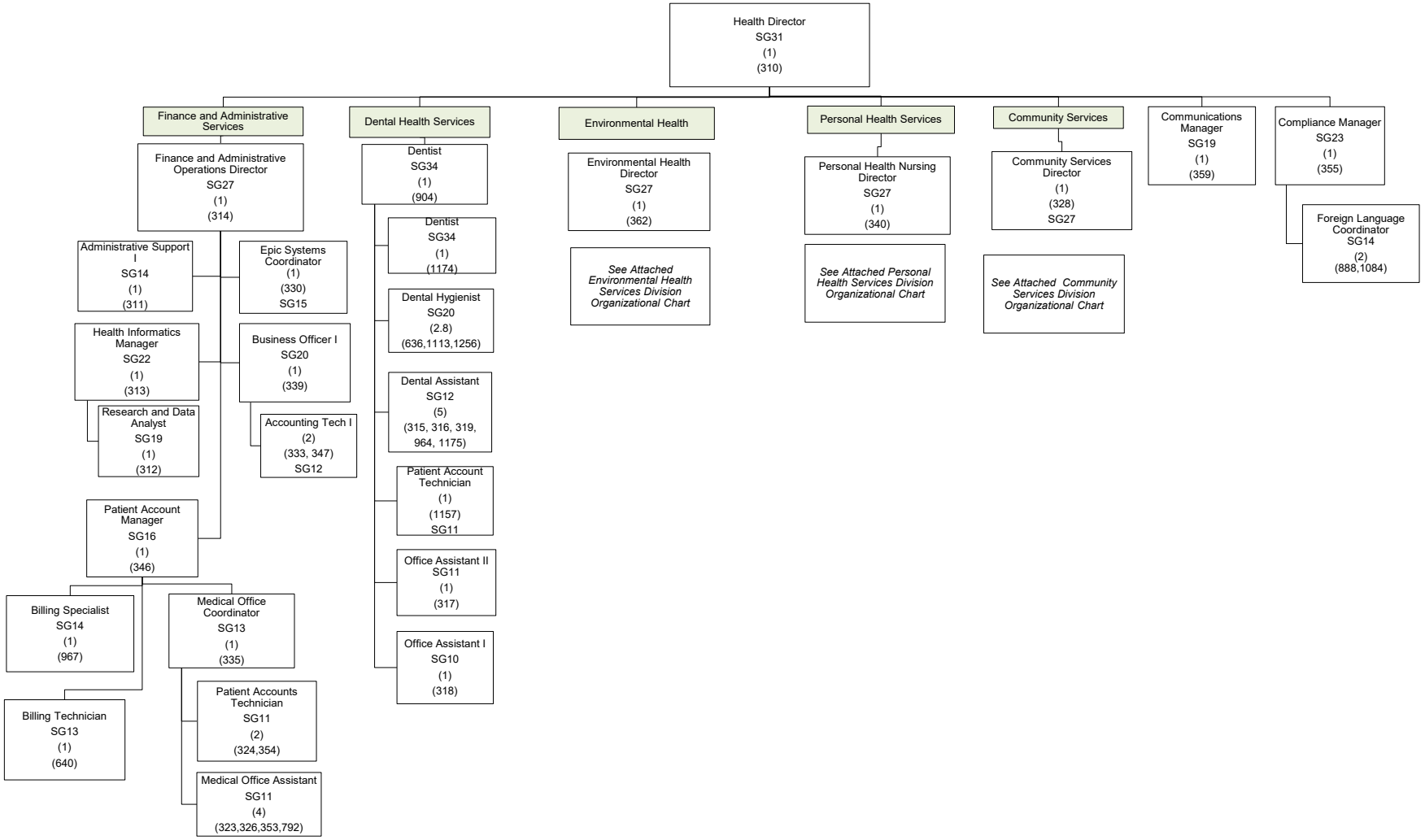
- Increased by 1% the number of participants completing 9 of 10 hours of Diabetes education classes.

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: Provide Medical Nutrition Therapy and Diabetes Self-Management Education Services to Community Members.					
Outcome Measure: Increase the number of Orange County residents with controlled diabetes.					
Percentage of participants with improved blood glucose control at the 3mos f/u appointment (completing all 10 hours of DSME)	72%	74%	N/A	76%	77%
Number of MNT appointments	777	851	N/A	754	868
Percentage of participants completing 9 of 10 hours of DSME program	83%	82%	N/A	83%	85%
Service: Provide medical services to uninsured, underinsured and Medicaid eligible clients					
Outcome Measure: Increase the number of underserved children in the Orange County Community that have a medical home.					
Number of child health visits	n/a	1,730	1,800	1,800	1,800
Percentage of eligible children appropriately tested for blood lead poisoning	n/a	90%	100%	90%	95%
Service: Provide investigation, prevention, and control of communicable diseases.					
Outcome Measure: Increase the percentage of Orange County residents vaccinated against the SARS CoV-2 virus to prevent severe illness from the resulting COVID-19 disease.					
Percentage of Orange County residents fully vaccinated against the SARS CoV-2 virus	n/a	n/a	n/a	53%	90%

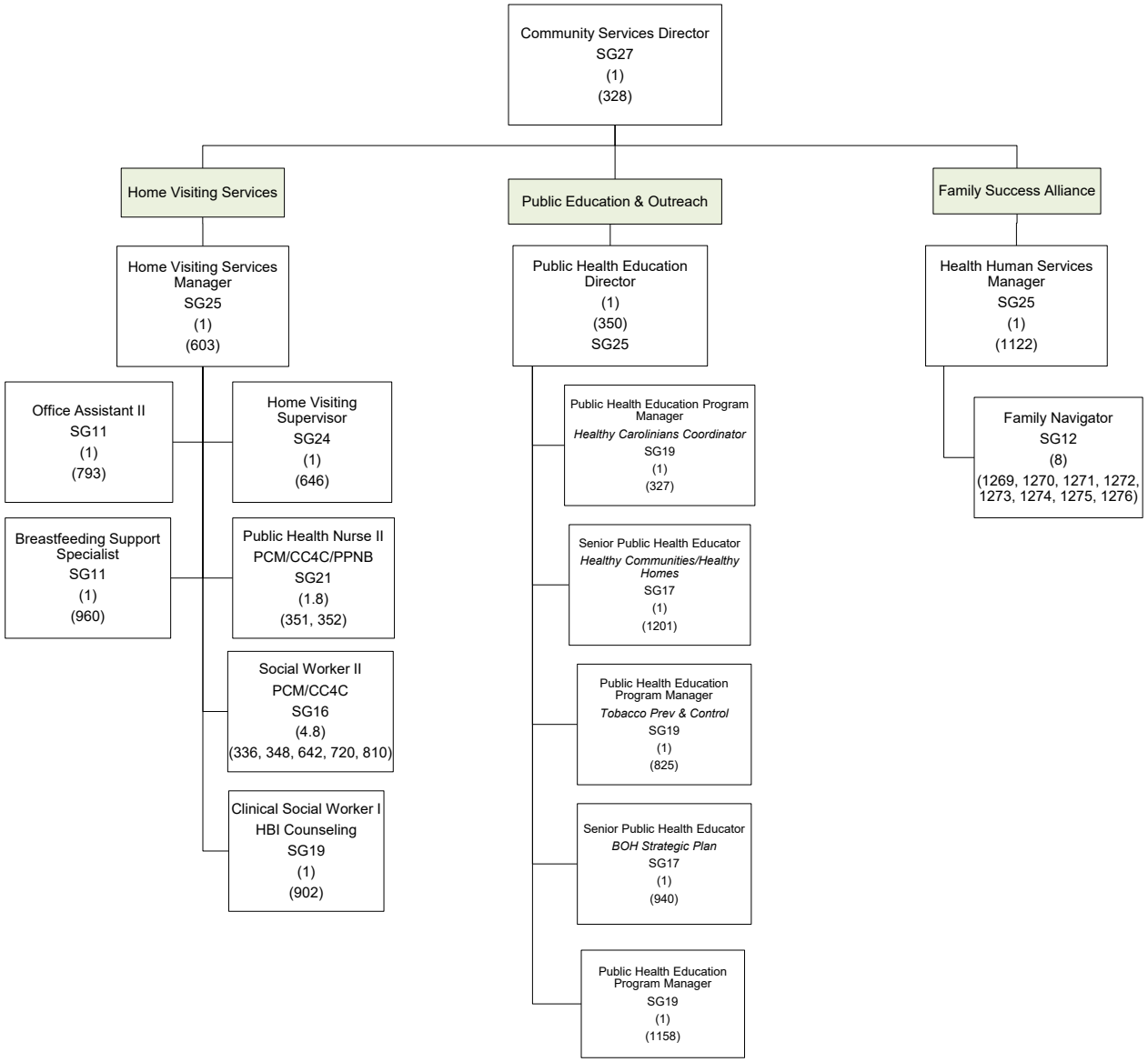
FY 2021-22 Objectives

- Increase number of Medical Nutrition Therapy appointments to 868 (2% increase from FY19).
- Increase by 2% the number of participants completing 9 of 10 hours of Diabetes education classes.
- Increase Family Planning visits by 10%
- Maintain 5% or below of positive COVID-19 tests out of all tests performed

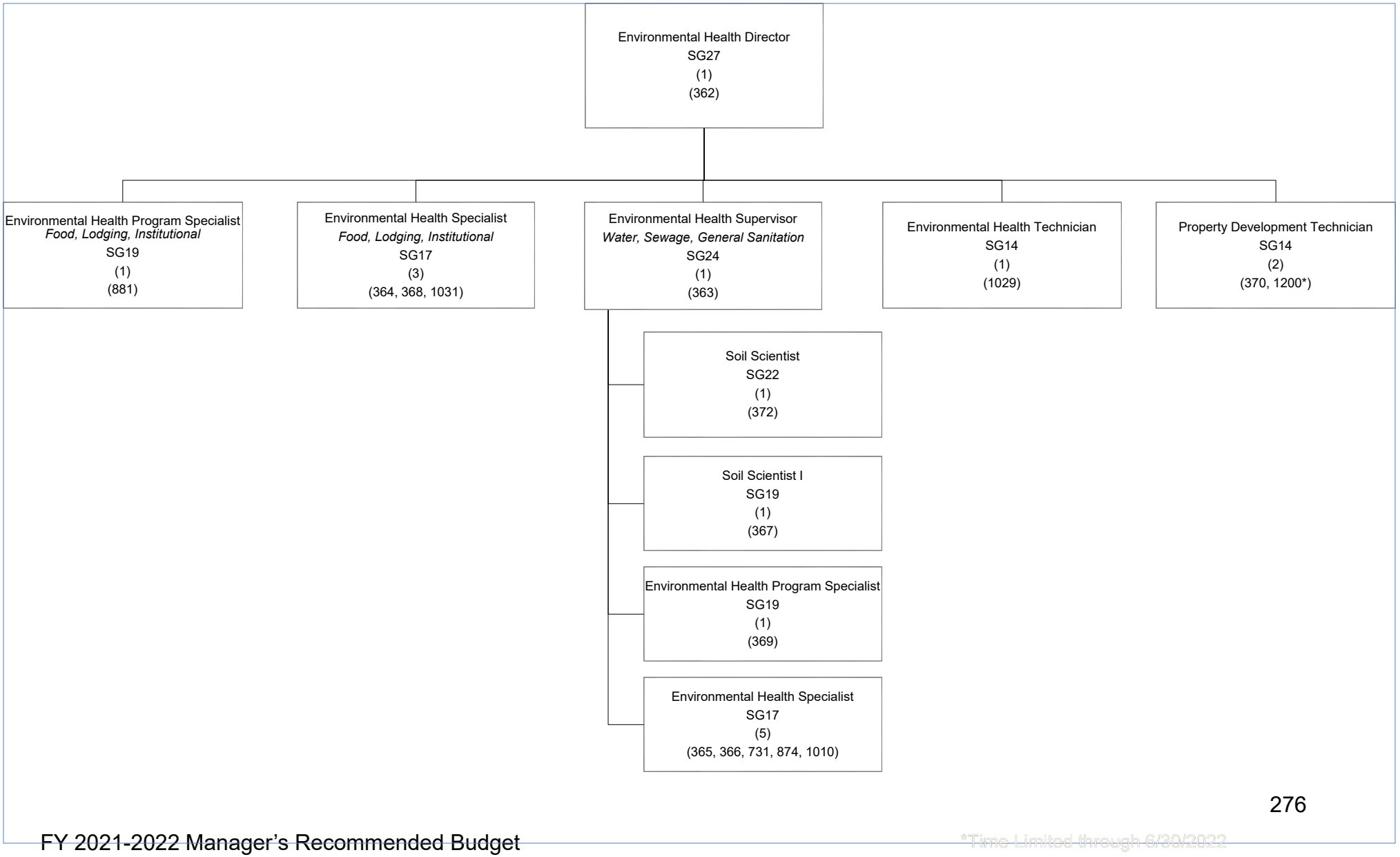
Health Department



Community Services

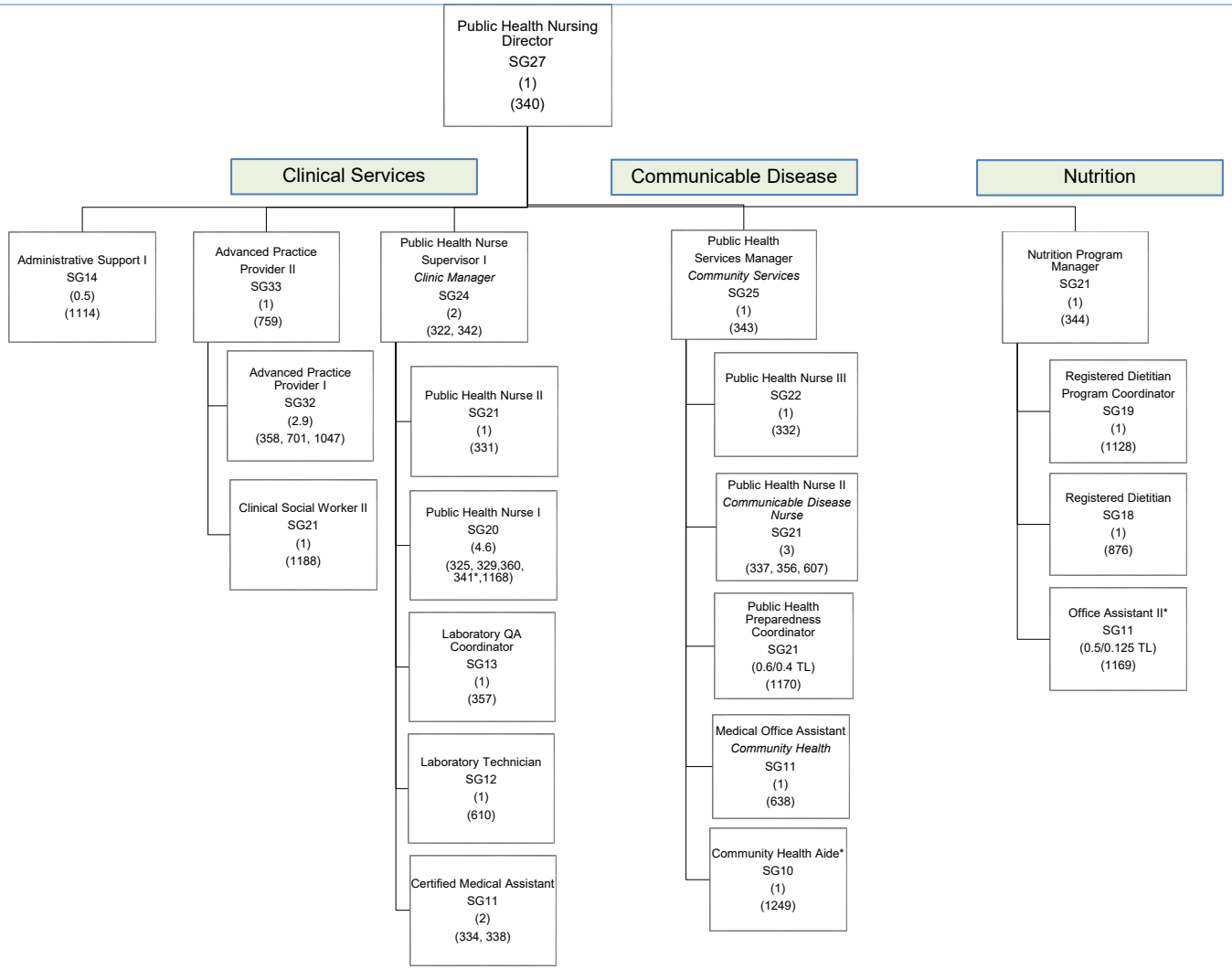


Environmental Health



*Time Limited through 6/30/2022

Personal Health Services



Housing and Community Development

Phone Number: (919) 245-2490 Website: http://www.orangecountync.gov/Housing

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
By Category (General Fund)					
Personnel Services	198,319	255,915	261,444	1,228,118	601,761
Operations	32,108	162,360	162,360	491,810	491,810
Capital Outlay	13,984	0	0	0	0
Total Expenditures	**$ 244,411**	**$ 418,275**	**$ 423,804**	**$ 1,719,928**	**$ 1,093,571**
Total Revenues	0	0	0	0	0
County Costs (net)	**$ 244,411**	**$ 418,275**	**$ 423,804**	**$ 1,719,928**	**$ 1,093,571**
By Category (Community Development Fund)					
Personnel Services	467,056	545,947	600,160	202,272	828,629
Operations	782,062	868,825	769,716	865,784	865,784
Capital Outlay	16,514	2,382	0	0	0
Total Expenditures	**$ 1,265,632**	**$ 1,417,154**	**$ 1,369,876**	**$ 1,068,056**	**$ 1,694,413**
County Contribution	1,227,290	706,137	706,137	459,761	1,086,118
Total Department Revenues	835,435	711,017	601,129	608,295	608,295
Fund Costs (net)	**$ (797,093)**	**$ 0**	**$ 62,610**	**$ 0**	**$ 0**
By Category (Housing Choice Voucher Fund)					
Personnel Services	400,880	415,861	481,430	481,430	481,430
Operations	85,733	216,535	216,535	0	0
Voucher	3,783,958	3,815,893	3,815,893	3,871,750	3,871,750
Capital Outlay	0	0	0	0	0
Total Expenditures	**$ 4,270,572**	**$ 4,448,289**	**$ 4,513,858**	**$ 4,353,180**	**$ 4,353,180**
County Contribution	50,342	247,025	247,025	0	0
Total Department Revenues	4,302,729	4,201,264	4,201,264	4,353,180	4,353,180
Fund Costs (net)	**$ (82,499)**	**$ 0**	**$ 65,569**	**$ 0**	**$ 0**
Total Housing and Community Development Expenditures	**$ 5,780,615**	**$ 6,283,718**	**$ 6,307,538**	**$ 7,141,164**	**$ 7,141,164**
Total Department Revenues	5,138,164	4,912,281	4,802,393	4,961,475	4,961,475
County Costs (net)	**$ 642,451**	**$ 1,371,437**	**$ 1,505,145**	**$ 2,179,689**	**$ 2,179,689**

Budget Highlights

The FY 2021-22 Manager Recommended budget contains the following changes from Base Budget:

Net increase of $674,544 due to large ARPA funded initiatives such as funds to administer the emergency housing assistance programs, as well as to replenish the Local Urgent Repair and Local Single Family funds. The budget also implements an initiative to budget county funded personnel and operations in the General Fund, rather than in multi-year grant funds. This will improve internal management of these programs.

The Manager Recommended Budget does not include funding for the following Department Requests:

None

Budget by Division

Housing Administration (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Housing Administration (General Fund)					
Personnel Services	198,319	255,915	261,444	887,801	261,444
Operations	32,108	162,360	162,360	62,360	62,360
Capital Outlay	13,984	0	0	0	0
Total Expenditures	**$ 244,411**	**$ 418,275**	**$ 423,804**	**$ 950,161**	**$ 323,804**
Total Revenues	0	0	0	0	0
County Costs (net)	**$ 244,411**	**$ 418,275**	**$ 423,804**	**$ 950,161**	**$ 323,804**

Housing Administration Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Reduce local voucher funding. Offset by increase in Risk Mitigation division.	$ (100,000)	$ -	$ (100,000)
Net Housing Administration Division Changes	**$ (100,000)**	**$ -**	**$ (100,000)**

Housing Rehabilitation (General Fund and Community Development Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Housing Rehabilitation (General Fund)					
Personnel Services	0	0	0	216,556	216,556
Operations	0	0	0	110,500	110,500
Capital Outlay	0	0	0	0	0
Total Expenditures	**$ 0**	**$ 0**	**$ 0**	**$ 327,056**	**$ 327,056**
Total Revenues	0	0	0	0	0
County Costs (net)	**$ 0**	**$ 0**	**$ 0**	**$ 327,056**	**$ 327,056**
Housing Rehabilitation (Community Development Fund)					
Personnel Services	202,284	111,149	216,556	0	0
Operations	303,524	203,759	110,500	160,000	160,000
Capital Outlay	16,514	0	0	0	0
Total Expenditures	**$ 522,322**	**$ 314,908**	**$ 327,056**	**$ 160,000**	**$ 160,000**
*County Contribution**	522,322	314,908	314,908	160,000	160,000
Total Department Revenues	0	0	0	0	0
Fund Costs (net)	**$ 0**	**$ 0**	**$ 12,148**	**$ 0**	**$ 0**
Net County Funding Total	**$ 522,322**	**$ 314,908**	**$ 327,056**	**$ 487,056**	**$ 487,056**
Total Division Expenditures	**$ 522,322**	**$ 314,908**	**$ 327,056**	**$ 487,056**	**$ 487,056**

*Recommended Budget includes $120,000 in ARPA Funding

Housing Rehabilitation Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Fund county personnel and operations in General Fund rather than multi-year Community Development Fund	$ -	$ -	$ -
Replenish Local Single Family Repair and Local Urgent Repair funds Using $120,000 ARPA funding and $40,000 county funding.	$ 160,000	$ -	$ 160,000
Net Housing Rehabilitation Division Changes	**$ 160,000**	**$ -**	**$ 160,000**

Orange County Partnership to End Homelessness (Community Development Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Orange County Partnership to End Homelessness (Community Development Fund)					
Personnel Services	126,662	308,083	221,969	202,272	202,272
Operations	69,240	52,854	47,004	53,517	53,517
Capital Outlay	0	2,382	0	0	0
Total Expenditures	**$ 195,902**	**$ 363,319**	**$ 268,973**	**$ 255,789**	**$ 255,789**
County Contribution	91,603	91,603	91,603	91,526	91,526
Total Department Revenues	156,849	271,716	161,828	164,263	164,263
Fund Costs (net)	**$ (52,550)**	**$ 0**	**$ 15,542**	**$ 0**	**$ 0**

OCPEH Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Reduce county contribution by using current year grant to offset personnel costs	$ (77)	$ -	$ (77)
Net OCPEH Division Changes	**$ (77)**	**$ -**	**$ (77)**

Risk Mitigation and Housing Displacement (Community Development Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Risk Mitigation and Housing Displacement (Community Development Fund)					
Personnel Services	0	0	0	0	626,357
Operations	160,011	75,000	75,000	175,000	175,000
Capital Outlay	0	0	0	0	0
Total Expenditures	**$ 160,011**	**$ 75,000**	**$ 75,000**	**$ 175,000**	**$ 801,357**
*County Contribution**	160,011	75,000	75,000	175,000	801,357
Fund Costs (net)	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**

*Recommended Budget includes $626,357 in ARPA Funding

Risk Mitigation Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Increase housing stabilization funds, offset by reductions in General Administration Division.	$ 100,000	$ -	$ 100,000
Increase in temp and extend 1.000 FTE Emergency Housing Assistance Coordinator through FY 2022 to administer emergency housing assistance programs. Funded by ARPA. Requested in General Administration Division.	$ 626,357	$ -	$ 626,357
Net Risk Mitigation Division Changes	**$ 726,357**	**$ -**	**$ 726,357**

HOME Program (General Fund and Community Development Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
HOME Program (General Fund)					
Personnel Services	0	0	0	123,761	123,761
Operations	0	0	0	102,500	102,500
Capital Outlay	0	0	0	0	0
Total Expenditures	**$ 0**	**$ 0**	**$ 0**	**$ 226,261**	**$ 226,261**
Total Revenues	0	0	0	0	0
County Costs (net)	**$ 0**	**$ 0**	**$ 0**	**$ 226,261**	**$ 226,261**
HOME Program (Community Development Fund)					
Personnel Services	138,110	126,715	161,635	0	0
Operations	249,287	537,212	537,212	477,267	477,267
Capital Outlay	0	0	0	0	0
Total Expenditures	**$ 387,397**	**$ 663,927**	**$ 698,847**	**$ 477,267**	**$ 477,267**
County Contribution	453,354	224,626	224,626	33,235	33,235
Total Department Revenues	678,586	439,301	439,301	444,032	444,032
Fund Costs (net)	**$ (744,543)**	**$ 0**	**$ 34,920**	**$ 0**	**$ 0**
Net County Funding Total	**$ (291,189)**	**$ 224,626**	**$ 259,546**	**$ 259,496**	**$ 259,496**
Total Division Expenditures	**$ 387,397**	**$ 663,927**	**$ 698,847**	**$ 703,528**	**$ 703,528**

HOME Program Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Fund county personnel and operations in excess of grant's administration reimbursment in the General Fund rather than in Community Development Fund	$ -	$ -	$ -
Net HOME Program Division Changes	**$ -**	**$ -**	**$ -**

Voucher Administration (General Fund and Housing Choice Voucher Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Voucher Administration (General Fund)					
Personnel Services	0	0	0	0	0
Operations	0	0	0	216,450	216,450
Capital Outlay	0	0	0	0	0
Total Expenditures	**$ 0**	**$ 0**	**$ 0**	**$ 216,450**	**$ 216,450**
Total Revenues	0	0	0	0	0
County Costs (net)	**$ 0**	**$ 0**	**$ 0**	**$ 216,450**	**$ 216,450**
By Category (Housing Choice Voucher Fund)					
Personnel Services	400,880	415,861	481,430	481,430	481,430
Operations	85,733	216,535	216,535	0	0
Voucher	3,783,958	3,815,893	3,815,893	3,871,750	3,871,750
Capital Outlay	0	0	0	0	0
Total Expenditures	**$ 4,270,572**	**$ 4,448,289**	**$ 4,513,858**	**$ 4,353,180**	**$ 4,353,180**
County Contribution	50,342	247,025	247,025	0	0
Total Department Revenues	4,302,729	4,201,264	4,201,264	4,353,180	4,353,180
Fund Costs (net)	**$ (82,499)**	**$ 0**	**$ 65,569**	**$ 0**	**$ 0**
Total Division Expenditures	**$ 4,270,572**	**$ 4,448,289**	**$ 4,513,858**	**$ 4,569,630**	**$ 4,569,630**

Voucher Administration Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Fund operations in General Fund rather than in Housing Choice Voucher Fund	$ -	$ -	$ -
Utilize HCV Fund Balance to eliminate county transfer to HCV Fund	$ -	$ 95,080	$ (95,080)
Net Voucher Administration Division Changes	**$ -**	**$ 95,080**	**$ (95,080)**

Mission Statement

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

General Administration

Major Services

- Provides administrative, financial reporting and technical support services to OCHCD.
- 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 2020-21 Outcomes

- With the manager's office, moved the Orange County Partnership to End Homelessness (OCPEH) into OCHCD as a new division of the Department. This allowed for the creation of several new programs for COVID-19 response to include Rapid Rehousing, Housing Helpline, Street Outreach, Harm Reduction and Deflection (in partnership with the Criminal Justice Resource Department), Housing Access Coordination, and time-limited rental rehabilitation and transportation programs funded by the N.C. Department of Housing and Human Services. The move also allowed for better leveraging of resources such as Housing Choice Vouchers and Emergency Housing Assistance for eviction and homelessness prevention.
- All OCHCD staff participated in Fair Housing training provided by the Fair Housing Project and Community Home Trust.
- All OCHCD staff received 'racial equity at work' training.

FY 2021-22 Objectives

- Continue to support the overall administration of OCHCD programs and continue to provide staff and programmatic support to all divisions of the Department: OCPEH, Community Development, Housing Choice Voucher Program
- Continue developing and implementing a racial equity frame in all OCHCD programs. Continue to analyze and map existing resource delivery to identify gaps in services to historically underserved people and areas. Identify underserved areas and implement outreach plan with the goal of increasing applications to OCHCD programs, maximizing and properly leveraging funding sources, and better serving residents.
- Continue to fully integrate and leverage OCHCD resources with OCPEH resources and partner network.

Housing Choice Voucher Program (HCV) Division (formerly called 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 meets 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 Voucher Preference in coordination with OCPEH and community partners.
- 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.

- Administers the Orange County Landlord Incentive Program in partnership with the Housing Access Coordinator and OCPEH.

FY 2020-21 Outcomes

- Provided rent subsidies to over 550 low-income families, including fifty-one (51) individuals experiencing homelessness, to enable them to obtain standard, affordable rental housing in the County.
- Provided rent subsidies to ten (10) additional veterans under the HUD-VASH Voucher Program and in conjunction with the Durham Veterans Administration.
- Collaborated with the Chamber and Big Bold Ideas Committee on Housing to host a landlord recruitment event, attended by fourteen (14) landlords and property managers (31 people in attendance total), with the goal of increasing the number of voucher participating landlords.
- Conducted bi-monthly HCV briefings to onboard new applicants in an efficient manner. Collaborated with OCPEH, the Housing Access Coordinator, and HOME Committee members to house residents.
- Improved HCV inspection time and added efficiencies to the inspection process to include new technology to record inspection findings more quickly.
- With CARES and HUD funding, designed and implemented a Landlord Incentive Program (OCLIP) that provides a $1,000 lease-signing bonus to property owners agreeing to accept vouchers. LIP provided funds to house ninety-one (91) Orange County residents.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Actual (to date)	2021-22 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	553	600	575	550	580
Service: Ensure housing procured by voucher holders meet minimum standards of health and safety					
Number of annual housing inspections conducted	553	600	590	400	580
Service: Housing Choice Voucher Holder to Homeownership Program					
Number of Housing Choice Voucher Holders to qualify for Homeownership	N/A	0	1	0	3
Number of Housing Choice Voucher Holders moved to Homeownership	1	3	2	0	0

FY 2021-22 Objectives

- Increase utilization of the HCV program by 10% to include continuing to house the most vulnerable in Orange County in partnership with OCPEH.
- Increase the number of landlords from 195 to 205 participating in the Housing Choice Voucher Program by utilizing enhanced engagement efforts.
- HCV Program staff will also work to decrease the time (from 90-120 days to 60-90 days) it takes to “lease up” for HCV participants. However, without additional staff and given the limited supply of affordable housing in the County, this goal will be challenging to achieve.

- Implement Project-Based Voucher (PBV) contracts, which will allow us to attach vouchers to units and increase the stability of our affordable housing inventory.
- Re-open application process for Homeownership Voucher (HOV) program. HCV currently assists four residents who have purchased homes while participating in our program, yet the program has not accepted any new applications for over a year. In 2021-22 HCV will once again provide this opportunity to current voucher participant, so that they will have the chance to progress from tenant to homeowner.

Community Development Division

The Community Development Division includes several programs that promote affordable housing in Orange County including the HOME Program, Urgent Repair Program, and Essential Single-Family Rehabilitation Program. These programs use local County dollars as well as federal and state funds. In addition, the Division oversees the Risk Mitigation and Housing Displacement Fund (which includes the Emergency Housing Assistance fund), Affordable Housing Bond Program and the Affordable Housing Land Banking/Manufactured Home Park Initiative, inclusive of a new Displacement Mitigation Assistance Program (DMAP) and new Revolving Loan Program for Manufactured Home Park Owners. All of these programs are capitalized with local dollars, and the Emergency Housing Assistance fund (EHA) also uses federal funds awarded by the state.

Major Services – HOME Program

Administer funds, in partnership with the Towns (who, along with the County, make up the Orange County HOME Consortium) and local nonprofits, for a wide range of affordable housing activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people.

Orange County is the lead agency for the Orange County HOME Consortium and leads the reporting, compliance, and application processes each year.

FY 2020-21 Outcomes

- HOME funds awarded in 2020 will provide second mortgage assistance for at least three (3) homebuyers earning between 30% and 60% of the area median income (AMI) through Habitat for Humanity and funding for a new ten (10) unit rental development being developed by EmPOWERment, Inc. for households earning between 30% and 80% of AMI.
- Of the three (3) homebuyers to be assisted with 2020 HOME funds, one (1) buyer is ready to close on their home by April 2021 (estimated HOME amount = $30,000).
- Additionally, a closing is planned for April 2021 for a Community Home Trust project using 2018 HOME funds to acquire a home in the Tin Top neighborhood in Carrboro to be converted to an affordable single-family rental for one (1) household earning less than 30% AMI (estimated HOME amount = $40,000).
- To date in FY 2020-21, $74,411 in HOME funding has been disbursed to provide tenant-based rental assistance to eleven (11) tenants earning less than 30% AMI through OCPEH's Rapid Rehousing program.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Actual (to date)	2021-22 Budget
Service: Homebuyer Assistance					
Number of homebuyers assisted	11	15	4	1	7
Service: Housing Rehabilitation					
Number of substandard housing units repaired	0	5	24	0	0
Service: Acquisition – Rental					
Number of units purchased for affordable housing	0	1	1	0	2
Service: New Construction – Rental					
Number of units constructed for rental by low-income families	80	0	0	0	3
Services: Tenant Base Rental Assistance					
Number of households assisted with rent, security deposits and utility payments	-	-	5	11	12

FY 2021-22 Objectives

- Provide homeownership assistance, through Habitat to Humanity, to an estimated seven (7) low-income homebuyers earning 30% to 80% of AMI.
- Provide acquisition funds for two (2) affordable rental units to provide housing for households earning less than 30% AMI.
- Provide rental assistance, including security and utility deposits, for twelve (12) households earning less than 80% AMI.

Major Services – Home Repair and Rehabilitation

The Department runs two programs that provide funding to low-income homeowners to finance home repair and rehabilitation in order to preserve the County's existing housing stock. Orange County uses local funds, as well as grant funds from the N.C. Housing Finance Agency (NCHFA), to run these two programs:

The Urgent Repair Program (URP) funds repairs to address health, safety, and accessibility issues in the home for low-income homeowners who earn 50% of the area median income (AMI) or less and have an eligible special housing need. The maximum amount of NCHFA assistance per unit is $10,000. County funds may be leveraged to finance repairs above this amount when necessary

The Essential Single Family Rehabilitation Program (ESFR) provides moderate housing rehabilitation assistance for low income home owners who are at 80% or below the AMI. The maximum amount of NCHFA assistance per unit is $30,000. County funds may be leveraged to provide up to $70,000 in rehabilitation work.

In February 2020, the Department of Housing and Community Development was awarded $150,000 of the County's Climate Action Tax funds to be used for Supplemental Weatherization. The design of this program was done in collaboration with the County Sustainability Program and the Orange County Home Preservation Coalition. The Supplemental Weatherization Program is designed to fill the gap when existing sources of funding, such as the state's Weatherization Assistance Program and the County's Urgent Repair Program, are unable to assist. It is also required that the project result in an energy and cost savings for the resident.

FY 2020-21 Outcomes

- Through the Orange County Home Preservation Coalition, OCHCD collaborated with other County departments and community partners who receive rehabilitation funds to streamline services for low-income homeowners and leverage funds for rehabilitation activities.
- Completed repairs to seven (7) homes under the NCHFA 2019 Urgent Repair Program. The 2019 program cycle closed in December 2020. In total, thirteen (13) homes were repaired under this program cycle.
- To date, four (4) homes have been completed and seven (7) homes are in progress under the NHCFA 2020 Urgent Repair Program, which began in October 2020.
- Urgent repairs to an additional three (3) homes were completed using County funds (no NCHFA URP funds).
- Under the NCHFA 2017 Essential Single-Family Housing Rehabilitation Program, five (5) units were completed. One (1) unit is still in progress. The 2017 program cycle closed in December 2020. The Department applied for and was awarded funds under the 2020 program cycle, which began in October 2020 and is currently accepting applications.
- Rehabilitation of an additional two (2) homes was completed using County funds (no NCHFA ESFR funds).
- Completed repairs on six (6) homes using County Climate Action Tax funds through the Supplemental Weatherization Program. An additional nine (9) units are anticipated to be completed by the end of FY 20-21.
- Hosted training for participating contractors on required asbestos certifications. The training was attended by fifteen (15) contractors and/or community partners' construction personnel.
- Amended the Urgent Repair and Essential Single-Family Housing Rehab policies to (1) allow use of the County vendor list, rather than a competitive bid process, in order to increase efficiency of service delivery and improve relationships with local contractors, and (2) allow ESFR applications to be accepted on a rolling basis, rather than a closed application cycle, to ensure eligible homeowners are able to apply as long as funds remain available.
- Purchased Neighborly software, which includes a Contractor Portal and cost estimation/scope of work functionality for home rehabilitation programs.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Actual (to date)	2021-22 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	10	14	14	20
Service: Single-Family Housing Rehabilitation – Comprehensive and moderate rehab activities for low and moderate income individuals and families.					
Number of dwelling units renovated.	2	8	3	7	5
Service: Supplemental Weatherization – Weatherization and other supplemental repair/rehab activities using funds from the County's Climate Action Tax					
Number of dwelling units assisted.	-	-	-	6	15

FY 2021-22 Objectives

- Repair/rehabilitate a total of forty (40) units with County and other funds in FY 2021-2022.
- Continue participating in the Home Preservation Coalition and collaborated with other County departments and community partners who receive rehabilitation funds to streamline services for low-income homeowners and leverage funds for rehabilitation activities.
- Continue contracting with the Triangle J Council of Governments (TJCOG) to administer OCHCD's home repair and rehabilitation programs in order to leverage TJCOG's expertise with N.C. Housing Finance Agency rehab funds to improve program management.
- Use contract services funds to conduct racial equity impact analysis and geographic distribution analysis of repair and rehabilitation work to identify any gaps in services and work to fill those gaps.

Major Services – Risk Mitigation and Housing Displacement

The Fund was created to assist in maintaining the number of landlords who participate in various Orange County Voucher and other subsidy programs (Risk Mitigation Fund); assist with housing stabilization and prevent homelessness (Housing Stabilization Fund, now called the Emergency Housing Assistance Fund); and mitigate displacement of low-income residents (Displacement Mitigation Assistance Program – see Manufactured Home Park Initiative below).

When the COVID-19 pandemic hit in early 2020, the housing stabilization component of the Fund was scaled up and rebranded as the Emergency Housing Assistance (EHA) fund. The purpose of EHA is to prevent eviction and homelessness and help low-income Orange County households secure and maintain stable housing by providing financial assistance for rent, mortgage and utility payments, security deposits, application fees and other emergency housing-related expenses.

FY 2020-21 Outcomes

- To date in FY20-21, disbursed $2.2 million to assist 951 households. Of these households, 733 (77%) had incomes at or below 30% AMI, indicating that EHA has effectively targeted households at the lowest income and with the highest need.
- Partnered directly with local nonprofits to provide assistance to historically underserved residents and to those speaking languages other than English.
- Conducted a data analysis of EHA to help inform racial equity goals in service delivery and working with a consultant ongoing to provide support for racial equity work ongoing.
- Applied for and awarded $900,000 in Community Development Block Grant Coronavirus (CDBG-CV) funds from the N.C. Department of Commerce to continue providing rent, utility and mortgage assistance to people facing eviction and/or homelessness through Emergency Housing Assistance (EHA). Worked with the Towns to support their applications and will be administering Town CDBG-CV funds on their behalf.
- Administered the State's HOPE Program providing rent and utility assistance to people facing exaction (~$1.5 million).
- Coordinated with OWASA and Town of Hillsborough to provide direct outreach to water customers who were delinquent on payments to connect them to EHA for payment assistance.

FY 2021-22 Objectives

- Continue administration of the EHA program, to include administration of CDBG-CV funds from the N.C. Department of Commerce awarded to the County and the Towns of Carrboro and Hillsborough, and scale up when additional Emergency Rental Assistance (ERA) funds are received from the N.C. Office of Resilience and Recovery.
- OCHCD expects to serve at least 1,000 households through EHA in FY21-22.
- Use contract services funds to continue racial equity impact analysis of EHA program in order to identify and fill gaps in program delivery.

Other Services:

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 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 DMAP.

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).

Accomplishments to Date

- Displacement Mitigation Assistance Program (DMAP): Three (3) low-income families have received assistance through DMAP.
- Revolving Loan Pool: Funds have not yet been used, but OCHCD has been in conversation with local partners and statewide organization that assists mobile home park residents in converting rental parks into resident-owned communities (ROCs) about the potential for using County funds for future ROC conversions should the opportunity arise.
- Currently coordinating with the Towns on a draft strategic action plan for mobile home displacement that will leverage staffing and resources from all jurisdictions to prevent ongoing displacement and assist those who are displaced from mobile home parks.

Affordable Housing Bond Application and Award Process

- Coordinated the Affordable Housing bond application and award process with the Affordable Housing Advisory Board and the Board of County Commissioners.

Orange County Partnership to End Homelessness

The Orange County Partnership to End Homelessness (OCPEH)'s work is divided in three sections: coordinating among homeless service providers, coordinating federal grants, and administering four direct service programs – the Housing Helpline, Rapid Re-housing, Street Outreach, Harm Reduction and Deflection, and Housing Access Coordinator. OCPEH is funded jointly by Orange County (39%), the Town of Chapel Hill (41%), the Town of Carrboro (15%), and the Town of Hillsborough (5%) by a formula based on population.

Major Services – Direct Services

- Housing Helpline – this phone and email service is the centralized access point for anyone experiencing housing crisis and serves as the housing and homelessness coordinated entry access point for Orange County. People can call or email the Helpline and are connected with appropriate resources ranging from homelessness prevention, homelessness diversion, emergency housing and shelter referrals, connections to Emergency Housing Assistance and other emergency financial assistance resources, referrals to the Eviction Diversion Program, and referrals for other services as needed. Coordinated Entry Housing Specialists conduct a vulnerability assessment and screening, and make referrals to the permanent housing referrals via the HOME Committee.
- Rapid Re-housing – this program provides housing assistance and case management services to help people experiencing homelessness find and maintain housing. Services are delivered using a trauma-informed lens and offer a flexible mix of financial assistance and services based on household needs.
- Street Outreach, Harm Reduction and Deflection – this program connects people living unsheltered with housing and services using a relationship-based model. The team meets people where they are in the community and offers connections to housing and services using the progressive engagement model.
- Housing Access Coordinator – this position is a liaison for Orange County landlords working to increase the number of units available for housing programs, including Housing Choice Vouchers, Rapid Re-housing, Permanent Supportive Housing, and veterans programs. The Housing Access Coordinator serves as the point of contact for landlords using these programs if any tenant issues arise.

FY 2020-21 Outcomes

- **Housing Helpline**
  - 87 households housed via Coordinated Entry in 2020
    20 households housed via Coordinated entry so far in 2021
  - Served 4179 households – 9914 calls and 7065 emails – between April-December 2020
  - Served 1178 households – 3295 calls and 2234 emails – so far in 2021

- **Rapid Re-housing**
  - 52 people served – 39 adults and 13 children; 20 people experiencing chronic homelessness
  - 26 households exited homelessness to housing

- **Street Outreach, Harm Reduction and Deflection**
  - Total people served: 127
  - Entering permanent destinations: 20 (8 with Housing Choice Vouchers)
  - Entering transitional housing/shelter: 20

- Obtaining funded services (supplies, food, transportation, etc): ~80
- Received first does of COVID-19 vaccine: 16
- Provided clinical support: 25
- Law enforcement deflections: ~20

- **Housing Access Coordinator**
  - Created and currently maintaining list of affordable housing units available in Orange County: https://tinyurl.com/ocvacancylist
  - Landlord appreciation event held in conjunction with the Chapel Hill-Carrboro Chamber of Commerce in February 2021
  - Assisted 10 Housing Choice Voucher (HCV) recipients with housing search
  - Assisted with 19 Landlord Incentives (LIP), totaling $28,000
  - Connecting with landlords regarding LOP, HCV, and vacancy listings

Other Services:

Coordination Among Homeless Service Providers

OCPEH serves as the Continuum of Care for Orange County – a HUD designation for the organization responsible for coordination and planning activities. OCPEH conducts standing meetings of several different stakeholder groups, including the OCPEH Leadership Team that serves as the CoC board, the HOME Committee case conferencing and coordinated entry group of service providers, Coordinated Entry planning, Orange County Veterans Experiencing Homelessness Working Group, Data & Grants Workgroup, the SOAR Collaborative, and weekly meetings of stakeholders coordinating the homeless system response to COVID-19. OCPEH also submits the HUD required data reports including the Longitudinal Statistical Analysis, System Performance Measures, the Point-in-Time Count, and the Housing Inventory Count. OCPEH also conducts local analyses on homeless system gaps and local data.

Accomplishments to Date

- Homeless System Gaps Analysis last updated June 2019, to be completed March 2021 https://www.ocpehnc.com/gaps-analysis
- 2020 Annual Report, to be completed March 2021: https://www.ocpehnc.com/annual-reports
- 2021 Homelessness infographic to be completed summer 2021: https://www.ocpehnc.com/data
- Longitudinal Statistical Analysis completed February 2021 and Point-in-Time and Housing Inventory Counts to be completed April 2021: https://www.ocpehnc.com/reports---publications
- System Performance Measures completed March 2021: https://www.ocpehnc.com/system-performance-measures
- 8 standing meetings
  - OCPEH Leadership Team – CoC board, monthly
  - HOME Committee – coordinated entry case conferencing, twice monthly
  - OC Homeless System Response to COVID-19 – homeless/housing service providers and medical stakeholders coordination of homeless services and unmet needs during pandemic, every other week

  - OC Homeless System Response to COVID-19, Unsheltered Workgroup – stakeholders working with people living unsheltered coordinating during pandemic, every other week
  - Data & Grants Workgroup – grantees working to improve data quality and program performance, monthly
  - HMIS Users Meeting – users of Homeless Management Information System work to improve data quality, monthly
  - OC Veterans Experiencing Homelessness Working Group – care coordination for veterans, monthly
  - SOAR Collaborative (currently on hold pending DSS hiring of SOAR community caseworker) – coordinate the SSI/SSDI Outreach and Access to Recovery (SOAR) work in Orange County, specifically to coordinate SOAR referrals, develop and monitor community goals for SOAR outcomes, trouble-shooting SOAR-related issues, and work towards SOAR Community Certification, monthly
- With coordination from Emergency Services, IFC, and Town of Chapel Hill Housing and Community Development staff, successfully moved congregate shelter residents into noncongregate sheltering at a hotel and identified services needed for successful noncongregate sheltering.

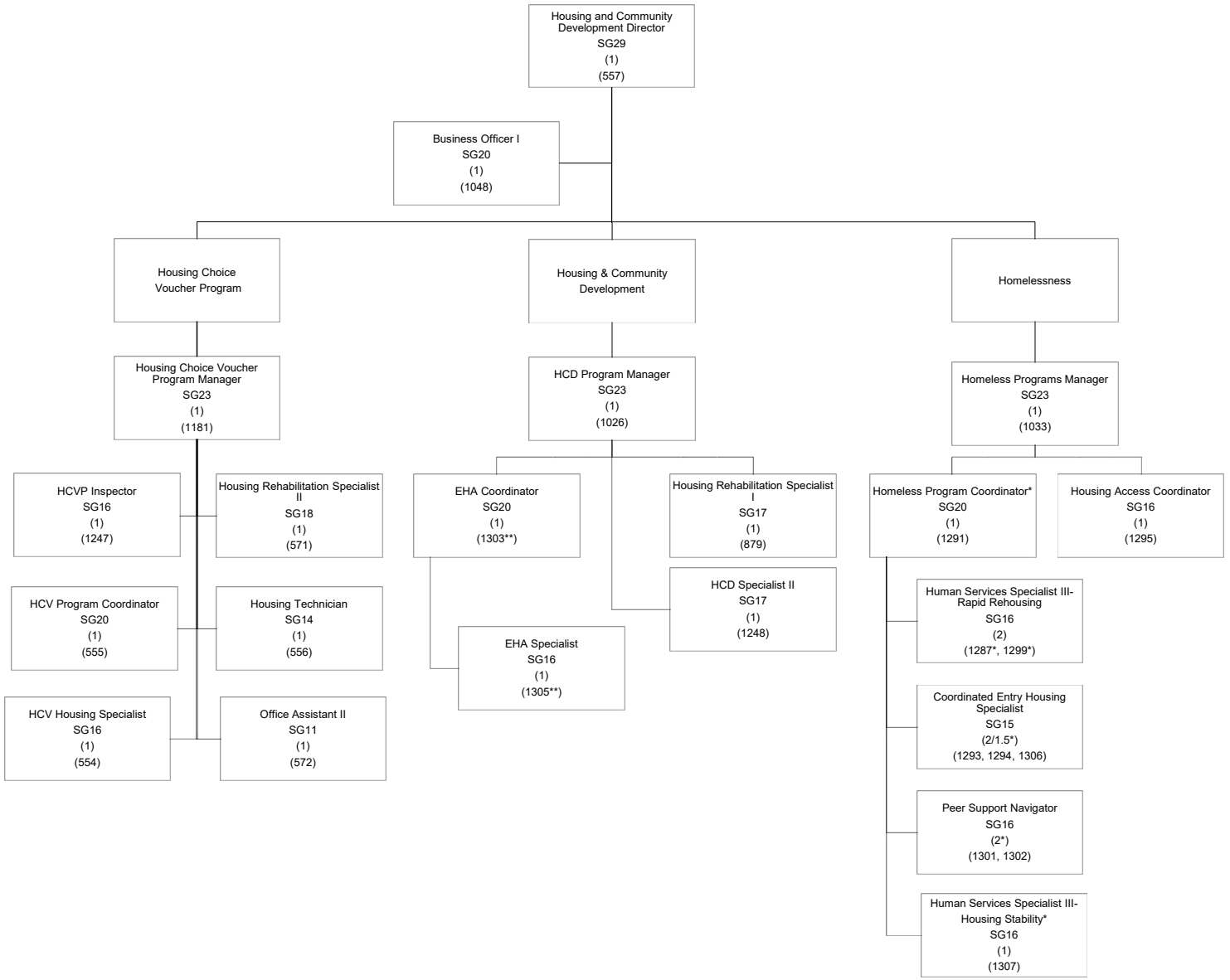
Coordinating Federal Grants

OCPEH serves as the collaborative applicant for the Continuum of Care (CoC) and regional applicant for the Emergency Solutions Grant (ESG) annual competitions. The CARES Act provided additional Emergency Solutions Grant funding in FY20-21 that OCPEH also coordinated.

Accomplishments to Date

- $752,632 Continuum of Care funds secured for Permanent Supportive Housing (at IFC and Community Link), Rapid Re-housing (at Compass Center), Coordinated Entry (Housing Helpline at Orange County), and coordination and planning (Orange County)
- $944,255 Emergency Solutions Grant (ESG) and ESG CARES Act funds secured for Emergency Shelter (IFC), Rapid Re-housing (Orange County), Street Outreach (Orange County), Housing Stability Case Management (Orange County), and Coordinated Entry (Housing Helpline at Orange County)

Housing & Community Development



FY 2021-2022 Manager's Recommended Budget

*Time limited to 6/30/2022

***Time limited to 6/30/2023

Human Resources

Phone Number: (919) 245 - 2550 Website: humanresources@orangecountync.gov

By Category (General Fund)	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	924,174	914,135	937,589	924,605	924,605
Operations	67,943	92,129	92,129	66,902	66,902
Capital Outlay	0	0	0	0	0
Total Expenditures	**$ 992,117**	**$ 1,006,264**	**$ 1,029,718**	**$ 991,507**	**$ 991,507**
Total Revenues	0	0	0	0	0
County Costs (net)	**$ 992,117**	**$ 1,006,264**	**$ 1,029,718**	**$ 991,507**	**$ 991,507**

Budget Highlights

The FY 2021-22 Manager Recommended budget contains the following changes from Base Budget:

Total expenditure decrease of $38,211 due to eliminating the use of temporary personnel ($12,984) and decreases in several operational accounts ($25,227). This exceeds the 5% operations reduction target.

The Manager Recommended Budget does not include funding for the following Department Requests:

None

Human Resources Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Eliminating Use of Temporary Personnel	$ (12,984)		$ (12,984)
Reductions in Operations	$ (25,227)		$ (25,227)
Net Human Resources Changes	**$ (38,211)**	**$ -**	**$ (38,211)**

The Department also oversees several Support Services Non-Departmental accounts, such as Employee Development, Recruitment and Selection, Incentive Programs, and Drug Testing, and reductions totaling $25,400 are included in the Manager Recommended Budget.

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.

Department Name: Human Resources

Major Services

- 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.
- Ensuring compliance of employment laws including Drug and Alcohol, Fit for Duty, ADA, and Discrimination Programs and managing employee relation issues in a fair and consistent manner.
- 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.
- Creating best practices to ensure diversity, equity and inclusion (DEI) is prominent throughout the County, to continually assess our opportunities of improvement within Orange County and to promote best practices of DEI initiatives.

FY 2020-21 Outcomes

- Continued implementation of transitioning from a written Work Planning and Performance Review (WPPR) to using NEO GOV PERFORM and changed the program to Performance Management Program (PMP).
- Trained departments on how to use PERFORM and offered individual training when requested. Created PMP evaluations for all directors, supervisors, and employees. Updated guidelines to new program and posted on the intranet.
- Completed departmental compensation and salary grade studies and applied appropriate compression adjustments, one department reorganization, and classification changes affecting 210 positions. Reviewed and updated 110 job classifications.
- Implemented review process for vacancy review for all permanent and temporary positions during COVID-19 Hiring Freeze.
- Created policies related to the Families First COVID-19 Coronavirus Response Act: Emergency Paid Sick Leave and Family Medical Leave Expansion Act Policy.
- Created payroll codes for proper documentation of COVID-19 related time usage and a process for communicating COVID-19 related personnel issues.
- Created and provided a Workplace Safety Guideline Manual to all employees.
- Implemented the administration of the COVID-19 Response Payment to employees.
- Developed personnel and benefits policies, procedures and strategies for cost containment relative to COVID-19 priorities.
- Maintained records for CARES Act reimbursement related to personnel cost.
- Provided assistance in recruiting employees for COVID-19 assistance for call centers, vaccination sites, food distribution centers and the Emergency Command Center.
- Completed updating the Employee Handbook for distributing to employees upon County review.
- Completed implementation of the Federal Motor Carrier Safety Administration Drug and Alcohol Clearinghouse changes effective January 2020 applicable to Solid Waste Management Services.
- Provided Drug and Alcohol Reasonable Suspicion Training to Supervisors.
- In collaboration with VISIONS, provided team Diversity, Equity and Inclusion training to Directors and members of the DEI Leadership Team; trained 530 employees

  FY2020/2021 (approximately 500 in previous fiscal year) to complete third phase of DEI training sessions for employees.
- Lead the DEI Advisory Team Meetings to support the OC DEI Initiative.
- Participating as members of the Government Alliance on Race and Equity (GARE) cohort and completed train-the-trainer training.

Human Resources – continued

- Participating as members of Countywide Racial Equity Plan-Training/Organizational Capacity Committee.
- Launched NEOGOV LEARN in April 2020 allowing the capacity to pivot efficiently and quickly to employee virtual learning including employee orientation programs. Successfully provided mandatory Workplace Harassment Training to all employees through LEARN, as well as other individual departmental learning initiatives. Implemented Lunch and Learns via LEARN.
- Launched the BESS (Benefits Employee Self Service) tool, our benefits system administration system to employees allowing them access to important benefit information, benefit contact information and benefit forms.
- Continued to manage pre-employment, random, post-accident and reasonable suspicion Drug and Alcohol testing, Fit for Duty requirements, ADA and Reasonable Accommodations requests and mandatory referrals for Employee Assistance Program (EAP) to address employee relations issues, retention and substance abuse.
- Completed ACA Audit of hours worked for temporary employees and audit temporary hours worked relative to the Personnel Ordinance.
- Relaunched Orange County's Wellness Program to the Orange County Employee community to introduce practices that encourage employees to think holistically about wellness to drive physical and mental health stability.

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Actual to Date (2/2020)	2020-21 Projected	2021-22 Budget
Service: Workforce Planning and Staffing					
average # permanent of employees	871.0	878.5	920.5	890.0	882.9
total # of employees separated	106.0	99.0	63.0	89.0	87.0
annual turnover rate	12.17%	11.27%	6.84%	10.09%	10.00%
Service: Employee Development and Training and Performance Management					
Training Participation Rate:					
Total Number of Training Courses Offered	89	500	730	700	800
Total Number of Training Participants	818	587	3,958	4,000	4,000
Training Participation Rate	10.9%	85.2%	18.4%		
Total Number of Employees Completing Supervision Training	46	63	140	0	100
Number of Employees Receiving FISH! Awards	43	6	5	10	25
WPPRs Processed	928	1022	640	389	880
Performance Rating Distribution:					
Exceptional Rating	34.10%	33.70%	39.10%	N/A	N/A
Proficient with Superior Rating	22.20%	23.80%	24.20%	N/A	N/A
Proficient Rating	41.80%	41.10%	34.80%	N/A	N/A
Needs Improvement / Unsatisfactory Rating	1.90%	1.40%	1.40%	N/A	N/A
Service: Drug and Alcohol Testing					
Drug and Alcohol Tests	227	205	233	190	230
Pre-employment and Return to Work Fit for Duty Exams	66	61	67	60	60
Service: Recruitment and Selection					
# of Request to Fill Vacancy processed	304	222	145	218	200
average # of days to approve Request to Fill Vacancy	5.5	5.2	8.4	8	8
average # of days to screen and refer to hire manager	1.8	1.8	1.3	1.5	1.5

FY 2021-22 Objectives

Workforce Planning and Staffing

- Recommend revision to Article II - Recruitment and Employment of the Orange County Code of Ordinances to language consistent with current County practices.
- Prepare best practice manual to ensure compilation of diverse interview panels and train hiring managers to assure non-discriminatory practices during the recruitment and selection process.
- Create mandatory training program to certify the eligibility of hiring managers to participate in the departmental selection process. Courses will include hiring for a diverse workforce, hiring liability related to discrimination, negligent hiring, and legal and lawful interviewing.
- Create mandatory training requirements for all current employees in a supervisory position and to provide same to employees promoted to a supervisory position. Courses will include harassment and discrimination topics.
- Provide data by race, ethnicity, and gender to determine if inequities are prevalent through County departments.
- Centralize volunteer and other pre-employment practices among departments for consistency and continuity in processes across county departments.
- Provide better transparency to public on the process of volunteer opportunities with the County.
- Continue focus on providing fair and equitable hiring practices.

Employee Development and Training and Performance Management

- Recommend revision to the Orange County Code of Ordinances to language consistent with current Performance Management Program. Evaluation county practices.
- Complete training and implementation of NEOGOV PERFORM to remaining departments.
- Update NEOGOVPERFORM Users Guidebook using feedback from employees using they system and create training videos for NEOGOV LEARN inclusion.
- Provide training and guidance on NEOGOV LEARN and encourage continued centralization of departmental training.
- Identify On-line DEI training for New Employees and employees who need not complete the mandatory DEI 3 hour VISIONS training
- Work with DEI Advisory Committee to implement continued awareness and learning of DEI Initiatives in the areas of equity and inclusivity while establishing a culture aimed at closing equity gaps for employees.
- Provide Implicit Bias Training for all employees.
- Identify two actionable County wide initiatives in the areas of Diversity, Equity and Inclusion to be implemented in each department (or across the County).
- Work with Directors to partner with Human Resources in providing FISH Training to improve employee customer service delivery to the public and to internal departments.

Classification and Compensation

- Monitor salaries and wages to ensure that all employees, both part and full-time earn a living wage.
- Complete position and salary grade studies and apply appropriate compression adjustments when applicable.
- Monitor turnover in each department by classification to determine cause and make recommendations relative to the market.
- Recertify Orange County as an Orange County Living Wage Employer.
- Develop or update 100 job classification specifications.

- Create process to identify pay inequities among County employees and prepare a strategic plan on how to address pay inequities over the next two to three years.
- Continue to report on attrition targets.
- Prepare and submit state equivalency reports to North Carolina State Human Resources as required.
- Continue to report on CARES Act personnel reimbursements as necessary.

Employee Relations

- Provide consultation and guidance to employees regarding disciplinary action and/or grievance and appeal rights.
- Continue performing Job Study Assessments to ensure classifications with physical requirements are evaluated and updated appropriately through the Fit for Duty program.
- Continue to assist employees with ADA Reasonable Accommodations requests and mandatory referrals for Employee Assistance Program (EAP) to address employee relations issues, retention and substance abuse.
- Continue to ensure compliance with Drug and Alcohol reporting requirements.
- Research and provide Diversity Plan for County review working collaboratively with human resource managers and other key stakeholders.

Employee Engagement, Wellness and Benefits

- Manage the business relationship with the North Carolina Insurance Pool (NCHIP) to ensure that our benefits are being administered successfully.
- Provide excellent customer service and education of Orange County's benefits – services and programs to employees, retirees and their dependents to ensure that we are market competitive, meeting individual needs and assuring optimal health and wellness to drive successful productivity to our employees; analyze and evaluate market practices and make necessary changes when warranted.
- Manage the business relationship with Business Solver, our benefits technology system administrator, to continue to learn the back end administration of the system and continue to resolve previous implementation system issues to drive a fully successful self-service tool for benefit enrollments and changes within the BESS (Benefits Employee Self Service) tool.
- Provide communication of the Employee Engagement survey results directly to employees and put defined issues/opportunities in motion to drive change to be able to resend new Employee Engagement survey to measure the progress in areas such as commitment to organization, trust in management, cooperation, effort and involvement.
- Establish a virtual platform to communicate the Employee Engagement survey results with employees, obtain employee feedback, and drive actionable deliverables for areas of improvement to promote and drive strong employee engagement.
- Continue participation in Wellness Committee Meetings.

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. Specifically, change to include the Workplace Harassment Policy (which includes sexual harassment) currently in legal review and any changes reflective of protected classes as defined in Section 12-52 of the Orange County Civil Rights Ordinance as "*Protected Class* means age, race, ethnicity, color, national origin, religion, creed, sex, sexual orientation, gender, gender identity,

gender expression, marital status, familial status, source of income, disability, political affiliation, veteran status, disabled veteran status".

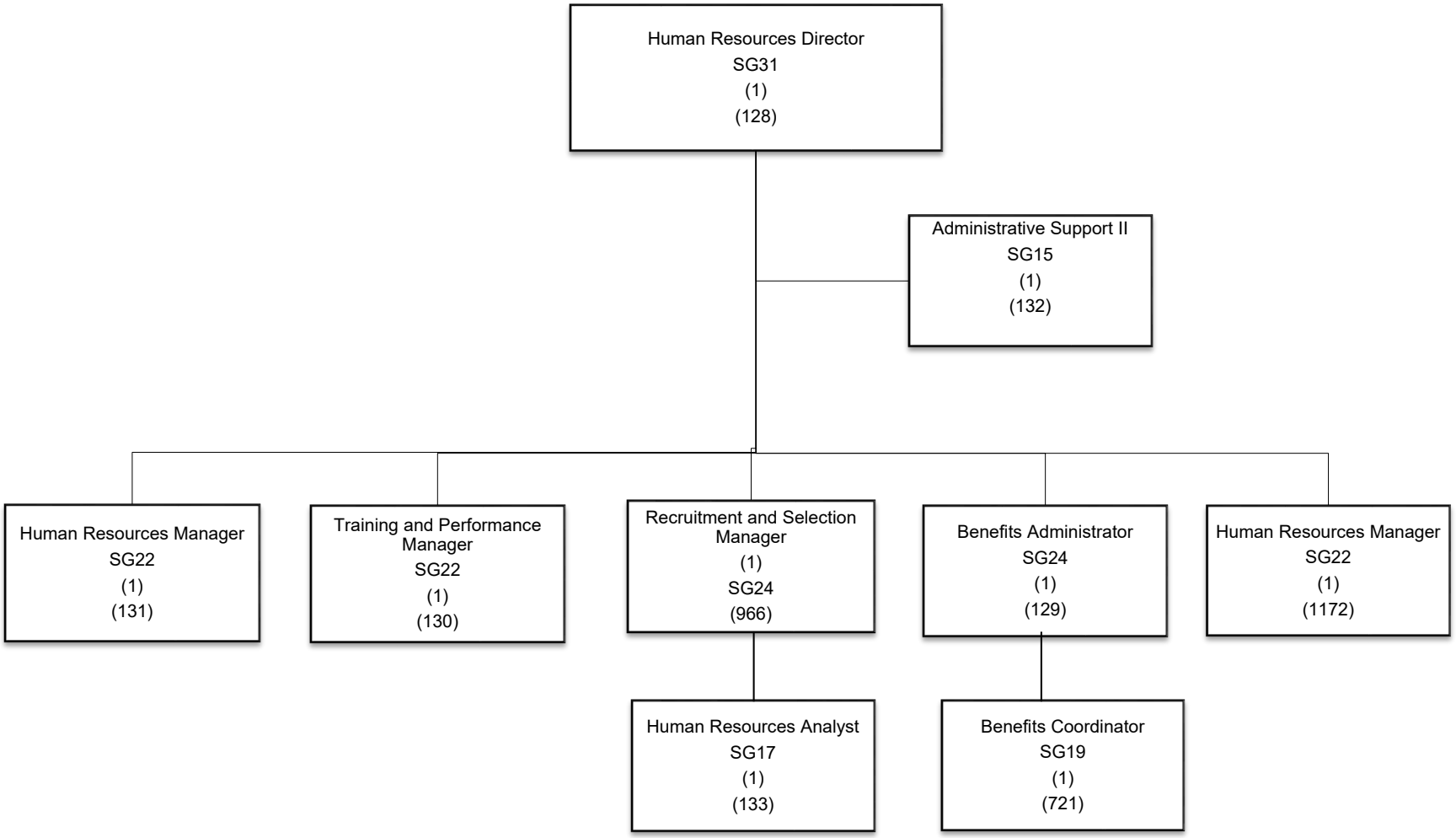
- Draft overall goals and objectives in regards to DEI, GARE and Countywide Racial Equity Plan-Training/Organizational Capacity Committee to better prepare strategic opportunities.
- Prepare report outlining operational footprint post COVID-19 referencing *Wake2.0 initiative*.

See below for the FY 2021-22 Recommended Budget for the Health and Dental Insurance Fund, budgeted outside of the General Fund:

Health and Dental Insurance Fund (FY 2021-22)

Revenue:	
Description	**Budget**
Medical Premiums - County Paid	10,293,559
Dental Premiums - County Paid	490,411
Medical Premiums - Employee Paid	1,206,319
Dental Premiums - Employee Paid	217,781
COBRA Premiums - Employee Paid	21,431
Vision Premiums - Employee Paid	106,835
Total	**12,336,336**
Expenditures:	
Description	**Budget**
NCHIP Insurance	11,455,517
Dental Claims	708,192
Vision Insurance	106,835
Contract Services	61,892
Affordable Care Act	3,900
Total	**12,336,336**

Human Resources Department



Human Rights & Relations

Phone Number: (919) 245 - 2487 Website: *https://www.orangecountync.gov/157/Human-Rights-Relations*

By Category (General Fund)	**2019-20 Actual Expenditures**	**2020-21 Original Budget**	**2021-22 Base Budget**	**2021-22 Department Requested**	**2021-22 Manager Recommended**
Personnel Services	275,926	388,596	386,911	386,911	585,181
Operations	36,888	90,831	90,831	87,131	115,215
Capital Outlay	0	0	0	0	2,232
Total Expenditures	**$ 312,814**	**$ 479,427**	**$ 477,742**	**$ 474,042**	**$ 702,628**
Total Revenues	1,000	0	0	0	0
County Costs (net)	**$ 311,814**	**$ 479,427**	**$ 477,742**	**$ 474,042**	**$ 702,628**

Budget Highlights

The FY 2021-22 Manager Recommended budget contains the following changes from Base Budget:

Total increase of $224,886 through continuation of Eviction Diversion Program, Language Access Services, and newly created Government Alliance on Racial Equity (GARE) Summer Youth Program. These three programs will be funded by the American Rescue Plan Act (ARPA).

The Manager Recommended Budget does not include funding for the following Department Requests:

None

Budget by Division

Human Rights & Relations (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	275,926	388,596	386,911	386,911	585,181
Operations	36,888	90,831	90,831	87,131	115,215
Capital Outlay	0	0	0	0	2,232
Total Expenditures	**$ 312,814**	**$ 479,427**	**$ 477,742**	**$ 474,042**	**$ 702,628**
Total Revenues	1,000	0	0	0	0
County Costs (net)	**$ 311,814**	**$ 479,427**	**$ 477,742**	**$ 474,042**	**$ 702,628**

Human Rights & Relations Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Continuation of Eviction Diversion Program, funded by ARPA	$ 167,046	$ -	$ 167,046
Continuation of Language Access Services, funded by ARPA	$ 15,000	$ -	$ 15,000
New GARE Summer Youth Program, funded by ARPA	$ 46,540		$ 46,540
Savings in office operating expenses	$ (3,700)	$ -	$ (3,700)
Net Human Rights & Relations Division Changes	**$ 224,886**	**$ -**	**$ 224,886**

Mission Statement

The Orange County Department of Human Rights and Relations is dedicated to protecting the rights of Orange County residents, 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.

Major Services

- Enforce the Orange County Civil Rights Ordinance by preventing 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)
- Lead Countywide efforts to promote racial equity among County residents and County departments to break down systems and institutions of inequities
- Provide Language Access Services (LAS) and outreach to communities in Orange County on government services and human rights and relations issues.
- Provide legal representation in small claims and district court in landlord and tenant proceedings
- Provide right to counsel using a critical race theory lens by assisting residents with legal issues regarding tenant rights, eviction issues, and consumer rights issues
- Promote community dialogue & empowerment, address community concerns, and improve human relations
- Act as an administrative and supportive body to the Human Relations Commission

FY 2020-21 Outcomes

- Co-Lead the Government Alliance On Race & Equity (GARE) Symposium 2021
- Facilitated several community meetings to strategize long-term recovery needs and priorities for communities of color.
- Recorded, investigate, or conciliated matters in which Orange County residents made inquiries of discrimination under the Orange County Civil Rights Ordinance
- Received $10,000 for HUD Partnership Grant for a COVID-19 Fair Housing campaign
- Launched a monthly Cafecito Video Series in Spanish featuring Latinx leaders discussing topics in response to community concerns.
- *OC Changemakers* (formerly Immigrant & Refugee Community Partners[IR])
    - Organized Food Box Assistance via DSS and served over 1,000 duplicated families
- Provided minority communities in Orange County with 5,700 masks
- Updated the Language Access Plan and conducted LAS residential satisfaction survey and received over 300 responses in Spanish, Chinese, Burmese, Karen, Kinyamulenge, and Arabic
- Collaborated with other County departments on COVID related matters
- Assisted the Human Relations Commission with 1) Community Forum; 2) 31st Annual Pauli Murray Award Ceremony; 3) Women's History Month; 4) Community Read and 5) Monitoring human rights and relations issues.
- Initiated the Nation's first in-house County Eviction Diversion Program
- Co-sponsor of the Orange County Community Remembrance Coalition

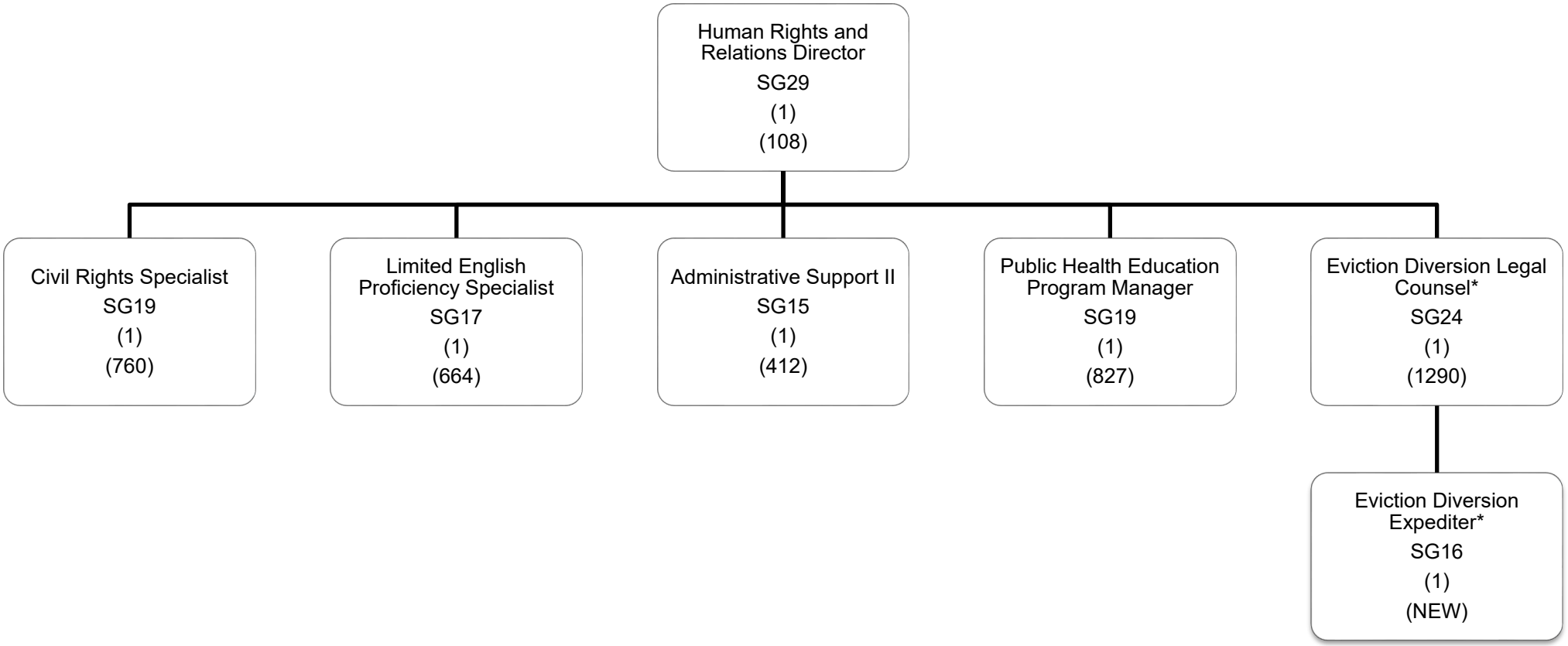
Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: Prevent discriminatory practices in housing and public accommodations.					
Number of Inquiries Received	19	26	10	60	20
Number of Cases Initiated	5	8	10	17	10
Number of Cases Conciliated	6	4	-	7	6
Number of Workshops & Presentations	28	18	10	10	15
Service: Assess the needs of language access throughout communities.					
Number of LAS Outreach Activities	13	10	45	60	30
Language Assessment for employees	36	18	25	30	30
Translations & Interpretations (annual cost)	-	$174,465	$200,00	$215,000	200,000
Performance Measures	**2018-19 Actual**	**2019-20 Actual**	**2020-21 Budget**	**2020-21 Projected**	**2021-22 Budget**
Service: Prevent residents from having an eviction on their record and experiencing homelessness.					
Evictions Diverted (court filing diverted due to EDP's early intervention)	-	-	50	75	100
Total Number of Evictions Postponed Due to EDP Intervention	-	-	95	115	75
Evictions dismissed or denied	-	-	60	60	60
Number of Referrals received	-	-	200	200	250

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Percentage of the Magistrate docket	-	-	49.06%* began tracking 2/1/20	50%	50%

FY 2021-22 Objectives

- Complete the Countywide Racial Equity Plan
- Engage disenfranchised communities in co-developing a strategy around meaningful community engagement to implement the Racial Equity Plan
- Increase Eviction Diversion Program outreach and referral sources to schools and other community resources
- Facilitate more Cafecitos, trainings, workshops, and empowering community to know their rights and understand government resources

Human Rights and Relations



*Time Limited to 6/30/2022

Information Technologies

Phone Number: (919) 245-2280 Website: *https://www.orangecountync.gov/961/Information-Technologies*

By Category (General Fund)	**2019-20 Actual Expenditures**	**2020-21 Original Budget**	**2021-22 Base Budget**	**2021-22 Department Requested**	**2021-22 Manager Recommended**
Personnel Services	1,598,332	1,632,616	1,694,915	1,697,178	1,695,132
Operations	2,268,346	2,213,488	2,213,488	2,069,567	2,099,892
Capital Outlay	5,519	0	0	0	0
Total Expenditures	**$ 3,872,198**	**$ 3,846,104**	**$ 3,908,403**	**$ 3,766,745**	**$ 3,795,024**
Total Revenues	0	0	0	0	0
County Costs (net)	**$ 3,872,198**	**$ 3,846,104**	**$ 3,908,403**	**$ 3,766,745**	**$ 3,795,024**

Budget Highlights

The FY 2021-22 Manager Recommended budget contains the following changes from Base Budget:

Total Savings of $113,596 due to renegotiations in software maintenance contracts as well as internal office expenditures as identified by department. This exceeds the 5% operations reduction target.

The Manager Recommended Budget does not include funding for the following Department Requests:

Increase in overtime requested due to increased staff support for various Covid programs, such as vaccine helpline. These hours are reimbursable by Covid relief funds, and as such do not need additional county appropriation.

Information Technologies Department Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Savings in various internal office accounts, as well as significant savings in software maintenance contracts	$ (143,921)	$ -	$ (143,921)
Increase of county-wide implementation of Zoom for video conferencing. Will be fully funded by ARPA in the FY 2021-22 Budget	$ 30,325	$ -	$ 30,325
Net Information Technologies Department Changes	**$ (113,596)**	**$ -**	**$ (113,596)**

Mission Statement

To Serve Orange County residents by creating, configuring and maintaining reliable and cost-effective technical solutions for the provision of public services and the protection of County information.

Major Services

- Continued transition and support of the remote workforce, through training, hardware and application upgrades and support.
- Support Health Department pandemic response, e.g., data support, vaccine distribution
- Ensure 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 enterprise security and best practice policies
- VoIP and Cell Phone Services
- 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 2020-21 Outcomes

- Effective pandemic response
- Manage CARES allocation
- Central Permitting Portal went live.
- Cyber-security self-audit (NCSR- Nationwide Cyber Security Review)
- Cyber-security NC National Guard audit
- 2020 Elections Support, e.g., IT security, laptop distribution and clean up
- Staff relocations / new facility setup during a pandemic
- Support remote workforce
- Broadband Pilot continues
- Broadband RFP
- PC replacements

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	2018-19 Actual	2019-20 Actual	2020-2021 Budget	2020-21 Projected	2021-2022 Budget
Service: Network and VoIP					
Network Uptime	99.87%	99.97%	99.90%	99.97%	99.90%
Service: Help Desk					
Incoming Trouble Tickets	10,351	10,283	11,000	11,209	11,000
Service Call Resolution within Targets	76.15%	72.55%	80%	78.16%	60%
Service: Disaster Recovery					
Data Backup Success Rates	85.00%	99.24	99.90%	99.27	99.90%
Applications & Operations Projects:					
All projects in queue (start of year)	54	27	24	38	55
New projects added to queue	28	66	45	84	20
Closed/completed Projects	53	51	62	42	30
On Hold/Waiting	0	14	0	7	7
Canceled	2	4	0	4	2

Collaborative Efforts

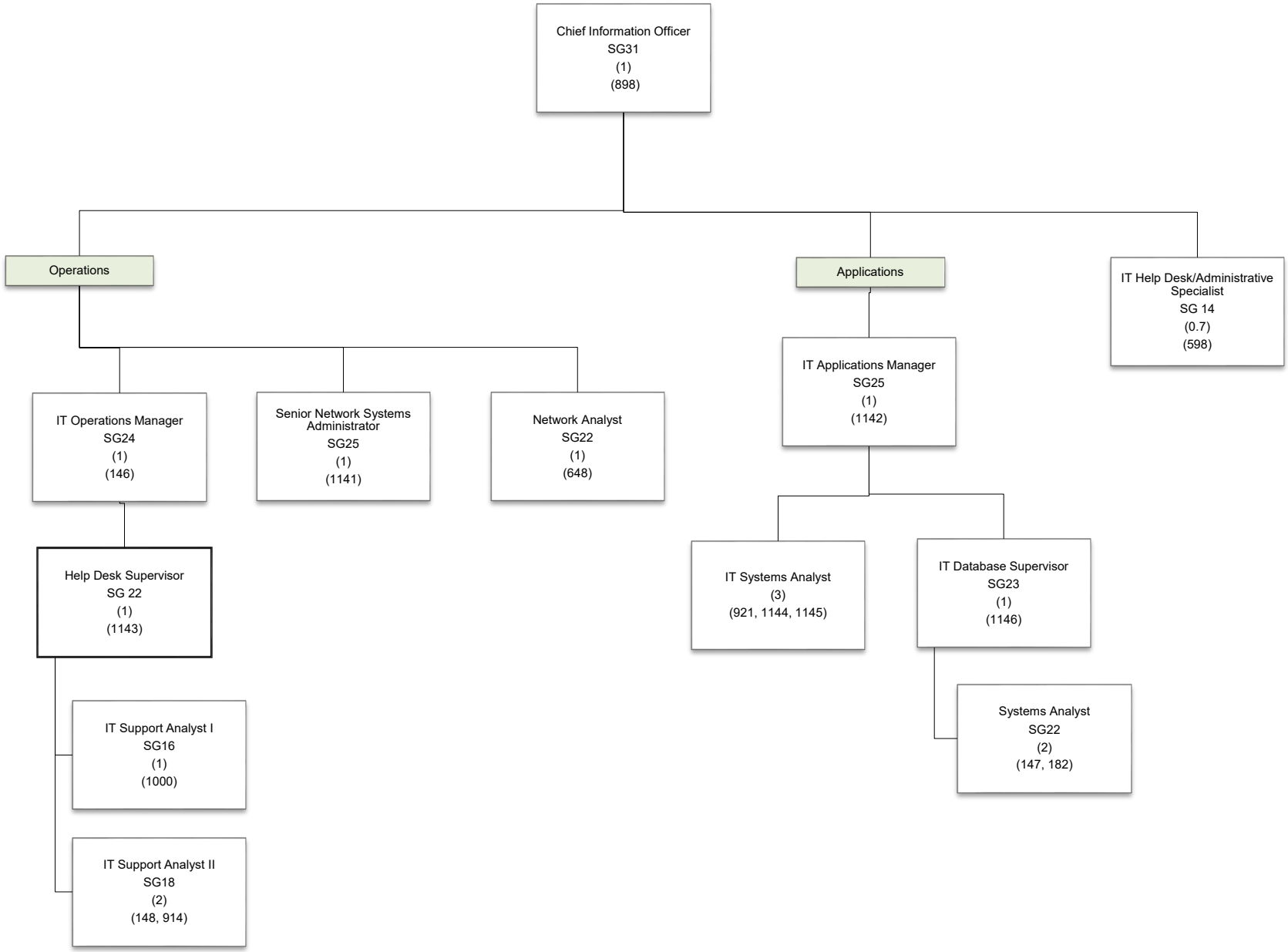
- Continue to develop and improve IT Departmental Liaisons through monthly meetings and drills
- Inter-local IT Engineering Support (Hillsborough, Carrboro and Chapel Hill Police Departments connecting back through the Computer Aided Dispatch system)
- Inter-local IT support (Hillsborough Fiber & Energov support)
- Work with State, local and federal agencies to improve IT security posture
- 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
- Work with individual departments on delivering technology solutions as budgeted

FY 2021-22 Objectives

- PC and printer replacements
- Munis Major Application and Database Version Upgrades
- Computer Assisted Mass Appraisal (CAMA) Software
- Housing Elite/Yardi housing application upgrade
- Complete Central Permitting online application portal
- 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

Information Technologies



Library Services

Phone Number: (919) 245-2525 Website: *www.OrangeCountyLibrary.org*

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
By Category (General Fund)					
Personnel Services	1,985,219	2,006,845	2,019,204	1,953,395	1,953,395
Operations	485,703	476,473	476,473	418,729	418,729
Capital Outlay	1,053	0	0	0	0
Total Expenditures	**$ 2,471,974**	**$ 2,483,318**	**$ 2,495,677**	**$ 2,372,124**	**$ 2,372,124**
Total Revenues	160,973	138,597	138,597	132,127	132,127
County Costs (net)	**$ 2,311,001**	**$ 2,344,721**	**$ 2,357,080**	**$ 2,239,997**	**$ 2,239,997**
By Category (Multi-year Grant Fund)					
Personnel Services	73,915	54,177	54,177	0	0
Operations	19,550	23,000	23,000	0	0
Capital Outlay	1,300	0	0	0	0
Total Expenditures	**$ 94,765**	**$ 77,177**	**$ 77,177**	**$ 0**	**$ 0**
Total Revenues	84,765	51,177	51,177	0	0
County Costs (net)	**$ 10,000**	**$ 26,000**	**$ 26,000**	**$ 0**	**$ 0**
Total Library Services and Related Expenditures	**$ 2,566,739**	**$ 2,560,495**	**$ 2,572,854**	**$ 2,372,124**	**$ 2,372,124**

Budget Highlights

The FY 2021-22 Manager Recommended budget contains the following changes from Base Budget:

Total Savings of $143,083 through closing of Carrboro-McDougle Branch and decreasing hours in the main branch, as identified by department. This exceeds the 5% operations reduction target. The budget also recommends ending support for the Kiosk at Cedar Grove Community Center, due to poor performance and low patron use. Savings will occur in the Information Technologies budget.

The Manager Recommended Budget does not include funding for the following Department Requests:

None

Budget by Division

Main Library (General Fund)

Library Services – continued

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	1,797,245	1,801,648	1,818,105	1,783,744	1,783,744
Operations	438,382	424,930	424,930	401,082	401,082
Capital Outlay	1,053	0	0	0	0
Total Division Expenditures	**$ 2,236,680**	**$ 2,226,578**	**$ 2,243,035**	**$ 2,184,826**	**$ 2,184,826**
Total Revenues	155,570	130,777	130,777	130,777	130,777
County Costs (net)	**$ 2,081,109**	**$ 2,095,801**	**$ 2,112,258**	**$ 2,054,049**	**$ 2,054,049**

Central Library Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Reduction in service hours from 68 to 54	$ (61,347)	$ -	$ (61,347)
Increase in electronic collections material	$ 3,138	$ -	$ 3,138
Net Central Library Division Changes	**$ (58,209)**	**$ -**	**$ (58,209)**

Carrboro Library (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	131,293	134,626	134,207	0	0
Operations	35,183	35,956	35,956	0	0
Capital Outlay	0	0	0	0	0
Total Division Expenditures	**$ 166,477**	**$ 170,582**	**$ 170,163**	**$ 0**	**$ 0**
Total Revenues	4,559	6,470	6,470	0	0
County Costs (net)	**$ 161,918**	**$ 164,112**	**$ 163,693**	**$ 0**	**$ 0**

Carrboro Branch Library Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Closing of Branch at McDougle in FY 21-22, relocating positions to Cybrary Branch	$ (170,163)	$ (6,470)	$ (163,693)
Net Carrboro Branch Library Division Changes	**$ (170,163)**	**$ (6,470)**	**$ (163,693)**

Cybrary (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	56,680	70,571	66,892	169,651	169,651
Operations	12,138	15,587	15,587	17,647	17,647
Capital Outlay	0	0	0	0	0
Total Division Expenditures	**$ 68,818**	**$ 86,158**	**$ 82,479**	**$ 187,298**	**$ 187,298**
Total Revenues	844	1,350	1,350	1,350	1,350
County Costs (net)	**$ 67,974**	**$ 84,808**	**$ 81,129**	**$ 185,948**	**$ 185,948**

Cybrary Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Relocating Positions from Carborro McDougle Branch	$ 98,855	$ -	$ 98,855
Increase in hours from 44 to 54 to match Central Library	$ 5,964	$ -	$ 5,964
Net Cybrary Division Changes	**$ 104,819**	**$ -**	**$ 104,819**

Outreach (Multi-Year Grant Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	73,915	54,177	54,177	0	0
Operations	19,550	23,000	23,000	0	0
Capital Outlay	1,300	0	0	0	0
Total Division Expenditures	**$ 94,765**	**$ 77,177**	**$ 77,177**	**$ 0**	**$ 0**
Total Revenues	84,765	51,177	51,177	0	0
County Costs (net)	**$ 10,000**	**$ 26,000**	**$ 26,000**	**$ 0**	**$ 0**

Library Outreach Grants Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
End of Grant Award, reducing .5 FTE	$ (77,177)	$ (26,000)	$ (51,177)
Net Library Outreach Grants Changes	**$ (77,177)**	**$ (26,000)**	**$ (51,177)**

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.

Main Library

Major Services

- Select and provide access to a broad selection of high-interest print and non-print materials for popular reading, watching and listening (books, DVDs and music) and basic information gathering (research).

- Provide the public with safe access to materials, including checkout of Wi-Fi hotspots and printing capabilities, via curbside services as necessary and through public access to building when possible.
- Assist community members with questions about library services, technology, and community resources through staffed phone support.
- Develop and host virtual programming to support diversity, literacy, and learning at all stages of life.
- Address barriers to access by working with community partners to meet people and organizations where they are.

FY 2020-21 Outcomes

- Library staff participated in the county's emergency call center during the first months of the pandemic.
- Established curbside circulation service to provide safe access to materials.
- Created a 2021-2024 strategic plan focused on diversity, equity and inclusion through staff engagement with community.
- Through CARES Act funding, doubled our Wi-Fi inventory to meet the unprecedented the demand for access caused by the pandemic.
- Increased our digital collections to include more 24/7 access to entertainment and learning support. This includes but is not limited to books, movies, music, tutoring help and test prep, and skills development resources.
- Following safety protocols, distributed books to families at food distribution sites as well as designated OC elementary schools.
- Collaborated with Health Department to support Vaccine Call Center. This included but was not limited to creating training documentation, maintaining social media presence, scheduling staff and answering calls. Contribution averaged 150 hours staff time per pay period.

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 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	412,886	304,602	310,00	120,000	380,000
Annual Use / Circulation of Digital Materials	15,422	43,880	35,000	55,000	55,000
Items circulated by courier throughout system	8,190	22,166	22,000	25,000	20,000
Number of uses by our meeting spaces for the public	3,195	2,786	0	0	0
Service: Partner for Impact: Emphasize strategic partnership to increase literacy for children birth to five, school-aged children and adults					

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Annual family program attendance in the library or virtually	10,672	8,788	2,000	2,000	2,000
Outreach through our Partnership Grant - # of Daycares	11	14	10	0	discontinued
Outreach – Story time-to-Go Bag circulation at Daycares	225	247	0	0	discontinued
Outreach – Book Circulation to Daycare staff	n/a	735	0	0	discontinued
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	1,200	7,500	8,000	8,000	8,500
Website Traffic	52,920	71,048	70,000	70,000	70,000
Annual check-outs of Wi-Fi-to-go's	1,231	691	700	1000	700
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 or virtually	38,665	43,569	20,000	15,000	20,000
Friends of the Library financial support annually	$15,000	$17,151	0	0	0

FY 2021-22 Objectives

- Reconfigure interior library spaces in order to provide community members with safe access to library services within the buildings.
- Continue purchase of materials that reflect our DEI values.
- Further partnership with the Dept. on Aging to develop a system to distribute materials to isolated and rural senior community members.
- Develop a direct line of communication with the OC Skills Center in order to refer community members quickly for services.
- Provide an extension of library programming to underrepresented communities by offering at least two programs outside of the library (ex. at community centers and/or parks or afterschool care programs).

Main Library (FY 2020-21, 54 Hours per week)

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday

Closed	9am-8pm	9am-8pm	9am-8pm	10am-6pm	10am-6pm	12-5pm

Carrboro Branch Library – McDougle Middle School

Major Services

- Discontinuation of Services

FY 2020-21 Outcomes

- Established curbside circulation service to provide safe access to materials.
- Increased our digital collections to include more 24/7 access to entertainment and learning support. This includes but is not limited to books, movies, music, tutoring help and test prep, and skills development.
- Created and hosted virtual children's programming and adult book clubs.

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: Track and support usage of Carrboro Branch					
Circulation of materials		14,854	10,000	8,000	n/a
Annual number of library visits		9,807	8,000	1,300	n/a

Cybrary Branch Library

Major Services

- Select and provide access to a broad selection of high-interest print and non-print materials for popular reading, watching and listening (books, DVDs and music) and basic information gathering (research).
- Provide the public with safe access to materials, including checkout of Wi-Fi hotspots and printing capabilities, via curbside services as necessary through public access to building when possible.
- Assist community members with questions about library services, technology, and community resources through staffed phone support.
- Develop and host virtual programming to support diversity, literacy, and learning at all stages of life.

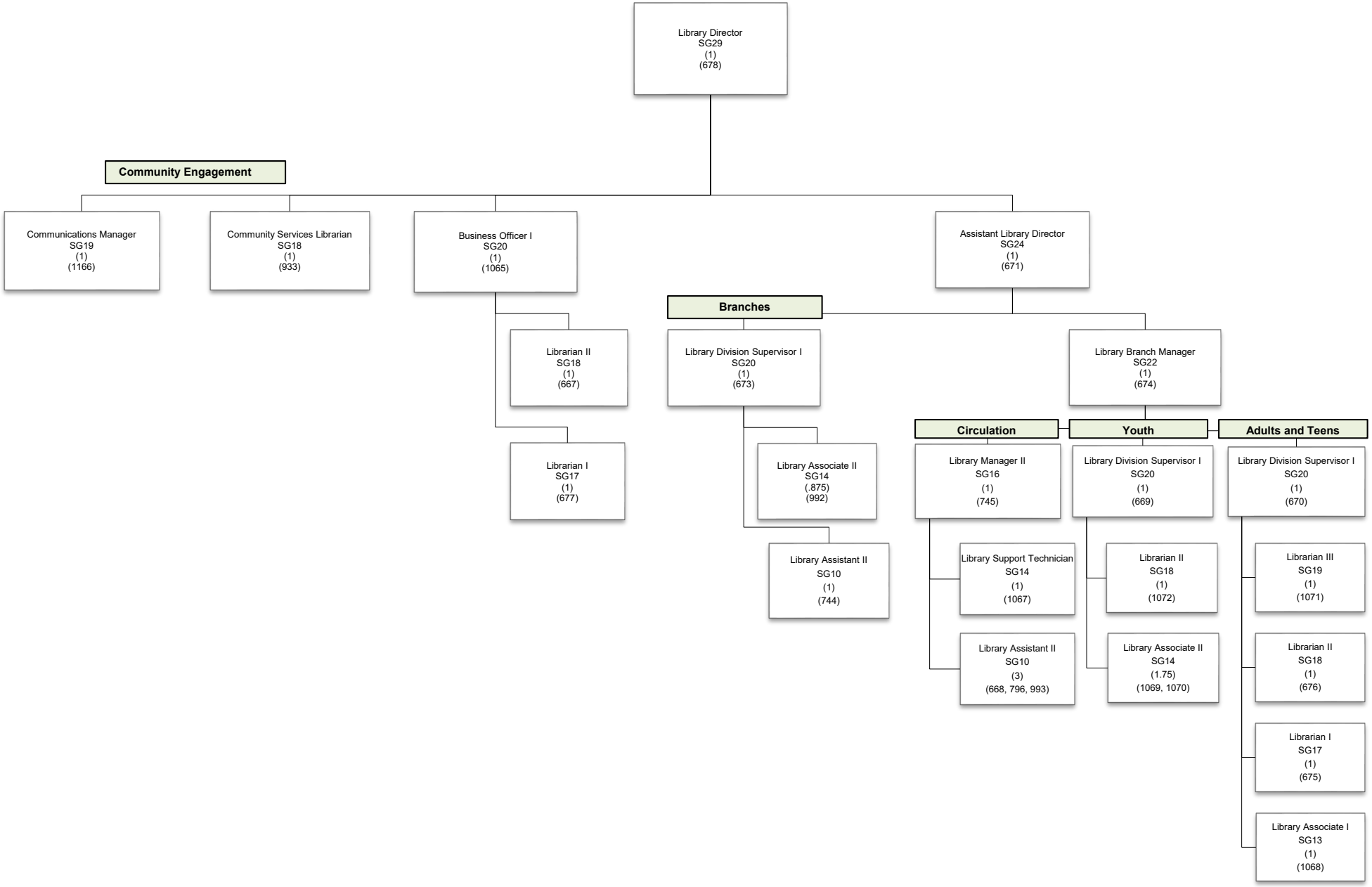
Cybrary Branch Library (FY 2020-21, 54 Hours per week)

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Closed	9am-8pm	9am-8pm	9am-8pm	10am-6pm	10am-6pm	12-5pm

FY 2020-21 Outcomes

- Established curbside circulation service to provide safe access to materials.
- Increased our digital collections to include more 24/7 access to entertainment and learning support. This includes but is not limited to books, movies, music, tutoring help and test prep, and skills development.
- Created and hosted virtual children's programming and adult book clubs.

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: Track and support usage of Cybrary					
Technology Assistance	1,543	899	300	50	500
Annual number of library visits	17,996	18,816	10,000	900	10,000


Library Director
SG29
(1)
(678)
Community Engagement
Communications Manager
SG19
(1)
(1166)
Community Services Librarian
SG18
(1)
(933)
Business Officer I
SG20
(1)
(1065)
Librarian II
SG18
(1)
(667)
Librarian I
SG17
(1)
(677)
Branches
Library Division Supervisor I
SG20
(1)
(673)
Library Associate II
SG14
(.875)
(992)
Library Assistant II
SG10
(1)
(744)
Assistant Library Director
SG24
(1)
(671)
Library Branch Manager
SG22
(1)
(674)
Circulation
Youth
Adults and Teens
Library Manager II
SG16
(1)
(745)
Library Support Technician
SG14
(1)
(1067)
Library Assistant II
SG10
(3)
(668, 796, 993)
Library Division Supervisor I
SG20
(1)
(669)
Librarian II
SG18
(1)
(1072)
Library Associate II
SG14
(1.75)
(1069, 1070)
Library Division Supervisor I
SG20
(1)
(670)
Librarian III
SG19
(1)
(1071)
Librarian II
SG18
(1)
(676)
Librarian I
SG17
(1)
(675)
Library Associate I
SG13
(1)
(1068)

Non-Departmental Summary

Community Services

Listed below are appropriations for non-departmental Community Services related funds and entities.

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Community Services					
Big Brothers Big Sisters	7,680	7,680	7,680	10,000	7,680
Bike Safety	0	0	0	0	0
Boys & Girls Club of Durham & Orange Co	5,000	0	0	0	0
Bridge II Sports	7,577	7,577	7,577	15,000	7,577
Communications Tower	7,000	0	0	0	0
Contribution for Sanitation Svs.	0	0	0	0	0
Forest Service	47,957	58,912	58,912	58,912	58,912
Historic Hillsborough Commission	9,054	9,054	9,054	9,054	9,054
Historical Foundation	9,606	9,606	9,606	9,606	9,606
DCHC Metropolitan Planning ORg.	35,019	35,019	35,019	35,019	35,019
Farmer Foodshare	7,375	7,375	7,375	0	0
Hillsborough Arts Council	12,225	12,225	12,225	50,000	12,225
Jordan Lake Partnership Dues	12,500	22,000	22,000	9,000	9,000
Jordan Lake Water Storage Dues	15,167	4,050	4,050	6,000	6,000
Kidzu Children's Museum	13,301	13,301	13,301	20,850	13,301
Lake Orange	28,595	40,000	40,000	38,000	38,000
Mebane Coord Planning Project	0	0	0	15,000	0
Natural Heritage Inventory	0	0	0	0	0
OC Transit Plan Update	0	0	0	212,000	212,000
Parks Payment In Lieu Update	0	0	0	0	0
Pied. Conservation Council Dues	3,000	3,000	3,000	3,000	3,000
Piedmont Wildlife Center	0	0	0	14,000	9,000
Previously Unfunded Organiza	0	0	0	0	0
Public Gallery of Carrboro	0	0	0	0	0
Resrve For Planning Initiatves	0	15,000	15,000	15,000	6,250
Rural Planning Organization	9,000	9,000	9,000	9,000	9,000
Solid Waste Program Fee For County Property	8,946	8,000	8,000	8,000	8,000
Solid Waste Program Fee Payments in Lieu of Taxes	125,560	50,000	50,000	50,000	50,000
The ArtsCenter	13,863	13,863	13,863	15,000	13,863
TJCOG Water Quality	15,365	15,500	15,500	15,365	15,365
Triangle Bikeworks	4,214	4,214	4,214	5,000	4,214
Upper Neuse River Basin Dues	122,064	123,000	123,000	124,178	124,178
Community Services Total	**$ 520,068**	**$ 468,376**	**$ 468,376**	**$ 746,984**	**$ 661,244**

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.

Boys and Girls Club of Durham & Orange County **$0**

The Boys and Girls Club of Easter Piedmont provides Orange County school age children and youth, especially from challenging circumstances, with a professionally supervised, consistent environment where they are safe, equally accepted and able to participate in goal-oriented programs that enhance their self-esteem and assist them to achieve their full potential as productive, responsible and caring citizens. This agency did not apply for funding in FY 2020-21 or FY 2021-22.

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.

Forest Service **$58,912**

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 **$0**

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. This agency did not apply for funding in FY 2021-22.

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 **$9,000**
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 **$6,000**
Represents Orange County's annual payment to the State of North Carolina for the current 1 million gallons per day (mgd) Level II allocation the County previously held plus 3 mgd Level II as part of the new supply request. To retain the allocation, the County pays one percent of the operations, maintenance and rehabilitation program costs. The State of North Carolina has the responsibility to allocate and manage water supply storage in Jordan Lake, and the Division of Water Resources is the lead agency for carrying out this charge.

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 **$38,000**
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.

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 **$9,000**
Piedmont Wildlife fosters healthy connections among people, wildlife and nature through nature education, conservation and a wildlife assistance program. The center's education programs are geared to school-aged children, their families and the general public; it works to instill awareness and deeper appreciation for nature and the wildlife that share the community's environment. This agency did not apply for funds through the Outside Agency process in FY 2018-19, FY 2019-20 or in FY2020-21.

Rural Planning Organization (RPO) **$9,000**

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 **$15,365**

The greater Research Triangle Area is a six-county region within the upper Cape Fear and upper Neuse River Basins in North Carolina. Two multipurpose reservoirs, eight smaller reservoirs, and six rivers supply water for the 30 municipalities in the area.

Because of this reliance on surface water for water supply and the potential impact of growth on the quality of the region's water supply sources, local governments in the region recognize that water-quality monitoring is crucial to the protection of the Triangle Area's surface-water resources. With assistance from the U.S. Geological Survey (USGS), the Project has collected and analyzed water-quality samples from reservoirs and streams and collected continuous discharge record from streams in the study area for more than 20 years.

The Triangle Area Water Supply Monitoring Project was established to provide local governments with water-quality and stream flow data that could be used to protect and monitor the area's surface-water supplies. Specific goals of the Project are to:

1. Supplement existing data on major ions, nutrients, and trace elements to enable determination of long-term trends;
2. Examine differences in water quality among water supplies within the region, especially differences among smaller upland sources, large multipurpose reservoirs, and run-of-river supplies;
3. Provide tributary loading and in-lake data for predictive modeling of Falls and Jordan Lakes; and
4. Establish a database for the presence of synthetic organic compounds in surface water in the region.

Triangle Bikeworks **$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 **$124,178**

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

Other Agencies - Recreation

Listed below are appropriations for non-departmental Other Agencies - Recreation related funds and entities.

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Other Agencies - Recreation					
Contribution - Carrboro	35,898	35,898	35,898	35,898	35,898
Contribution - Chapel Hill	83,760	83,760	83,760	83,760	83,760
Contribution - Mebane	5,450	5,450	5,450	5,450	5,450
Other Agencies - Recreation Total	**$ 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) and Chapel Hill ($83,760), and the City of Mebane ($5,450) recreation departments. This represents the same funding as in FY 2020-21.

Non-Departmental Summary

General Government

Listed below are appropriations for non-departmental General Government related funds and entities.

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
General Government					
DMV Collection Charges	336,205	0	0	0	0
Manager's Miscellaneous	20,750	20,000	20,000	20,000	20,000
Meeting Supplies	8,458	10,500	10,500	10,500	10,500
School Collaboration Consultant	1,800	2,000	2,000	2,000	2,000
Stormwater Fees For Co. Property	63,025	40,500	40,500	40,500	40,500
Tax Bill Inserts	0	4,000	4,000	4,000	4,000
Triangle J Dues	21,272	25,500	25,500	25,500	25,500
County and Town Collaboration Meetings	7,200	2,500	2,500	2,500	2,500
General Government Total	**$ 458,711**	**$ 105,000**	**$ 105,000**	**$ 105,000**	**$ 105,000**

General Government Non-Departmentals

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.

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Human Services					
A Helping Hand	6,500	6,000	6,000	5,000	5,000
Boomerang Youth	13,358	13,358	13,358	16,000	16,000
Center for Community Self Help	50,000	50,000	50,000	50,000	50,000
Cedar Grove Neighborhood Assoc.	91,372	91,347	91,347	91,347	91,347
CH/Carrboro Meals on Wheels	17,335	44,823	44,823	54,809	54,809
Charles House	23,363	23,363	23,363	24,000	23,363
*Club Nova	19,813	19,813	19,813	25,000	25,000
Community Empowerment Fund	23,824	23,824	23,824	30,000	23,824
*Community Home Trust	214,079	217,187	217,187	211,912	211,912
Compass Center	72,777	85,528	85,528	94,801	94,801
Dispute Settlement Center	82,358	82,358	82,358	85,000	82,358
Duke Homecare & Hospice	1,134	1,134	1,134	1,500	1,134
El Centro Hispano	33,609	33,609	33,609	38,000	38,000
*El Futuro	0	0	0	0	0
EmPOWERment	30,613	30,613	30,613	40,000	40,000
Freedom House	0	0	0	41,815	41,815
Habitat for Humanity	51,313	51,313	51,313	76,133	76,133
Human Rights Center of Chapel Hill and C	12,159	12,159	12,159	0	0
*Inter-Faith Council for Social Service	0	0	0	0	0
KidSCope	75,000	75,000	75,000	96,000	96,000
*Ligo Dojo Of Budo Karate	0	0	0	0	0
Marian Cheek Jackson Center	21,319	21,319	21,319	27,500	21,319
Medical Examiner	65,550	42,000	42,000	42,000	42,000
Movement of Youth	30,529	0	0	0	0
OC County Literacy Council	16,145	16,145	16,145	19,000	16,145
OC County Rape Crisis Center	56,588	56,588	56,588	62,000	62,000
OC Disability Awareness Council	8,513	8,513	8,513	28,000	8,513
OE Enterprises, Inc.	56,458	56,458	56,458	58,000	56,458
*Orange Congregation in Mission	0	0	0	0	0
Orange County Prtrshp for Young Children	5,950	5,950	5,950	6,000	5,950
Orange County Rural Alliance	27,488	0	0	0	0
Pathways to Change	7,000	11,351	11,351	8,254	8,254
Piedmont Health Services	16,500	16,500	16,500	30,000	16,500
Planned Parenthood	20,000	20,000	20,000	20,000	20,000
PORCH	3,780	3,780	3,780	9,400	9,400
Previously Unfunded Organiza	0	0	0	35,000	0
Rebuilding Together of Triangle	0	0	0	15,000	15,000
Re-entry Housing Plus	0	20,000	20,000	30,000	5,196
Refugee Support Center	5,000	5,000	5,000	5,000	5,000
Rogers Eubanks Neighborhood Assoc.	88,377	88,377	88,377	88,377	88,377
Senior Care of Orange County	36,750	36,750	36,750	36,750	36,750
Social Justice Reserve Fund	0	187,696	187,696	187,696	187,696
TABLE	10,450	10,450	10,450	15,000	15,000
The Arc of the Triangle	6,653	6,653	6,653	7,500	6,653
The Art Therapy Institute	877	877	877	7,877	877
*The Exchange Club-Child Abuse	0	0	0	0	0
Transplanting Traditions	0	375	375	5,000	375
TROSA	0	250	250	2,000	250

United Voices of Efland Cheeks Comm.	89,351	89,351	89,351	89,351	89,351
Voices Together	18,513	18,513	18,513	20,000	20,000
Volunteers For Youth	9,289	9,289	9,289	10,000	9,289
Human Services Total	**$ 1,419,687**	**$ 1,593,614**	**$ 1,593,614**	**$ 1,846,022**	**$ 1,717,849**

* In FY 2021-22, County Manager's Office administers all agency contracts with the following exceptions: Club Nova (Cardinal Innovations, MOE Funds $95,000, Community Home Trust (Housing), El Futuro (Health), Inter-Faith Council for Social Service (Social Services), Ligo Dojo of Budo Karate (Social Services - Youth Enhancement Funds), Orange Congregations in Mission (Social Services), The Exchange Club Child Abuse Prevention Center (Social Services).

Human Services Non-Departmentals

A Helping Hand **$5,000**

A Helping Hand enables senior citizens to live independently, maintain high levels of wellness and avoid institutionalized care. Services provided include transportation to the doctor, assistance with shopping for nutritious food and preparing healthy meals, assistance with business correspondence, and light housekeeping for a clean and safe home environment.

Boomerang Youth Inc. **$16,000**

Boomerang is an alternative suspension program for middle and high school a student that engages youth, at-risk for disconnection and their communities, with a supportive alternative environment for out of school time, and advocating for community. This agency receives a county match through the Juvenile Crime Prevention Council (JCPC) program; see the Public Safety Non-Departmental Section for more details.

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 **$54,809**

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 and Orange County Rural Alliance proposed a merger effective 7/1/2020.

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 **$25,000**

Club Nova provides opportunities for individuals with mental illness to lead meaningful lives of their choice in the community. Club Nova serves adults in Orange County, living with severe and persistent mental illness, and provides them with structured daily activities, as well as social, vocational and residential opportunities that they would not otherwise have. This agency will be funded with maintenance of effort (MOE) funds through Cardinal Innovations / OPC Mental Health ($95,000) and county general funds ($25,000).

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 **$211,912**

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 **$94,801**

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 **$38,000**

El Centro Hispano is a grassroots community-based organization dedicated to strengthening the Latino community and improving the quality of life of Latino residents in Carrboro, Chapel Hill, and the surrounding area. El Centro Hispano in Carrboro creates programs to build community strengths and skills through referral/resource services, translation/interpretation, employment services, legal consultations and mediation; and English for speakers of other languages (ESOL) literacy.

El Futuro **$0**

El Futuro addresses the behavioral health needs of North Carolina's Latino community by promoting behavioral health awareness, enhancing existing services, and developing a model clinic. Funds will support mental health and substance abuse services, for uninsured Orange

County residents, for whom there are no other available services. The Health Department – Public Health division will administer and oversee this agencies grant. MOE funds of ($22,200) will be associated with the agency's funding.

EmPOWERment **$40,000**

The mission of EmPOWERment is to emPOWER people and communities to control their own destinies through affordable housing, advocacy, community organizing and grassroots economic development. With funding provided through the Human Services grant, EmPOWERment, Inc. has created a one-stop shop for affordable rental programs and services.

Freedom House Recovery Center **$41,815**

Freedom House promotes enhances and supports recovery for men, women, and children affected by substance use disorder and mental illness by using a holistic, evidence-based and person-centered approach. Our expertise and broad array of treatment services stabilize nurture and enhance the personal growth and development of those we serve so that they can recover to live rich, full lives.

Habitat for Humanity of Orange County **$76,133**

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 **$0**

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. The Agency did not request outside agency funding in FY 2021-22.

Inter-Faith Council for Social Service (IFC) **$0**

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. In FY2021-22, funds of $250,000 are budgeted in the Department of Social Services, which includes $123,000 in ARPA funds.

KidSCope **$96,000**

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 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 2021-22.

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. **$0**

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. This agency did not apply for funding in FY 2021-22.

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 **$62,000**

The Orange County Rape Crisis Center works to stop sexual violence and its impact through support, education, and advocacy. The agency provides residents with 24-hour crisis intervention services, community education, training, and provides educational programs for students, in Chapel Hill-Carrboro City Schools and Orange County Schools.

Orange County Disability Awareness Council **$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) **$0**

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. In 2021-22, funds of $92,415 are budgeted in the Department of Social Services.

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) **$0**

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. Chapel Hill Carrboro Meals on Wheels and Orange County Rural Alliance proposed a merger effective 7/1/2020.

Pathways to Change **$8,254**

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 **$9,400**

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 low-income families already served by PORCH.

Reentry House Plus **$5,196**

Reentry House Plus's mission is to provide housing and support services in North Orange County, NC to those recently released and seeking to build productive, stable, independent lives post incarceration.

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.

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 **$187,696**

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 2021-22, the Manager Recommended Budget includes $187.696 for the Social Justice Reserve Fund.

TABLE **$15,000**

TABLE's mission is to provide healthy, emergency food aid every week to hungry children living in Chapel Hill and Carrboro.

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 2021-22.

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 2021-22.

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.

Voices Together $20,000

Voices Together is an Orange County-based non-profit that uses a specialized music therapy approach to help people with intellectual and developmental disabilities speak, communicate and express their thoughts, feelings and needs. The agency does this through groups in classrooms that employ our proprietary model and by training teachers, parents, therapists and caregivers in its methods and approach.

Volunteers for Youth $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.

Non-Departmental Summary

Other Agencies - Library

Listed below are appropriations for non-departmental Other Agencies - Library related funds and entities.

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Other Agencies - Library					
Contribution - CH Library	568,139	568,139	568,139	568,139	568,139
Contribution - Mebane Library	700	700	700	700	700
Other Agencies - Library Total	**$ 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 2020-21. The Mebane Public Library will receive $700, also the same funding as in FY 2020-21.

Non-Departmental Summary

Public Safety

Listed below are appropriations for non-departmental Public Safety related funds and entities.

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Public Safety					
Boomerang	48,526	46,090	46,090	47,624	47,624
Dispute Settlement Center	58,631	58,631	58,631	60,534	60,534
Exchange Club of Alamance	45,500	45,500	45,500	60,684	60,684
Fire Districts Audits	37,000	40,000	40,000	40,000	40,000
Governor's Crime Commission	7,659	10,114	10,114	10,114	10,114
JCPC Administration	4,916	10,008	10,008	15,500	15,500
Lethality Assessment	0	60,000	60,000	0	0
OCJCPC Matching Funds	82,753	107,729	107,729	107,729	107,729
Unallocated	0	30,208	30,208	0	0
Vol For Youth - Teen Court	72,691	72,691	72,691	74,625	74,625
Volunteers For Youth	84,476	84,476	84,476	83,655	83,655
Wrenn/Haven House	11,492	11,492	11,492	16,474	16,474
Public Safety Total	**$ 453,644**	**$ 576,939**	**$ 576,939**	**$ 516,939**	**$ 516,939**

Public Safety Non-Departmentals

NC Dept. of Public Safety/Adult Correction & Juvenile Justice Pass-Through Funds:

Boomerang (YMCA) **$47,624**

The innovative program is based on resiliency research, a best-practice model for addressing the needs of disconnected adolescents most at risk of dropping out of school. Boomerang helps youths and the community that surrounds them identifies resources and supports that lead to long-term, successful outcomes. Through a rich and robust community collaborative, Boomerang provides each student it serves with a strengths-focused environment that includes intensive attention to academics, psychosocial development and substance-abuse counseling.

Dispute Settlement Center: Victim (Resolve/Mediation) **$60,534**

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.

Exchange Club of Alamance **$45,500**

Provides Parent-Teen Solutions as part of JCPC award. Provided to at-risk and delinquent youth ages 10-17 and their parents. This program is designed to maintain youth in their home, while reducing recidivism, improving parent-child relationships, school motivation, problem-solving skills, interpersonal skills and parenting skills.

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.

JCPC Administration **$15,500**

Administrative funds are used to provide administrative support to the Orange-Chatham Justice Partnership.

Lethality Assessment **$0**

Contract with The Compass Center to provide Lethality Assessment Protocol training to local law enforcement. This training has been identified by Orange County courts, law enforcement and domestic violence stakeholders as a critical need. The county budgeted for 6 months of this program in FY2020-21; these funds will be encumbered for use in FY 2021-22, and then the program will seek future grant funding.

Orange County JCPC Matching Funds **$107,729**
These funds fulfill the Orange-Chatham Justice Partnership requirement for the County to provide a 30% match for all JCPC funded agencies.

Unallocated **$0**
These funds are a placeholder for JCPC funds that have not been allocated to agencies by the council. No funds are unallocated in the FY 2021-22 budget.

Volunteers for Youth – Teen Court **$74,625**
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 **$83,655**
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 **$16,474**
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.

Non-Departmental Summary

Support Services

Listed below are appropriations for non-departmental Support Services related funds and entities.

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Support Services					
401 K Plan Enhancement	0	650,000	650,000	650,000	650,000
ASCAP	1,451	1,451	1,451	1,451	1,451
Bank Fees	32,104	0	0	0	0
Drug Testing	14,304	25,000	25,000	20,000	20,000
Employee Development	78,127	60,000	60,000	58,000	58,000
Health Incentives Program	30,561	40,000	40,000	30,000	30,000
Health Insurance Increase	0	0	0	0	0
Living Wage Adjustment	0	0	0	0	23,000
Mobile Phone Stipend Increase	0	22,590	0	0	0
OC Living Wage	18,588	18,588	18,588	20,000	18,588
Payroll Withholdings	240,747	0	0	0	0
Recruitment/Selection	9,468	20,000	20,000	11,600	11,600
Remittance to Carrboro	266,575	0	0	0	0
Remittance to Chapel Hill	746,411	0	0	0	0
Remittance to Hillsborough	49,815	0	0	0	0
Remittance to Mebane	26,658	0	0	0	0
Retiree Health Insurance	2,455,434	2,792,225	2,792,225	2,792,225	2,792,225
Salary - Merit Adjustment	0	0	0	0	425,569
Salary Savings	0	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)
Sportsplex Mbrship - Co. Share	34,466	40,000	40,000	40,000	40,000
Tuition Refunds	25,027	40,000	40,000	40,000	40,000
Support Services Total	**$ 4,029,735**	**$ 709,854**	**$ 687,264**	**$ 663,276**	**$ 1,110,433**

Support Services Non-Departmentals

401K Plan Enhancement **$650,000**
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) **$1,451**
Annual dues paid to ASCAP, a not-for-profit performing rights organization that protects its members' musical copyrights by monitoring public performances of their music, whether via a broadcast or live performance, and compensating them accordingly.

Drug Testing **$20,000**
These funds provide for the actual costs of drug and alcohol tests as well as for the administration of the random testing program and Federal reporting. The decrease in FY 21-22 is based on historical actuals and projected costs.

Employee Development **$58,000**
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. The decrease in FY 21-22 is due to a decrease in service awards appropriation.

Health Incentives Program **$30,000**
Continues the wellness program started in FY 2014-15 to improve employees' health, reduce their medical and dental claims and increase productivity (decreased sick leave usage). The decrease in FY 21-22 is due to more Virtual program administration.

Health and Dental Insurance Increase **$0**
No increase to Health and Dental Insurance appropriations in FY 2021-22. *See Appendix A for more details.*

Living Wage Adjustment **$0**
The FY 2020-21 Commissioner Approved Budget maintains the living wage for temporary employees at $14.95/hour, the same as in FY 2019-20. *See Appendix A for more details*.

Mobile Phone Stipend Increase **$0**
No additional phone stipend increase is recommended in FY 2021-22. In FY 2019-20, funds were budgeted to cover the costs of increasing the mobile telephone stipend from $35/month to $50/month for County employees who use personal mobile telephones for County business. The on-going costs of this increase is included in departmental budgets.

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 **$11,600**
Funds to cover costs of the recruitment, selection process and relocation expenses, for positions at and above the department head level. The decrease in FY 21-22 is due to not budgeting for any costs associated with Executive recruitment.

Retiree Health Insurance **$2,792,225**
The FY 2021-22 Manager Recommended Budget includes funds totaling $2,792,225 for pre-65 and post-65 retiree healthcare benefits. *See Appendix A for more details.*

Salary – Merit Pay Adjustments **$425,569**
The FY 2021-22 Manager Recommended Budget includes budgeting for employee performance awards for permanent County employees, effective January 1, 2022. *See Appendix A for more details.*

Salary Savings **($3,000,000)**
Implements a Salary attrition savings of $3,000,000 in FY 2021-22.

Sportsplex Membership – County Share **$40,000**
Funding to offer discounted Sportsplex memberships to permanent County employees.

Tuition Refunds **$40,000**
These funds reimburse County employees for tuition, fees and books for job related courses. With this incentive, employees can pursue educational qualifications to enhance their professional growth, achieve higher-level positions and enrich current employment.

Orange County Transportation Services

Phone Number: (919) 245 - 2007 Website: *www.orangecountync.gov/transit*

By Category (General Fund)	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	1,838,522	2,076,319	2,047,088	2,237,351	1,956,838
Operations	1,239,219	1,180,729	1,180,729	1,130,217	1,064,394
Capital Outlay	36,060	0	0	0	0
Total Expenditures	**$ 3,113,801**	**$ 3,257,048**	**$ 3,227,817**	**$ 3,367,568**	**$ 3,021,232**
Total Revenues	1,186,589	1,274,810	1,274,810	1,514,939	1,340,844
County Costs (net)	**$ 1,927,212**	**$ 1,982,238**	**$ 1,953,007**	**$ 1,852,629**	**$ 1,680,388**

Budget Highlights

The FY 2021-22 Manager Recommended budget contains the following changes from Base Budget:

Total department savings of $272,619 through outsourcing Sheriff's vehicle maintenance and repairs from OCTS to Sheriff's contract services, with the goal of reduced downtime of Public Safety vehicles. Outsourcing Sheriff vehicle maintenance and repairs increases the total County cost by $25,633.

The Manager Recommended Budget does not include funding for the following Department Requests:

3 new FTEs to reduce vehicle downtime and meet vehicle maintenance grant requirements within Fleet Services: Maintenance Manager, Parts Clerk, and Fleet Mechanic, as well as holiday pay for mechanics and administrative support.

Budget by Division

Transit (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	1,425,057	1,654,433	1,626,158	1,597,066	1,597,066
Operations	481,747	428,213	428,213	459,878	459,878
Capital Outlay	23,991	0	0	0	0
Total Division Expenditures	**$ 1,930,795**	**$ 2,082,646**	**$ 2,054,371**	**$ 2,056,944**	**$ 2,056,944**
Total Revenues	1,186,589	1,274,810	1,274,810	1,514,939	1,340,844
County Costs (net)	**$ 744,206**	**$ 807,836**	**$ 779,561**	**$ 542,005**	**$ 716,100**

Transit Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Increased operating grants revenue	$ 2,573	$ 66,034	$ (63,461)
Net Transit Division Changes	**$ 2,573**	**$ 66,034**	**$ (63,461)**

Fleet Services (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	413,465	421,886	420,930	640,285	359,772
Operations	757,471	752,516	752,516	670,339	604,516
Capital Outlay	12,069	0	0	0	0
Total Division Expenditures	**$ 1,183,006**	**$ 1,174,402**	**$ 1,173,446**	**$ 1,310,624**	**$ 964,288**
Total Revenues	0	0	0	0	0
County Costs (net)	**$ 1,183,006**	**$ 1,174,402**	**$ 1,173,446**	**$ 1,310,624**	**$ 964,288**

Fleet Services Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Outsourcing of Sheriff's vehicle maintenance and repairs	$ (209,158)	$ -	$ (209,158)
Net Fleet Services Division Changes	**$ (209,158)**	**$ -**	**$ (209,158)**

Mission Statement

It is the mission of Orange County Transportation Services to provide safe, customer focused, and reliable transportation services; that are an accessible and viable means of mobility to the employees, residents and visitors in need of transportation in Orange County, NC.

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)
- Motor Pool preventive maintenance of OC fleet vehicles
- Transportation Demand Coordination throughout the County

FY 2020-21 Outcomes

- Maintained system of services during worse pandemic in modern history
- Participated in emergency operations and vaccination transportation
- Hired 2 part time mechanics to fill in for convalescing and retiring incumbents
- Procured 5 mobility on demand vans
- Procured one replacement bus
- Secured contract for new electric charging station and one electric bus

Performance Measures	2017-18 Actual	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget
Service: OCPT provides safe courteous and reliable public transportation services throughout Orange County					
Outcome Measure : Revenues from fares and grants	$1053263	$1,317651	$1,768745	$2,263,101	$1,363,625
Performance Measures total number of daily routes	26	36	32	29	33
Performance Measures (incidents per 200K)	2.1	1.8	1.1	3.1	2.5
Performance Measures (Ridership)	53888	62000	51000	13999	20000

FY 2021-22 Objectives

- Deploy expansion routes such as: Hillsborough Circulator II, Flex Routes (M.O.D. mobility on demand).
- Procure vans/buses for expansion routes and replace vehicles that have reached useful life
- Implement new mobile ticketing system for enhanced fare collection and customer service
- Motorpool will be exploring a fleet vehicle lease program with a Fleet vendor. This program has the ability to replace vehicles before they have lost marketable residual/ resale value. The program presented to us would be that Orange County could recoup costs from the resale of vehicles leased and then turned in, back to vendor.

Orange County Commuter Options/TDM Program

Major Services

- Promotion of regional and local TDM programming and services (transit, carpooling, telework, bike/ped 65%
- Administration of TDM grant 20%
- Public Relations 15%

FY 2020-21 Outcomes

- 10% increase in number of eligible OC employees trained for telework
- 50% increase in total followers on OCPT social accounts (Twitter, Facebook, Instagram)
- 50% increase in number of STRNC.org registrants
- Provide 70% of top 10 employers in Orange County with customized commuter benefits information
- Receive FY22 TDM grant funding at same level or more than FY21

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: Promotion of regional and local TDM programming (transit, carpooling, telework, bike/walk) with goal of reducing traffic congestion, improving air quality, and expanding mobility choices for people that work and/or live in Hillsborough, NC.					
Percentage of eligible OC employees trained for telework	10%	15%	25%	25%	35%
Total followers on OCPT social accounts	--	266	341	399	478
Number of active registrants on ridematching/incentive program site, ShareTheRideNC.org	5	13	20	20	40
Percentage of top 10 employers receiving information about TDM services	60%	60%	70%	70%	80%
Triangle TDM grant award amount (50% match from Orange County)	$31010	$31929	$31009.50	$31009.50	$32000

FY 2021-22 Objectives

- 75 social media posts in FY22, grow followers by 20%
- Increase awareness of STRNC.org tools; 25 new registrations
- Increase OCPT and OCCO website performance; 15% reduction in bounce rate, 10% increase in average time on page and 20% more unique visitors
- Increase Customer Actions on Google Business listing 20%
- 10% increase in number of eligible OC trained for telework

Fleet Services

Major Services

- Maintain County Fleet of over 350 vehicles to include Emergency Response Vehicles, Buses, Hybrid, Electric, Propane and a Dental Van.
- Maintain more than 100 other pieces of equipment to include trailers, mowers, and vehicle mounted chair lifts, animal service equipped boxes, compressors and small generators.
- Coordinate and implement preventative maintenance program amongst all county vehicles to thereby decrease major component failures.

FY 2020-21 Outcomes

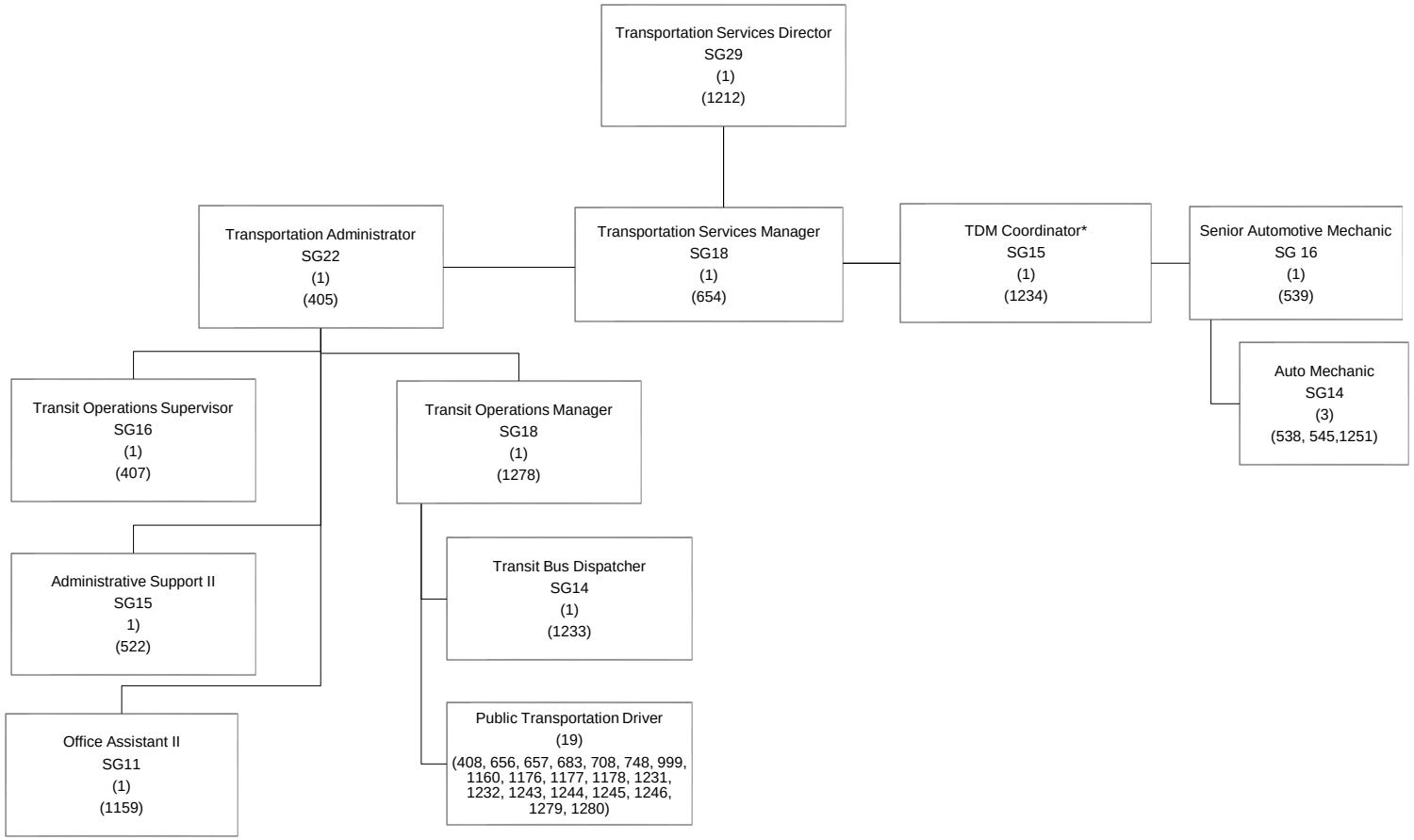
- Increase Preventative Maintenance protocols by creating specific vehicle checklist
- Develop Fluid Analysis Program for Engine, Transmission, and Coolant systems to diagnose failures before they happen within these systems thereby reducing repair cost.
- Convert to OEM replacements versus aftermarket parts to decrease failures between repairs on major systems for all County Vehicles.
- Streamline parts inventory to have sufficient amounts of parts on hand for components that have increased failure rates amongst multiple vehicle platforms.

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: Maintain County Fleet of over 350 vehicles to include Buses, Hybrid, Electric, Propane and a Dental Van.					
Reduction in # of Road Calls requiring tows	N/A	N/A	N/A	N/A	10%
Reduction in Outside Service Repairs	N/A	N/A	N/A	N/A	10%
Reduction in # of parts ordering errors	N/A	N/A	N/A	N/A	10%

FY 2021-22 Objectives

- Decrease Vehicle breakdowns requiring towing by 10%. Road calls will require mechanics to make road side repairs necessary to get vehicle back to motor pool for repairs needed if possible. Reduction of cost for vehicle tows from $8000 with savings cost of $800
- Increase productivity by 10%. Addition of 2 temp mechanics will decrease wait time for vehicle PMs and repairs. Vehicle Equipment Repairs reduction from $370,000 with savings cost of $37,000.
- Reduce outside cost by 10%. Vehicles that would normally have a longer wait time for repairs will be decreased by the addition of 2 temp mechanics. This in turn will reduce number of vehicles needing sent out for elaborate or lengthy repairs given we have the necessary tools and capability to complete the repair. Reduction in Outside Service Cost from $47,000 with savings cost of roughly $5000.

Transportation Services



*Position supervised by AMS Sustainability Coordinator

Outside Agencies

Manager Recommended Appropriations

Synopsis

- In FY 2020-21, the Board of County Commissioners appropriated $1,561,974 for 50 agencies, an increase of $71,793 above the FY 2019-20 appropriation.

- 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).

- **Application Process**: For the FY 2021-22 Funding Process, the County received applications from 55 agencies. Requests totaled $2,048,551, an increase of $486,577 above the current year's appropriation. Six (6), currently unfunded agencies requested a total of $108,000. Two (2), currently funded agencies did not apply in FY 2021-22 ($19,534).

- **Manager Recommended**: The County Manager recommends funding for 53 agencies, in FY 2021-22. The recommendation totals $1,821,953, an increase of $259,979 from the FY 2020-21 Approved Budget. This includes one-time American Rescue Plan Act (ARPA) funds of $259,774. One of the allowable uses of ARPA funds is to support Non-Profit agencies. As a result, the entire Outside Agency allocation in FY 2021-22 is funded using ARPA funds. Funding for four (4) new or previously unfunded agency totals $32,100, with $30,000 funded from ARPA funds. Based on the County Manager's FY 2021-22 Recommended Budget (Less Education Appropriation), 1.2% equates to $1,514,688. The recommended funding of $1,821,953 equates to 1.4%.
- 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 2021-22 Manager Recommended Budget
Outside Agency Appropriations

Agency	FY 2020-21 Commissioner Approved	FY 2021-22 Agency Request	FY 2021-22 Annual Recommended	FY2021-22 One-time ARPA Recommended	FY 2021-22 Manager Recommended	Change from Approved Budget
1. FY 2020-21 Funded Agencies						
A Helping Hand	6,000	5,000	5,000	-	5,000	(1,000)
Big Brothers Big Sisters of the Triangle	7,680	10,000	7,680	-	7,680	-
Boomerang Youth Inc.	13,358	16,000	13,358	2,642	16,000	2,642
Bridge II Sports	7,577	15,000	7,577	-	7,577	-
Center for Community Self Help	50,000	50,000	50,000		50,000	-
Chapel Hill - Carrboro Meals on Wheels	44,823	54,809	44,823	9,986	54,809	9,986
Charles House	23,363	24,000	23,363	-	23,363	-
Club Nova	114,813	120,000	114,813	5,187	120,000	5,187
Community Empowerment Fund	23,824	30,000	23,824	-	23,824	-
Community Home Trust [1]	217,187	211,912	211,912	-	211,912	(5,275)
Compass Center for Women and Families	85,528	94,801	85,528	9,273	94,801	9,273
Dispute Settlement Center	82,358	85,000	82,358	-	82,358	-
Duke Homecare & Hospice	1,134	1,500	1,134	-	1,134	-
El Centro Hispano	33,609	38,000	33,609	4,391	38,000	4,391
El Futuro	32,769	35,000	32,769	2,231	35,000	2,231
EmPOWERment	30,613	40,000	30,613	9,387	40,000	9,387
Farmer Foodshare	7,375	-	-	-	-	(7,375)
Freedom House	-	41,815	41,815	-	41,815	41,815
Habitat for Humanity	51,313	76,133	51,313	24,820	76,133	24,820
Hillsborough Arts Council	12,225	50,000	12,225	-	12,225	-
Historic Hillsborough Commission	9,054	9,054	9,054	-	9,054	-
Historical Foundation	9,606	9,606	9,606	-	9,606	-
Human Rights Center of Chapel Hill & Carrboro	12,159	-	-	-	-	(12,159)
Interfaith Council	127,000	250,000	127,000	123,000	250,000	123,000
KidSCope	75,000	96,000	75,000	21,000	96,000	21,000
Kidzu Children's Museum	13,301	20,850	13,301	-	13,301	-
Marian Cheek Jackson Center	21,319	27,500	21,319	-	21,319	-

FY 2021-22 Manager Recommended Budget
Outside Agency Appropriations

Agency	FY 2020-21 Commissioner Approved	FY 2021-22 Agency Request	FY 2021-22 Annual Recommended	FY2021-22 One-time ARPA Recommended	FY 2021-22 Manager Recommended	Change from Approved Budget
1. FY 2020-21 Funded Agencies (cont'd)						
OE Enterprises, Inc.	56,458	58,000	56,458	-	56,458	-
Orange Congregations in Missions	92,415	92,415	92,415	-	92,415	-
Orange County Disability Awareness Council	8,513	28,000	8,513	-	8,513	-
Orange County Literacy Council	16,145	19,000	16,145	-	16,145	-
Orange County Living Wage	18,588	20,000	18,588	-	18,588	-
Orange County Partnership for Young Children	5,950	6,000	5,950	-	5,950	-
Orange County Rape Crisis Center	56,588	62,000	56,588	5,412	62,000	5,412
Pathways to Change	11,351	8,254	8,254	-	8,254	(3,097)
Piedmont Health Services, Inc.	16,500	30,000	16,500	-	16,500	-
Planned Parenthood	20,000	20,000	20,000	-	20,000	-
PORCH	3,780	9,400	3,780	5,620	9,400	5,620
Reentry House Plus **2**	20,000	30,000	5,196	-	5,196	(14,804)
Refugee Support Center	5,000	5,000	5,000	-	5,000	-
Senior Care of Orange County	36,750	36,750	36,750	-	36,750	-
TABLE	10,450	15,000	10,450	4,550	15,000	4,550
The Arc of the Triangle	6,653	7,500	6,653	-	6,653	-
The Art Therapy Institute	3,877	10,000	3,877	-	3,877	-
The Arts Center	13,863	15,000	13,863	-	13,863	-
The Exchange Club Child Abuse Prevention	13,464	14,252	13,464	788	14,252	788
Transplanting Traditions	375	5,000	375	-	375	-
Triangle Bikeworks	4,214	5,000	4,214	-	4,214	-
TROSA	250	2,000	250	-	250	-
Voices Together	18,513	20,000	18,513	1,487	20,000	1,487
Volunteers for Youth	9,289	10,000	9,289	-	9,289	-
1. Total - FY 2020-21 Funded Agencies	**$ 1,561,974**	**$ 1,940,551**	**$ 1,560,079**	**$ 229,774**	**$ 1,789,853**	**$ 227,879**

FY 2021-22 Manager Recommended Budget
Outside Agency Appropriations

Agency	FY 2020-21 Commissioner Approved	FY 2021-22 Agency Request	FY 2021-22 Annual Recommended	FY2021-22 One-time ARPA Recommended	FY 2021-22 Manager Recommended	Change from Approved Budget
2. New or Previously Unfunded Agencies						
Child Care Services Association	-	35,000	-	-	-	-
Hope Renovations	-	15,000	-	-	-	-
Fathers on the Move [3]	-	20,000	8,100	-	8,100	8,100
Piedmonth Wildlife [4]	-	14,000	-	9,000	9,000	9,000
Rebuilding Together	-	15,000	-	15,000	15,000	15,000
Friends of Chapel Hill Parks & Recreation [5]		9,000	-	6,000	6,000	6,000
2. Total - New or Previously Unfunded Agencies	**$ -**	**$ 108,000**	**$ 8,100**	**$ 30,000**	**$ 32,100**	**$ 32,100**
Grand Total	**$ 1,561,974**	**$ 2,048,551**	**$ 1,568,179**	**$ 259,774**	**$ 1,821,953**	**$ 259,979**

Notes:

1. The Community Home Trust funding request is based on an inter-local agreement approved by the Town and County elected Boards.
2. Funding is specific for Overnight Supervisor
3. Funding is specific for Progam Coordinator
4. Funding is specific for Earthkeepers Afterschool Program
5. Funding is specific to Food Distribution

Outside Agency Summaries

1. FY 2021-22 Funded Agencies (*previously funded*)

A Helping Hand **$5,000**

A Helping Hand enables senior citizens to live independently, maintain high levels of wellness and avoid institutionalized care. Services provided include transportation to the doctor, assistance with shopping for nutritious food and preparing healthy meals, assistance with business correspondence, and light housekeeping for a clean and safe home environment.

Big Brothers Big Sisters of the Triangle **$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.

Boomerang Youth Inc. **$16,000**

Boomerang is an alternative suspension program for middle and high school a student that engages youth, at-risk for disconnection and their communities, with a supportive alternative environment for out of school time, and advocating for community. This agency receives a county match through the Juvenile Crime Prevention Council (JCPC) program; see the Public Safety Non-Departmental Section for more details. For FY 21-22, it includes American Rescue Plan Act (ARPA) funding of $2,642.

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 **$54,809**

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 and Orange County Rural Alliance proposed a merger effective 7/1/2020. For FY 21-22, it includes ARPA funding of $9,986.

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 **$120,000**

Club Nova provides opportunities for individuals with mental illness to lead meaningful lives of their choice in the community. Club Nova serves adults in Orange County, living with severe and persistent mental illness, and provides them with structured daily activities, as well as social, vocational and residential opportunities that they would not otherwise have. This agency will be funded with maintenance of effort (MOE) funds through Cardinal Innovations / OPC Mental Health ($95,000) and county general funds ($19,813), and ARPA funding of $5,187.

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 **$211,912**

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 **$94,801**

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. For 21-22, it includes APRA funding of $9,273.

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 **$38,000**

El Centro Hispano is a grassroots community-based organization dedicated to strengthening the Latino community and improving the quality of life of Latino residents in Carrboro, Chapel Hill, and the surrounding area. El Centro Hispano in Carrboro creates programs to build community strengths and skills through referral/resource services, translation/interpretation, employment services, legal consultations and mediation; and English for speakers of other languages (ESOL) literacy. For FY 21-22, it includes ARPA funding of $4,391.

El Futuro **$35,000**

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 ($22,200) will be associated with the agency's funding, in addition to the $35,000 in Outside Agency funding. For FY 21-22, it includes ARPA funding of $2,231.

EmPOWERment **$40,000**

The mission of EmPOWERment is to emPOWER people and communities to control their own destinies through affordable housing, advocacy, community organizing and grassroots economic development. With funding provided through the Human Services grant, EmPOWERment, Inc. has created a one-stop shop for affordable rental programs and services. For FY 21-22, it includes ARPA funding of $9,387.

Freedom House Recovery Center **$41,815**

Freedom House promotes enhances and supports recovery for men, women, and children affected by substance use disorder and mental illness by using a holistic, evidence-based and person-centered approach. Our expertise and broad array of treatment services stabilize nurture and enhance the personal growth and development of those we serve so that they can recover to live rich, full lives.

Habitat for Humanity of Orange County **$76,133**

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. For FY 21-22, it includes ARPA funding of $24,820.

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.

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.

Human Rights Center of Chapel Hill and Carrboro **$0**

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. The Agency did not request outside agency funding in FY 2021-22.

Inter-Faith Council for Social Service (IFC) **$250,000**

The Inter-Faith Council meets basic needs and helps individuals and families achieve their goals. They provide shelter, food, direct services, advocacy and information to people in need. The IFC accomplishes this through strong partnerships with volunteers, staff and those we serve. They rely on the active involvement of caring individuals, congregations and other community organizations. In FY2021-22, funds of $250,000 are budgeted in the Department of Social Services, which includes $123,000 in ARPA funds.

KidSCope **$96,000**

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. For FY 21-22, it includes ARPA funding of $21,000.

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.

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.

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) **$92,415**

Orange Congregations in Missions provides services to economically-challenged and homebound northern Orange County residents through volunteer efforts of diverse congregations and individuals. The agency provides nutritious food and financial assistance to the economically insecure population of northern Orange County and provides nutritious meals to the frail and

elderly in our community. In 2021-22, funds of $92,415 are budgeted in the Department of Social Services.

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 Transplanting Traditions Community Farm refugee farm project and Growing Health Kids Community Gardens Project.

Orange County Rape Crisis Center **$62,000**

The Orange County Rape Crisis Center works to stop sexual violence and its impact through support, education, and advocacy. The agency provides residents with 24-hour crisis intervention services, community education, training, and provides educational programs for students, in Chapel Hill-Carrboro City Schools and Orange County Schools. For FY 21-22, it includes ARPA funding of $5,412.

Pathways to Change **$8,254**

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 **$9,400**

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 low-income families already served by PORCH. For FY 21-22, it includes ARPA funding of $5,620.

Reentry House Plus **$5,196**

Reentry House Plus's mission is to provide housing and support services in North Orange County, NC to those recently released and seeking to build productive, stable, independent lives post incarceration.

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 **$15,000**

TABLE's mission is to provide healthy, emergency food aid every week to hungry children living in Chapel Hill and Carrboro. For FY 21-22, it includes ARPA funding of $4,550.

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 ($877). The County will administer both contracts (MOE and General Fund dollars) for ATI in FY 2021-22.

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.

The Exchange Club Child Abuse Prevention Center of NC/Alamance Family Ctr. $14,252

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. For FY 21-22, it includes ARPA funding of $788. The Department of Social Services will budget and administer the contract funds, in FY 2021-22.

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.

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.

Voices Together $20,000

Voices Together is an Orange County-based non-profit that uses a specialized music therapy approach to help people with intellectual and developmental disabilities speak, communicate and express their thoughts, feelings and needs. The agency does this through groups in classrooms that employ our proprietary model and by training teachers, parents, therapists and caregivers in its methods and approach. For FY 21-22, it includes ARPA funding of $1,487.

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 2021-22 New or Previously Unfunded Agencies

Fathers on the Move $8,100

Fathers on the Move's mission is to empower individuals to lead positive and productive family, career, and community lives as they transition from the criminal justice system. Their primary focus is on young fathers, but they also operate a program for at-risk youth, in order to shorten and lessen the effects of their experiences with the juvenile justice system. Funding of $8,100 in FY 21-22 is ARPA funded, and is specific for the work of a Program Coordinator.

Piedmont Wildlife Center **$9,000**

Piedmont Wildlife Center offers afterschool programs, camps, and other educational programming for children ages 5-17 in Orange and Durham counties. Through their outdoor programs, students connect with nature, learn about the local environment, hone awareness skills, and build a desire to protect the environment. Funding of $9,000 in FY 21-22 is ARPA funded, and is specific to support their expanded Earthkeepers afterschool program at New Hope Elementary, Carrboro Elementary, and A.L. Stanback Middle School.

Rebuilding Together **$15,000**

The mission of Rebuilding Together of the Triangle is repairing homes, revitalizing communities, and rebuilding lives. Their critical home repairs and accessibility modifications make a sustainable impact, ensuring vulnerable homeowners, including seniors, individuals with disabilities, and families with children, live in safe, healthy homes. Funding of $15,000 in FY 21-22 is ARPA funded.

Friends of Chapel Hill Parks & Recreation **$6,000**

The mission of the Friends of Chapel Hill Parks & Recreation is to facilitate direct financial assistance to the Town of Chapel Hill Parks and Recreation and encourage community investment in the facilities, programs, and services they provide. Funding of $6,000 in FY 21-22 is ARPA funded, and is specific to their Grow to Life, Healthy Alternative Preparation and Nutrition Education, emergency food distribution program.

Planning & Inspections Department

Phone Number (919) 245-2575 Website: *http://orangecountync.gov/planning/index.asp*

By Category (General Fund)	**2019-20 Actual Expenditures**	**2020-21 Original Budget**	**2021-22 Base Budget**	**2021-22 Department Requested**	**2021-22 Manager Recommended**
Personnel Services	2,814,882	2,966,272	2,984,584	2,979,517	2,979,517
Operations	165,173	208,258	208,258	226,020	226,020
Capital Outlay	0	0	0	0	0
Total Expenditures	**$ 2,980,055**	**$ 3,174,530**	**$ 3,192,842**	**$ 3,205,537**	**$ 3,205,537**
Total Revenues	1,850,325	1,517,063	1,517,063	1,549,250	1,549,250
County Costs (net)	**$ 1,129,730**	**$ 1,657,467**	**$ 1,675,779**	**$ 1,656,287**	**$ 1,656,287**

Budget Highlights

The FY 2021-22 Manager Recommended budget contains the following changes from Base Budget:

Total Savings of $19,492 from increased Building Inspections revenue. Increased charges for credit card usage for online transactions will be covered by the American Rescue Plan Act (ARPA).

The Manager Recommended Budget does not include funding for the following Department Requests:

None

Budget by Division

Planning (General Fund)

	2019-20 Actual Expenditures	**2020-21 Original Budget**	**2021-22 Base Budget**	**2021-22 Department Requested**	**2021-22 Manager Recommended**
Personnel Services	1,280,914	1,287,782	1,272,070	1,268,550	1,268,550
Operations	95,703	109,004	109,004	115,985	115,985
Capital Outlay	0	0	0	0	0
Total Division Expenditures	**$ 1,376,618**	**$ 1,396,786**	**$ 1,381,074**	**$ 1,384,535**	**$ 1,384,535**
Total Revenues	47,056	41,400	41,400	43,600	43,600
County Costs (net)	**$ 1,329,561**	**$ 1,355,386**	**$ 1,339,674**	**$ 1,340,935**	**$ 1,340,935**

Planning Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Required certifications & licenses for staff	$ 3,461	$ 2,200	$ 1,261
Net Planning Division Changes	**$ 3,461**	**$ 2,200**	**$ 1,261**

Inspections (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	1,095,155	1,193,822	1,205,294	1,203,747	1,203,747
Operations	56,511	77,020	77,020	88,920	88,920
Capital Outlay	0	0	0	0	0
Total Division Expenditures	**$ 1,151,665**	**$ 1,270,842**	**$ 1,282,314**	**$ 1,292,667**	**$ 1,292,667**
Total Revenues	1,236,892	1,179,563	1,179,563	1,252,650	1,252,650
County Costs (net)	**$ (85,227)**	**$ 91,279**	**$ 102,751**	**$ 40,017**	**$ 40,017**

Inspections Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Building Inspections Fee revenue increases due to increased development market trends	$ 2,753	$ 73,087	$ (70,334)
Increased charges for credit card usage for online transactions covered by ARPA	$ 7,600	$ -	$ 7,600
Net Inspections Division Changes	**$ 10,353**	**$ 73,087**	**$ (62,734)**

Erosion Control (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	438,814	484,668	507,220	507,220	507,220
Operations	12,959	22,234	22,234	21,115	21,115
Capital Outlay	0	0	0	0	0
Total Division Expenditures	**$ 451,772**	**$ 506,902**	**$ 529,454**	**$ 528,335**	**$ 528,335**
Total Revenues	566,377	296,100	296,100	253,000	253,000
County Costs (net)	**$ (114,605)**	**$ 210,802**	**$ 233,354**	**$ 275,335**	**$ 275,335**

Erosion Control Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Typical fluctuation in multi-year cyclical work programs that contribute to Soil & Erosion Fees revenue	$ (1,119)	$ (43,100)	$ 41,981
Net Erosion Control Division Changes	**$ (1,119)**	**$ (43,100)**	**$ 41,981**

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 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), (AKA Orange County Transit Plan (OCTP)) 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 intergrovernmental coordination at the local, state, and federal levels including adjacent counties and the region.

FY 2020-21 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.

Outcome Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Estimate	2021-22 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	28	30	30	30	32
Other Local Government Meetings	20	20	20	30	40
BOCC Regular Meetings & Planning Board	75	65	55	60	50

FY 2021-22 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'.
- City of Mebane/Orange County Strategic Grothw Plan Study
- 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 census.
- 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.
- Update OCTP including stakeholder involvement
- Research/Planning/Implementation and monitor/amend to address Regional Mobility Act and ½ cent sales/tag tax initiative regarding Bus Rapid Transit, Amtrak and Commuter Rail.
- 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. Development Fiscal Impact Study 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 and coordinate with all departmetns and consultant.

2. Environmental Health, Planning & Inspections, Information Technologies

   Land Management Central Permitting Software (LMCPS) Customer Service Portal

   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.

3. 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.

4. Information Technologies, Planning & Inspections

   Rural Broadband

   The Planning department is repsonsible for both urban and rural development patterns and the services that are available to promote equity and a balanced transportation and communitcation network.

   - This initiative 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.
   - Virtual 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.

5. Continue participation multi-juristictional team with Rogers Road land use and sewer planning.

6. Continue participation multi-juristictional team with Greene Tract land use and sewer planning.

7. Planning & Inspections, OCPT, Health Department, Department of Social Services, Department on Aging, Libraries

   Public Transit Program for Human Services and job community.

   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 development potential in future transit corridors.

Current Planning

Major Services

- Administer and manage land use and subdivision regulations including, but not limited to: zoning, subdivision, erosion control, flood damage prevention, environmental protection, watershed management, stormwater management, and adequate public facilities;
- Serve as the County's Watershed Protection Manager and Floodplain Development Administrator;
- Enforcement of land use and environmental management regulations;
- Information/educational resource for the general public concerning development policies.

FY 2020-21 Outcomes

- Outline up to 5 measurable results anticipated, by June 30, 2021.

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected[1]	2021-22 Budget
Service: Permit review/issuance					
Issue permits for completed/accurate residential development permit applications within 5 business days	95%	95%	95%	88%	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%	95%	95%	83%	95%
Respond, in writing or e-mail, to request for information on land use issues within 5 business days from receipt	95%	95%	95%	85%	95%
Service: Enforcement of Land Use Regulations [2]					
Conduct initial inspection on a submitted complaint within 5 business days from receipt.	90%	90%	90%	85%	95%
Respond to complaint within 7 business	90%	90%	90%	80%	95%

[1] Remote work during the COVID pandemic impacted staff's ability to provide service consistent with identified performance measures.

[2] Staffing issues within the Department continue to hinder 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/sole enforcement officer for the County.

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected[1]	2021-22 Budget
days from date of receipt					
Follow-up inspections on violations within 30 days of initial notice of violation being sent out	90%	90%	90%	90%	95%
Service – Processing of Subdivision Applications					
Ensure review/action (i.e. approve, deny, reject, request additional information, etc.) on Minor Subdivision Concept Plan and Minor Subdivision Expedited Subdivision applications occur within 30 business days from receipt of application	93%	95%	95%	86%	95%
Respond to applicants with updates within 5 business days from contact	90%	95%	95%	90%	95%

FY 2021-22 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 as well as development applications/projects. This includes increasing the Division's web presence and continuing to fully implement the customer service portal of the EnerGOV permitting software;
- Continue to work to revise existing regulations to address identified long-term planning issues (i.e. subdivisions, landscape standards, sign regulations, affordable housing, climate change, mixed use development projects, rural master planning, etc.) and continue to stream line the table of permitted land uses (Section 5.2) and permit review process;
- Continue to improve enforcement program with additional outreach and community meetings;
- Continue implementation of the online customer service permitting portal as part of the new permit/inspection software program (i.e. EnerGOV).

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, coordination with Mebane, 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 2020-21 Outcomes

- Expansion of Hillsborough Economic Development District through Joint COCA Land Use Plan and Orange County Future Land Use Map Amendments.
- Completed land use study in partnership with Mebane.
- MPO Projects -- Durham-Chapel Hill-Carrboro (DCHC) 2050 Metropolitan Transportation Plan (MTP) and identified through OUTBoard and BOCC, Comprehensive Transportation Plan updates.
- Reviewed TIA and worked with internal staff to develop recommendations to address traffic impacts for Research Triangle Logistic Park (RTLP) and Efland Station.
- Funded, through the DCHC MPO, a US-70 Multi-modal Corridor Study.
- Administrative support for update to Orange County Transit Plan.
- Completed 1 bus shelter in Hillsborough and additional Simme-Seats also installed in coordination with AMS.
- Participated in development and completion of MPO and RPO Unified Planning Work Programs.

FY 2021-2022 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.
- Completion of four bus shelters on OCPT routes.
- Administrative support for update to the Orange County Transit Plan.
- Begin the management of the US-70 Multi-modal Corridor Study, which will be a two-year process.
- Participate in completion of State Transportation Improvement Program, SPOT 6.0.
- Completion of the DCHC MPO 2050 MTP.
- Administration of Quarterly meetings with NCDOT.
- Continued administration required for OUTBoard.
- Pending BOCC authorization, implement aspects of the Buckhorn Area Plan (Study) in partnership with Mebane.
- After the 2020 US Census data is released, review and present the information to the Planning Board to help inform staff recommendations or options for the scope, and any future budget implications, of a potential Comprehensive Plan Update.

Special Projects & GIS Division

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.
- Maintains the official version of the Unified Development Ordinance, a cost/time savings over contracting with coding firms.
- Administration of Planning Board agendas/meetings.

FY 2020-21 Outcomes

- Worked collaboratively with Clerk's Office and IT staff to learn how to successfully conduct virtual public meetings and have effectively orchestrated virtual Planning Board meetings since August 2020, including meetings that had extensive public participation (over 250 attendees). Created and conducted virtual meeting training sessions for the Planning Board so members would better understand what was required/expected during virtual meetings.
- Lead author and coordinator of the Research Triangle Logistical Park (RTLP) MPD-CZ "Frequently Asked Questions" document and assisted as needed with various aspects of the RTLP and Efland Station (Bucee's) MPD-CZ rezoning applications.
- Greene Tract Staff Working Group: Extensive participation on a multi-jurisdictional staff working group that is working toward solutions for the jointly-owned Greene Tract.
- Completion of Eno-Haw Mitigation Plan, a regional and inter-departmental planning effort.
- SAPFO Administration, including student membership projections, authoring the annual technical report. Due to COVID, work of the Joint Action Committee, which is analyzing capacity issues related to State-required class size reductions, tapered off in the fiscal year as other priorities took precedence but is expected to resume in the future.
- Planning GIS analysis, including extensive mapping related to economic development prospects, Census 2020, Broadband Service Area, Emergency Services, and the Firearms Project. Also provided GIS analytical services to other departments as needed (e.g., Economic Development, IT, County Attorney, Asset Management, and DEAPR) and participated on the LMCPS project team.
- Managed contract, including coordination between consultant and numerous County departments, for a fiscal impact model that calculates the expected fiscal impacts to the County of various proposed development types. Model is complete as of February 2021 and contract is expected to be closed out by the end of the FY20-21 fiscal year.
- Researched and wrote extensive UDO amendments pertaining to revisions required by State legislation that modernized planning and zoning statutes ("160D").

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 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 2021-22 Objectives

- Continue interdepartmental and interagency collaboration on projects that cross department/agency lines of responsibility:
    - Greene Tract/Rogers Road
    - Senior housing and affordable housing
    - Joint planning and WASMPBA matters
    - School siting and school capacity issues
    - Joint Chatham-Orange Task Force (task force has not met during COVID as other priorities have taken precedence among the various jurisdictions that participate in this 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. Mapping related to BOCC Voting Districts is also expected to be accomplished in 2021.
- 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.

Inspections

Major Services

- Review building plans, issue permits, conduct onsite inspections for Building, Electrical, Plumbing and Mechanical 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 a resource for Code related information and perform investigations of Code deficiencies.
- Assist County Departments and entities with construction related evaluations and information to ensure County projects meet minimum safety standards and requirements
- Provide inspections and assessments during disasters and major environmental events.
- Conduct annual safety inspections of public schools as required by G.S. 115C-525

FY 2020-21 Outcomes

- Issue Permits for building, electrical, mechanical, plumbing, zoning compliance and solid waste.
- Provide plans review for all commercial and residential permit applications, assuring all relevant Codes and laws are met, before approval.
- Conduct 95% of scheduled inspections on the day requested to be performed.
- Inspect and authorize release of power service to residential and commercial buildings and facilities.
- Provide customer support and site visit for community residents seeking new business or facility activities.

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: [Replace this text with a one-sentence description that describes the program, activity or service's intent.]					
Permits issued (all)	5478	5211	6710	5006	5300
Building	1044	937	1120	908	955
Electrical	2076	2186	2975	2034	2230
Mechanical	1556	1415	1800	1406	1443
Plumbing	802	673	812	658	686
Field Inspections Year	17,444	16,521	19500	13244	16850
Field Inspections per day	67	64	74	55	64
Complaint/Inquiries	18	26	15	22	25
Commercial Plans Review	202	124	210	120	96
One and Two Family Dwelling Review	926	867	1025	962	972
School Inspections	13	13	13	13	13

FY 2021-22 Objectives

- Implementation of the Permitting Software's Customer Self Service Portal. This will facilitate our Resident's electronic access to the Permitting process.
- Implement electronic plans review for both Commercial and Residential projects.
- Conduct 95% of inspections on the day requested to be performed.
- Process and issue permits for building, electrical, plumbing, mechanical systems, zoning compliance and solid waste.
- Continue training with the new 2018 Building, Fuel Gas, Mechanical, Plumbing, Administration, Energy Conservation, Existing Building, manufactured Home and Residential Codes. Begin training for new 2020 Electrical Code.

Erosion Control / Stormwater / Engineering

The Erosion Control / Stormwater Division (ECS Division) focuses on the administration, interpretation, and enforcement of erosion/sedimentaion control and stormwater regulations as embodied within the Unified Development Ordinance (UDO) and requirements set forth by the State (NC DEMLR – DEQ and NC EMC). Orange County continues to function as a 'Locally

Delegated Program' meaning we have been authorized by the State to enforce the its rules and regulations for a number of environmental programs, most notably erosion and sediment control (across all of Orange County including within the jurisdictions of Chapel Hill, Carrboro, Mebane and Hillsborough) and stormwater (outside of Town jurisdictional areas). These services enhance the monitoring of water resources to help promote balanced, sustainable, high quality development.

Major Services

- Administer and manage erosion/sedimentation control and stormwater management regulations, reporting and programs as delegated to Orange County by the NC Department of Environmental Quality (NCDEQ);
- Evaluate and process and Land Disturbance Permits issue permits authorizing land disturbing activity (residential and non-residential) within Orange County;
- Review and approve stormwater management plans (SMPs) and/or individual stormwater control measures (SCMs) in coordination with erosion/sedimentation control reviews;
- Enforcement of applicable regulations including the periodic inspection and monitoring of development sites. This includes post–construction monitoring, and on-going site construction of temporary and permanent erosion control and storm devices; and
- Serve as an information/educational and community outreach resource for the general public, development community and other Orange County departments concerning erosion control and stormwater regulations.

FY2020-21 Outcomes

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Erosion Control Plans Reviewed	50	60	89	89	95
Land Disturbing Permits Issued	50	50	89	89	95
Stormwater Management Plans (SMPs) Reviewed (exclusive of LDP)	10	13	18 (as of Feb. 2021)	+8 (est.)	30 (est.)
Total Disturbed Acres Permitted	265	250	650	650	500
E&SC Inspections (Based upon 2 ECO-II's + 1 ECO-I)	1800	1800	1980	1980	2000
Surface Water Identifications (SWID's)	35	55	40	40	50

FY2021-22 Objectives

- Continue to work on increasing permit processing effectiveness. This includes maintaining, revising and refining ECS components (including permits and processes maintained by other Divisions and Departments) within the County's Land Management Central Permitting (LMCPS) permit management software systems;

- Revise existing ECS Memorandums of Understanding (MOUs) between Orange County and Chapel Hill, Carrboro, Mebane and Hillsborough to refine and improve our efforts to meet state delegated authority requirements;
- Continue erosion control services and responsibility for municipalities and their delegated programs granted by NC DEQ and NC EMC;
- Establish new monthly ECS reports to municipalities to increase tracking and communication between jurisdictions;
- Continue to improve erosion control and stormwater management outreach to keep residents informed of local development applications/projects, including increasing the ECS Division's on-line presence. NOTE: The COVID pandemic has and will continue to impact staff's ability to provide in-person outreach; FY2021-22 outreach efforts will be implemented primarily through our continued membership and involvement with the Clean Water Education Partnership (CWEP) and on-line/virtual outreach;
- Continue implementation of Falls Lake Stormwater Management Program and participate in the development of new stormwater regulations for the Cape Fear and Tar-Pamlico river basins;
- Increase number of erosion control and stormwater inspections with additional staff to better meet the increased expectations of the NC Sedimentation Control Commission (SCC); and
- Revise and re-align the current ECS fee schedules to ensure that fees are adequately assigned and proportional to the request and effort to process by ECS Staff.

Engineering

In addition to other ECS responsibilities and activity, the Engineering Division is also responsible for the operation and maintenance of Lake Orange and three (3) upstream sediment control structures. The Engineering Division also collaborates/coordinates with Orange County residents, other Orange County departments, municipalities and regional regulatory agencies on County-constructed public infrastructure, Capital Improvement Projects (CIPs) and economic development infrastructure design and implementation.

Major Services

- Manage and develop major water and sewer infrastructure projects extending public water supply and sewage collection to three (3) Economic Development Districts (EDDs) within Orange County;
- Manage and develop new residential sewer connections to the Historic Rogers Road Area (HRRA) gravity sewer system. This includes bidding/award and construction management services for connecting Low-To-Moderate-Income (LMI) property owners to the public sewer system;
- Maintain and operate Lake Orange and three (3) upstream sediment control structures (wet detention ponds); inclusive of monitoring/maintenance of minimum flow in the East Fork of the Eno River through automated flow release controls in accordance with the multi-party Eno River Water Management Plan;
- Provide general engineering, dam management, and stormwater management support to Orange County residents, other Orange County departments, and other local/regional regulators; and
- Represent Orange County and/or participate in local/regional watershed management partnerships (e.g. Triangle Water Supply, Upper Neuse River Basin Association).

FY 2020-21 Outcomes

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: Manage and Develop Major Water and Sewer Infrastructure Projects (EDDs)					
Buckhorn Mebane EDD	Completed construction of Phase 2 sewer system, transferred operations and maint. to Mebane	Added flushing & capping of abandoned FM to Phase 2 scope, transferred easements to Mebane	Flushed & capped FM, closed out Phase 2 constr. and CEI services contracts	As budgeted. Encumber any remaining funds to other EDDs	No additional budget needs Transfer hard copy records to Mebane. Begin Phase 3 and/or Phase 4 design
Eno EDD	Concept refined by Eng. Div. to coordinate with private developer and reduce constr. costs	Concept refined by Eng. Div. to coordinate with private developer and reduce constr. costs	Pursued execution of UEA with City of Durham	As budgeted. Execute UEA with City of Durham	No additional budget needs Execute UEA and contract with Engineer to complete design
Hillsborough Area EDD	Final design, permitting and bid documents refined by Eng. Div.	Completed final design, permitting and bid construction Only one bid received; higher than available budget.	Negotiated with private developer for potential construction using available County budget	As budgeted. Negotiate with private developer for potential construction using available County budget	No additional budget needs. Complete project using available County funds, potential transfer of funds to private developer
Service: Manage and Develop the Historic Rogers Road Area (HRRA) Gravity Sewer System					
HRRA Gravity Sewer System Expansion – Sewer Service Connections	Ongoing gravity sewer construction with delays due to dense rock removal. Substantial completion in June 2019.	Negotiated final pay apps and change orders with contractor and Engineer. Closed out gravity sewer construction.	Awarded and constructed three (3) sewer connections for qualified low-income (LMI) residents.	As budgeted. Award and construct additional sewer connections for qualified LMI residents.	No additional budget needs. Award and construct additional sewer connections for qualified LMI residents.

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: Maintain and Operate Lake Orange and Sediment Control Structures					
Lake Orange	Mowing, Hydrilla treatment; SCADA* equipment repair. Obtained Engineering inspection of dam. Created new 5-year CIP for Lake Orange Rehab.	Mowing, Hydrilla treatment, installed no trespassing signs; cleared trees from Lake Orange spillway channel, installed new safety fencing. Contracted with two (2) consulting firms for dam rehabilitation designs.	Mowing, Hydrilla treatment, contracted with "Dam Engineer" to provide EAP support, finalized design of Lake Orange EC barrier repair, completed topo survey dam and spillway, installed new security camera, constructed new entrance driveway	As budgeted. Continue mowing and Hydrilla treatment. Continue design of concrete spillway repairs. Bid and award constr. of EC barrier repair work.	We are requesting additional budget in FY2021-22 to support construction of critical EC barrier repairs. Construct critical EC barrier repairs and complete design of critical concrete spillway and intake tower repairs.

**SCADA = Supervisory Control and Data Acquisition, which allows Orange County to remotely monitor and control the flow through the primary discharge outlet pipe on Lake Orange*

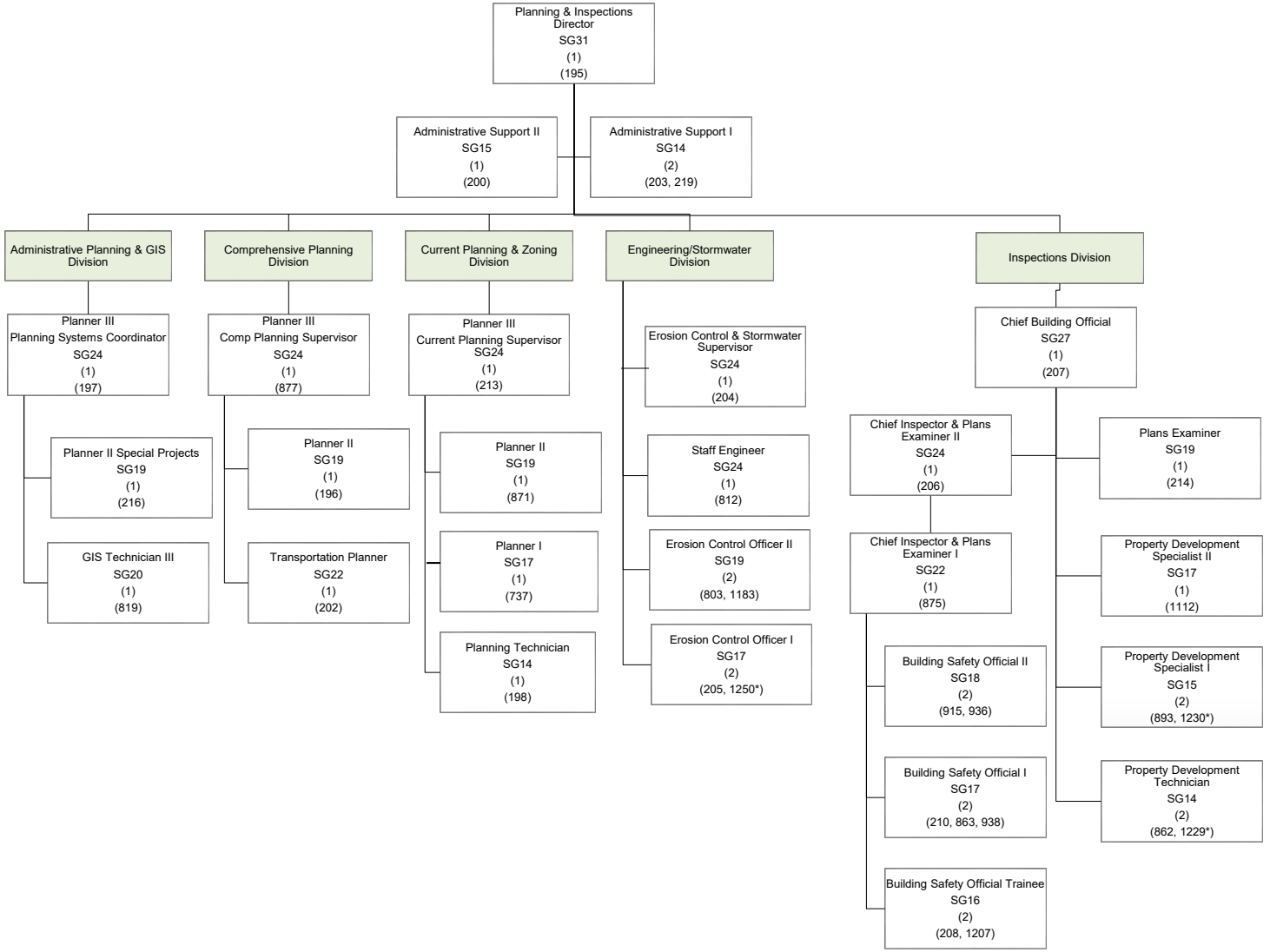
FY 2021-22 Objectives

- Economic Development Districts (EDDs): Buckhorn-Mebane EDD – Solicit and contract for professional engineering design of Phase 3 and/or Phase 4. Eno EDD - Negotiate and execute a "developer" agreement (UEA) between Orange County and the City of Durham so that Orange County can take lead on completing the current design, advertising for bids, and awarding/managing the construction of two (2) new gravity sewer lines. Hillsborough Area EDD – Negotiate with private developer(s) for a potential public/private partnership to construct the designed/permitted public sewer infrastructure (if approved, Orange County may transfer available construction funds to the private developer, and developer would take lead in construction).
- Historic Rogers Road Area (HRRA) Sewer Expansion: Continue to work with residents and local leaders to promote the available funding assistance programs for qualified Low-Income (LMI) property owners. Advertise, award and manage the construction of new sewer connections for qualified LMI property owners.
- Lake Orange and Sediment Control Structures: Continue to perform mowing and Hydrilla treatment on all four (4) water bodies. Advertise, award and manage the construction of critical EC barrier repair work on Lake Orange. Complete the design of critical concrete spillway channel repairs, intake tower repairs, and gate/actuator repairs/replacements on Lake Orange. Clear the trash rack on Sediment Control Structure No. 1 of logs/debris.

Repair/replace broken drain valve on Sediment Control Structure No. 2. Obtain an access easement to Sediment Control Structure No. 3. Continue to work with the Manager/BOCC to move forward with potential solutions to the problem of illegally constructed private structures located on Lake Orange.

- County Dam Management: Continue to evaluate known existing dams that are owned and/or operated by the County or public affiliates of the County, on an annual basis, so as to recommend and coordinate any maintenance or capital improvements needed to reduce risk to the County. Work with other County departments and public affiliates to identify and inspect any potential additional dams that fall under the ownership and/or maintenance responsibility of the County or public affiliates.

Planning and Inspections



FY 2021-2022 Manager's Recommended Budget

*Time Limited to 6/30/2022

Register of Deeds

Phone Number: (919) 245-2685 Website:www.orangecountync.gov/729/Register-of-Deeds

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
By Category (General Fund)					
Personnel Services	984,521	1,030,093	988,825	988,825	988,825
Operations	50,056	63,865	63,865	56,615	56,615
Capital Outlay	6,002	0	0	0	0
Total Expenditures	**$ 1,040,579**	**$ 1,093,958**	**$ 1,052,690**	**$ 1,045,440**	**$ 1,045,440**
Total Revenues	2,010,785	2,257,713	2,257,713	2,100,000	2,100,000
County Costs (net)	**$ (970,206)**	**$ (1,163,755)**	**$ (1,205,023)**	**$ (1,054,560)**	**$ (1,054,560)**

Budget Highlights

The FY 2021-22 Manager Recommended budget contains the following changes from Base Budget:

Total decrease of $150,463 in net Revenue due to projected decreases in fees due to Covid-19 impacts.

The Manager Recommended Budget does not include funding for the following Department Requests:

None

Budget by Division

Register of Deeds (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	984,521	1,030,093	988,825	988,825	988,825
Operations	50,056	63,865	63,865	56,615	56,615
Capital Outlay	6,002	0	0	0	0
Total Expenditures	**$ 1,040,579**	**$ 1,093,958**	**$ 1,052,690**	**$ 1,045,440**	**$ 1,045,440**
Total Revenues	2,010,785	2,257,713	2,257,713	2,100,000	2,100,000
County Costs (net)	**$ (970,206)**	**$ (1,163,755)**	**$ (1,205,023)**	**$ (1,054,560)**	**$ (1,054,560)**

Register of Deeds

Register of Deeds Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Savings in office operating expenses	$ (7,250)	$ -	$ (7,250)
Projected decrease in fees revenue due to Covid-19 impacts	$ -	$ (157,713)	$ 157,713
Net Register of Deeds Division Changes	**$ (7,250)**	**$ (157,713)**	**$ 150,463**

Mission Statement

The purpose of the Register of Deeds office is to record and preserve real and personal records while maintaining compliance with the NC General Statutes. Provide access to public records and professionally serve the public and citizens of Orange County.

Major Services

- Record legal documents and maps presented for recording, and provide certified copies of permanent records.
- Index and scan all recorded documents to create permanent public records.
- Create permanent records of birth, death, marriage, and military discharges.
- Issue marriage licenses.
- Redact personal information from the Register of Deeds Website.
- Passport Services.

FY 2020-21 Outcomes

- Review in order each legal document submitted to ensure compliance with NC General Statutes; submit land related documents to Land records for PIN assignment. Complete recording process –index, assign book/page number, time and date, (this gives constructive notice that the document has been recorded). Email/print receipt within 10 minutes, total process completed in the designated period approximately 90% of the time. June 2020 – July 2021 –Electronic recordings approximately 80%.
- Issue certified copies of Birth, Death, and Marriage certificates within 5 minutes of application approximately 99% of the time. Issue Marriage license within 20 minutes of application approximately 98% of the time. Index Birth and Death records the same day received approximately 95% of time.
- Special Projects – Delete duplicate birth records containing the same surname and book/page number. This project is complete and was funded from the Register of Deeds Automation Fund
  (NCGS – 161-113).
  - Index historical marriage records – approximately 36 books.
- Redesign the Register of Deeds website – due to the high volume of customer complaints trying to navigate our website we feel it is necessary to redesign the website to provide a higher quality of customer service. This project will be funded from the Register of Deeds Automation fund (NCGS – 161-113).
- Conservation/Preservation – Reverse the damage to the original historical records; Plat maps 62-69 approximately 2,236 pages. This project is complete and was funded from the Register of Deeds Automation Fund (NCGS – 161-113).

Register of Deeds

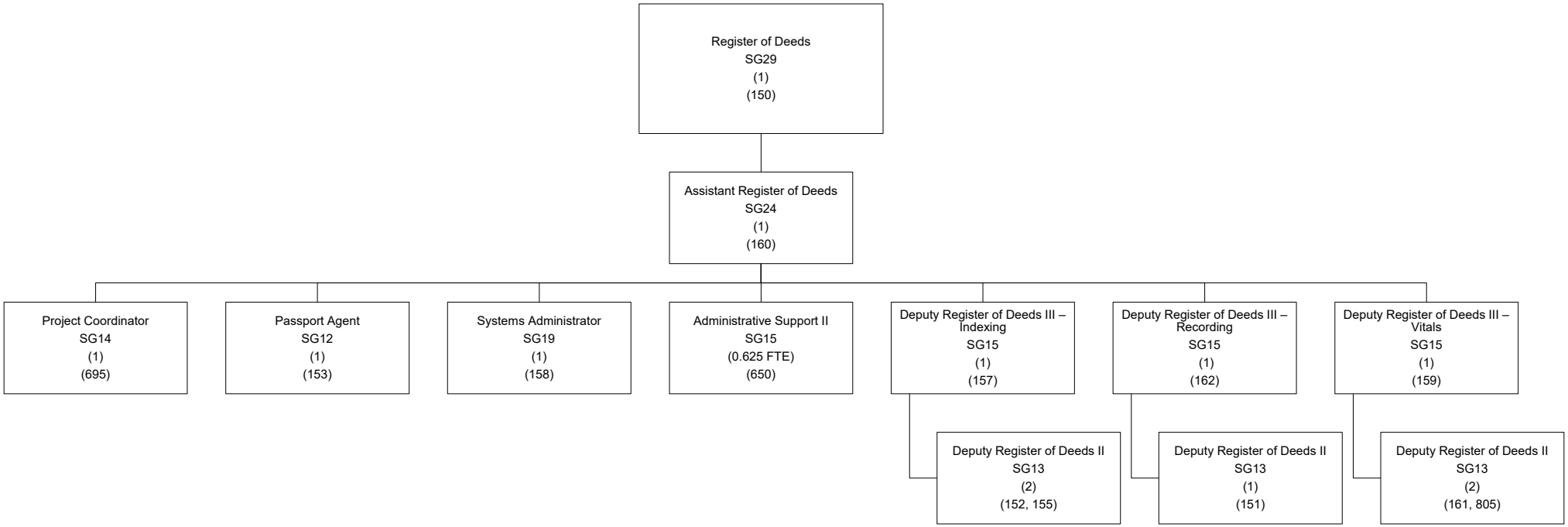
Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: Recording, Scanning, & Indexing all of documents					
Deeds, Deeds of Trust, D/T Cancellations, other documents, UCC's, Notaries	16,357	21,053	19,200	19,000	19,000
Service: Vital Records – Births/Deaths Indexed, Marriage Licenses & Certified Copies of Vital Records Issued					
Births Indexed	4,477	4,345	4,360	4,250	4,300
Deaths Indexed	1,589	1,563	1,560	1,650	1,700
Marriage Licenses Issued	781	680	800	700	700
Certified Copies of Vital Records Issued	21,339	19,289	21,300	19,500	20,000
Service: Passports					
Passport Applications	1,602	985	1,500	0	200
Passport Photos	1,359	864	1,225	0	150

FY 2021-22 Objectives

- Delete duplicate birth records **–** Records that are for the same person, but exist in multiple forms**.** These records exist due to how birth amendments were indexed in the past. Register of Deeds staff will manually review and update the records in the CCS software system. This project will be funded from the Register of Deeds Automation fund (NCGS – 161-113).
- Process Passport Applications; schedule appointments, review application, accept supporting documents, verify and document identity of applicant, ensure fraud prevention skills are being utilized to detect suspicious activity. Administer oath, collect fees for the US Department of State, assemble application package, and prepare transmittal form. Total process completed 10-20 minutes, approximately 99% of the time. Passport services have been temporarily suspended due pandemic*.*
- Phase 2 of Software Implementation to be funded from the Register of Deeds Automation Fund:
    - Correct index/images of point pages - combine multiple index entries into 1 document so the images and index will be accessed through a single document.
    - Electronic Assignment of PINs to eliminate the process of printing documents submitted electronically for PIN assignment.

- 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.

Register of Deeds



Sheriff

Phone Number (919) 644-3050 Website: http://www.co.orange.nc.us/ sheriff

By Category (General Fund)	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	12,478,277	12,617,321	12,677,105	12,700,768	12,700,768
Operations	1,693,480	2,186,384	2,186,384	2,186,384	2,421,175
Capital Outlay	144,353	0	0	0	0
Total Expenditures	**$ 14,316,110**	**$ 14,803,705**	**$ 14,863,489**	**$ 14,887,152**	**$ 15,121,943**
Total Revenues	2,762,058	3,059,388	3,059,388	2,659,388	2,659,388
County Costs (net)	**$ 11,554,052**	**$ 11,744,317**	**$ 11,804,101**	**$ 12,227,764**	**$ 12,462,555**

Budget Highlights

The FY 2021-22 Manager Recommended budget contains the following changes from Base Budget:

Total Net County Cost Increase of $658,454 is due to an increase in Contract Services of $234,791 for moving the maintenance and repairs of Sheriff's vehicles from Orange County Transportation Services to the Sheriff's Office, an increase in Holiday Pay of $23,663 based on budgeting Juneteenth as an additional paid Holiday, and a decrease in revenue due to the current trend of fewer Federal inmates housed in the Detention Center (-$400,000).

The Manager Recommended Budget does not include funding for the following Department Requests:

None

Sheriff Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Increase in Contract Services due to moving Maintenance and Repairs of Sheriff's vehicles from Orange County Transportation Services to Sheriff's Office	$ 234,791	$ -	$ 234,791
Increase in Holiday Pay due to additional paid Juneteenth Holiday	$ 23,663		$ 23,663
Decrease in Jail Fees in FY 21-22 due to the current trend of fewer Federal inmates housed in the Detention Center	$ -	$ (400,000)	$ 400,000
Net Sheriff Changes	**$ 258,454**	**$ (400,000)**	**$ 658,454**

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 2020-21 Outcomes

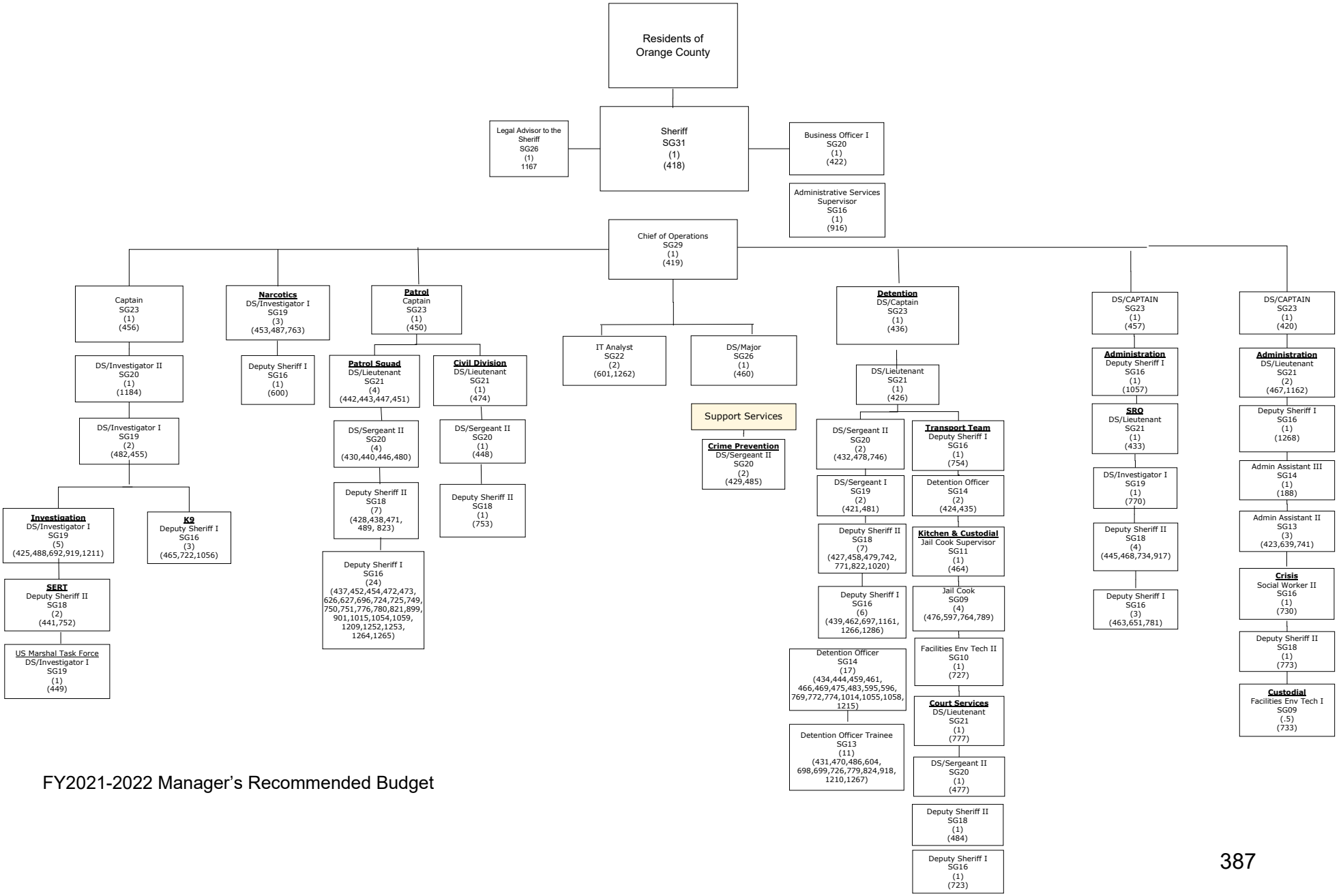
- Reduce overall crime and criminal activity.
- Continue the school resource deputy program to reduce crime and incidents of violence in the schools.
- Provide safe housing and security for state and federal inmates.
- Continue screening all domestic violence reports and initiate contact with victims.
- Respond to 100% of citizens' concerns regarding neighborhood drug and crime problems.

Outcome Measures	2018-19 Actual	2019-20 Actual	2019-20 Budget	2020-21Estimate	2021-22 Projected
Break-ins	284	144	410	492	480
Larcenies	435	449	382	497	450
Domestic violence contacts/incidents	3,904	4,726	5,000	6,500	6,700
Juvenile contacts by deputies (state law requires juvenile contacts be reported)	50,550	35,100	35,385	51,000	50,000
Child abuse cases	175	82	228	296	300
Average number of inmates per month	117	115	100	130	130

FY 2021-22 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.

Sheriff's Office



Social Services

Phone Number: (919) 245 -2800 Website: *https://www.orangecountync.gov/378/Social-Services*

By Category (General Fund)	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	12,397,713	13,393,146	13,357,442	13,275,197	13,275,197
Operations	6,589,267	7,932,683	7,932,683	7,949,571	7,999,571
Capital Outlay	33,630	25,600	0	25,600	25,600
Total Expenditures	**$ 19,020,609**	**$ 21,351,429**	**$ 21,290,125**	**$ 21,250,368**	**$ 21,300,368**
Total Revenues	10,045,514	10,291,642	10,291,642	10,255,340	10,255,340
County Costs (net)	**$ 8,975,095**	**$ 11,059,787**	**$ 10,998,483**	**$ 10,995,028**	**$ 11,045,028**

Budget Highlights

The FY 2021-22 Manager Recommended budget contains the following changes from Base Budget:

Total expenditure increase of $10,243. Increase driven by increased outside agency award for Interfaith Council and the Exchange Club. These outside agencies along with the Orange Congregations in Mission are in department's budget for contract administration. American Rescue Plan Act (ARPA) revenue will fund all outside agency awards in the FY 2021-22 budget.

The Manager Recommended Budget does not include funding for the following Department Requests:

None

Budget by Division

Central Administration (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	2,112,215	2,254,204	2,247,579	2,226,695	2,226,695
Operations	1,682,739	1,916,967	1,916,967	1,911,039	1,911,039
Capital Outlay	33,630	22,600	0	22,600	22,600
Total Division Expenditures	**$ 3,828,584**	**$ 4,193,771**	**$ 4,164,546**	**$ 4,160,334**	**$ 4,160,334**
Total Revenues	76,066	66,332	66,332	65,537	65,537
County Costs (net)	**$ 3,752,518**	**$ 4,127,439**	**$ 4,098,214**	**$ 4,094,797**	**$ 4,094,797**

Central Administration Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Decrease of temp personnel.	$ (20,884)	$ -	$ (20,884)
Adjustments in state revenue and building rent accounts.	$ (6,716)	$ (795)	$ (5,921)
Continuation of misc IT and furnishing recurring capital funding, matching prior year budget.	$ 22,600		$ 22,600
Increase in Exchange Club's Outside Agency Award administered by department. Full Outside Agency Award will be funded through ARPA this fiscal year.	$ 778	$ -	$ 778
Net Central Administration Division Changes	**$ (4,222)**	**$ (795)**	**$ (3,427)**

Public Assistance (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	0	0	0	0	0
Operations	1,327,570	1,571,320	1,571,320	1,615,852	1,615,852
Capital Outlay	0	0	0	0	0
Total Division Expenditures	**$ 1,327,570**	**$ 1,571,320**	**$ 1,571,320**	**$ 1,615,852**	**$ 1,615,852**
Total Revenues	758,747	802,812	802,812	847,344	847,344
County Costs (net)	**$ 568,823**	**$ 768,508**	**$ 768,508**	**$ 768,508**	**$ 768,508**

Public Assistance Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Increase in the state estimate for energy assistance programs (CIP and LIEAP).	$ 44,532	$ 44,532	$ -
Net Public Assistance Division Changes	**$ 44,532**	**$ 44,532**	**$ -**

Child and Family Services (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	5,163,994	5,496,187	5,427,639	5,427,639	5,427,639
Operations	1,292,598	1,652,489	1,652,489	1,624,189	1,624,189
Capital Outlay	0	0	0	0	0
Total Division Expenditures	**$ 6,456,592**	**$ 7,148,676**	**$ 7,080,128**	**$ 7,051,828**	**$ 7,051,828**
Total Revenues	3,912,186	4,032,894	4,032,894	3,934,426	3,934,426
County Costs (net)	**$ 2,544,406**	**$ 3,115,782**	**$ 3,047,234**	**$ 3,117,402**	**$ 3,117,402**

Child and Family Services Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Adjustments in state estimates and Second Family awards	$ (28,300)	$ (98,468)	$ 70,168
Net Child and Family Services Division Changes	**$ (28,300)**	**$ (98,468)**	**$ 70,168**

Economic Services (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	5,121,504	5,642,755	5,682,224	5,620,863	5,620,863
Operations	597,923	851,118	851,118	873,815	923,815
Capital Outlay	0	3,000	0	3,000	3,000
Total Division Expenditures	**$ 5,719,427**	**$ 6,496,873**	**$ 6,533,342**	**$ 6,497,678**	**$ 6,547,678**
Total Revenues	4,750,879	4,894,428	4,894,428	4,907,676	4,907,676
County Costs (net)	**$ 968,548**	**$ 1,602,445**	**$ 1,638,914**	**$ 1,590,002**	**$ 1,640,002**

Economic Services Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Adjustment in award of WIOA grant	$ (111,664)	$ 13,248	$ (124,912)
Increase in IFC Outside Agency Award. Full award funded through ARPA this year	$ 123,000	$ -	$ 123,000
Continuation of capital outlay funding for Café 113, funded by sales	$ 3,000	$ -	$ 3,000
Net Economic Services Division Changes	**$ 14,336**	**$ 13,248**	**$ 1,088**

Subsidy (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	0	0	0	0	0
Operations	1,688,436	1,940,789	1,940,789	1,924,676	1,924,676
Capital Outlay	0	0	0	0	0
Total Division Expenditures	**$ 1,688,436**	**$ 1,940,789**	**$ 1,940,789**	**$ 1,924,676**	**$ 1,924,676**
Total Revenues	547,636	495,176	495,176	500,357	500,357
County Costs (net)	**$ 1,140,800**	**$ 1,445,613**	**$ 1,445,613**	**$ 1,424,319**	**$ 1,424,319**

Subsidy Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Adjustment in state estimates	$ (16,113)	$ 5,181	$ (21,294)
Net Subsidy Division Changes	**$ (16,113)**	**$ 5,181**	**$ (21,294)**

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.

Central Administration

Major Services

- Administration and fiscal support for Department divisions and the Social Services Board
- Management of accounts payable and receivable
- Provides for maintenance of building and equipment as well as other expenses such as mileage for all DSS employees.

FY 2020-2021 Outcomes

- Increased revenue collections by tracking all staff coding resulting in DSS receiving all capped allocations for agency staff.
- Assured no findings in the State fiscal monitoring.

FY 2021-2022 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
- Focus on recovery strategies for residents and communities while promoting racial equity and social justice

Public Assistance

Major Services

- Determine eligibility and process benefits for Food and Nutrition Services (FNS)
- Provide medical assistance to low-income families meeting eligibility guidelines for Medicaid programs
- Determine eligibility for Special Assistance for domiciliary patients
- Provide Emergency Assistance to families in crisis

FY 2020-21 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 FY2020-21 and every month in FY2019-20
- Continued contracts with Inter-Faith Council (IFC) and Orange Congregations in Mission (OCIM) to administer some emergency assistance funds for water and rent
- Provided emergency relief to families impacted by COVID-19 including food distributions, emergency assistance and other public assistance programs.

Measure Type	Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
	Service: Determine eligibility and process benefits for Food and Nutrition Services (FNS)					
County	Average number of households receiving food and nutrition services monthly	4973	4616	4600	5500	5500
County	Average processing time in days (Target: ≤ 13)	11	11	11	10	11
State Fixed*	The County will process 95% of expedited FNS applications within 4 calendar days from the date of application.	97%	97%	95%	95%	95%
State Fixed*	The County will process 95% of regular FNS applications within 25 days from the date of application.	96%	97%	95%	95%	95%
State Fixed*	The County will ensure that 95% of FNS recertifications are processed on time, each month.	95%	99%	95%	95%	95%
County	The County will ensure that 90% of Program Integrity claims are established within 180 days of the date of discovery.	95%	88%	90%	90%	90%
	Service: Provide medical assistance to low-income families meeting eligibility guidelines for Medicaid programs					
County	Average number of recipients receiving Medicaid monthly	16,387	16,516	16,272	17,500	16,500
County	The County will process 90% of Medicaid applications within the time standards.	99%	100%	90%	90%	90%
	Service: Determine eligibility for Special Assistance for domiciliary patients					
County	Number of individuals receiving Special Assistance for the Aged (SAA)	105	97	90	87	90
State Fixed*	The County will process 85% of Special Assistance for the Aged (SAA) applications within 45	93%	93%	85%	90%	85%

Measure Type	Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
	calendar days of the application date.					
County	Number of individuals receiving Special Assistance for the Disabled (SAD)	151	141	118	129	120
State Growth*	The County will process 85% of Special Assistance for the Disabled (SAD) applications within 60 calendar days of the application date.	91%	90%	85%	89%	85%
	Service: Provide Emergency Assistance to families in crisis					
State Fixed*	The County will process 95% of Crisis Intervention Program (CIP) applications within one (1) business day for applicants with no heat or cooling source.	93%	96%	95%	98%	95%
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.	99%	97%	95%	98%	95%

*All state measures are currently undergoing review

FY 2021-22 Objectives

- Continue outreach efforts to connect families with all existing programs and to maximize use of federal funds to support local residents during COVID.

Child and Family Services

Major Services

- Provide protective services and substitute care for at-risk Orange County children
- Provide safe, permanent homes for children in DSS custody
- Conduct Adult Protective Services intake and investigations
- Provide supportive services to adults in their homes
- Coordinate adult out-of-home placements
- Act as guardian and protective payee for incompetent or disabled adults

FY 2020-21 Outcomes

- Created service plans for all adult wards and assured well-being through monthly visits and crisis intervention
- Supported senior adults and adults with disabilities to remain in their own homes when possible
- Continued full provision of protective services for children and adults during the COVID-19 pandemic

- Achieved growth in performance measure of timely initiation of CPS reports
- Children and youth in OCDSS custody were seen face-to-face 98.1% of time; exceeding the state benchmark of 95%.

Measure Type	Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
	Service: Provide protective services and substitute care for at-risk Orange County children					
County	Number of households assessed for abuse and neglect.	579	539	700	575	580
State Growth	The County will initiate 95% of all screened-in reports within required time frames.	78%	86.8%	86%	86%	88%
County	Average number of children in DSS legal custody.	113	97	109	75	85
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.	12.22%	12.47%	9%	11%	10%
State Growth	The County will ensure that 95% of all foster youth have face-to-face visits by the social worker each month.	100%	98.1%	95%	98%	95%
	Service: Provide safe, permanent homes for children in DSS custody					
County	Number of children adopted.	19	23	15	12	12
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.	NA**	NA**	25%	NA**	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.	NA**	NA**	8%	NA**	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.	NA**	NA**	5.0	NA**	5.0
	Service: Conduct Adult Protective Services intake and investigations					
County	Number of Adult Protective Services investigations.	88	77	80	80	80
State Growth	The County will complete 95% of APS evaluations involving allegations of abuse or neglect within 30 days of the report.	NA**	95%**	95%	95%	95%
State Growth	The County will complete 85% of APS evaluations involving allegations of exploitation within 45 days of the report.	NA**	94%***	85%	90%	90%
	Service: Provide supportive services to adults in their homes					
County	Number of adults receiving Community Alternatives Program (CAP)/in-home services	55	95	60	95	95

Measure Type	Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
	Service: Act as guardian and protective payee for incompetent or disabled adults					
County	Number of guardianship cases	44	45	50	45	45

**This number is not available due to ongoing work by DHHS on the validation of these state performance measures reports
*** Based on partial year data from NCDHHS

FY 2021-22 Objectives

- Meet benchmark goal or demonstrate growth in child welfare performance measures
- Provide social work services to ensure children's safety in their home, and when safety warrants out of home placement, ensure timely permanence of all children in the foster care system
- Meet all adult services performance measures
- Support senior adults and adults with disabilities to remain in their own homes when possible

Economic Services

Major Services

- Provide funding for staff administering various Public Assistance programs, the Work First and Adolescent Parenting (APP) programs (Actual costs for Public Assistance payments as well as related performance measures are found in the Public Assistance division)
- Provide case management services to adolescent parents to delay future pregnancies, 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 2020-21 Outcomes

- 100% of APP participants are on track to achieve high school diplomas or equivalents by June 2020.
- Continues to promote agency work programs and strengthen collaboration with Durham Technical Community College (DTCC).
- Continues integration of Workforce Innovation and Opportunity Act (WIOA) clients with other employment services.

Measure Type	Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 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)	97	97	100	95	95

Measure Type	Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
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.[1]	N/A	78%	50%	80%	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.[1]	NA	NA*	90%	NA*	90%
State Fixed	The County will process 95% of Work First applications within 45 days of receipt.	98%	96%	100%	100%	95%
State Fixed	The County will process 95% of Work First recertifications no later than the last day of the current recertification period.[1]	NA	100%	NA	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	72	51	76	55	75
County	Number of clients who have received basic or vocational skills trainings including English as a Second Language or high school equivalency	157	158	192	204	200
County	Number of clients placed in unpaid work experience positions	2	5	5	7	7
County	Number of clients placed in On-the-Job Training (OJT)	4	10	10	14	15
County	Number of clients placed in temporary, paid work experience positions	32	18	30	21	30
	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)	28	23	28	23	23
County	Percentage of participating teens who avoided a second pregnancy	100%	100%	95%	100%	100%
County	Percentage of participating teens who successfully completed high school or equivalency	75%	100%	100%	100%	100%

[1] Data issues as state reports are not validated

*No current two-parent families in the program

Measure Type	Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
	Service: Assist Veterans in accessing benefits					
County	Number of Veterans receiving assistance in applying for needed services.	N/A*	330	350	370	380
	Service: Enable Orange County residents to obtain employment or increase income					
County	Number of distinct individuals receiving services at skills center	1,870	2,757	2,000	2,250	3170
County	Number of resumes and cover letters created with clients	127	79	175	144	165
County	Number of job referrals created with clients.	988	736	1,000	489	846

*****The Veterans Services position has been vacant so data is not available

FY 2021-22 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
- Increase numbers of veterans served now that veterans services possition is filled
- Provide social work counseling and supportive services to assure that adolescent parents complete high school and delay additional pregnancies

Subsidy

Major Services

- Provide child day care subsidy and social casework services for families, including information and referral services to help parents determine appropriate child care placements
- Provide payments for foster and adoptive parents (performance measures for these services are found in the Child and Family Services division)
- Provide county-funded emergency utility, housing, food, and medication assistance for eligible families (performance measures for these services are found in the Public Assistance division)

FY 2020-21 Outcomes

- 90% of child care providers utilized by the agency were high quality centers or homes (4 or 5 stars)
- Provided safe, stimulating, learning environment for children in Child Protective Services, Work First Family Assistance, Homeless Families and Adolescent Parenting Program

Measure Type	Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
	Service: Improve family functioning by providing child care subsidy and casework support services					

Measure Type	Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
County	Average number of children served per month in child care subsidy program	730	630	740	675	805
County	Unduplicated count of children receiving child care subsidy during the fiscal year	990	1,059	1,000	1,010	1100
County	Average monthly payment per child	$736	$625	$735	$640	$675
State Growth	The County will process 95% of Child Care Subsidy applications within 30 calendar days of the application date.	98%	95%	95%	97%	98%

FY 2021-22 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

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 2020-21 Outcomes

- 96.4% of all youth served in JCPC programs received no new complaints after being admitted to the program.
- 98.8% of all youth served in JCPC programs had no new adjudications for a complaint with an offense date after the program admission date.
- 100% of youth in the Restitution/Community Service program had no new adjudications and 94.2% of youth had no new complaints during program participation.
- 90.6% of youth served showed improvement in targeted skills using individual service plans.
- 92.3% of youth in the Teen Court program successfully or satisfactorily completed services as intended by program design/service plan.

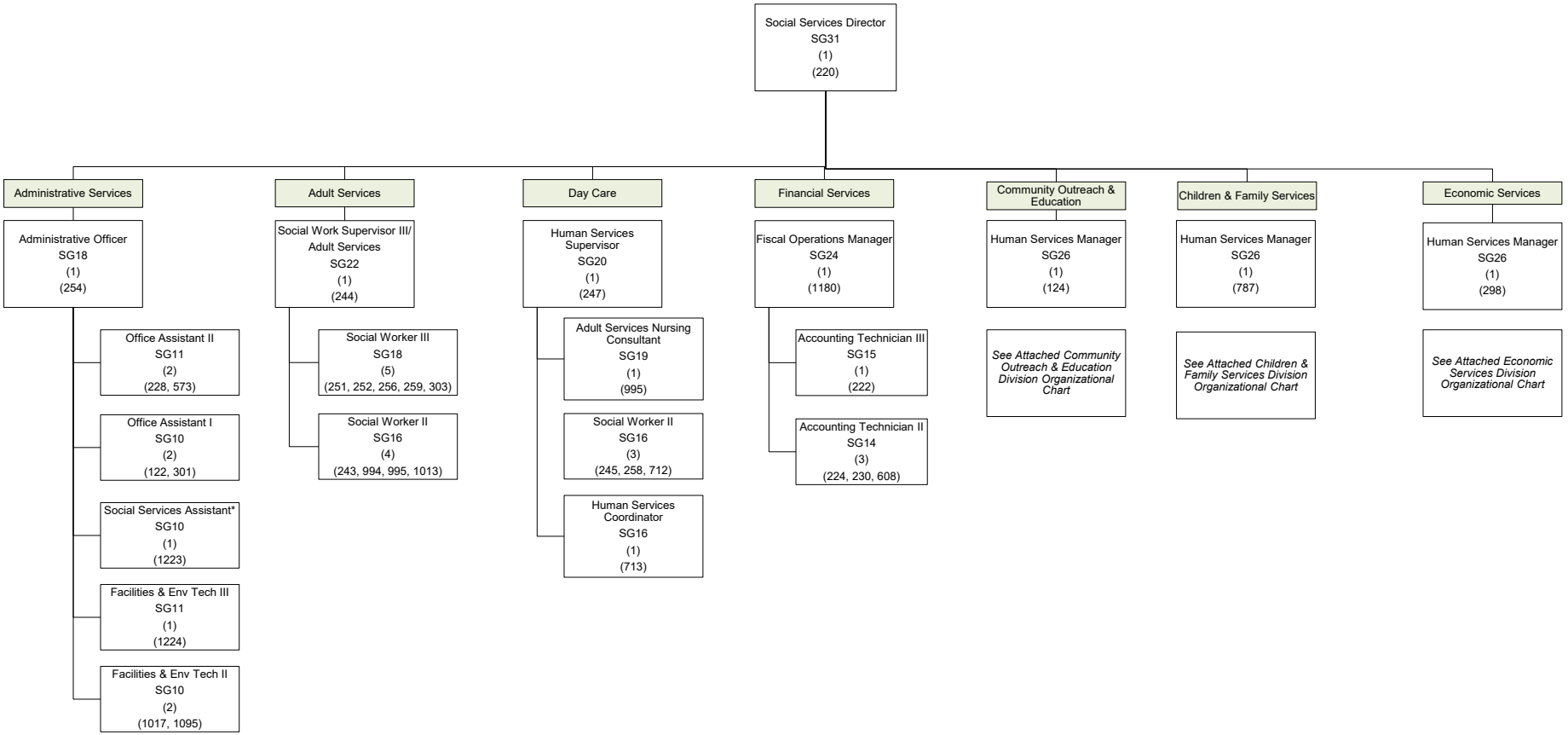
Measure Type	Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
	Service: Provide local programs and community-based alternatives to youth detention centers					
County	Percentage of youth that completed community service and restitution through the JCPC	96%	91%	90%	92%	90%

Measure Type	Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
County	Number of youth receiving services through the Juvenile Justice Program	338	288	325	250	300

FY 2021-22 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.

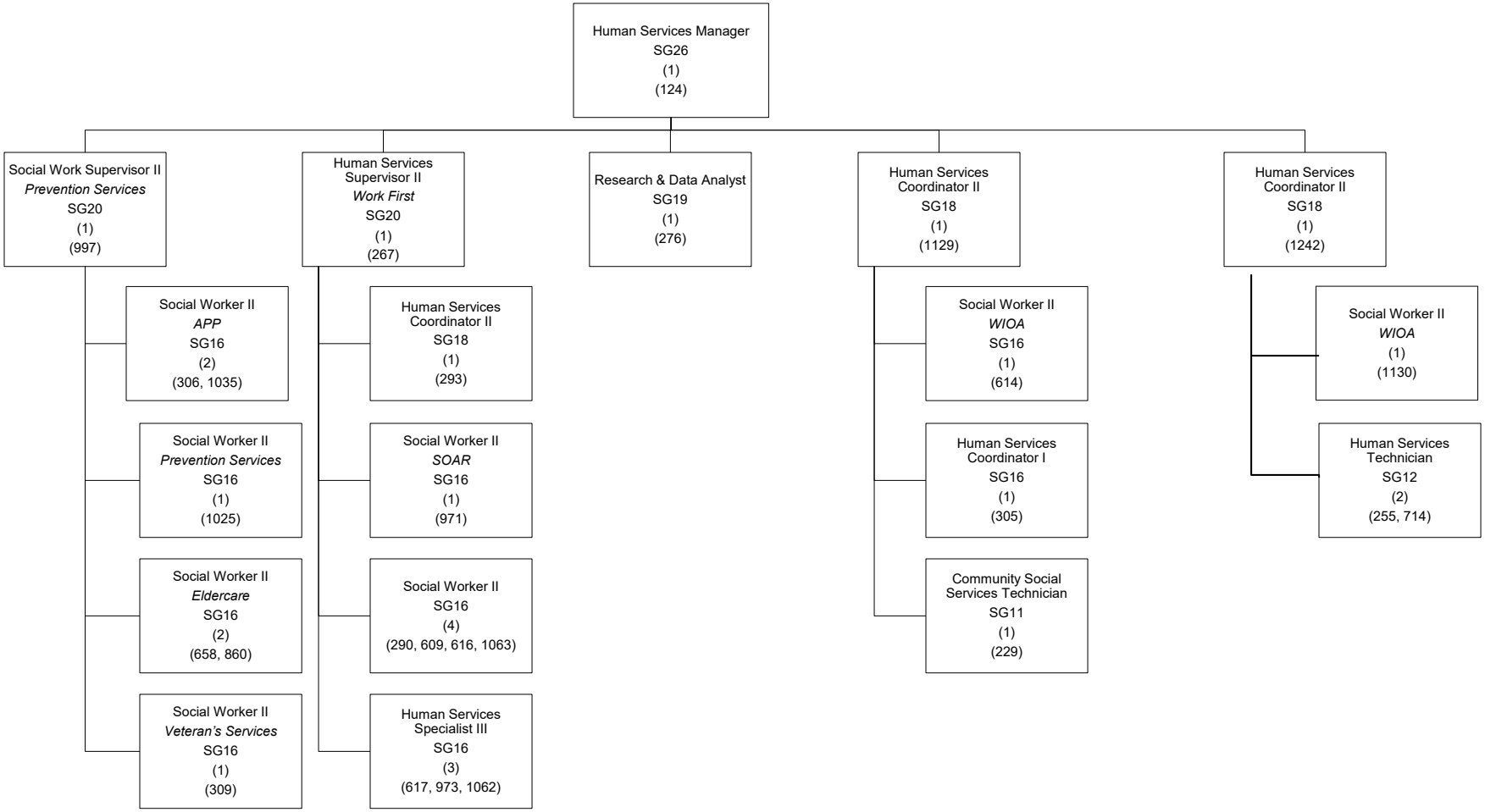
Social Services



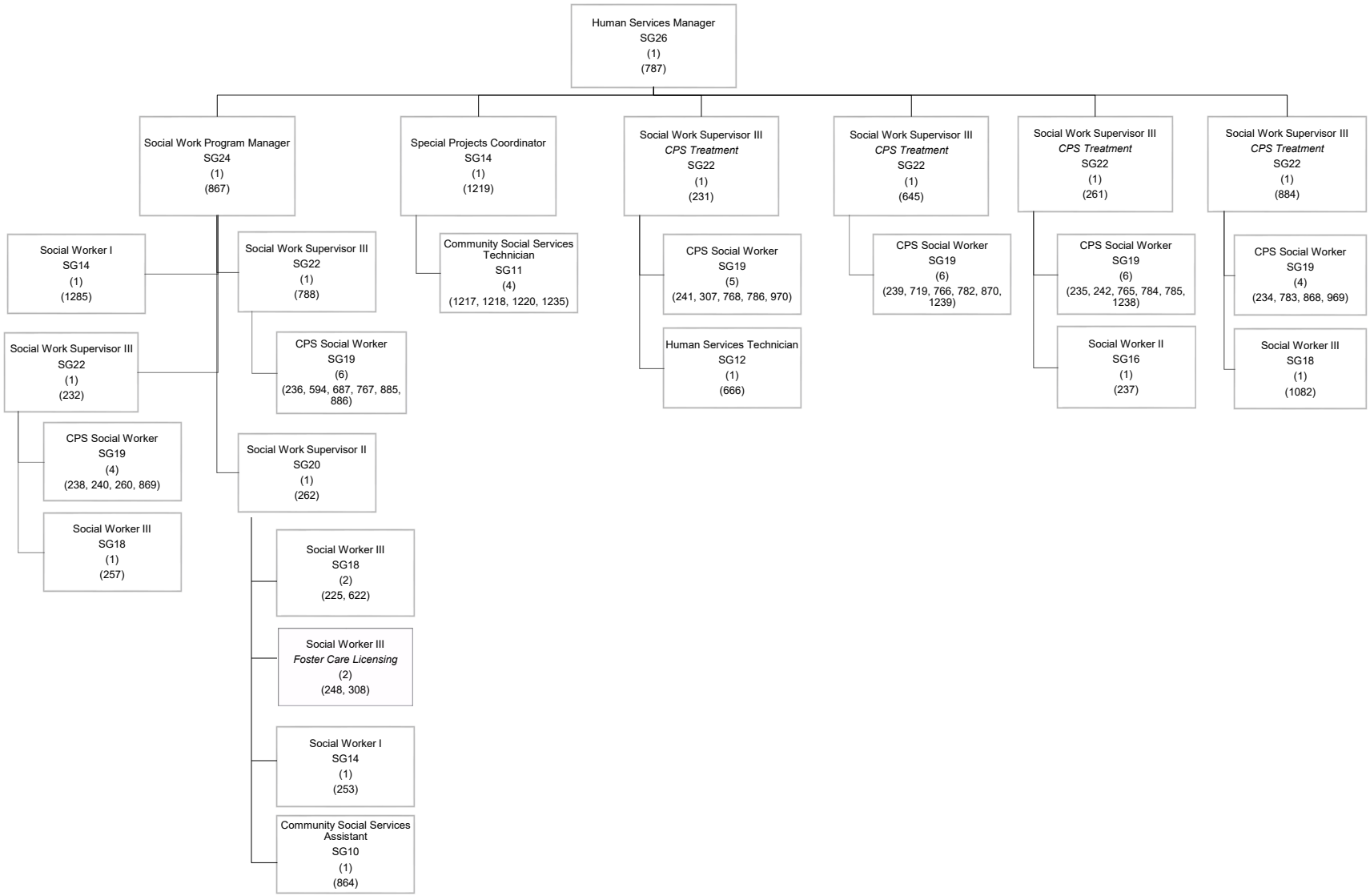
*Denotes Time Limited/Grant funded

Social Services

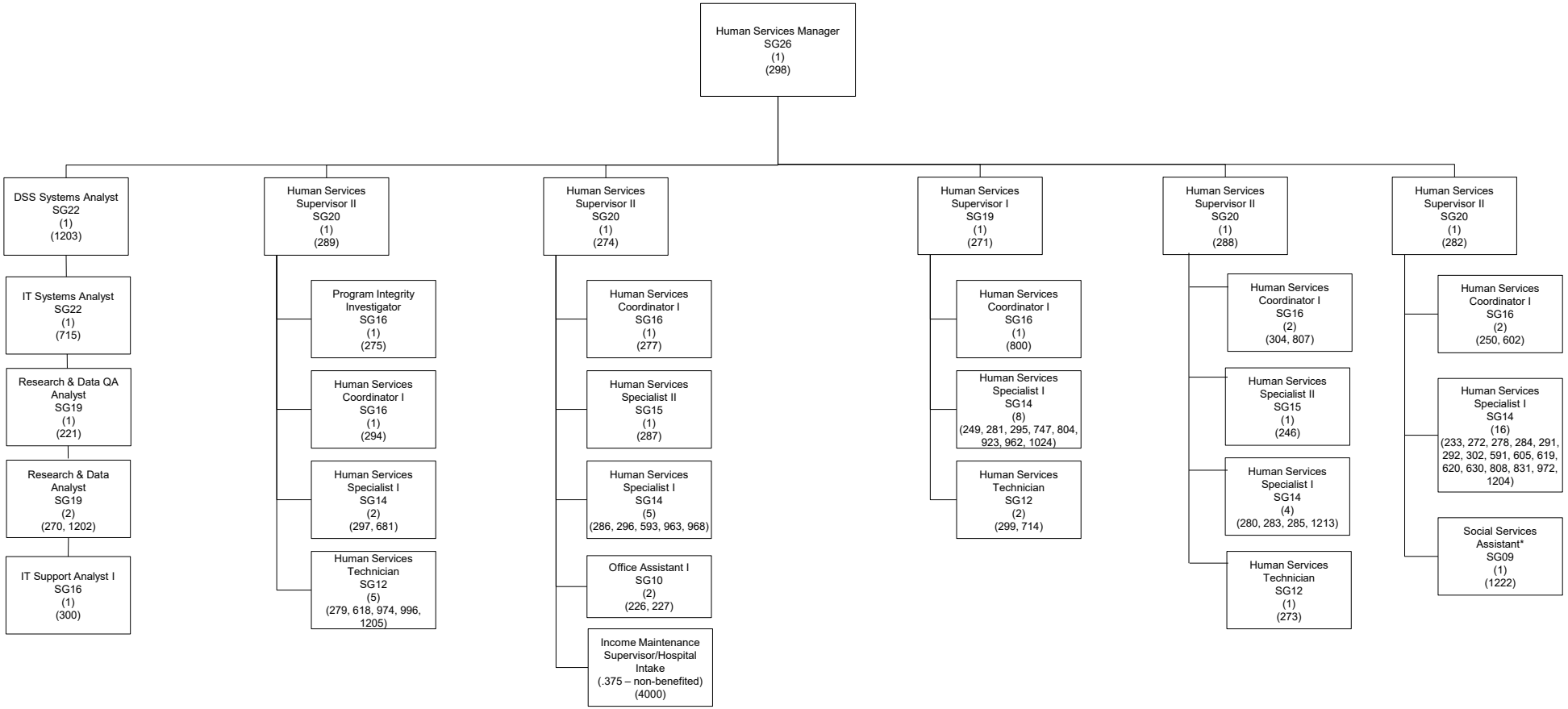
Community Outreach & Education



Social Services
Children & Family Services



Social Services
Economic Services



*Denotes Time Limited/Grant funded

Solid Waste Management

Phone Number: (919) 968-2885 Website: orangecountync.gov/solidwaste

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
By Category (Solid Waste Fund)					
Overhead	623,434	616,987	616,987	721,202	721,202
Personnel Services	4,749,604	4,551,372	4,525,093	4,720,099	4,720,099
Operations	6,914,875	5,091,713	5,091,713	4,120,699	4,180,699
Recurring Capital	26,627	15,000	0	86,434	86,434
Transfer to R&R Fund	1,520,008	1,342,812	1,342,812	1,824,797	1,455,142
Transfer to General Fund	0	475,000	0	0	0
Total Environmental Support Division Expenditures	**$ 13,834,548**	**$ 12,092,884**	**$ 11,576,605**	**$ 11,473,231**	**$ 11,163,576**
Total Revenues	11,096,514	10,816,640	10,816,640	11,087,397	11,087,397
Appropriated Fund Balance	0	1,276,244	1,276,244	385,834	76,179
Enterprise Fund Cost (net)	**$ 2,738,034**	**$ -**	**$ (516,279)**	**$ -**	**$ -**
Solid Waste Renewal and Replacement Fund (Capital Items)					
Professional Services	175,000	125,000	0	0	0
Vehicles	0	0	1,505,131	2,250,311	2,250,311
Equipment	1,370,536	360,952	0	0	0
Furnishings	0	0	0	0	0
Construction	0	600,000	886,000	886,000	886,000
Land	0	165,000	0	0	0
Reserves	0	0	0	0	0
Debt Service Payments	750,608	1,117,812	1,099,138	1,099,138	1,099,138
Total Expenditures	**$ 2,296,144**	**$ 2,368,764**	**$ 3,490,269**	**$ 4,235,449**	**$ 4,235,449**
Future Financing Proceeds	*776,136*	*1,025,952*	*2,147,457*	*2,170,652*	*2,540,307*
Sale of Fixed Assets	*0*	*0*	*0*	*240,000*	*240,000*
Transfer from Solid Waste Operations Fund	*1,520,008*	*1,342,812*	*1,342,812*	*1,824,797*	*1,455,142*
Net Costs	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Budget Highlights

The FY 2021-22 Manager Recommended budget contains the following changes from Base Budget:

Bringing urban curbside recycling contract in-house, creating 3.000 new positions in the fund. Savings from ending contract exceed new personnel and operations cost for new positions. Maintains current Solid Waste Programs fee of $142 for County residents and $94.72 for City of Mebane residents.

The Manager Recommended Budget does not include funding for the following Department Requests:

None. Recommended budget does change the payment source for two vehicles in the Capital Improvement Plan from pay-go to debt financing.

Budget by Division

Environmental Support (Solid Waste Enterprise Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Overhead	116,896	116,572	116,572	139,478	139,478
Personnel Services	1,254,583	1,332,701	1,307,564	1,301,735	1,301,735
Operations	391,139	415,270	415,270	505,218	565,218
Recurring Capital	0	0	0	0	0
Transfer to R&R Fund	371,551	847,604	372,604	274,789	274,789
Transfer to General Fund	0	475,000	0	0	0
Total Division Expenditures	**$ 2,134,170**	**$ 3,187,147**	**$ 2,212,010**	**$ 2,221,220**	**$ 2,281,220**
Total Revenues	2,313,142	2,193,803	2,193,803	2,114,986	2,114,986
Appropriated Fund Balance	0	527,106	527,106	106,234	0
Enterprise Fund Cost (net)	**$ (178,973)**	**$ 466,238**	**$ (508,899)**	**$ -**	**$ 166,234**

Environmental Support Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net Fund Cost
Increase for new "Golden Recycler Program" and other initiatives	$ 46,730	$ -	$ 46,730
Increase in Worker's Compensation for Solid Waste Employees	$ 60,000	$ -	$ 60,000
Reduction in fund balance required		$ (527,106)	$ 527,106
Adjustments to revenue and expenditure accounts	$ (37,520)	$ (78,817)	$ 41,297
Net Environmental Support Division Changes	**$ 69,210**	**$ (605,923)**	**$ 675,133**

Landfill – Disposal Operations (Solid Waste Enterprise Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Overhead	44,660	35,993	35,993	53,442	53,442
Personnel Services	947,989	615,988	614,853	623,932	623,932
Operations	3,181,174	1,032,060	1,032,060	943,111	943,111
Debt Service Payments	0	0	0	0	0
Recurring Capital	0	0	0	0	0
Transfer to R&R Fund	37,842	597,604	597,604	459,128	274,783
Total Division Expenditures	**$ 4,211,666**	**$ 2,281,645**	**$ 2,280,510**	**$ 2,079,613**	**$ 1,895,268**
Total Revenues	2,703,655	2,580,598	2,580,598	1,951,113	1,951,113
Appropriated Fund Balance	0	218,099	218,099	128,501	0
Enterprise Fund Cost (net)	**$ 1,508,010**	**$ (517,052)**	**$ (518,187)**	**$ (1)**	**$ (55,845)**

Landfill Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net Fund Cost
Increased revenue based on increased usage of landfill	$ -	$ 82,086	$ (82,086)
Reduction in fund balance required	$ -	$ (218,099)	$ 218,099
Adjustments to revenue and expenditure accounts	$ (385,242)	$ (711,571)	$ 326,329
Net Landfill Division Changes	**$ (385,242)**	**$ (847,584)**	**$ 462,342**

Recycling Operations (Solid Waste Enterprise Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Overhead	230,474	242,207	242,207	274,218	274,218
Personnel Services	1,312,090	1,362,467	1,349,000	1,533,015	1,533,015
Operations	2,527,124	2,616,169	2,616,169	1,919,851	1,919,851
Recurring Capital	0	0	0	2,434	2,434
Transfer to R&R Fund	307,205	0	0	816,097	630,787
Total Division Expenditures	**$ 4,376,893**	**$ 4,220,843**	**$ 4,207,376**	**$ 4,545,615**	**$ 4,360,305**
Total Revenues	3,423,936	3,382,011	3,382,011	4,471,731	4,471,731
Appropriated Fund Balance	0	253,014	253,014	74,382	74,382
Enterprise Fund Cost (net)	**$ 952,956**	**$ 585,818**	**$ 572,351**	**$ (498)**	**$ (185,808)**

Recycling Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net Fund Cost
Increase of 3.000 FTES for Urban Curbside Recycling	$ 295,252	$ -	$ 295,252
Savings from endeding Urban Curbside Recycling Contract	$ (889,704)	$ -	$ (889,704)
Reduction in fund balance required	$ -	$ (178,632)	$ 178,632
Adjustments to revenue and expenditure accounts	$ 747,381	$ 1,089,720	$ (342,339)
Net Recyling Division Changes	**$ 152,929**	**$ 911,088**	**$ (758,159)**

Sanitation Operations (Solid Waste Enterprise Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Overhead	231,404	222,215	222,215	254,064	254,064
Personnel Services	1,234,941	1,240,216	1,253,676	1,261,417	1,261,417
Operations	815,438	1,028,214	1,028,214	752,519	752,519
Recurring Capital	26,627	15,000	0	84,000	84,000
Transfer to R&R Fund	803,410	372,604	372,604	274,783	274,783
Total Division Expenditures	**$ 3,111,820**	**$ 2,878,249**	**$ 2,876,709**	**$ 2,626,783**	**$ 2,626,783**
Total Revenues	2,655,781	2,660,228	2,660,228	2,549,567	2,549,567
Appropriated Fund Balance	0	278,025	278,025	76,717	1,797
Enterprise Fund Cost (net)	**$ 456,039**	**$ (60,004)**	**$ (61,544)**	**$ 499**	**$ 75,419**

Sanitation Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net Fund Cost
Increase in capital outlay for new containers for High Rock Center	$ 84,000	$ -	$ 84,000
Large decrease in fees department pays to deliver waste to transfer station	$ (251,550)	$ -	$ (251,550)
Reduction in fund balance required	$ -	$ (276,228)	$ 276,228
Adjustments to revenue and expenditure accounts	$ (82,376)	$ (110,661)	$ 28,285
Net Sanitation Division Changes	**$ (249,926)**	**$ (386,889)**	**$ 136,963**

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.

Environmental Support

Major Services

- Conducts development plan reviews for compliance with solid waste (SW) & Regulated Recyclable Materials Ordinance (RRMO)
- Inspects construction sites and place verification tags for compliance with RRMO
- Act on and enforce solid waste and RRMO complaints and violations
- Coordinates safety compliance for SW department
- Maintains safe and efficient operation of the Solid Waste Fleet Management Shop

FY 2020-21 Outcomes

- Conducted 185 Development Plan Reviews which were an increase of 35 additional reviews compared to the budgeted amount of 150.
- Investigated 100 Solid Waste Enforcement Cases which met the targeted budget amount.
- Due to the Pandemic, place 80 RRMO Enforcement Verification Tags Placements which is a decrease of 720 from the budget amount of 800.
- Due to the Pandemic, 580 RRMO Enforcement of Construction Site Inspections were conducted which is a decrease of 420 of the total budgeted 1,000 inspections.

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: Enforce the SW and RRMO Ordinances, Conduct Development Plan Reviews, and Inspect Construction Sites					
Development Plan Reviews	171	174	150	185	185
SW Enforcement Cases Investigations	56	120	100	100	110
RRMO Enforcement Verification Tags Placed	888	568	800	80	200
RRMO Enforcement Construction Site Visits	2,317	2,083	2,000	580	1,000
Percent of time collection vehicles available for daily operations	N/A	97%	96%	97%	96%

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Preventive Vehicle Maintenance Work Orders completed within 2 days of request	N/A	96%	98%	96%	96%

FY 2021-22 Objectives

- Conduct development Plan Reviews to reach the budget target number of 185.
- To investigate and resolve 110 Solid Waste Enforcement Cases.
- Place 200 RRMO Enforcement Verification Tags which will be an increase of 120 additional tags as compared to FY 20-21.
- To conduct 1,000 RRMO Enforcement Construction inspections.
- Increase and maintain vehicle availability to 96% 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. Just to note, the national benchmark for this measure is 95%.
- To reduce maintenance costs by 5% across all divisions by providing additional training of Mechanic Techs, increased "tailgate" meetings with operators and following the new equipment policy governing the care of all Departmental assets.

Landfill – Disposal Operations

Major Services

- Safely operate and maintain regulatory compliance for the County's active Construction and Demolition (C&D) landfill. Inspect, monitor, maintain and repair one closed C&D landfill and two closed Municipal Solid Waste (MSW) landfills for long-term regulated environmental compliance.
- Monitor, test, sample, report and manage active and closed landfill operations to maintain environmental compliance for: groundwater, storm water, landfill gas, and air emissions.
- Provide weekly inspection, monitoring and maintenance for two household hazardous waste collections facilities. Regularly monitor and maintain three emergency storm debris sites to ensure availability at any time needed.
- Provide best management practices for the diversion and recycling as appropriate for vegetative waste, leaves and grass clippings, pallets, clean wood wastes, scrap metal, used appliances, used tires, and used mattresses. Provide disposal options for these materials as appropriate.
- Provide a high level of customer service for all disposal operations customers. Use customer interaction during load inspections at the scale house and at each dumping site (landfill, recycling areas) as an opportunity to educate customers regarding proper disposal and waste diversion methods.

FY 2020-21 Outcomes

- Managed, operated and maintained the active C&D landfill and associated ancillary facilities in compliance with Federal, State, and local rules and regulations
- Continued weekly inspections of two Household Hazardous Waste Collection facilities to ensure compliance with NCDEQ issued permits

- Tire Haulers are now required to ensure that the State Tire Hauling Certification is completed properly with original signatures and can be verified as having paid the State Tire Fee. Major tire haulers are only allowed to bring in up to 10 tons of tires per week.
- Continued maintenance and monitoring of closed landfills without sustaining any 'Notice of Violation' (NOV) to include quarterly landfill gas monitoring, four ground water monitoring events and two North Carolina Department of Environmental Quality inspections.
- The Disposal Center did not close one operating day since start of the Pandemic by following all established protocols.

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: Disposal of Construction and Demolition wastes and diversion of BOCC Ordinance defined regulated recyclable materials.					
Construction & Demolition tons received	11,976	11,309	11,000	13,122	13,400
C&D Revenue	548,209	524,389	500,000	524,880	536,000
Tons of Vegetative waste received annually	11,900	8,326	8,100	8,900	9,000
Vegetative waste Revenue	263,076	184,766	172,000	178,492	188,550
Tons of Clean Wood waste received annually	343	232	300	303	310
Tons of Clean Scrap Metal waste recycled annually and recycled through Disposal Operations	951	1,059	1,040	1,162	1,200
Tons of Appliances/White Goods waste recycled annually and recycled through Disposal Operations	333	386	340	428	415
Tons of Tires recycled	1,391	1,477	1,450	1,281	1,500

FY 2021-22 Objectives

- Successfully place Phase 1 of the C&D Landfill under intermediate cover and begin use of the engineered, permitted and properly constructed Phase 2 of the C&D Landfill.
- Reduce disposal of recyclables in construction and demolition loads dumped at the County's permitted C&D Landfill. Reduction will be accomplished by increasing education, issuing warnings and then by refusing loads and/or issuing violation notices with the appropriate fine (double the tip fee). This reduction will increase the life of the landfill and will ensure targeted recyclables remain in the recycling loop. For the new fiscal year, warnings will be tracked and after two warnings, users will incur a contaminated load penalty if loads contain any recyclables.
- Increase monitoring the acceptance of tires to ensure that users of the County waste disposal facilities have properly paid for the state tire disposal taxes to ensure that the County's costs for tire disposal are controlled. For the new fiscal year, the weighmasters will contact the tire generator signatory to confirm the correct number of tires. The tire generators will be required to provide a copy of an NC State Tire Tax Payment Form to the County on a quarterly basis to reconcile number of tires brought to County with number of tires sold as reported.
- Increase facility inspections by 30%. Currently, 52 inspections are conducted each FY once per week. An additional 30% would represent an additional 16 inspections (1 more additional inspection once each month, plus 1 additional inspection each quarter).

Recycling

Major Services

- Urban Curbside - Provide weekly contracted single-stream curbside recycling collection to all eligible households and businesses in the municipalities of Carrboro, Chapel Hill, and Hillsborough.
- Rural Curbside Recycling – Provide biweekly collection of curbside recycling to all eligible households and businesses throughout the unincorporated portion of Orange County.
- Multifamily Recycling – Provide weekly recycling collection services to all eligible multifamily properties throughout Orange County.
- Commercial and Organics Recycling Programs – Provide collection of recyclables from bars, restaurants, including the Glass on the Side program and other eligible businesses throughout Orange County. Operate and oversee contractor approved collection and composting of pre and post-consumer organic materials eligible food-service establishments.
- Schools and Government Building Recycling – Collect single-stream and cardboard recycling at all 30 school locations K-12 for Chapel Hill Carrboro City School System and Orange County Public School System as well as all government buildings.
- Drop-off recycling program and other programs – operate and collect recyclable materials from five staffed solid waste & recycling centers and four unstaffed 24-hour drop-off recycling sites.

FY 2020-21 Outcomes

- Curbside Recycling - Processed 605 carts related request in the rural area, 595 carts request were processed in the urban area. Educational materials are distributed along with all new carts.
- Successfully instituted the “Glass on the Side” (GOTS) program for the separation of glass from bars and other entities. Beginning May 1, 2020 all five wastes and recycling centers will have separate containers for glass collection. From November 2019 through April 2020, only Eubanks Road and Ferguson Road had separate containers for glass.
- Staff continues to maintain high level of service at all drop-off sites, maximized collection efficiency in order to prevent overflow. Strived to keep sites clean to reduce contamination by making frequent visits to the sites.
- COVID Awareness Training continued to be an ongoing training process; all employees received training monthly or as updates became available.
- Compost-Organics -The commercial organics collection program tonnage declined significantly due to the Pandemic as many restaurants closed or limited operations beginning in March 2020. Collection also ceased at the two pilot elementary schools in the Orange County school system. Two small sites were added in late 2020. On-line training for backyard composting classes was initiated in late 2020 in conjunction with the Department on Aging and the Climate Reality Project. The demand for these classes appears to have garnered significant public interest and classes are being expanded.

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: To provide exception collection service to Orange County residents utilizing available resources.					
Urban and Rural areas curbside recycling tons	8,771	8,998	8,200	7,700	9,529
Collect Multi-Family Recycling: Apartment, Townhomes, and Condos in Orange County tonnage	972	908	900	870	1,100
Collect Commercial recycling tons for participating businesses in Orange County	898	770	1000	500	800
Collect Recycling tons at 9 drop-off sites in Orange County	2,096	1,819	2,100	1,600	2,400
Collect Recycling tons from 30 public school K-12 in Orange County, Chapel Hill and Carrboro	279	231	300	100	385

FY 2021-22 Objectives

- Reduce contamination at unmanned sites by providing increased education and re-aligning sites were possible. Currently Sanitation spends approximately 12hrs weekly maintaining the unmanned sites; it is hoped that we can reduce this time by 50%.
- Reduce contamination at multi-family locations by partnering with property owners to start a Recycle Right Partnership by expanding use of the BYOB program which can reduce contamination by 10%.
- Rebalance all collection routes which may include a change in the current collection day as well as moving from a 5 day week to a 4 day collection week.

Sanitation

Major Services

- Provide municipal solid waste (MSW) collection services for Waste & Recycling Centers, Orange County government buildings, and Orange County schools.
- Open and staff five Waste and Recycling Centers for Orange County residential customers to dispose of residential waste and recycling.
- Staff two Household Hazardous Waste Sites for receipt of household hazardous wastes from Orange County residential customers.

FY 2020-21 Outcomes

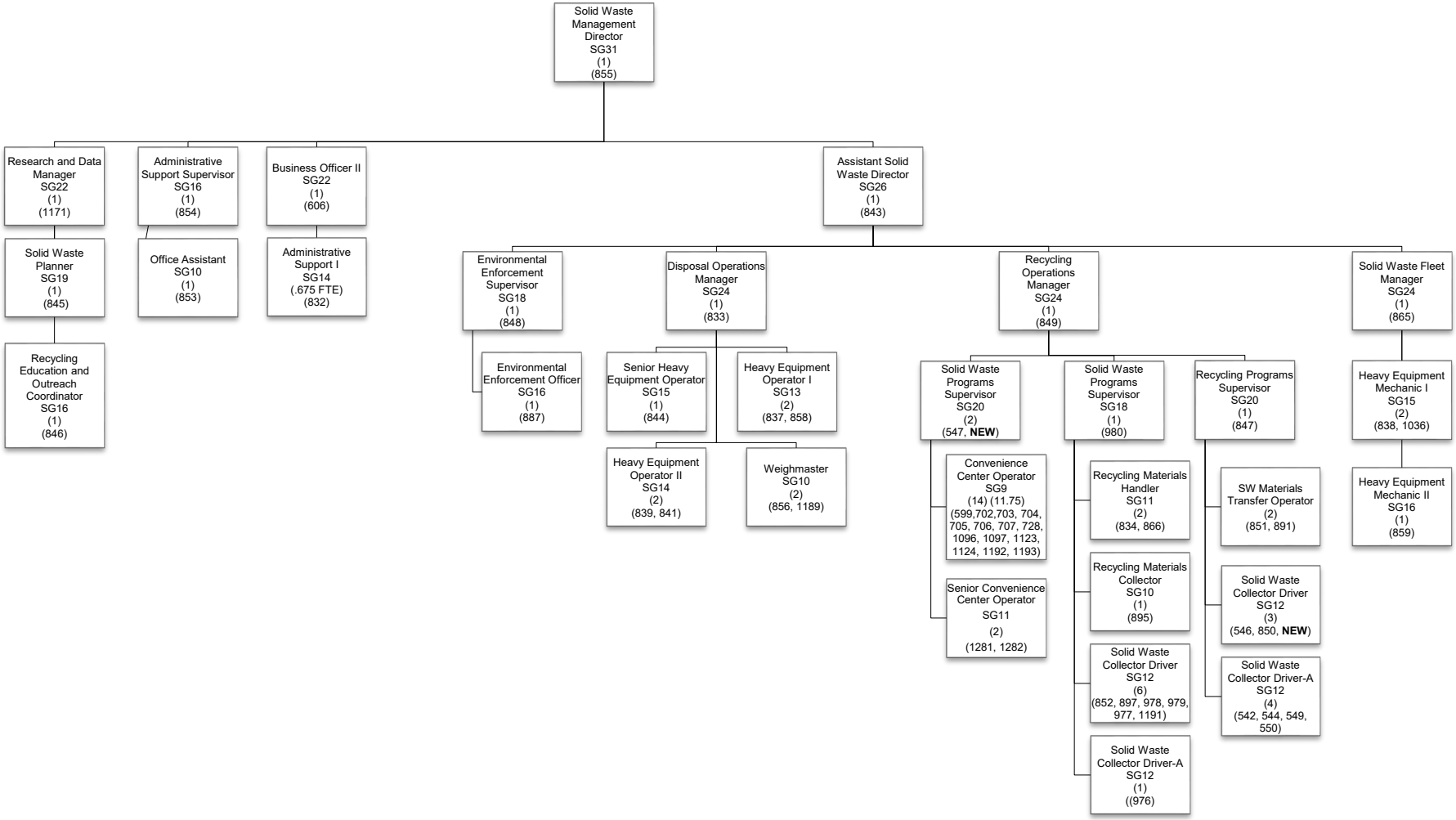
- Maintained collection services for the staffed Waste & Recycling Centers, Orange County government buildings, Orange County schools and Chapel Hill-Carrboro schools.
- Staffed the Household Hazardous Waste Sites at the Eubanks and the Walnut Grove Waste and Recycling Centers with certified solid waste employees as a contract cost savings.
- Began active outreach to encourage separation of glass from comingled recycling material delivered to the Waste and Recycling Centers.
- Provided safe environment for residents and employees by consistently having staff wear PPE and practice safe work practices.
- COVID Awareness Training was an ongoing training process; all employees received training monthly or as updates became available.

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: Provide collection Sanitation services to OC resident in a manner to reflect recycling ordinances					
**Tons of MSW & Bulky Waste collected by Sanitation at Waste and Recycling Facilities	5,861	7,000	6,800	7,000	8,400
**Tons of Vegetative Waste collected at Waste and Recycling Facilities	6,839	7,200	7,200	1,450	1,850
Reduce amount of pounds of latex paint sent for processing as hazardous waste	216,358	153,135	163,000	140,000	150,000
Total Number of Vehicles Entering Waste and Recycling Centers	434,941	475,000	475,000	515,000	475,000
C&D Tons collected at WRC's	N/A	N/A	N/A	2,000	2,100

** Due to the changes with C&D from the sites and that the Transfer Station in Durham classes Bulky and MSW together, adjustments were made for 2020-2021 Projected and 2021-22 Budgeted for Vegetative Waste as shown above; moving Bulky waste with MSW. Bulky will still be tracked separately for reporting purposes.

FY 2021-22 Objectives

- Reduce the amount pounds of latex paint sent for processing as household hazardous waste by an additional 10% from FY20-21.
- Decrease the number of pulls from all W&RC by fully utilizing all container space. FY 20-21 averaged 720 pulls a year. In FY 21-22, will reduce the pulls by 10% for all compactors.
- Increase programs to ensure Waste and Recycling Centers are only being used by Orange County residential customers by monitoring car registrations as required.
- Continue to monitor the C&D tonnages, provide quarterly training for all attendants.


Solid Waste Management Director SG31 (1) (855)
Research and Data Manager SG22 (1) (1171)
Solid Waste Planner SG19 (1) (845)
Recycling Education and Outreach Coordinator SG16 (1) (846)
Administrative Support Supervisor SG16 (1) (854)
Office Assistant SG10 (1) (853)
Business Officer II SG22 (1) (606)
Administrative Support I SG14 (.675 FTE) (832)
Assistant Solid Waste Director SG26 (1) (843)
Environmental Enforcement Supervisor SG18 (1) (848)
Environmental Enforcement Officer SG16 (1) (887)
Disposal Operations Manager SG24 (1) (833)
Senior Heavy Equipment Operator SG15 (1) (844)
Heavy Equipment Operator II SG14 (2) (839, 841)
Heavy Equipment Operator I SG13 (2) (837, 858)
Weighmaster SG10 (2) (856, 1189)
Recycling Operations Manager SG24 (1) (849)
Solid Waste Programs Supervisor SG20 (2) (547, NEW)
Convenience Center Operator SG9 (14) (11.75) (599,702,703, 704, 705, 706, 707, 728, 1096, 1097, 1123, 1124, 1192, 1193)
Senior Convenience Center Operator SG11 (2) (1281, 1282)
Solid Waste Programs Supervisor SG18 (1) (980)
Recycling Materials Handler SG11 (2) (834, 866)
Recycling Materials Collector SG10 (1) (895)
Solid Waste Collector Driver SG12 (6) (852, 897, 978, 979, 977, 1191)
Solid Waste Collector Driver-A SG12 (1) ((976)
Recycling Programs Supervisor SG20 (1) (847)
SW Materials Transfer Operator (2) (851, 891)
Solid Waste Collector Driver SG12 (3) (546, 850, NEW)
Solid Waste Collector Driver-A SG12 (4) (542, 544, 549, 550)
Solid Waste Fleet Manager SG24 (1) (865)
Heavy Equipment Mechanic I SG15 (2) (838, 1036)
Heavy Equipment Mechanic II SG16 (1) (859)

Sportsplex Fund

Phone Number (919) 644 - 0339 Website: http://www.oc-sportsplex.com

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
By Category (Sportsplex Operations Fund)					
Personnel Services	1,127,770	1,286,687	1,286,687	1,246,264	1,246,264
Operations	1,487,029	1,786,452	1,786,452	1,742,545	1,742,545
Capital Outlay	-	-	-	-	-
Transfer to R & R Fund	634,257	723,852	723,852	700,000	700,000
Total Expenditures	**$ 3,249,056**	**$ 3,796,991**	**$ 3,796,991**	**$ 3,688,809**	**$ 3,688,809**
Offsetting Revenues	*(3,134,841)*	*(3,796,991)*	*(3,796,991)*	*(3,688,809)*	*(3,688,809)*
Transfer from General Fund	-	-	-	-	-
Total Cost (net)	**$ 114,215**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Total Sportsplex Operations and Related Expenditures	**$ 3,249,056**	**$ 3,796,991**	**$ 3,796,991**	**$ 3,688,809**	**$ 3,688,809**

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
By Category (Sportsplex Renewal and Replacement Fund)					
Personnel Services					
Debt Service	634,257	723,852	723,852	712,500	712,500
Capital Outlay	247,737	922,000	922,000	405,000	405,000
Total Expenditures	**$ 881,994**	**$ 1,645,852**	**$ 1,645,852**	**$ 1,117,500**	**$ 1,117,500**
Financing Proceeds	*(241,182)*	*(895,000)*	*(895,000)*	*(405,000)*	*(405,000)*
Transfer from Operations Fund	*(634,257)*	*(723,852)*	*(723,852)*	*(712,500)*	*(712,500)*
Total Cost (net)	**$ 6,555**	**$ 27,000**	**$ 27,000**	**$ 0**	**$ 0**
Total Sportsplex Renewal and Reaplacement Fund Expenditures	**$ 881,994**	**$ 1,645,852**	**$ 1,645,852**	**$ 1,117,500**	**$ 1,117,500**

Budget Highlights

The FY 2021-22 Manager Recommended budget contains the following changes from Base Budget:

Total Revenue and Expenditure decreases of $108,182 are due to the residual impact of COVID-19 and its effect on Sportsplex operations.

The Manager Recommended Budget does not include funding for the following Department Requests:

None

Additional Budget Highlights

- The FY 2021-22 Manager Recommended Budget includes debt service totaling $712,500, 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, addition of the Passmore Center and related Sportsplex renovation, and the debt service payments on the Field House addition, and the recently completed major roof replacement, all of which are reflected in the Sportsplex Renewal and Replacement Capital Fund. Budgeted operating expenses will be addressed to ensure that the Sportsplex Enterprise Fund will fully cover all the debt service payments.
- FY 2021-22 programming revenues are projected to exceed programming expenditures by $700,000, 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 totaled $620,000 in FY 2020-21 and are expected to be lower due to reduced membership and program participation, but still in excess of $500,000.
- Due to the residual impact of COVID-19 and its effect on Sportsplex operations, budgeted program revenues for FY 2021-22 are projected at a 3% decrease when compared with budgeted FY 2020-21 revenues (which had been formulated prior to a full understanding of the timing and extent of what would be the complete shutdown of the Sportsplex for 4 months and then nine months of phased in reopening). Operating expenses are also projected to be down 3%. It is noteworthy that budgeted operating revenues are down 20% from pre-COVID actual operating levels, which were running at record high levels.
- The Ice Rink, Aquatics and Field House programs are expected to be near pre-COVID levels. Fitness memberships and Kidspelx programs will continue to be significantly, negatively impacted. There is at present no timetable for resuming concession and party activities (combined $180,000 loss in revenue).
- A detailed list of Capital Improvements to the Sportsplex is included in the Manager Recommended FY 2021-22 (Year 1) Capital Investment Plan.

Mission Statement

To provide 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, Competitions/Tournaments/Exhibitions, plus entertaining and safe open skating sessions.
- Manage Aquatics Programs focused on instructional learning for beginners through advanced swimmers and swim teams. Host regional swim 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, aerobic, strength, and specialty training in addition to total wellness exercise classes and programs.
- Grow the Field House program offerings to include hard court and turf offerings such as basketball, soccer, pickleball, futsal, and volleyball.

FY 2020-21 Outcomes

- This has been an exceedingly unusual and difficult year to be operating a recreation and fitness business. The challenge was to bring back much needed wellness activities to Orange County; maintain the highest levels of safety for customers and staff; while at the same time minimizing operating losses and gradually rebuild the business.
- For the first quarter of the year, revenues were at 25% of normal operating levels. For the second fiscal quarter revenues approached 50%. By the third quarter revenues had been partially built back to 65% of normal levels. Memberships are currently at 50% of pre-pandemic levels and our normally lucrative core programs such as swim lessons, basketball leagues, birthday parties, personal training and after school care have only recently restarted.
- For the fiscal year to date, overall revenues are down 42% primarily due to the significantly reduced 1st and 2nd quarter results under the early phases of the Governor's' re-opening plan. Variable operating expenses were significantly reduced, with resultant operating profits of $300,000 (42% of normal levels) before providing $150,000 in refunds and credits for memberships/programs where the participants did not want to resume participation. Year to date operating profits were therefore a net of $150,000 and are projected at $300,000 for the full year. While this is half of operating results in a normal year, we believe these results are exemplary under very difficult circumstances and the Sportsplex staff are commended for their efforts.

FY 2021-22 Objectives

- The coming year will be dedicated to both adjusting the business and operating procedures of the Sportsplex to the recreation/fitness industry "new normal" brought on by the Coronavirus and to rebuild our membership and programming base. The challenges will include aggressively promoting resumed fitness activities and membership drives, while alleviating the concerns that these activities are totally safe. We will be resuming all sports but with revised safely procedures as appropriate. Procedures will be in place and parents reassured that summer camp, after school and preschool services are safe. We have enhanced sanitation and cleaning procedures, including full time staff dedicated to these activities during every open hour of operation.
- We will provide best in class Sportsplex stewardship while enhancing programs and maximizing operating profit. This continues to be a challenge until business gets back to as close to normal as possible.
- Continue to operate a safe, clean and entertaining gathering center for Orange County residents of all age group to facilitate healthy lifestyles.
- Despite the other significant challenges, we will continue strategies to ensure new programs and related resources are implemented to grow classes, leagues and clinics, while maintaining a strong focus on growing new, innovative types of fitness activities, specialty training programs, and supporting the needs of aging adults all within the new realities of this industry.
- Continue to support Commissioner recommended membership discounts for Seniors, County employees, Military and Veterans, State and Hillsborough/Chapel Hill government employees, teachers, clergy.

Tax Administration

Phone Number: (919) 245-2100 Website: *http://www.orangecountync.gov/728/Tax-Administration*

By Category (General Fund)	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	3,202,240	3,304,534	3,309,934	3,409,444	3,309,933
Operations	464,131	590,518	590,518	560,778	560,403
Capital Outlay	2,364	0	0	0	0
Total Expenditures	**$ 3,668,736**	**$ 3,895,052**	**$ 3,900,452**	**$ 3,970,222**	**$ 3,870,336**
Total Revenues	515,262	437,701	437,701	469,000	469,000
County Costs (net)	**$ 3,153,473**	**$ 3,457,351**	**$ 3,462,751**	**$ 3,501,222**	**$ 3,401,336**

Budget Highlights

The FY 2021-22 Manager Recommended budget contains the following changes from Base Budget:

Total Savings of $61,415 through increased revenue due to anticipated improvements in economic climate and department identified savings in office operating expenses.

The Manager Recommended Budget does not include funding for the following Department Requests:

Additional overtime to cover field work for FY2020-21 Revaluation Appeals and temporary staffing to fill vacant GIS Tech III position.

Budget by Division

Tax Assessor (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	1,327,602	1,326,853	1,322,322	1,334,770	1,322,321
Operations	197,421	271,268	271,268	264,257	264,257
Capital Outlay	1,321	0	0	0	0
Total Division Expenditures	**$ 1,526,344**	**$ 1,598,121**	**$ 1,593,590**	**$ 1,599,027**	**$ 1,586,578**
Total Revenues	0	0	0	0	0
County Costs (net)	**$ 1,526,344**	**$ 1,598,121**	**$ 1,593,590**	**$ 1,599,027**	**$ 1,586,578**

Tax Assessor Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Savings in office operating expenses	$ (7,012)	$ -	$ (7,012)
Net Tax Assessor Division Changes	**$ (7,012)**	**$ -**	**$ (7,012)**

Tax Administration– *continued*

Revaluation (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	229,615	237,757	239,814	284,230	239,814
Operations	123,175	95,779	95,779	89,878	89,878
Capital Outlay	0	0	0	0	0
Total Division Expenditures	**$ 352,790**	**$ 333,536**	**$ 335,593**	**$ 374,108**	**$ 329,692**
Total Revenues	0	0	0	0	0
County Costs (net)	**$ 352,790**	**$ 333,536**	**$ 335,593**	**$ 374,108**	**$ 329,692**

Revaluation Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Savings in office operating expenses	$ (5,901)	$ -	$ (5,901)
Net Revaluation Division Changes	**$ (5,901)**	**$ -**	**$ (5,901)**

Land Records (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	753,575	757,472	764,564	798,150	764,564
Operations	21,217	50,201	50,201	43,003	42,628
Capital Outlay	1,043	0	0	0	0
Total Division Expenditures	**$ 775,835**	**$ 807,673**	**$ 814,765**	**$ 841,153**	**$ 807,192**
Total Revenues	0	0	0	0	0
County Costs (net)	**$ 775,835**	**$ 807,673**	**$ 814,765**	**$ 841,153**	**$ 807,192**

Land Records Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Savings in office operating expenses	$ (7,573)	$ -	$ (7,573)
Net Land Records Division Changes	**$ (7,573)**	**$ -**	**$ (7,573)**

Tax Collector/Revenue (General Fund)

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Personnel Services	891,449	982,452	983,234	992,294	983,234
Operations	122,319	173,270	173,270	163,640	163,640
Capital Outlay	0	0	0	0	0
Total Division Expenditures	**$ 1,013,767**	**$ 1,155,722**	**$ 1,156,504**	**$ 1,155,934**	**$ 1,146,874**
Total Revenues	515,262	437,701	437,701	469,000	469,000
County Costs (net)	**$ 498,505**	**$ 718,021**	**$ 718,803**	**$ 686,934**	**$ 677,874**

Tax Administration– *continued*

Tax Collector/Revenue Division Changes	Expenditure Increase / (Decrease)	Revenue Increase / (Decrease)	Net County Cost
Savings in office operating expenses	$ (9,630)	$ -	$ (9,630)
Increase in revenue reflecting improved economic outlook from FY2020-21	$ -	$ 31,299	$ (31,299)
Net Tax Collector/Revenue Division Changes	**$ (9,630)**	**$ 31,299**	**$ (40,929)**

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, and implement the County PIN Ordinance and the County Road Naming and Addressing Ordinance.

Major Services

- Administer the property tax in Orange County assessing an $18 billion tax base and collecting over $250 million in revenues, ensuring that records are current and available to the public while meeting the requirements of State and Federal privacy law.

- Identify, review and approve deeds and land-related documents prior to recordation by the Register of Deeds under the guidance of the County PIN Ordinance. 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 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, with a valuation date of January 1, 2021, and valuation notices will be mailed mid-March.

- 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, Mebane, and Durham. 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.

FY 2020-21 Outcomes

- *In the Land Records division, we have redesigned the workflow so that daily transfer data is no longer printed. The information is saved in PDFs and stored in a shared location so that all staff who use the data have access without waiting on others to complete their work. This has resulted in less time used in printing and less paper used. It has also made our staff more efficient in meeting deadlines and goals since there is no wait period between Land Records staff reviewing the transfer information before handing it off to the Assessment division. We are saving about 60 minutes daily between printing time and appraisers wait time for access to the information, which would translate into about $4,500 of annual salary. We are saving approximately 1.5 cases of paper per month since we are no longer printing the transfers. This translates into about $750 for a total of $5,250 a year savings*.

- In the Collections division, we will be fully staffed in both Tax and in Emergency Services. We will be working to increase our collections of prior year delinquent taxes to meet budgeted amount of $1,100,000, and to collect delinquent ambulance bills to meet goal of $154,000.
    - *Being fully staffed in Tax has helped us to collect more in delinquent taxes. As of March 2021 we have collected $1,020,000, and believe that we may reach our goal of $1,100,000. However, we have been shorthanded by one person since October 2020, and that vacancy will affect this collection effort.*
    - *Currently we have collected $65,600 in delinquent ambulance bills. The 3-month temporary cessation of delinquent collections and the fact that many clients are out of work due to the effects of the pandemic will likely prevent us from meeting our goal. We do expect to collect at least $100,000 by June 30, 2021.*

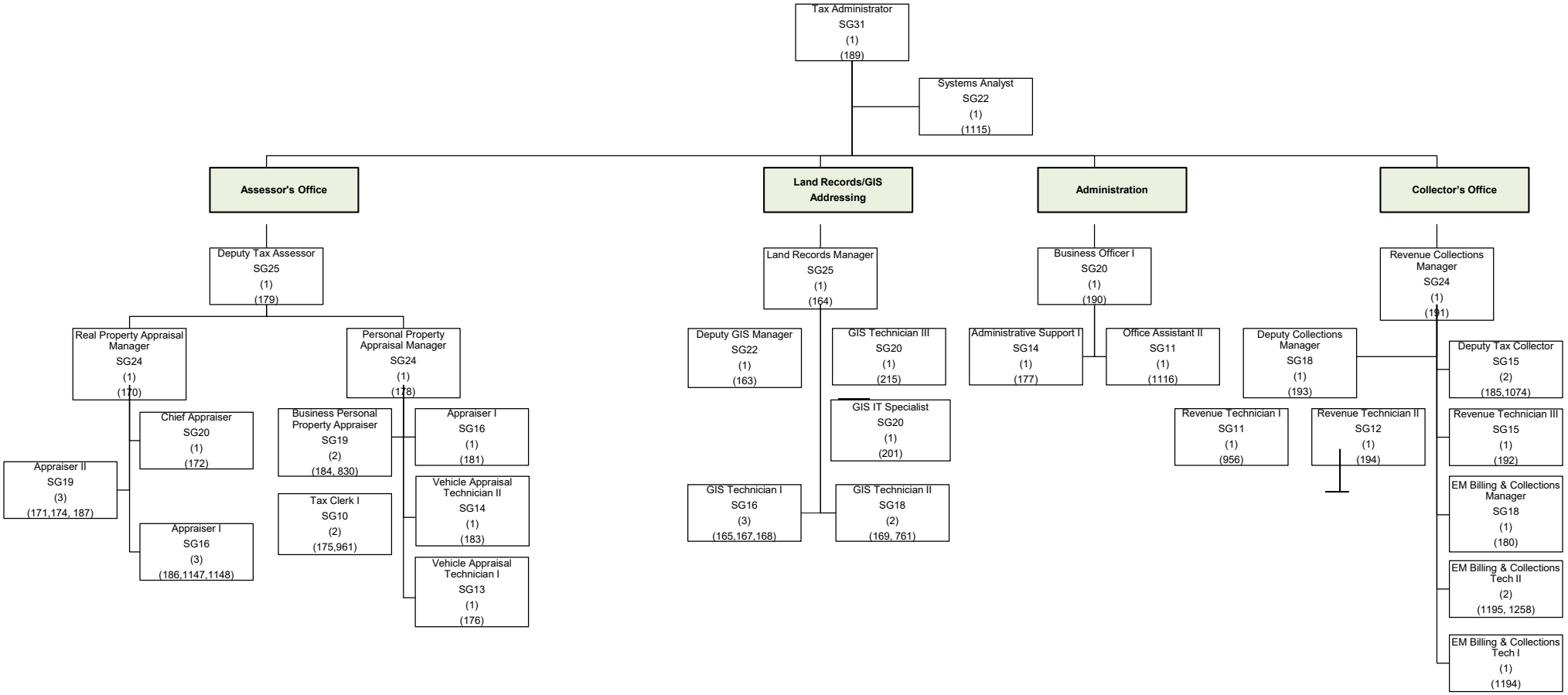
Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Budget
Service: Land Records/GIS Maintenance of Real Property Records					
NextGen 911 Project	N/A	N/A	90%	100%	TBD

Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 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.	90%	100%	95%	100%	Project Complete
Service: EM Ambulance Billing and Collection					
Meet Budgeted Revenue Estimates	$3,296,992	$2,900,000	$2,940,000	$2,900,000	TBD
Service: Tax Collections					
Meet Budgeted Revenue Estimates	147,217,181	152,142,471	154,198,531	153,928,501	TBD
Service: Assessment and Valuation of Properties					
Perform Business Personal Property Audits	200	45	45	104	104

Tax Administration– *continued*

FY 2021-22 Objectives

- Add Appeals by Spatialest online module. This module should streamline the process for appellants, and help ease the amount of time staff spends processing paperwork.
- We are planning to change our vendor for e-billing. The current vendor is providing the service at no charge, but there are many issues with it, and we believe it is affecting our level of customer service. There will be an initial investment to move to another vendor of about $4,000, but the service provided for taxpayers will be much better, and staff will spend much less time assisting taxpayers and requesting assistance from our vendor, essentially allowing us to do more with current staffing levels.


Tax Administrator
SG31
(1)
(189)
Systems Analyst
SG22
(1)
(1115)
Assessor's Office
Land Records/GIS Addressing
Administration
Collector's Office
Deputy Tax Assessor
SG25
(1)
(179)
Land Records Manager
SG25
(1)
(164)
Business Officer I
SG20
(1)
(190)
Revenue Collections Manager
SG24
(1)
(191)
Real Property Appraisal Manager
SG24
(1)
(170)
Personal Property Appraisal Manager
SG24
(1)
(178)
Deputy GIS Manager
SG22
(1)
(163)
GIS Technician III
SG20
(1)
(215)
Administrative Support I
SG14
(1)
(177)
Office Assistant II
SG11
(1)
(1116)
Deputy Collections Manager
SG18
(1)
(193)
Deputy Tax Collector
SG15
(2)
(185,1074)
Chief Appraiser
SG20
(1)
(172)
Business Personal Property Appraiser
SG19
(2)
(184, 830)
Appraiser I
SG16
(1)
(181)
GIS IT Specialist
SG20
(1)
(201)
Revenue Technician I
SG11
(1)
(956)
Revenue Technician II
SG12
(1)
(194)
Revenue Technician III
SG15
(1)
(192)
Appraiser II
SG19
(3)
(171,174, 187)
Tax Clerk I
SG10
(2)
(175,961)
Vehicle Appraisal Technician II
SG14
(1)
(183)
GIS Technician I
SG16
(3)
(165,167,168)
GIS Technician II
SG18
(2)
(169, 761)
EM Billing & Collections Manager
SG18
(1)
(180)
Appraiser I
SG16
(3)
(186,1147,1148)
Vehicle Appraisal Technician I
SG13
(1)
(176)
EM Billing & Collections Tech II
(2)
(1195, 1258)
EM Billing & Collections Tech I
(1)
(1194)

Transfers to Other Funds

	2019-20 Actual Expenditures	2020-21 Original Budget	2021-22 Base Budget	2021-22 Department Requested	2021-22 Manager Recommended
Transfers to Other Funds *(General Fund)*					
Transfer to Affordable Housing Fund	1,434,429	953,162	953,162	459,761	339,761
Transfer to Affordable Housing Fund - ARPA	0	0	0	0	746,357
Transfer to County Capital Projects	619,272	908,657	908,657	626,645	626,645
Transfer to Efland Sewer Fund	0	0	0	0	0
Transfer to Grant Projects	57,043	103,420	103,420	77,596	77,596
Transfer to OPEB Trust Fund	0	0	0	0	0
Transfer to School Capital Projects	4,247,000	3,000,000	3,000,000	0	0
Transfer to Health & Dental Fund	0	0	0	0	0
Transfer to Sportsplex Fund	0	0	0	0	0
Transfer to Visitor's Bureau Fund	0	0	0	150,000	0
Transfer to Visitor's Bureau Fund - ARPA	0	0	0	0	150,000
Total Transfer to Other Funds	**$ 6,357,744**	**$ 4,965,239**	**$ 4,965,239**	**$ 1,314,002**	**$ 1,940,359**

**These transfers represent contributions from the General Fund to Other Funds.*

Transfer to Affordable Housing Initiatives **$ 339,761**

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 and Single Family Rehabilitation programs ($40,000), the County match to the HOME Program ($33,235), Housing Displacement Funds ($175,000), and the Homelessness Partnership Program ($91,526) 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 Affordable Housing Initiatives - ARPA **$ 746,357**

This transfer reserves American Rescue Plan Act funds to provide additional support for Emergency Housing Assistance Initiatives. Includes $626,357 to extend 1.000 FTE Emergency Housing Assistance Coordinator through FY 2022, as well as temporary staff support. The funds will also be used to replenish the Urgent Repair and Single Family Rehabilitation funds ($120,000).

Transfer to School Capital **$0**

Transfer to County Capital **$626,645**

These transfers provide pay-as-you-go funds for County capital projects identified in the FY 2021-22 (Year 1) Capital Investment Plan (CIP).

Transfer to Grant Projects **$77,596**

This transfer allocates general fund dollars to the Senior Health Coordination-Wellness and Food Council grant projects.

Transfer to Visitors Bureau Fund – ARPA **$ 150,000**

This transfer provides American Rescue Plan Act fund to initiate a Tourism Recovery Plan directed by the Visitor's Bureau staff. This will aim to help the help restaurants, hotels and tourism related businesses survive and recover.

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 necessary in order to maintain the fairness and adequacy of the Plan.

Wage Increase

A wage increase is not recommended for FY2021/2022. Effective October 1, 2021, the FY2021/2022 Salary Schedule will be revised to encapsulate the current living wage of $15.40 per hour.

Meritorious Service Awards

In FY2016/2017 and FY2017/2018, 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 were paid as a one-time bonus. In FY2017/2018, the Board of County Commissioners authorized the Manager to create a policy and process for applying Merit Pay (performance awards) to base salaries instead of a one-time payment.

In FY2018/2019, the Board of County Commissioners approved the Merit Pay policy so all employees would receive Merit Pay on their base salary; effective on the employee's anniversary date. In FY2018/2019 and FY2019/2020, Merit Pay was approved for three tiers: $0.24/hour for proficient performance; $0.36/hour for superior performance or $0.48/hour for exceptional performance.

In FY2020/2021 Merit Pay was suspended due to the anticipated financial impacts of the COVID pandemic.

In FY2021/2022 the Manager is recommending a resumption of the Merit Pay program using the FY2019/2020 performance tiers applied to an employee's base salary. The Manager is also recommending a change to the effective date of the merit pay wage change so that all employees will receive their designated merit pay increase, when applicable, effective the first full pay period in January 2022.

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 for affected employees, and in FY2017/2018, the Board approved an additional compression adjustment of $250,000. Approximately 70% of employees received a compression adjustment in each of these fiscal years. There were no separately funded compression adjustments made in FY2018/2019 and thereafter.

The Human Resources Department has actively been conducting classification and grade studies as an ongoing initiative to review all budgeted positions comparatively to the current market. Recommendations of salary increases are reviewed based on current compression, and a 25 percent compression adjustment is recommended when applicable.

At the onset of the compression analysis, 70% of employees were compressed in their respective salaries, based on grade and service years with Orange County. The table below shows that classification and salary review efforts have steadily reduced the percentage of employees compressed over recent years. Although these classification reviews have continued this fiscal year, the percentage of employees compressed has increased because there was no general wage increase July 1, 2020.

	% of Employees Compressed	Average Salary
2018		$50,788
2019	57%	$51,738
2020	53%	$53,096
2021	63%	$53,193

Manager Recommendation

The Manager recommends the following adjustments to the FY2021/2022 Pay Plan:

- *No wage increase.*
- *Resumption of the Merit Pay Program on employees' base salaries at the dollar values in effect in FY2019/2020.*
- *Merit Pay increases, if any, applied to employees' base salaries effective on the first full pay period in January 2022.*
- *Continuation of classification and grade reviews and addressing salary compression as appropriate.*
- *A change in the salary schedule recognizing $15.40 per hour as the living wage for temporary and permanent employees, effective October 1, 2021.*

Orange County Salary Schedule

Effective July 1, 2021

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

FY 2021-22 Classification and Pay Plan
Classes by Alphabetical Order

Class Code	Class Title	Salary Grade	FLSA Status
1949	Accountant	19	Exempt
1201	Accounting Technician I	12	Non-Exempt
1476	Accounting Technician II-Aging	14	Non-Exempt
1474	Accounting Technician II-Social Services	14	Non-Exempt
1542	Accounting Technician III-Social Services	15	Non-Exempt
1525	Accounting Technician III-Finance	15	Non-Exempt
1646	Admin Services Supervisor	16	Exempt
1540	Admin Support II-Register of Deeds	15	Exempt
1677	Admin Support Supervisor-Child Support	16	Exempt
1401	Administrative Assistant III-Sheriff	14	Non-Exempt
1321	Administrative Assistant II-Sheriff	13	Non-Exempt
1814	Administrative Officer	18	Exempt
1458	Administrative Support I-Asset Management	14	Non-Exempt
1467	Administrative Support I-DEAPR	14	Non-Exempt
1488	Administrative Support I-Economic Development	14	Non-Exempt
1465	Administrative Support I-Emergency Services	14	Non-Exempt
1475	Administrative Support I-Health	14	Non-Exempt
1533	Administrative Support II-Animal Services	15	Non-Exempt
1538	Administrative Support II-Criminal Justice Resource	15	Non-Exempt
1537	Administrative Support II-Visitors Bureau	15	Non-Exempt
1535	Administrative Support II-Human Resources	15	Non-Exempt
1536	Administrative Support II-Human Rights and Relations	15	Non-Exempt
1539	Administrative Support II-Transportation Services	15	Non-Exempt
1541	Administrative Support II-Planning	15	Non-Exempt
1473	Administrative Support I-Planning	14	Non-Exempt
1469	Administrative Support I-Solid Waste Management	14	Non-Exempt
1472	Administrative Support I-Tax	14	Non-Exempt
1468	Administrative Support I-Visitors Bureau	14	Non-Exempt
1653	Administrative Support Supervisor-Solid Waste Management	16	Exempt
1976	Adult Services Nursing Consult	19	Non-Exempt
3201	Advanced Practice Provider I	32	Exempt
3302	Advanced Practice Provider II	33	Exempt

FY 2021-22 Classification and Pay Plan
Classes by Alphabetical Order

Class Code	Class Title	Salary Grade	FLSA Status
2901	Aging Director	29	Exempt
2003	Aging Transitions Administrator	20	Exempt
1802	Agriculture Economic Developer	18	Exempt
2444	Asset Management Assistant Director	24	Exempt
1682	Animal Care Supervisor	16	Non-Exempt
1141	Animal Care Technician	11	Non-Exempt
2201	Animal Control Manager	22	Exempt
1486	Animal Control Officer	14	Non-Exempt
2434	Animal Services Assistant Director	24	Exempt
2914	Animal Services Director	29	Exempt
2505	Applications Manager	25	Exempt
1752	Appraiser I	17	Non-Exempt
1903	Appraiser II	19	Non-Exempt
1842	Arts Commission Program Coordinator	18	Exempt
1679	Asset Management Coordinator	16	Non-Exempt
3115	Asset Management Director	31	Exempt
1526	Assistant Deputy Clerk I	15	Non-Exempt
1738	Assistant Deputy Clerk II	17	Exempt
1850	Assistant Fire Marshal	18	Non-Exempt
2424	Assistant Library Director	24	Exempt
1461	Assistant Program Coordinator	14	Non-Exempt
2432	Assistant Register Of Deeds	24	Exempt
2615	Assistant Solid Waste Director	26	Exempt
2423	Assistant Economic Development Director	24	Exempt
2044	Assistant Superintendent Of Parks	20	Exempt
2711	Assistant To County Manager For Legislative Affairs	27	Exempt
1404	Automotive Mechanic	14	Non-Exempt
2612	Benefits Administrator	26	Exempt
1963	Benefits Coordinator	19	Exempt
1448	Billing Specialist	14	Non-Exempt
1314	Billing Technician	13	Non-Exempt
1702	Building Safety Official I	17	Non-Exempt
1828	Building Safety Official II	18	Non-Exempt

FY 2021-22 Classification and Pay Plan
Classes by Alphabetical Order

Class Code	Class Title	Salary Grade	FLSA Status
1955	Building Safety Official III	19	Non-Exempt
1661	Building Safety Official-Trainee	16	Non-Exempt
1124	Breastfeeding Support Specialist	11	Non-Exempt
1961	Budget & Management Analyst I	19	Exempt
2113	Budget & Management Analyst II	21	Exempt
2039	Business Officer I-Aging	20	Exempt
2051	Business Officer I-County Manager	20	Exempt
2032	Business Officer I-Health	20	Exempt
2049	Business Officer I-Housing	20	Exempt
2030	Business Officer I-Library	20	Exempt
2040	Business Officer I-Sheriff	20	Exempt
2042	Business Officer I-Tax	20	Exempt
2203	Business Officer II-DEAPR	22	Exempt
2249	Business Officer II-Solid Waste Management	22	Exempt
1908	Business Personal Property Appraiser II	19	Non-Exempt
2428	Capital Projects Manager	24	Exempt
1137	Certified Medical Assistant	11	Non-Exempt
2035	Chief Appraiser	20	Non-Exempt
2714	Chief Building Official	27	Exempt
3501	Chief Financial Officer	35	Exempt
2805	Chief Information Security Officer	28	Exempt
3102	Chief Information Officer	31	Exempt
2257	Chief Inspector & Plans Examiner I	22	Exempt
2404	Chief Inspector & Plans Examiner II	24	Exempt
2433	Child Support Assistant Director	24	Exempt
2902	Child Support Director	29	Exempt
1606	Child Support Officer	16	Non-Exempt
1231	Child Support Services Technician	12	Non-Exempt
1912	Civil Rights Specialist	19	Exempt
2256	Criminal Justice Resource Clinical Coordinator	22	Exempt
2918	Clerk To The Board	29	Exempt
1928	Clinical Social Worker I	19	Exempt
2111	Clinical Social Worker II	21	Exempt

FY 2021-22 Classification and Pay Plan
Classes by Alphabetical Order

Class Code	Class Title	Salary Grade	FLSA Status
1974	Communications Coordinator 911	19	Exempt
1935	Communications Manager	19	Exempt
1962	Communications Manager-Health	19	Exempt
1960	Communications Manager-Library	19	Exempt
2421	Communications Operations Manager	24	Exempt
1508	Communications Specialist	15	Non-Exempt
1973	Communications Training Coordinator	19	Exempt
1015	Community Health Aide	10	Non-Exempt
1658	Community Outreach Literacy Coordinator	16	Exempt
1312	Community Outreach Specialist	13	Non-Exempt
1749	Community Paramedic	17	Non-Exempt
1849	Community Paramedic Coordinator	18	Non-Exempt
2917	Community Relations Director	29	Exempt
2718	Community Services Director	27	Exempt
1826	Community Services Librarian	18	Exempt
1021	Community Social Services Assistant	10	Non-Exempt
1129	Community Social Services Technician	11	Non-Exempt
2302	Compliance Manager	23	Exempt
0911	Convenience Center Operator	09	Non-Exempt
1548	Coordinator Entry Housing Specialist	15	Non-Exempt
3702	County Attorney	37	Exempt
3701	County Manager	37	Exempt
1909	CPS Social Worker	19	Non-Exempt
2921	Criminal Justice Resource Director	29	Exempt
1941	Cultural Resources Coordinator	19	Exempt
1683	Customer Service Supervisor	16	Non-Exempt
1234	Dental Assistant	12	Non-Exempt
1024	Dental Assistant In Training	10	Non-Exempt
2001	Dental Hygienist	20	Non-Exempt
3401	Dentist	34	Exempt
2427	Deputy Clerk To The Board	24	Exempt
1840	Deputy Collections Manager	18	Exempt
3601	Deputy County Manager	36	Exempt

FY 2021-22 Classification and Pay Plan
Classes by Alphabetical Order

Class Code	Class Title	Salary Grade	FLSA Status
1739	Deputy Elections Director	17	Non-Exempt
2117	Deputy Emergency Services Coordinator	21	Exempt
2109	Deputy EMS Operations Manager	21	Exempt
2618	Deputy Emergency Services Director/EM Coordinator	26	Exempt
2804	Deputy Financial Services Director	28	Exempt
2253	Deputy GIS & Land Records Manager	22	Exempt
1325	Deputy Register Of Deeds II	13	Non-Exempt
1547	Deputy Register Of Deeds III	15	Non-Exempt
1607	Deputy Sheriff I	16	Non-Exempt
1838	Deputy Sheriff II	18	Non-Exempt
2504	Deputy Tax Assessor	25	Exempt
1546	Deputy Tax Collector	15	Non-Exempt
1445	Detention Officer	14	Non-Exempt
1317	Detention Officer Trainee	13	Non-Exempt
2439	Disposal Operations Manager	24	Exempt
1657	Drug Treatment Coordinator	16	Non-Exempt
2306	DS/Captain	23	Exempt
2923	DS/Chief Of Operations	29	Exempt
1967	DS/Investigator I	19	Non-Exempt
2023	DS/Investigator II	20	Non-Exempt
2115	DS/Lieutenant	21	Non-Exempt
2601	DS/Major	26	Exempt
1904	DS/Sergeant I	19	Non-Exempt
2041	DS/Sergeant II	20	Non-Exempt
2613	DSS Human Services Manager	26	Exempt
2258	DSS System Analyst	22	Exempt
2425	Erosion Control & Stormwater Supervisor	24	Exempt
3114	Economic Development Director	31	Exempt
1611	Eldercare Social Worker	16	Non-Exempt
1527	Elections Admin-Finance Specialist	15	Non-Exempt
1528	Elections Admin-GIS Specialist	15	Non-Exempt
1529	Elections Coordinator	15	Non-Exempt
2919	Elections Director	29	Exempt

FY 2021-22 Classification and Pay Plan
Classes by Alphabetical Order

Class Code	Class Title	Salary Grade	FLSA Status
1841	EM Billing & Collection Manager	18	Exempt
1118	EM Billing & Collection Technician I	11	Non-Exempt
1230	EM Billing & Collect Technician II	12	Non-Exempt
1688	Emergency Housing Assistant Specialist	16	Non-Exempt
2050	Emergency Housing Assistance Coordinator	20	Exempt
1852	Emergency Management Planner	18	Exempt
1328	Emergency Medical Technician - Basic	13	Non-Exempt
3103	Emergency Services Director	31	Exempt
2422	EMS Operations Manager	24	Exempt
1972	EMS Quality Assurance Coordinator	19	Exempt
1971	EMS Supervisor	19	Non-Exempt
1975	EMS Training Coordinator	19	Exempt
1705	Environmental Health Specialist-Food, Lodging & Facilities	17	Non-Exempt
1751	Environmental Health Specialist-Wells & Septic	17	Non-Exempt
1748	Environment Education & Support Coordinator	17	Exempt
2904	Environment, Agriculture, Parks & Recreation Director	29	Exempt
1637	Environmental Enforcement Officer	16	Exempt
1810	Environmental Enforcement Supervisor	18	Exempt
2703	Environmental Health Director	27	Exempt
1917	Environmental Health Program Specialist	19	Non-Exempt
2409	Environmental Health Supervisor	24	Exempt
1432	Environmental Health Technician	14	Non-Exempt
1544	Epic Systems Coordinator	15	Non-Exempt
1721	Erosion Control Officer I	17	Non-Exempt
1951	Erosion Control Officer II	19	Exempt
1729	Emergency Services Recruitment & Outreach Coordinator	17	Exempt
2047	Emergency Services Systems Technician	20	Non-Exempt
2448	Eviction Diversion Legal Counsel	24	Exempt
1731	Executive Assistant-Confidential	17	Non-Exempt
1239	Facilities Maintenance Technician I	12	Non-Exempt
1470	Facilities Maintenance Technician II	14	Non-Exempt
1534	Facilities Maintenance Technician III	15	Non-Exempt
1820	Facilities Environment & Support Manager	18	Exempt

FY 2021-22 Classification and Pay Plan
Classes by Alphabetical Order

Class Code	Class Title	Salary Grade	FLSA Status
1023	Facilities Environment Technician II-DSS	10	Non-Exempt
1136	Facilities Environment Technician III-DSS	11	Non-Exempt
0913	Facilities Environment Technician I	09	Non-Exempt
1135	Facilities Environment Technician III	11	Non-Exempt
2252	Facilities Maintenance Manager	22	Exempt
1241	Family Navigator	12	Non-Exempt
2451	Finance & Administrative Manager	24	Exempt
2717	Finance & Administrative Operations Director	27	Exempt
2449	Financial Services Manager	24	Exempt
2617	Financial Systems Administrator	26	Exempt
2407	Fire Marshal	24	Exempt
2438	Fiscal Operations Manager	24	Exempt
1742	Food Council Coordinator	17	Exempt
1307	Food Services Coordinator	13	Non-Exempt
1411	Foreign Language Coordinator	14	Non-Exempt
2507	GIS & Land Records Manager	25	Exempt
2036	GIS IT Specialist	20	Exempt
1673	GIS Technician I	16	Non-Exempt
1835	GIS Technician II	18	Non-Exempt
2037	GIS Technician III	20	Exempt
2038	GIS Technician III-Planning	20	Exempt
1662	Graphic Design/Assistant Webmaster	16	Exempt
2116	Harm Reduction Clinical Coordinator	21	Exempt
1745	Housing & Community Development Specialist II	17	Non-Exempt
1671	Housing Choice Voucher Housing Specialist	16	Non-Exempt
2046	Housing Choice Voucher Program Coordinator	20	Exempt
2304	Housing Choice Voucher Program Manager	23	Exempt
1664	Housing Choice Voucher Program Inspector	16	Non-Exempt
3105	Health Director	31	Exempt
2503	Health Human Services Manager	25	Exempt
2234	Health Informatics Manager	22	Exempt
1517	Heavy Equipment Mechanic I	15	Non-Exempt

FY 2021-22 Classification and Pay Plan
Classes by Alphabetical Order

Class Code	Class Title	Salary Grade	FLSA Status
1650	Heavy Equipment Mechanic II	16	Non-Exempt
1329	Heavy Equipment Operator I	13	Non-Exempt
1480	Heavy Equipment Operator II	14	Non-Exempt
2259	Help Desk Supervisor	22	Exempt
2510	Home Visiting Services Manager	25	Exempt
2450	Home Visiting Services Supervisor	24	Exempt
2045	Homeless Program Coordinator	20	Exempt
2307	Homeless Program Manager	23	Exempt
2305	Housing & Community Development Program Manager	23	Exempt
2905	Housing & Community Development Program Director	29	Exempt
1684	Housing Access Coordinator	16	Non-Exempt
1741	Housing Rehabilitation Specialist I	17	Non-Exempt
1834	Housing Rehabilitation Specialist II	18	Non-Exempt
1478	Housing Technician	14	Non-Exempt
1707	Human Resources Analyst	17	Exempt
3106	Human Resources Director	31	Exempt
2235	Human Resources Manager	22	Exempt
2922	Human Rights & Relations Director	29	Exempt
1617	Human Services Coordinator I	16	Non-Exempt
1818	Human Services Coordinator II	18	Exempt
1440	Human Services Specialist I	14	Non-Exempt
1520	Human Services Specialist II	15	Non-Exempt
1681	Human Services Specialist III	16	Non-Exempt
1689	Human Services Specialist III-Housing	16	Non-Exempt
1920	Human Services Supervisor I	19	Exempt
2015	Human Services Supervisor II	20	Exempt
1227	Human Services Technician	12	Non-Exempt
1969	HVAC Lead Technician	19	Non-Exempt
4920	IMC Supervisor	49	Non-Exempt
2210	IT Analyst	22	Exempt
2308	IT Database Supervisor	23	Exempt
1449	IT Help Desk-Admin Spec	14	Non-Exempt
2414	IT Operations Manager	24	Exempt

FY 2021-22 Classification and Pay Plan
Classes by Alphabetical Order

Class Code	Class Title	Salary Grade	FLSA Status
1622	IT Support Analyst	16	Non-Exempt
1815	IT Support Analyst II	18	Non-Exempt
2220	IT Systems Analyst	22	Exempt
0912	Jail Cook	09	Non-Exempt
1123	Jail Cook Supervisor	11	Non-Exempt
1324	Laboratory Quality Assurance Coordinator	13	Non-Exempt
1240	Laboratory Technician	12	Non-Exempt
2211	Land Resource Conservation Manager	22	Exempt
2237	Landscape Architect	22	Exempt
1120	Landscape Technician I	11	Non-Exempt
1238	Landscape Technician II	12	Non-Exempt
1519	Lead Veterinary Health Care Technician	15	Non-Exempt
2616	Legal Advisor To The Sheriff	26	Exempt
1733	Librarian I	17	Exempt
1829	Librarian II	18	Exempt
1953	Librarian III	19	Exempt
1006	Library Assistant II	10	Non-Exempt
1311	Library Associate I	13	Non-Exempt
1453	Library Associate II	14	Non-Exempt
2251	Library Branch Manager	22	Exempt
2908	Library Director	29	Exempt
2028	Library Division Supervisor I	20	Exempt
1660	Library Manager II	16	Exempt
1487	Library Support Technician	14	Non-Exempt
1715	Limited English Proficiency Specialist	17	Non-Exempt
1530	Local Reentry Council Coordinator	15	Non-Exempt
1848	Logistics Manager	18	Non-Exempt
1441	Logistics Specialist	14	Non-Exempt
2031	Marketing, Events & Operations Coordinator	20	Exempt
1117	Medical Office Assistant	11	Non-Exempt
1327	Medical Office Coordinator	13	Non-Exempt
1523	Misdemeanor Diversion Program Coordinator	15	Non-Exempt

FY 2021-22 Classification and Pay Plan
Classes by Alphabetical Order

Class Code	Class Title	Salary Grade	FLSA Status
1545	Nature Programs Coordinator	15	Non-Exempt
2213	Network Analyst	22	Exempt
2105	Nutrition Program Manager	21	Exempt
2242	Occupational Therapist	22	Exempt
1017	Office Assistant I	10	Non-Exempt
1119	Office Assistant II	11	Non-Exempt
1130	Office Assistant II-Aging	11	Non-Exempt
1140	Office Assistant II-Animal Service	11	Non-Exempt
1134	Office Assistant II-Dental	11	Non-Exempt
1139	Office Assistant II-Emergency Services	11	Non-Exempt
1133	Office Assistant II-Home Visiting Services	11	Non-Exempt
1127	Office Assistant II-Housing	11	Non-Exempt
1125	Office Assistant II-Nutrition	11	Non-Exempt
1132	Office Assistant II-Transportation Services	11	Non-Exempt
1686	Paramedic	16	Non-Exempt
1750	Paramedic-Field Training Officer	17	Non-Exempt
1812	Parks Conservation Specialist	18	Exempt
1471	Parks Coordinator	14	Non-Exempt
1675	Parks Manager-Blackwood Farm	16	Non-Exempt
1670	Parks Manager-Little River	16	Non-Exempt
1674	Parks Manager-Soccer	16	Non-Exempt
1676	Parks Manager-Various	16	Non-Exempt
1232	Passport Agent	12	Non-Exempt
1131	Patient Account Technician-Dental	11	Non-Exempt
1113	Patient Account Technician	11	Non-Exempt
1678	Patient Account Manager	16	Exempt
1685	Peer Support Navigator	16	Non-Exempt
2420	Personal Property Appraisal Manager	24	Exempt
1711	Planner I	17	Non-Exempt
1923	Planner II	19	Exempt
2413	Planner III	24	Exempt
3107	Planning & Inspection Director	31	Exempt

FY 2021-22 Classification and Pay Plan
Classes by Alphabetical Order

Class Code	Class Title	Salary Grade	FLSA Status
1435	Planning Technician	14	Non-Exempt
1954	Plans Examiner	19	Exempt
1680	Pre-Trial Services Case Manager	16	Non-Exempt
1233	Program Assistant	12	Non-Exempt
1732	Program Coordinator	17	Exempt
1462	Program Coordinator Assistant	14	Non-Exempt
1659	Program Integrity Investigator	16	Non-Exempt
1451	Project Coordinator	14	Non-Exempt
1511	Property Development Specialist I	15	Non-Exempt
1734	Property Development Specialist II	17	Non-Exempt
1485	Property Development Technician	14	Non-Exempt
1484	Property Development Technician-Planning	14	Non-Exempt
2509	Public Health Education Director	25	Exempt
1937	Public Health Education Program Manager	19	Exempt
1968	Public Health Education Program Manager-Tobacco	19	Exempt
2026	Public Health Nurse I	20	Exempt
2112	Public Health Nurse II	21	Exempt
2017	Public Health Nurse II-Preparedness Coordinator	20	Exempt
2215	Public Health Nurse III	22	Exempt
2706	Public Health Nursing Director	27	Exempt
2508	Public Health Services Manager	25	Exempt
2436	Public Health Supervisor I	24	Exempt
1009	Public Transportation Driver	10	Non-Exempt
2255	Purchasing Agent	22	Exempt
2441	Real Property Appraisal Manager	24	Exempt
2043	Recreation Manager	20	Exempt
1228	Recreation Program Assistant	12	Non-Exempt
1744	Recreation Program Coordinator	17	Non-Exempt
1845	Recreation Program Supervisor	18	Non-Exempt
2442	Recruitment & Support Systems Manager	24	Exempt
1625	Recycling Education & Outreach Coordinator	16	Exempt
1019	Recycling Materials Collector	10	Non-Exempt
1121	Recycling Materials Handler	11	Non-Exempt

FY 2021-22 Classification and Pay Plan
Classes by Alphabetical Order

Class Code	Class Title	Salary Grade	FLSA Status
2440	Recycling Operations Manager	24	Exempt
2022	Recycling Programs Supervisor	20	Exempt
1492	Reentry Case Manager	14	Non-Exempt
1948	Registered Dietitian Program Coordinator	19	Exempt
2911	Register Of Deeds	29	Exempt
1817	Registered Dietitian	18	Exempt
1957	Research & Data Analyst	19	Exempt
2240	Research & Data Manager	22	Exempt
1964	Research & Data Quality Assurance Analyst	19	Exempt
1621	Resource & Benefits Specialist	16	Non-Exempt
2018	Resource Conservation Coordinator	20	Exempt
2443	Restoration Program Legal Council	24	Exempt
2417	Revenue Collections Manager	24	Exempt
1108	Revenue Technician I	11	Non-Exempt
1215	Revenue Technician II	12	Non-Exempt
1551	Revenue Technician III	15	Non-Exempt
2231	Risk Manager	22	Exempt
1926	Sales Director	19	Exempt
2303	Senior Accountant	23	Exempt
1645	Senior Auto Mechanic	16	Exempt
1640	Senior Center Coordinator	16	Non-Exempt
2007	Senior Centers Administrator	20	Exempt
1714	Senior Public Health Educator	17	Exempt
1956	Senior Volunteer Program Administrator	19	Exempt
3109	Sheriff	31	Exempt
0914	Social Services Assistant	09	Non-Exempt
3110	Social Services Director	31	Exempt
2445	Social Work Program Manager	24	Exempt
2009	Social Work Supervisor II	20	Exempt
2034	Social Work Supervisor II-Health	20	Exempt
2229	Social Work Supervisor III	22	Exempt
1426	Social Worker I	14	Non-Exempt
1627	Social Worker II	16	Non-Exempt

FY 2021-22 Classification and Pay Plan
Classes by Alphabetical Order

Class Code	Class Title	Salary Grade	FLSA Status
1655	Social Worker II-Health	16	Non-Exempt
1809	Social Worker III	18	Non-Exempt
1836	Social Worker III-Foster Care Licensing	18	Non-Exempt
2019	Soil & Water Conservation Coordinator	20	Exempt
1965	Soil Scientist I	19	Exempt
2219	Soil Scientist II	22	Exempt
2446	Solid Waste Fleet Manager	24	Exempt
1225	Solid Waste Collector Driver	12	Non-Exempt
1226	Solid Waste Collector Driver-A	12	Non-Exempt
3111	Solid Waste Management Director	31	Exempt
1315	Solid Waste Materials Transfer Operator	13	Non-Exempt
1932	Solid Waste Planner	19	Exempt
2021	Solid Waste Programs Supervisor	20	Exempt
1452	Special Programs Coordinator	14	Non-Exempt
1138	Senior Convenience Center Operator	11	Non-Exempt
1543	Senior Heavy Equipment Operator	15	Non-Exempt
2506	Senior Network Systems Administrator	25	Exempt
2710	Staff Attorney	27	Exempt
2415	Staff Engineer	24	Exempt
2027	Staff Engineer-EI	20	Exempt
2214	Superintendent Of Parks	22	Exempt
2216	Superintendent Of Recreation	22	Exempt
2016	Sustainability Program Coordinator	20	Exempt
1970	Systems Administrator	19	Exempt
2048	Systems Administrator 911	20	Exempt
1847	Systems Coordinator 911	18	Non-Exempt
3112	Tax Administrator	31	Exempt
1020	Tax Clerk	10	Non-Exempt
1524	Transportation Demand Management Coordinator	15	Non-Exempt
1550	Telecommunications Assistant Supervisor/CTO	15	Non-Exempt
1687	Telecommunications Assistant Supervisor	16	Non-Exempt
1851	Telecommunications Supervisor	18	Non-Exempt
1493	Telecommunicator	14	Non-Exempt

FY 2021-22 Classification and Pay Plan
Classes by Alphabetical Order

Class Code	Class Title	Salary Grade	FLSA Status
1514	Training & Lead Animal Control Officer	15	Non-Exempt
2232	Training & Performance Manager	22	Exempt
1454	Transit Bus Dispatcher	14	Non-Exempt
1837	Transit Operations Manager	18	Exempt
1666	Transit Operations Supervisor	16	Exempt
2227	Transportation Administrator	22	Exempt
1690	Transportation Coordinator I	16	Non-Exempt
2243	Transportation Planner	22	Exempt
1843	Transportation Services Manager	18	Non-Exempt
2920	Transportation Services Director	29	Exempt
1463	Treatment Courts Case Manager	14	Non-Exempt
1318	Vehicle Appraisal Technician I	13	Non-Exempt
1482	Vehicle Appraisal Technician II	14	Non-Exempt
2221	Veterinary Health Care Manager	22	Exempt
1326	Veterinary Health Care Technician	13	Non-Exempt
2708	Visitor Bureau Director	27	Exempt
1464	Volunteer Program Assistant-Aging	14	Non-Exempt
1740	Volunteer Program Coordinator	17	Exempt
2224	Water Resources Coordinator	22	Exempt
1652	Website & Publications Coordinator	16	Exempt
1012	Weighmaster	10	Non-Exempt
1830	Youth Behavioral Health Liaison	18	Exempt
	Unclassified		
0001	County Commissioner		

These positions are subject to the authority of the Board of County Commissioners to establish and change the salaries as limited by N. C. General Statutes 153A-92 (as cited in the Orange County Code of Ordinances, Chapter 28 Personnel, Section 28-13(o)).

County Contributions to Retirement Benefits

Background

Local Governmental Employees' Retirement System (LGERS)

The Local Government Employees Retirement System requires both the employer and the employee to make contributions retirement plan based on a percentage of employee earnings. The required Employer/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% of salary.

History of County Retirement Contributions

	LGERS		Supplemental Retirement	
Fiscal Year(s)	**Law Enforcement Officers (LEO's)**	**General Employees**	**Law Enforcement Officers (LEO's)**	**General Employees**
	% of Salary	**% of Salary**	**% of Salary**	**Annual Contribution**
2005-2007	4.78	4.88	5.00	$650
2007-2009	4.86	4.88	5.00	$715
2009-2010	4.86	4.88	5.00	Suspended
2010-2011	6.41	6.43	5.00	Suspended until January 2011, then $715
2011-2012	7.04	6.96	5.00	$715
2012-2013	6.77	6.74	5.00	$715
2013-2014	7.28	7.07	5.00	$715, added maximum $1,200 matching contribution)
2014-2015	7.55	7.07	5.00	$715, increased matching contribution to $1,512
2015-2016	7.15	6.74	5.00	$715 plus matching contribution to $1,512
2016-2017	8.00	7.25	5.00	$715 plus matching contribution to $1,512
2017-2018	8.25	7.56	5.00	$715 plus matching contribution to $1,512
2018-2019	8.50	7.75	5.00	$715 plus matching contribution to $1,512
2019-2020	9.70	8.95	5.00	$715 plus matching contribution to $1,512
2020-2021	10.90	10.15	5.00	$715 plus matching contribution to $1,512
2021-2022	12.10	11.35	5.00	$715 plus matching contribution to $1512

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, 2021. As such, effective July 1, 2021, the "base" employer contribution rate will change:

- The Law Enforcement Officers (LEOs) rate will increase from 10.90 to 12.10 percent of reported compensation.
- The rate for all other General Employees will increase from 10.15 to 11.35 percent of reported compensation.

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 2021.

The ESRSP (Employer Contribution Rate Stabilization Policy) expires in FY2022/2023.

Supplemental Retirement Benefits for General Employees

The County contributes funds on behalf of general government employees to supplemental retirement savings accounts. 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.

The Board of County Commissioners began the County's contribution for general government employees 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.

General government 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.

Orange County contributes a flat dollar amount of up to $2,227 annually. The maximum amount the County contributes is equal to 4.20% of the average Orange County salary of approximately $53,000.

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
Dec 2020	901	85%	$1,837,871

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 continue 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.

Employee Health Care

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	Individual Deductible/Maximum Co-Insurance	Co-Pays
Traditional Medical Plan (POS)	$500/$1,500 (co-pays do not apply to the deductible, but do apply to the maximum co-insurance limit)	$20/$40 for Primary/Specialist Office Visits; $4/$25/$45 prescriptions; $50 Urgent Care and $150 Emergency Room
HDP/HSA Medical Plan	$1,500/$3,000 (offset by $1,416 HSA= $84/$1584)	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 at the minimum of 68 percent 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 Monthly/Semi-Monthly rates are listed as follows:

NCHIP RATES ORANGE COUNTY

July 1, 2021 - June 30, 2022

Current PPO Plan	Premium Equivalent	Monthly County Cost Share	Monthly Employee Cost Share	Semi Monthly County Cost Share	Semi Monthly Employee Cost Share
Employee Only	$806.59	$806.59	$0.00	$403.30	$0.00
Employee+Spouse	$1,631.71	$1,222.51	$409.20	$611.26	$204.60
Employee+Child(ren)	$1,267.24	$1,037.34	$229.90	$518.67	$114.95
Employee+Family	$2,293.71	$1,558.87	$734.84	$779.44	$367.42
Current CDHP Plan	**Premium Equivalent**	**Monthly County Cost Share**	**Monthly Employee Cost Share**	**Semi Monthly County Cost Share**	**Semi Monthly Employee Cost Share**
Employee Only	$680.51	$680.51	$0.00	$340.26	$0.00
Employee+Spouse	$1,369.50	$1097.69	$271.80	$548.85	$135.90
Employee+Child(ren)	$1,065.16	$913.34	$151.82	$456.67	$75.91
Employee+Family	$1,922.26	$1432.52	$489.74	$716.26	$244.87

The Board of County Commissioners approved no increase for health appropriations for FY2021/2022. The employee premium equivalent will remain unchanged. (Action Agenda Item 6-a, dated March 16, 2021)

Dental and Vision Insurance

Dental Coverage:
The County provides a dental plan and a vision plan. The monthly dental insurance premium for employee only coverage is $30.49. The County pays 100% of employee only coverage. There are tiered coverages for employee/children, employee/spouse and family. The chart below shows the monthly premium for these plans, the county cost share and the percentage of the county contribution of premium for each coverage tier. All covered benefits, co-pays, co-insurance and deductibles are expected to remain the same for the dental plan.

	Premium Tier	Monthly Premium Equivalent	Monthly Orange County Cost Share	% of County Cost Share
Delta Dental	Employee_only	$30.49	$30.49	100.00%
	Employee_children	$82.32	$34.58	42.01%
	Employee_spouse	$73.17	$33.85	46.26%
	Family	$106.71	$36.51	34.21%

Vision Coverage:
The vision plan premiums are paid for by Employees at 100% cost. The monthly premium for an employee plan is $9.74; the monthly premium for an employee and one and a family plan is $18.54 and $27.30 respectively. The vision plan premiums will remain the same in FY2021/2022; however the FY2021/2022 plan will offer higher allowances and lower copays as outlined in the following table:

Benefit	New Co-Pay/Allowances	Previous Co-Pay
Eye Exam	$15.00	$20.00
Contact Lens Fitting, etc	$15.00	$20.00
Eyewear	$200.00	$150.00

Commissioner Approved:

The Board of Commissioners approved the FY2021/2022 Health and Dental Budgets at its March 16, 2021 meeting as Agenda Item 6-a. This approval included the following authorizations:

- 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 appropriations (70 Fund) 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.

Prior to FY2015/2016, Orange County's living wage for permanent and temporary employees was based on comparative indices of neighboring jurisdictions. In 2015, the non-profit Orange County Living Wage (OCLW) organization was established to promote private and public sector employers who pay the minimum living wage based on housing costs in Orange County. These costs are significantly higher than federal poverty guidelines for a family of four. For 2021, the federal poverty threshold for a family of four is $12.74 per hour. The OCLW standard has served as the basis for setting the minimum hourly wage for temporary employees and the lowest salary grade for permanent employees.

Orange County's recertification as a Living Wage Employer will occur in October 1, 2021. At that time, the living wage will need to increase to $15.40 per hour for both permanent and temporary employees to be recertified. The definition for Temporary/Project-Based Employees is "as needed" employees who work intermittently and work less than 90 days in a calendar year.

The chart below shows the living wage and the entry hourly salary rate for salary grade 9 permanent employees for years 2000 through the proposed level in 2021.

In review, the increase of the living wage to $15.40 per hour represents an increase of $2.64 per hour or a 21 percent increase since OCLW initial certification in 2015.

Date	OC Living Wage	Entry Salary Grade 9 Wage	Difference
Jul-15	$12.76	$12.95	($0.19)
Jul-16	$13.15	$13.15	0
Jul-17	$13.75	$13.75	0
Jul-18	$15.00	$15.01	($.01)
Jul-19	$15.00	$15.01	($.01)
Jul-20	$15.00	$15.01	($.01)
Jul-21	$15.40	$15.40	0

Living Wage Certification History

In November 2015, Orange County government became a Certified Living Wage Employer by Orange County Living Wage (OCLW), which requires certification every two years. The minimum wage for temporary and permanent employees has increased from $12.76 per hour to $14.95 per hour since the initial certification. The living wage rate for FY2021/2022 is $15.40 per hour, or $13.90 per hour if the employer pays at least 50 percent towards health insurance effective January 1, 2021. Orange County is responsible for meeting the OCLW effective October 1, 2021 for its recertification. There

are exceptions to the OCLW for seasonal employees, work experience programs and non-benefited employees who work less than 90 days per calendar year.

The living wage increase from $15.00 per hour to $15.40 per hour will result in an annualized financial impact of approximately $15,000 for temporary employees based on the average number of hours worked in FY2020/2021 and $7,750 for permanent employees; for a total of $22,750.

Although the increase for permanent employees is marginal, the adjustment creates compression issues in the pay plan as the minimum hourly rate is raised and the rest of the plan remains constant.

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, 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 FY2020/2021, 11 employees participated in these subsidized employment programs, and currently there are six employees actively participating.

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 must be income eligible for Work First or Food and Nutrition Services or meet the requirements of the Workforce 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 and employment programs, the Manager's Recommended Budget authorizes the County to pay new subsidized employees $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 increasing the living wage to $15.40 per hour for all permanent and temporary employees effective October 1, 2021. This equates to an increase in personnel and benefits of approximately $23,000. The Salary Schedule will be revised at that time to represent this change.

Personnel Savings Initiatives

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 FY2018/2019.
  - As of June 30, 2019, total salary and benefits savings was $1,823,384.
- Salary attrition savings of $2 million was budgeted for FY2019/2020.
  - As of June 30, 2020, total salary and benefits savings was $1,962,761.

As of March 31, 2021, in review of our total salary and benefits savings to date, we are projected to meet the salary attrition savings of $3 million budgeted for in FY2020/2021.

Given the effects of the 2020/2021 COVID-19 Pandemic, the County Manager implemented a hiring freeze in order to help balance the budget throughout this fiscal year. This freeze was enacted in March 2020. However, given the need to continue to fill positions that provide critical, health and safety services to residents, the freeze has not been applied to positions performing those functions.

Because of the fluctuating nature of vacancies, the following is for a point of reference only. As of April 13, 2021, there are 109 vacant positions including critical health and safety positions. The salaries of these positions calculated at the minimum rate of the respective salary grade equates to an annual vacancy savings of $4,512,716 or approximately $6 million with associated fringe benefit savings.

Manager Recommendation

The Manager recommends a budgetary projection for FY2021/2022 for personnel salary and benefit savings through attrition of $3 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 to receive 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 to receive 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. The County is a member of the North Carolina Health Insurance Pool (NCHIP) and the current medical and prescription third party administration is Blue Cross Blue Shield of North Carolina (BCBSNC) and Prime Therapeutics, a division of BCBSNC, respectively. 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 2021, the plan covered 119 County non-Medicare eligible retirees under the age of 65. The total budget for pre-65 retirees is $1,420,291.

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 2021 is $112.70.

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 2021, 293 retirees are enrolled in a Medicare Supplement (Plan F) program. The total budget for post-65 retirees is $1,371,934.

The total Retiree Health budget appropriated in the non-departmental budget (10295020 720015 RETIREE HEALTH) is $2,792,225. This represents no increase to the retiree health budget compared to the prior year.

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 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 2020.

Actuarial Valuation Date	Net OPEB Liability (NOL)	NOL as a percentage of Covered Payroll
12/31/2019	$106,718,695	225.9%
12/31/2018	$95,924,108	224.3%
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%

Commissioner Approved

The Board of County Commissioners approved the FY2021/2022 budget for pre-65 retirees on March 16, 2021 in Agenda Item 6-a. The Commissioner Approved Budget represents no increase for health coverage premium equivalent for retirees enrolled in the County's group plans (pre-65 retirees). The total budget for pre-65 retirees is $1,420,291.

Manager Recommendation

The Manager recommends no FY2021/2022 budget increases for post-65 (Medicare eligible) retirees. The total budget for post-65 (Medicare eligible) retirees is $1,371,934.

Proposed Fee Schedule

Appendix B

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
Asset Management				
	Use Fee (except for classification 5 and 6, or as otherwise stipulated in Facilities Use Policy)	Resident $10/hr, Non-Resident $20/hr		2011
	Great Hall or Ballroom (Senior Centers), except class 6	Resident $75, Non-Resident $ 125		2011
	Class 5 Use Fee; includes use, kitchen fee and on-site personnel fees	Resident $50/hr, Non-Resident N/A		2011
	Class 6 Use Fee; includes use, kitchen fee and on-site personnel fees	Resident $125, Non-Resident $175		2011
	On-site personnel	Resident $15/hr, Non-Resident $20/hr		2011
	Kitchen Use, senior centers only	Resident $25, Non-Resident $50		2011
	Security Deposit; class 6 only	Resident $100, Non-Resident $100		2011
	Cleaning/lock up/utility fee	Resident $25, Non-Resident $25		2011
Orange Public Transportation				
	Vehicle lease	$1.00 per mile (van)		2012
		$1.00 per mile (van)		2012
		$1.00 per mile (bus)		2012
	Driver lease	$20.00/hour Business Hours		2007
		$22.00/hour Afterhours/Weekends		2007
		$30.00/hour Holidays		2007
	Public Shuttle	$2.00 per one way trip in-town		2005
		$1.00 per one way trip for elderly or disabled		2005
	Medical trips	$3.00 door to door		2001

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	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

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	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
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	$20/booth per day		2019
	Non-County Resident Fee	Additional 50% to applied fee		2007
	Picnic Shelter - Resident	$25 - Half Day; $40 - All Day		2019
	Picnic Shelter - Non-Resident	$30 - Half Day; $45 - All Day		2019
	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

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
			Farmer's Market Pavilion - Resident	$15 - Half Day; $30 All Day		2019
			Farmer's Market Pavilion - Non-Resident	$30 - Half Day; $45 All Day		2019
	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

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	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	$25.00		2018
	Library Card Replacement	$1.00		2018
	Book Club Kits	$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

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	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

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
Planning				
Engineering	Plan Review	$300 minimum, $500 for greater than 1000 linear feet of utility or residential greater than 20 units		2012
	Construction Observation	$1 per linear foot of utility		2012
	Tap Reinspection Fee	$100.00		2011
Current Planning fees	Comprehensive Plan Amendment			
	Text Change	$500.00 staff review fee, $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

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
	Rezone to General Use Nonresidential	additional $100.00 an acre for single tracts or		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

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	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

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	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 Approvals:			
			Zoning Compliance Permit for single family/duplex residential structure(s)	$30.00		2011
			Single-family site plan associated with Conditional Use or Conditional Zoning approval	$1,000.00 staff review fee		2011
			Multi-family site plan associated with Conditional Use or Conditional Zoning approval	$1,000.00 staff review fee		2011

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	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

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	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

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	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

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
Erosion Control Fees	**Erosion Control Plan Review [1]**			
	Intense urban	**$507.00 per acre**	**See below**	**2001**
	Urban	**$272.00 per acre**	**See below**	**2001**
	Rural	**$158.00 per acre**	**See below**	**2001**
	Less than 1 acre (43,560 sq.ft.) of disturbance	**N/A**	**$125**	**New**
	Greater than 1 acre (43,560 sq.ft.) of disturbance	**N/A**	**$150 per disturbed acre or fraction thereof**	**New**
	Non-residential greater than 1 acre (43,560 sq.ft.) or greater than 25 acres of disturbance	**N/A**	**$300 per disturbed acre or fraction thereof**	**New**
	Land Disturbing (Grading) Permits [1]			**2019**
	Intense Urban	**$1,241.00 per acre**	**See below**	**2001**
	Urban	**$646.00 per acre**	**See below**	**2001**
	Rural	**$310.00 per acre**	**See below**	**2001**
	Less than 1 acre (43,560 sq.ft.) of disturbance	**N/A**	**$150.00**	**New**
	Greater than 1 acre (43,560 sq.ft.) of disturbance	**N/A**	**$150 per disturbed acre or fraction thereof**	**New**
	Plan/Permit Revisions [2]	**N/A**	**$150**	**New**
	Private Roads	$155.00		1998
	Storm water Management Plans	$500 per SCM		2019
	Storm water Management Plan Review (LID) [1]	**$300.00**	**See below**	**2019**
	Less than 1 acre (43,560 sq.ft.)	**N/A**	**$300.00**	**New**
	Between 1 acre (43,560 sq.ft.) and 10 acres	**N/A**	**$300 per disturbed acre**	**New**
	Between 10 acres and 25 acres	**N/A**	**$600 per disturbed acre**	**New**
	Greater than 25 acres	**N/A**	**$900 per disturbed acre, not to exceed 150 acres**	**New**
	Unscheduled Re-Inspection Fees [3]	**N/A**	**$200 per re-inspection**	**New**
	Conservation Area Document Review	$200 per area		2019
	Recurring 5th-Year SCM Inspection [4]	**$360 per SCM**	**$750 per SCM**	**2019**
	Stormwater Control Measure (SCM) re-inspection associated with a failed inspection report	**N/A**	**1st inspection free, $250 per physical SCM inspection by ECS thereafter**	**New**
	Stormwater Control Measure (SCM) inspection associated with a Notice of Violation (NOV)	**N/A**	**$250 per physical SCM inspection conducted by ECS**	**New**

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
	LDP Appeal	**N/A**	**At cost for legal ad and notifications to process if appealed to public hearing per UDO 2.26.8&9**	**New**
	Surface Water Identification (SWID) field work. [5]	**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**	**Stream Origin and Intermittent/Perennial Determinations 1-2 determinations/site $300 3-6 determinations/site $600 7-9 determinations/site $1000 10-12 determinations/site $1200 13-16 determinations/site $1500 17-19 determinations/site $2000**	**2012**
	Stop Work Order/Notice of Violation [6]	**N/A**	**$200 per order**	**New**
Inspection fees Building				
	Credit Card use fee [7]	**N/A**	**2% of transaction**	**New**
	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			
	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			

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
			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

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	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

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	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		

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	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

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	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*		
	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

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	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

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
	General Miscellaneous		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
			Critical event permit fee waiver [8]	**N/A**	**$0.00**	**New**
		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	$50.00		2018
			Technology Fee	2%		2018
			Work started with no permits are charged double fees			1986

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	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

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
	Storage			1996
	Fire Inspections (by square footage) [9]			**1996**
	Up to 999 sf	**$40**	**$30**	**1996**
	1,000 to 2,499 sf	**$50**	**$45**	**1996**
	2,500 to 10,000 sf	**up to $80**	**$100**	**1996**
	10,001 to 25,000 sf	**up to $140**	**$140**	**1996**
	25,001 to 50,000 sf	**$185**	**$180**	**1996**
	50,001 to 75,000 sf	**$185**	**$225**	**1996**
	75,001 to 100,000 sf	**$185**	**$300**	**1996**
	100,001 to 200,000 sf	**$185**	**$425**	**1996**
	200,001 to 300,000 sf	**$185**	**$475**	**1996**
	300,001 to 400,000 sf	**$185**	**$525**	**1996**
	400,001 to 500,000 sf	**$185**	**$600**	**1996**
	500,001 to 600,000 sf	**$185**	**$675**	**1996**
	600,001 to 700,000 sf	**$185**	**$750**	**1996**
	700,001 to 800,000 sf	**$185**	**$825**	**1996**
	800,001 to 900,000 sf	**$185**	**$900**	**1996**
	900,001 to 1,000,000	**$185**	**$975**	**1996**
	1,000,000 and	**$185**	**$1,200**	**1996**
	Re-Inspection Fee	**N/A**	**1st Re-Inspection: $50**	**New**
			2nd Re-Inspection: $100	**New**
			3rd Re-Inspection: $200	**New**
	Fees below are to cover the cost of **Mandatory and Optional Permits** under the 2009 NC Fire Code (5310-435299), including staff hours to review plans, issue permits, and inspect locations for compliance. [10]			
	Aerosol products	**N/A**	**$50.00**	**New**
	Amusement Buildings	**$50.00**	**$150.00**	**2011**
	Aviation Facilities	**N/A**	**$50.00**	
	Battery Systems	$50.00		2011
	Carbon Dioxide Systems used in beverage dispensing applications	**N/A**	**$50.00**	**New**
	Carnivals & Fairs	**$50.00**	**$150.00**	**2011**
	Cellulose nitrate film	**N/A**	**$50.00**	**New**

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
	Combustible Dust	$50.00		2011
	Combustible Fibers	**N/A**	**$50.00**	**New**
	Compressed Gas	$50.00		2011
	Covered Mall Bldg	$50.00		2011
	Cryogenic Fluids	**N/A**	**$50.00**	**New**
	Cutting & Welding	$50.00		2011
	Dry Cleaning	**N/A**	**$50.00**	**New**
	Exhibit/Trade Show	**$50.00**	**$150.00**	**2011**
	Explosives/Blasting	**$100.00**	**$350.00**	**2011**
	30 day Renewal for Explosives/Blasting	$50.00		2011
	Flammable/Combustible	$50.00		2011
	Tank Install/Removal	$200.00		2019
	Tank Install/Removal per additional tank	$25.00		2011
	Floor Finishing	$50.00		2011
	Fruit and crop ripening	**N/A**	**$50.00**	**New**
	Fumigation/Thermal Fog	$50.00		2011

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
	Hazardous Materials	**$100.00**	**$50.00**	**2011**
	High-Piled Storage	$50.00		2011
	Hot work operations	**N/A**	**$50.00**	**New**
	Industrial Ovens	**N/A**	**$50.00**	**New**
	Liquid Fuel Vehicle in Building	**$50.00**	**$100.00**	**2011**
	LP Gas	$50.00		2011
	Lumber yards and woodworking plants	**N/A**	**$50.00**	**New**
	Magnesium	**N/A**	**$50.00**	**New**
	Motor Fuel dispensing activities	**N/A**	**$50.00**	**New**
	Open Burning	$50.00		2011
	Open Flame/Torches	$50.00		2011
	Open Flame/Candles	$50.00		2011
	Organic Coatings	**N/A**	**$50.00**	**New**
	Places of Assembly	$50.00		2011
	Private Fire Hydrant	$50.00		2011
	Pyrotechnics/Fireworks	**$50.00**	**$175/per location**	**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)	**$100.00**	**$50.00**	**2019**
	Tire-Rebuilding Plants	$50.00		2011
	Waste Handling	$50.00		2011
	Wood Products	$50.00		2011
	Mulch Pile	$50.00		2011
	Out of Service Exit/Emergency Light	$50.00		2015
	Blocked Exit	$250.00		2015
	Out of Service Fire Alarm System	$250.00; Followup visit non compliant $500.00		2019
	Out of Service Sprinkler System	$250.00; Followup visit non compliant $500.00		2019
	Out of Service Kitchen Suppression	$250.00; Followup visit non compliant $500.00		2019
	Out of Service Clean Agent Suppression System	$250.00; Followup visit non compliant $500.00		2019
	Nuisance Fire Alarms	**$50.00**	**$100.00**	**2015**
	Stop Work Order Fine	$250.00		2019
	Failure to obtain proper permit (11)	**$500.00**	**1st violation: $750**	**2019**

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
			2nd Violation: $1,500	**New**
			3rd and Subsequent violations: $2,500	**New**
	Public Education & Orange County Facilities	$ amount per square footage		2015
	Fees below are to cover the cost of **Required Construction Permits** under the 2009 NC Fire Code (5310-435299) including staff hours to review plans, issue permits, and inspect locations for compliance. (12)			
	Auto Fire Extinguishing System	**$100.00**	**$0.015 per sq. ft. gross floor area for each system**	**2011**
	Alternative Fire Extinguishing Systems	**$100.00**	**$150.00**	**New**
	Battery Systems	**N/A**	**$150.00**	**New**
	Fire Pump	**$100.00**	**$500.00**	**2011**
	Industrial Ovens	**$50.00**	**$150.00**	**2011**
	Spraying/Dipping	**$100.00**	**$150.00**	**2019**
	Compressed Gas	**$100.00**	**$150.00**	**2019**
	Cryogenic Fluids	**N/A**	**$150.00**	**New**
	Flammable/Combustible	**$50.00**	**$175 per pipeline, tank or system**	**2011**
	LP Gas	$50.00		2011
	Standpipe Systems	**$100.00**	**$200.00**	**2011**
	Fire Alarm/Detect. Install	**$100.00**	**$0.015 per sq. ft. gross floor area for each system**	**2011**
	Hazardous Materials	$50.00		2011
	Private Fire Hydrant	**$50.00**	**$150.00**	**2011**
	Tents/Membranes	**$50.00**	**$100/Additional Tent $25 each**	**2011**
	Gates and barricades across fire apparatus access roads	**N/A**	**$150.00**	**New**
	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
	Life Safety Plan Review (12)	**N/A**	**$200.00**	**New**

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	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
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
	failure to wear rabies tag	$50.00		2011

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
			Violating Vicious Animal Requirements	$500.00		3/1/2016
			Declaring an Animal Vicious	$100.00		3/1/2016
			Failure to Pay Civil Penalty (Generally)	$100.00		7/1/2019
			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

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
Animal Shelter	*Adoption Fees*			
	Cat Adoption Fees	$110.00		2020
	Kitten Adoption Fees (5 mo. and under)	$130.00		2020
	Special Cat Adoption	$55.00		2017
	Multiple Cat Adoption-Peak Season	$0.00		2015
	Special Event Cat Adoption Fee	$0.00-$130.00		2020
	Senior Citizen Cat Adoption Fee	$25.00		2012
	Dog Adoption Fee	$125.00		2020
	Puppy Adoption Fee (5 mo. and under)	$175.00		2020
	Small Dog Adoption Fee	$175.00		2020
	Special Event Dog Adoption Fee	$0.00-$175.00		2020
	Special Dog Adoption	$65.00		2017
	Senior Citizen Dog Adoption Fee	$30.00		2012
	Veterinary Exam (injuries and illnesses)	$50.00		
	Care of Medical Condition	$25 - $125		2019
	Daily Medication Administration	$5.00		2012
	Replacement of Rabies Tag/Certificate	$3.00		2012
	Boarding Fee for stray animals	$12.00/day		2017

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	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--$0.00		2017
	Boarding Fee for Euthanized Quarantine Animals	$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

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	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) (13)	**$175.00**	**$200.00**	**2017**
	Existing System Authorizations (Office authorization, no field visit required) (14)	**$35.00**	**$50.00**	**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 (14)	**$40.00**	**$50.00**	**2017**
	Failed Inspection/Reinspection	$45.00		2015
	Septic Tank Contractor Education Class Fee	$50.00		2006

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
	WTMP			
	Initial inspection [13]	**$175.00**	**$0.00**	**2017**
	Follow-up inspection [14]	**$95.00**	**$100.00**	**2015**

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	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	$75.00		2019
			Total Cloiform MPN	$75.00		2019
			Fecal Coliform	$75.00		2019
			Enterococcus, MPN	$75.00		2019
			Iron Bacteria	$75.00		2019
			Sulfur/Sulfate - Reducing	$75.00		2019
			Pseudomonas-MTF or MPN	$75.00		2019
			Heterotrophic Plate Count	$75.00		2019
		Requested by Medical Professional				
			Total Coliform P/A	$65.00		2016
			Nitrate/Nitrite	$0.00		2016
			Full Inorganic Panel	$100.00		2019
			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

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
		Inorganic Chemistry				
			Full Inorganic Panel - ***Only those referred by a physician will be $0***	$110.00		2015
			Hexavalent Chromium	$100.00		2019
			Coal Ash Panel	$100.00		2019
			Metals Panel	$100.00		2016
			Individual Metals	$85.00		2016
			Anions - FI,CI, Sulf	$75.00		2019
			Disinfection By-products	$75.00		2019
			Fluoride - Physician, Dentist request	$75.00		2019
			Nitrate/Nitrite	$75.00		2019
			Arsenic Speciation	$75.00		2019
		Organic Chemistry				
			Pesticides - *Only those referred by a physician will be $0*	$150.00		2019
			Herbicides - *Only those referred by a physician will be $0*	$150.00		2019
			Petroleum Products - *Only those referred by a physician will be $0*	$150.00		2019
			Volitile Organic Chemicals - *Only those referred by a physician will be $0*	$150.00		2019
			New Well Full Well Panel - *Only those referred by a physician will be $0*	included in well permit		1/1/2015
			Existing Well Full Well Panel - *Only those referred by a physician will be $0*	$150.00		2019
			Radon Air Sample Kit - Radon	$20.00		2010

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
	Tattoo Parlors			
	Tattoo Artist Annual Permit fee	$350.00		2019
	Temporary Tattoo Permit (<30days)	$100.00		NEW
	Swimming Pools			
	Swimming Pool Inspection	$310.00		2017
	Plan Review - Swimming Pools	$400.00		2019
	Reinspection of Pool/Spa	$150.00		2018
	Annual/Year Round Pool/Spa Permit	$400.00		2019
	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	$100.00		2018
	Reinspection of Food Service Establishment	$50.00		2018
	Transitional Permit Plan Review	$100.00		2018

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
		ADA Code				
	Dental Health	D0120	Periodic Oral Evaluation	$45.00		2013
		D0140	Limited Oral Evaluation	$69.00		2013
		D0150	Comprehensive Oral Evaluation	$80.00		2013
		D0170	Re-evaluation-limited, problem	$65.00		2013
		D0210	Full Mouth Series w BWX	$120.00		2013
		D0220	1st Intraoral PA Film	$26.00		2013
		D0230	Additional PA Film	$23.00		2013
		D0240	Intraoral Occulusal Film	$38.00		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
		D0330	Panoramic Film	$100.00		2013
		D0470	Study Models	$104.00		2013
		D1110	Prophy/Adult age 13 and up	$82.00		2013
		D1120	Prophy/Child under age 13	$61.00		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
		D1354	SDF-Interim Caries Arresting Medicament	$49.00		2018
		D1510	Band & Loop/Quadrant Deliver 209/25	$287.00		2013
		D1515	Fixed Bilateral Deliver 419/30	$393.00		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
		D2140	Amal One Surface Prim/ Perm	$130.00		2013
		D2150	Amal Two Surface Prim/ Perm	$164.00		2013
		D2160	Amal Three Surface Prim/Perm	$198.00		2013
		D2161	Amal Four Surface Prim/Perm	$236.00		2013
		D2330	Resin One Surface Anterior	$148.00		2013
		D2331	Resin Two Surface Anterior	$183.00		2013

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
		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
		D2920	Recement Crown NOT cov. by MA	$100.00		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
		D2951	Pin Retention/tooth	$67.00		2012
		D3110	Pulp Cap-direct exp. Pulp MED	$76.00		2013
		D3120	Pulp Cap-indirect nearly exposed	$77.00		2013
		D3220	Pulpotomy	$183.00		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
		D4320	Provisional Splinting, intracoronal	$115.00		2017
		D4321	Provisional Splinting, extracoronal	$115.00		2017
		D4341	Scale Root Planing 4> teeth p/q	$231.00		2013
		D4342	Scale/Root Planing 1-3 teeth p/q	$167.00		2013
		D4346	Scaling in presence of generalized moderate or severe gingival inflammation	$95.00		2018
		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
		D7111	Ext. cornal remnants deciduous	$122.00		2013
		D7140	Ext. Erupted Tooth Prim/Perm	$162.00		2013

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
		D7210	Extraction Surgical - 100+	$253.00		2013
		D7250	Extract Root Tip	$253.00		2018
		D7286	Biopsy Oral Tissue	$298.00		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
		D7321	Alveloplasty not in conjunction with extraction 1-3 tooth spaces per quadrant	$384.00		2013
		D7510	I & D Minor Surgery	$217.00		2013
		D9110	Palliative Treatment	$115.00		2013
		D9310	Consultation	$122.00		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
		D9940	Occlusal guard, by report minimize bruxism $274/95 lab	$549.00		2013
		D9941	Fabrication of Athletic Mouthguard	$236.00		2013
		D9951	Occulsal Adjustment Limited	$166.00		2013
		D9999	Fractured Tooth Txt.	$70.00		2013
		MED	Band & Loop/Quadrant Impress	$0.00		2013
		MED	Fixed Bilateral Impress	$0.00		2013
		D0145	Oral evaluation for a patient under 3 years of age and counseling with primary caregiver	$61.00		2015
		D1352	Reapplication of sealant	$49.00		2015
			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

Department/Program		Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	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
	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

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
		30300	Remove foreign body intranasal	$244.00		2009
		30901	Control Nosebleed	$123.00		2009
		36415	Lab: Venipuncture	$18.00		2009
	Self Pay Only	36415LU	Lab: Venipuncture (Minimum Fee for Primary Care Labs Only) (OCHD Lab)	$15.00		2016
		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
	Self Pay Only	57452LU	Minimum Fee - Colposcopy of the Cervix	$32.00		NEW
		57454	Colposcopy of the cervix, with biopsy and endocervical curettage	$208.00		2012
	Self Pay Only	57454LU	Minimum Fee - Colposcopy of the Cervis w/Biopsy and Endocervical Curettage	$42.00		NEW
		57455	Colposcopy of the cervix, with biopsy	$193.00		2012
	Self Pay Only	57455LU	Minimum Fee - Colposcopy of the Cervix w/Biopsy	$39.00		NEW
		57456	Colposcopy of the cervix, with endocervical curettage	$183.00		2012
	Self Pay Only	57456LU	Minimum Fee - Colposcopy of the Cervix w/Endocervical curettage	$37.00		NEW
		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

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
		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
		76801-26	Ultrasound, Pregnant Uterus, Real Time with Image Documentation	$50.00		2020
		76801-TC	Ultrasound, Pregnant Uterus, Real Time with Image Documentation	$70.00		2020
		76801	Ultrasound, Pregnant Uterus, Real Time with Image Documentation	$120.00		2020
		76805-TC	Ultrasound, Pregnant Uterus, B-Scan and/or Real Time with Image Documentation	$90.00		2020
		76805	Ultrasound, Pregnant Uterus, B-Scan and/or Real Time with Image Documentation	$135.00		2020
		76817-26	Ultrasound, Pregnant Uterus, Real Time with Image Documentation, Transvaginal	$40.00		2020
		76817-TC	Ultrasound, Pregnant Uterus, Real Time with Image Documentation, Transvaginal	$55.00		2020
		76817	Ultrasound, Pregnant Uterus, Real Time with Image Documentation, Transvaginal	$95.00		2020
		76830	Ultrasound, Transvaginal	$120.00		2020
		80048	Metabolic Panel, Basic (UNC Lab)	$10.44		2019
		80053	Comprehensive Metabolic Panel (UNC Lab)	$13.04		2019
		80061	Lipid Panel (Fasting) - (UNC Lab)	$16.53		2019
		80076	Hepatic Function Panel (UNC Lab)	$9.08		2019
		80178	Lithium Level (UNC Lab)	$8.16		2019
		80306	Urine Toxicology Screen (UNC Lab)	$17.14		2019
		80307	Drug Test (UNC Lab)	$64.65		2019
		81000	U/A (W/Micro) (UNC Lab)	$4.02		2019
		81002	U/A (Dipstick Only) (OCHD Lab)	$18.00		2019
		81025	Pregnancy Test (OCHD Lab)	$15.00		2019
		82040	Albumin Serum (UNC Lab)	$6.11		2019
		82043	Urine Microalbumin/Creatinine Ratio (UNC Lab)	$7.14		2019
		82044	Urine Micro-Albumin (UNC Lab)	$6.23		2019
		82105	Quad Screening (UNC Lab)	$18.64		2019

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
		82150	Amylase (UNC Lab)	$8.00		2019
		82239	Bile Acid Test (UNC Lab)	$19.03		2019
		82247	Total Bilirubin (UNC Lab)	$6.19		2019
		82248	Direct Bilirubin (UNC Lab)	$5.57		2019
		82251	Neonatal Bilirubin (UNC Lab)	$9.00		2018

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
		82270	Hemoccult (UNC Lab)	$4.38		2019
		82274	Fecal Immunochemical Test (UNC Lab)	$19.64		2019
		82306	Vitamin D 25 (UNC Lab)	$32.89		2019
		82310	Ca (UNC Lab)	$6.37		2019
		82374	CO2 (UNC Lab)	$6.03		2019
		82435	CL (UNC Lab)	$5.68		2019
		82465	Total Cholesterol (UNC Lab)	$5.37		2019
		82550	Assay of CK (UNC Lab)	$22.28		2019
		82565	CREAT (UNC Lab)	$6.33		2019
		82570	24 Hour Urine Creatinine (UNC Lab)	$6.39		2019
		82607	B12 (UNC Lab)	$16.75		2019
		82677	Assay of Estriol (UNC Lab)	$26.87		2019
		82728	Ferritin (UNC Lab)	$15.15		2019
		82746	Folate (UNC Lab)	$16.34		2019
		82772	Fecal occult blood, single spec. (UNC Lab)	$10.00		2006
		82784	Iga (UNC Lab)	$10.34		2019

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
		82947	GLU (UNC Lab)	$4.85		2019
		82952	GTT 3 HR (OCHD Lab)	$25.00		2018
		82977	GTT (OCHD Lab)	$11.00		2018
		83001	FSH (UNC Lab)	$20.65		2019
		83002	Luteinizing Hormone (UNC Lab)	$22.86		2019
		83020	Hemo. Elect (UNC Lab)	$14.30		2019
		83036	Hemoglobin A1C (OCHD Lab)	$21.00		2006
		83516	Ttg (UNC Lab)	$14.24		2019
		83540	Iron Profile (FE): IBC (UNC Lab)	$7.19		2019
		83615	LDH (UNC Lab)	$6.71		2019
		83655	Blood Lead (UNC Lab)	$14.95		2019
		83690	Lipase (UNC Lab)	$7.65		2019
		83718	Lipid Panel (Non-Fasting) HDL (UNC Lab)	$10.12		2019
		83721	LDL (UNC Lab)	$11.78		2019
		84080	ALK PHOS (UNC Lab)	$16.43		2019
		84132	K (UNC Lab)	$5.68		2019
		84146	Prolactin (UNC Lab)	$21.53		2019

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
		84153	PSA Screen (UNC Lab)	$20.44		2019
		84153	PSA Diagnostic (UNC Lab)	$20.44		2019
		84155	TP-Serum (UNC Lab)	$4.53		2019
		84156	TP-Urine (UNC Lab)	$4.07		2019
		84295	NA (UNC Lab)	$5.94		2019
		84436	Thyroxine (T4) - (UNC Lab)	$7.63		2019
		84439	T4 - Thyroid (UNC Lab)	$10.02		2019
		84443	TSH (UNC Lab)	$20.75		2019
		84450	SGOT, AST (UNC Lab)	$6.39		2019
		84460	SGPT, ALT (UNC Lab)	$6.54		2019
		84466	Iron Profile/Tranferrin: % Saturation (UNC Lab)	$14.18		2019
		84478	TRIG (UNC Lab)	$7.09		2019
		84479	T3U (UNC Lab)	$7.18		2019
		84480	T3 - Total (UNC Lab)	$15.75		2019
		84481	T3 - Free (UNC Lab)	$18.82		2019
		84520	BUN (UNC Lab)	$4.88		2019
		84550	Uric Acid (UNC Lab)	$5.58		2019
		84702	QUANT HCG/Serum (UNC Lab)	$16.73		2019
		85014	Hematocrit (UNC Lab)	$2.93		2019
		85018	Hemoglobin (OCHD Lab)	$11.00		2009
		85025	CBC with Diff (UNC Lab)	$8.63		2019
		85027	CBC w/o Diff (UNC Lab)	$7.18		2019
		85046	Reticyte/hgb concentrate (UNC Lab)	$6.19		2019
		85611	Prothrombin Time (UNC Lab)	$4.38		2019
		85651	SED Rate (UNC Lab)	$4.27		2019

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
		85660	Sickle Cell (UNC Lab)	$6.12		2019
		86038	ANA (anti-nuclear antibody) titer (UNC Lab)	$13.43		2019
		86039	Confirmation, if ANA+ (UNC Lab)	$12.40		2019
		86308	MONO Spot (UNC Lab)	$6.39		2019
		86336	Inhibin a (UNC Lab)	$17.32		2019
		86403	Particle agglut antibody screen (UNC Lab)	$11.54		2019
		86430	RA Factors - Qual (UNC Lab)	$6.30		2019
		86431	RA Factors - Quan (UNC Lab)	$6.30		2019
		86480	TB Blood Test (UNC Lab)	$68.87		2019
		86580	PPD (OCHD Lab)	$17.00		2012
		86592	Syphilis Qualitative (UNC Lab)	$4.75		2019
		86593	Syphilis Quantative (UNC Lab)	$4.89		2019
		86677	H. Pyloric (UNC Lab)	$16.85		2019
		86694	Herpes Simplex IGM AB (UNC Lab)	Delete fee		2015
		86695	Herpes Simplex Antibodies Type 1 (UNC Lab)	$14.65		2019
		86696	Herpes Simplex Antibodies Type 2 (UNC Lab)	$21.51		2019
		86704	Hep B Core Antibody Total (UNC Lab)	$13.39		2019
		86705	Hep B Core Antibody Igm (UNC Lab)	$13.08		2019
		86706	Hepatitis B Surface Antibody (UNC Lab)	$11.93		2019
		86709	Hepatitis A Antibody (UNC Lab)	$12.51		2019
		86735	Mumps Virus AB IGG (UNC Lab)	$14.50		2019
		86765	Measles Antibodies (UNC Lab)	$14.31		2019

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
		86757	RMSF (Convalescent) (UNC Lab)	$21.51		2019
		86762	Rubella (UNC Lab)	$15.99		2019
		86765	Rubeola (measles) AB IGG (UNC Lab)	$17.58		2015
		86787	Varicella Immune Status Test (UNC Lab)	$14.31		2019
		86790	Rabies Titer (UNC Lab)	$14.31		2019
		86803	Hep C Antibody (UNC Lab)	$17.61		2019
		86804	Hepatitis C RIBA (UNC Lab)	$17.21		2019
		86850	Antibody Identification (UNC Lab)	$9.77		2019
		86900	ABO Group (UNC Lab)	$3.32		2019
		86901	RH Type (UNC Lab)	$3.32		2019
		87070	Other Bacterial Culture (UNC Lab)	$9.57		2019
		87077	Culture Aerobic Identify (UNC Lab)	$9.97		2019
		87081	Culture Screen Only (UNC Lab)	$7.36		2019
		87086	Urine Culture (UNC Lab)	$8.97		2019
		87101	Culture, Fungal Dermatology Screen (UNC Lab)	$8.56		2019
		87166	Sputums (UNC Lab)	$12.56		2019
		87177	Ova/Parasite Stool Screen (UNC Lab)	$9.89		2019
		87184	Microbe Susceptible Disk (UNC Lab)	$7.66		2019
		87205	STAT Male Smear (UNC Lab)	$4.75		2019

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
		87206	Fungal Direct Test (FDIR) (UNC Lab)	$5.99		2019
		87210	Wet Prep (OCHD Lab)	$18.00		2009
		87220	Skin KOH (UNC Lab)	$4.75		2019
		87255	Herpes Simplex Culture (UNC Lab)	Delete fee		2019
		87269	Parasitology Test #9807-Giardia (UNC Lab)	$13.61		2019
		87272	Parasitology Test #9807-Cryptosporidium (UNC Lab)	$13.32		2019
		87340	HBsAG (UNC Lab)	$11.48		2019
		87341	Hep B Surface Ag Eia (UNC Lab)	$11.48		2019
		87389	HIV-1 Ag with HIV-1 and HIV-2 AB (UNC Lab)	$29.73		2019
		87420	RSV Antigen Screen (UNC Lab)	$13.91		2019
		87491	GC NAAT -Bill Together with 87591 (Durham Co.	$38.99		2019
		87502	Influenza Test (UNC Lab)	$105.06		2019
		87506	Microbiology Stool (GI Panel (UNC Lab)	$262.99		2019
		87522	Hep C Viral (UNC Lab)	$47.60		2019
		87529	HSV 1 & 2 PCR (UNC Lab)	$38.99		2019
		87591	GC NAAT - Bill Together with 87491(Durham Co.	$38.99		2019
		87624	Pap HPV (Wake Med Lab)	$38.99		2019
		87800	Detection Test for Multiple Organisms (UNC Lab)	$44.57		2019
		87802	Strep B (UNC Lab)	$13.32		2019
		87804	Influenza A & B (UNC Lab)	$16.55		2019
		87880	Strep A (UNC Lab)	$16.53		2019
		87902	Hep C Genotype (UNC Lab)	$286.05		2019
		88141	Pap Smear with Dr. Interpretation (Wake Med Lab)	$80.00		2016
		88175	Pap Thin Prep (Wake Med Lab)	$29.44		2019
		90470	Administration of H1N1 Vaccine	$18.00		2010
		90471	Admin Fee (1 vaccine)	$18.00		2012
		90472	Admin Fee (2+ vaccines)	$18.00		2012
		90473	Immunization Adm. - Intranasal/Oral	$13.71		2014
		90474	Immunization Adm. - Intranasal/Oral Additional	$13.71		2014
		90620	Meningococcal recombinant protein and outer membrane vesicle vaccine, serogroup B (MenB-4C), 2 dose schedule - BEXSERO	$195.50		2019

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
	Medicaid only	90620SL	Meningococcal recombinant protein and outer membrane vesicle vaccine, serogroup B (MenB-4C), 2 dose schedule - BEXSERO	$0.00		2019
		90621	Meningococcal recombinant lipoprotein vaccine, serogroup B, 2 or 3 dose schedule - TRUMENBA	$161.00		2019
	Medicaid only	90621SL	Meningococcal recombinant lipoprotein vaccine, serogroup B, 2 or 3 dose schedule - TRUMENBA	$0.00		2019
		90632	Hepatitis A vaccine, adult dose - HAVRIX	$79.00		2019
	Medicaid only	90632SL	Hepatitis A vaccine, adult dose - HAVRIX	$0.00		2019
		90633	Hepatitis A vaccine, pediatric/adolescent dose, 2 dose - HAVRIX	$37.00		2019
	Medicaid only	90633SL	Hepatitis A vaccine, pediatric/adolescent dose, 2 dose - HAVRIX	$0.00		2019
		90636	Hepatitis A and Hepatitis B recombinant vaccine, 3 doses - TWINRIX	$117.00		2019
	Medicaid only	90636SL	Hepatitis A and Hepatitis B recombinant vaccine, 3 doses - TWINRIX	$0.00		2019
		90647	Hemophilus Influenzae B vaccine (Hib), PRP-OMP conjugate, 3 dose - PedVaxHIB	$40.00		2018
	Medicaid only	90647SL	Hemophilus Influenzae B vaccine (Hib), PRP-OMP conjugate, 3 dose - PedVaxHIB	$0.00		2019
		90648	Hemophilus Influenzae B vaccine (Hib), PRP-T conjugate, 4 dose - ActHIB	$26.00		2018
	Medicaid only	90648SL	Hemophilus Influenzae B vaccine (Hib), PRP-T conjugate, 4 dose - ActHIB	$0.00		2019
		90651	Human Papillomavirus vaccine types 6, 11, 16, 18, 31, 33, 45, 52, 58, nonavalent (HPV), 2 or 3 dose - GARDASIL 9	$225.00		2019
	Medicaid only	90651SL	Human Papillomavirus vaccine types 6, 11, 16, 18, 31, 33, 45, 52, 58, nonavalent (HPV), 2 or 3 dose - GARDASIL 9	$0.00		2019
		90662	Influenza vaccine (IIV3-HD), for 65 years of age and up - FLUZONE HIGH DOSE	$53.00		2019
		90670	Pneumococcal conjugate vaccine, 13 valent (PCV13) - PREVNAR 13	$217.00		2019

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
	Medicaid only	90670SL	Pneumococcal conjugate vaccine, 13 valent (PCV13) - PREVNAR 13	$0.00		2019
		90675	Rabies Vaccine - IMOVAX RABIES	$357.00		2019
		90680	Rotavirus vaccine, pentavalent (RV5), 3 dose - ROTATEQ	$113.00		2019
	Medicaid only	90680SL	Rotavirus vaccine, pentavalent (RV5), 3 dose - ROTATEQ	$0.00		2019
		90681	Rotavirus vaccine, human, attenuated (RV1), live, oral, 2 dose - ROTARIX	$138.00		2019
	Medicaid only	90681SL	Rotavirus vaccine, human, attenuated (RV1), live, oral, 2 dose - ROTARIX	$0.00		2019

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
		90685	Influenza vaccine (IIV4), quadrivalent, preservative free, 6 to 35 months - FLUZONE PEDS	$19.00		2019
	Medicaid only	90685SL	Influenza vaccine (IIV4), quadrivalent, preservative free, 6 to 35 months - FLUZONE PEDS	$0.00		2019
		90686	Influenza vaccine (IIV4), quadrivalent, preservative free, 3 years and above - FLUZONE	$18.00		2018
	Medicaid only	90686SL	Influenza vaccine (IIV4), quadrivalent, preservative free, 3 years and above - FLUZONE	$0.00		2019
		90682	Influenza vaccine (RIV4), quadrivalent, preservative free, 18 year and above - FLUBLOK	$53.00		2019
		90696	Diphteria, tetanus toxoid, and acellular pertussis vaccine and inactivated poliovirus accine (DTaP-IPV), for 4 to 6 years of age - KINRIX	$57.00		2019
	Medicaid only	90696SL	Diphteria, tetanus toxoid, and acellular pertussis vaccine and inactivated poliovirus accine (DTaP-IPV), for 4 to 6 years of age - KINRIX	$0.00		2019
		90696	Diphteria, tetanus toxoid, and acellular pertussis vaccine and inactivated poliovirus accine (DTaP-IPV), for 4 to 6 years of age - QUADRACEL	$59.00		2019
	Medicaid only	90696SL	Diphteria, tetanus toxoid, and acellular pertussis vaccine and inactivated poliovirus accine (DTaP-IPV), for 4 to 6 years of age - QUADRACEL	$0.00		2019
		90698	Diphteria, tetanus toxoids, acellular pertussis vaccine, haemophilus influenza Type B, and inactivated poliovirus vaccine (DTaP-IPV/Hib) - PENTACEL	$101.00		2019
	Medicaid only	90698SL	Diphteria, tetanus toxoids, acellular pertussis vaccine, haemophilus influenza Type B, and inactivated poliovirus vaccine (DTaP-IPV/Hib) - PENTACEL	$0.00		2019

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
		90700	Diphteria, tetanus toxoids, and acellular pertussis vaccine (DTaP), for 7 years or younger - DAPTACEL			2019
	Medicaid only	90700SL	Diphteria, tetanus toxoids, and acellular pertussis vaccine (DTaP), for 7 years or younger - DAPTACEL	$0.00		2019
		90700	Diphteria, tetanus toxoids, and acellular pertussis vaccine (DTaP), for 7 years or younger - INFANRIX	$32.00		2018
	Medicaid only	90700SL	Diphteria, tetanus toxoids, and acellular pertussis vaccine (DTaP), for 7 years or younger - INFANRIX	$0.00		2019
		90707	Measles, mumps, and rubella virus vaccine (MMR), live - M-M-R II	$101.00		2019
	Medicaid only	90707SL	Measles, mumps, and rubella virus vaccine (MMR), live - M-M-R II	$0.00		2019
		90710	Measles, mumps, and rubella AND varicella virus vaccine, live-PROQUAD	$260.00		2020
		90713	Poliovirus vaccine (IPV), inactivated - IPOL	$34.00		2019
	Medicaid only	90713SL	Poliovirus vaccine (IPV), inactivated - IPOL	$0.00		2019

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
		90714	Tetatus and diphteria toxoids (Td) adsorbed, preservative free, for 7 years or older - TENIVAC	$35.00		2018
	Medicaid only	90714SL	Tetatus and diphteria toxoids (Td) adsorbed, preservative free, for 7 years or older - TENIVAC	$0.00		2019
		90715	Tetanus, diphteria toxoids and acellular pertussis vaccine (Tdap), for to 7 years or older - ADACEL	$39.49		2018
	Medicaid only	90715SL	Tetanus, diphteria toxoids and acellular pertussis vaccine (Tdap), for to 7 years or older - ADACEL	$0.00		2019
		90716	Varicella virus vaccine (VAR), live - VARIVAX	$177.00		2019
	Medicaid only	90716SL	Varicella virus vaccine (VAR), live - VARIVAX	$0.00		2019
		90723	Diphteria, tetanus toxoids, acellular pertussis vaccine, Hepatitis B, and inactivated poliovirus vaccine (DTaP-Hep B-IPV) - PEDIARIX	$91.00		2018
	Medicaid only	90723SL	Diphteria, tetanus toxoids, acellular pertussis vaccine, Hepatitis B, and inactivated poliovirus vaccine (DTaP-Hep B-IPV) - PEDIARIX	$0.00		2019
		90732	Pneumococcal polysaccharide vaccine, 23-valent (PPSV23), adult or immunosuppressed patient dosage, when administered to 2 years or older - PNEUMOVAX 23	$115.00		2020
	Medicaid only	90732SL	Pneumococcal polysaccharide vaccine, 23-valent (PPSV23), adult or immunosuppressed patient dosage, when administered to 2 years or older - PNEUMOVAX 23	$0.00		2019
		90734	Meningococcal conjugate vaccine, serogroups A,C,Y and W-135 quad (MenACWY or MCV4) - MENVEO	$119.00		2019
	Medicaid only	90734SL	Meningococcal conjugate vaccine, serogroups A,C,Y and W-135 quad (MenACWY or MCV4) - MENVEO	$0.00		2019
		90734	Meningococcal conjugate vaccine, serogroups A,C,Y and W-135 quad (MenACWY or MCV4) - MENACTRA	$127.00		2018
	Medicaid only	90734SL	Meningococcal conjugate vaccine, serogroups A,C,Y and W-135 quad (MenACWY or MCV4) - MENACTRA	$0.00		2019

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
		90744	Hepatitis B vaccine (Hep B), pediatric/adolescent dosage, 3 dose - ENGERIX PEDS	$30.00		2018
	Medicaid only	90744SL	Hepatitis B vaccine (Hep B), pediatric/adolescent dosage, 3 dose - ENGERIX PEDS	$0.00		2019
		90744	Hepatitis B vaccine (Hep B), pediatric/adolescent dosage, 3 dose - RECOMBIVAX HB PEDS	$25.00		2019
	Medicaid only	90744SL	Hepatitis B vaccine (Hep B), pediatric/adolescent dosage, 3 dose - RECOMBIVAX HB PEDS	$0.00		2019
		90746	Hepatitis B vaccine (Hep B), adult dosage - ENGERIX-B	$67.00		2019
	Medicaid only	90746SL	Hepatitis B vaccine (Hep B), adult dosage - ENGERIX-B	$0.00		2019
		90739	Hepatitis B vaccine (Hep B), adult dosage, 2 dose - HEPLISAV	$132.00		2019
		90739SL	Hepatitis B vaccine (Hep B), adult dosage, 2 dose - HEPLISAV	$0.00		2019
		90750	Zoster Vaccine recombinant, adjuvanted, 50 years or older - SHINGRIX	$166.00		2019
	Medicaid only	90750SL	Zoster Vaccine recombinant, adjuvanted, 50 years or older - SHINGRIX	$0.00		2019
		90772	Therapeutic prophylactic/diagonostic injection	$23.00		2008
		90846	Psychotherapy, Family, w/o Patient	$95.00		2009
		90847	Psychotherapy, Family, (Conjoint) W/Pt Present	$115.00		2009
		90853	Psychotherapy, Group	$32.00		2009
		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 Inhalation Treatment - Teaching	$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		2015

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
		96160	Adolescent Risk & Strength Screening	$9.20		2017
		96161	Maternal Depression Screening	$9.20		2017
		96372	Ther/Proph/Diag inj/SC/IM	$60.00		2012
		97802	Medical Nutrition Therapy/Initial 15 min. Unit	$34.00		2015
		97803	Medical Nutrition Therapy/Re-Assess 15 min. Unit	$34.00		2016
		97804	Medical Nutrition Therapy-Group (2 or more)	$15.00		2011
		97804ud	MDPP Fee	$25.00		2017
		99000	Lab: Handling Fee	$11.00		2009
		99070	Special Supplies	$18.00		2009
		99080	Screening Form Completion	$0.00		2018
		99173	Vision	$7.00		2009
		99175	Induction of Vomiting	$67.00		2009
		99201	New Office/Outpt Tx Brief E&M	$110.00		2009
		99202	New Office/Outpt Tx Expanded Prob Focused E&M	$165.00		2009
		99203	New Office/Outpt Tx Detailed E&M	$200.00		2009
		99204	New Office/Outpt Tx Moderate Complex E&M	$335.00		2009
		99205	New Office/Outpt Tx High Complex E&M	$405.00		2009
		99211	Estab Offic/Outpt Tx Brief E&M	$60.00		2012
		99212	Estab Office/Outpt Tx Prob Focused E&M	$100.00		2012
		99213	Estab Office/Outpt Tx Expanded Focused E&M	$150.00		2012
		99214	Estab Office/Outpt Tx Detailed E&M	$225.00		2012
		99215	Estab Office/Outpt Tx Comprehensive E&M	$305.00		2012
		99381	Preventive/New Pt < 1 yr.	$255.00		2012
		99382	Preventive/New Pt 1-4 yrs.	$270.00		2012
		99383	Preventive/New Pt 5-11 yrs.	$275.00		2012
		99384	Preventive/New Pt 12-17 yrs.	$235.00		2012
		99385	Preventive/New Pt 18-39 yrs.	$235.00		2012
		99386	Preventive/New Pt 40-64 yrs.	$267.00		2009
		99387	Preventive/New Pt 65+ yrs.	$242.00		2008
		99391	Preventive/Estab Pt < 1 yr.	$225.00		2012
		99392	Preventive/Estab Pt 1-4 yrs.	$225.00		2012
		99393	Preventive/Estab Pt 5-11 yrs.	$200.00		2012
		99394	Preventive/Estab Pt 12-17 yrs.	$205.00		2012
		99395	Preventive/Estab Pt 18-39 yrs.	$225.00		2012
		99396	Preventive/Estab Pt 40-64 yrs.	$220.00		2012

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
		99397	Preventive/Estab Pt 65+ yrs.	$212.00		2004
		99406/G0436	Tobacco Use Cessation Counseling - (3-10 min)	$13.00		2015
		99407/G0437	Tobacco Use Cessation Counseling - (10+ min)	$32.00		2015
		99408/G0396	ETOH & Substance Abuse Screening (15-30 min)	$35.00		2018
		99409/G0397	ETOH & Substance Abuse Screening (30+ min)	$67.00		2018
		99441	**Telephone Evaluation 5-10 min (15)**	**N/A**	**$15.00**	**New**
		99442	**Telephone Evaluation 11-20 min (15)**	**N/A**	**$25.00**	**New**
		99443	**Telephone Evaluation 21-30 min (15)**	**N/A**	**$30.00**	**New**
		99499	DOT Physical	$100.00		2019
		99501	Home Visit Postpartum	$200.00		2015
		99502	Home Visit Newborn	$200.00		2015
		D0145	Oral Evaluation <3 yrs with counseling	$55.00		2012
		D1206	Topical Fluoride Appl	$47.00		2012
		G0008	Admin. Influenza Vaccine - Medicare	$18.00		2009
		G0009	Admin. Pneumococcal Vaccine - Medicare	$18.00		2009
		G0010	Hep B. - Admin. - Medicare	$18.00		2015

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
		2015	DSME Minimum Fee	$20.00		2015
		G0108	DSME/DSMT Individual Assessment - Medicare	$52.00		2015
		G0109	DSME/DSMT Group Class - Medicare	$17.00		2015
		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-physician	$22.00		2015
		J0696	Ceftriaxone Sodium/Rocephin per 250mg	$22.00		2008
		J1050	Medroxyprogesterone acetate, 1 mg (150 units)	$0.23		2020
	Medicaid only	J1050ud	Medroxyprogesterone acetate, 1 mg (150 units)	$0.23		2020
		J1200	Diphenhydramine HCL/Benadryl up to 50mg	$6.00		2009
		J1725	Injection hydroxyprogesterone caproate, 1 mg (250 u	$3.00		2015
		J2550	Promethazine _ mg	$8.00		2009
		J2790	Rhogam Injection	$88.00		2012
		J3420	B-12 Injection	$6.00		2009
		J7300	**Paragard IUD [16]**	**$251.56**	**$248.00**	**2020**
	Medicaid only	**J7300ud**	**Paragard IUD [16]**	**$251.56**	**$248.00**	**2020**
		J7296	**Kyleena IUD**	**N/A**	**$249.00**	**New**
	Medicaid only	**J7296ud**	**Kyleena IUD**	**N/A**	**$249.00**	**New**
		J7301	Skyla IUD	$249.00		2019
	Medicaid only	J7301ud	Skyla IUD	$249.00		2019
		J7297	**Liletta IUD [16]**	**$66.67**	**$100.00**	**2020**
	Medicaid only	**J7297ud**	**Liletta IUD [16]**	**$66.67**	**$100.00**	**2020**
		J7298	Mirena IUD	$249.00		2019
	Medicaid only	J7298ud	Mirena IUD	$249.00		2019
		J7303	Nuvaring (3 pack)	$10.45		2020
		J7303ud	Nuvaring (3 pack)	$10.45		2020
		J7307	Nexplanon	$399.00		2019
	Medicaid only	J7307ud	Nexplanon	$399.00		2019
		Q2037	Fluvirin Vacc, 3 yrs & >, IM	$31.00		2015
		Q2038	Fluzone Vacc, 3 yrs & >, IM	$40.00		2015
	Medicaid only	S0280	PMH Risk Screening	$50.00		2015
	Medicaid only	S0281	Postpartum Risk Screening	$150.00		2015
	Self-Pay only	S4993	Oral Contraceptive Pills	$5.00		2012
		S5000	**Prescription Drug Dispensing**	**$3.00**	**$4.00**	**2012**

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
		S9465	Diabetic management program, dietitian visit	$35.00		2011
		S9470	Nutritional counseling, dietitian visit	$35.00		2011
		T1002	RN Services up to 15 min.	$21.00		2005
		S9442	Birthing classes	8.69/ 1 hr block		2013
		S5001	Plan B/Ella Emergency Contraception	$3.68		2020
		**** UNC and State Lab Fees are established by reference lab and not by OCHD**				
	Miscellaneous					
			Regulatory Business License			
			Practitioner License	$0.00		2016
			Business/Owner License	$75.00		1996
	Social Services					
			Adoption Intermediary Fee	$300.00		2008

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
Solid Waste - Enterprise Fund				
	Solid Waste Programs Fee - Orange County	$142.00		2019
	Solid Waste Programs Fee - City of Mebane	$94.72		2020
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	$31.00		2019
	6 Yard - Unscheduled	$40.00		2019
	8 Yard - Scheduled	$33.00		2019
	8 Yard - Unscheduled	$40.00		2019
	30 Yard Week Rental and 1 pickup*	$245.00		2019
	30 Yard Additional Pickup*	$175.00		2019
	40 Yard Week Rental and 1 pickup*	$295.00		2019
	40 Yard Additional Pickup*	$220.00		2019
	** = plus double tip fee for containmenated loads (not following OC RRMO)*			2019
				2013

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
Landfill	Construction & Demo	$42.00/ton		2020
	Clean Wood/Vegetative Waste	$20.00/ton		2016
	Conventional Yard Waste Mulch	$25.00/3cubic yard scoop		2012
	Decorative Red Mulch & Compost [17]	**$30.00/one cubic yard scoop**	**$40.00/one cubic yard scoop**	**2016**
	Decorative Red Mulch & Compost [17]	**N/A**	**$6.00 per bag**	**New**
	Mulch on Sale [17]	**N/A**	**$12.50**	**New**
	Stumps & Land Clearing Waste	$42.00/ton		2020
	Disposal of Mobile Homes	$200.00/unit		2010
	Tires (stockpiles tires/no state certification)	$100.00/ton		1997
	Mulch Delivery Fee >10 Miles From Landfill	$50.00		2020
	Mulch Delivery Fee >20 Miles From Landfill	$75.00		2020
Environmental Support	Appliances (White Goods)	No charge		
	Scrap Metal	No charge		
	Cardboard	No charge		
	Regulated Recyclable Materials Facility Certification	$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
Community Relations/Visitors Bureau				
	Occupancy Tax Rate	3% of gross receipts derived from rental of accommodations in the County		2008

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	Last Revision
Sportsplex	**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%)			

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	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

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	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

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2021-22*	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

FY 2021-22 Manager Recommended Fee Schedule
Footnotes

(1) Change from land-type based fees to acreage based fees
(2) Accounts for mid-process changes to permit scope
(3) Fee captures work directed from municipal jurisdictions under their delegated authority
(4) Includes $125/year for the first four (4) annual inspection reviews, plus $250 for physical 5-year inspection by ECS
(5) Increase to more accurately reflect level of effort
(6) New fee to capture SWO/NOV issuance. Separate from civil penalties/fines that may occur.
(7) Covers the cost of credit card processing fees associated with permitting fee payments. Based on transcation fee(s) incurred from credit card company.
(8) The Planning and Inspection Director has the discretionary authority to waive building permitting fees associated with critical events including natural causes. Only work associated with repairing the immediate damage would be subject to waiver.
(9) Revision to account for current development activity
(10) New permit costs based on current activity and increases to more accurately reflect time spent
(11) Increase to account for instances of noncompliance
(12) Changes to better account for time spent on plan review, code research and comparison, permitting and inspections
(13) WTMP inspections will now be covered under existing system inspections requiring a field visit. Increase will cover the additional work of WTMPs.
(14) Increase to offset staffing costs to maintain records.
(15) Officially add telehealth fees, in use since the beginning of the pandemic, to the fee schedule.
(16) Required by federal government to set fee at the cost to purchase
(17) Adjusted to better match market rates and seasonal demand

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 5.5 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.

Base Budget – A tool that provides the departments and the County Manager a starting point for evaluating budget decisions for the upcoming budget cycle. The Base budget is the same as the current year's original budget with two exceptions:

1) All natural personnel changes that occur in the fiscal year are included.
2) All recurring capital requests are set back to zero as those are typically irregular expenditures.

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.