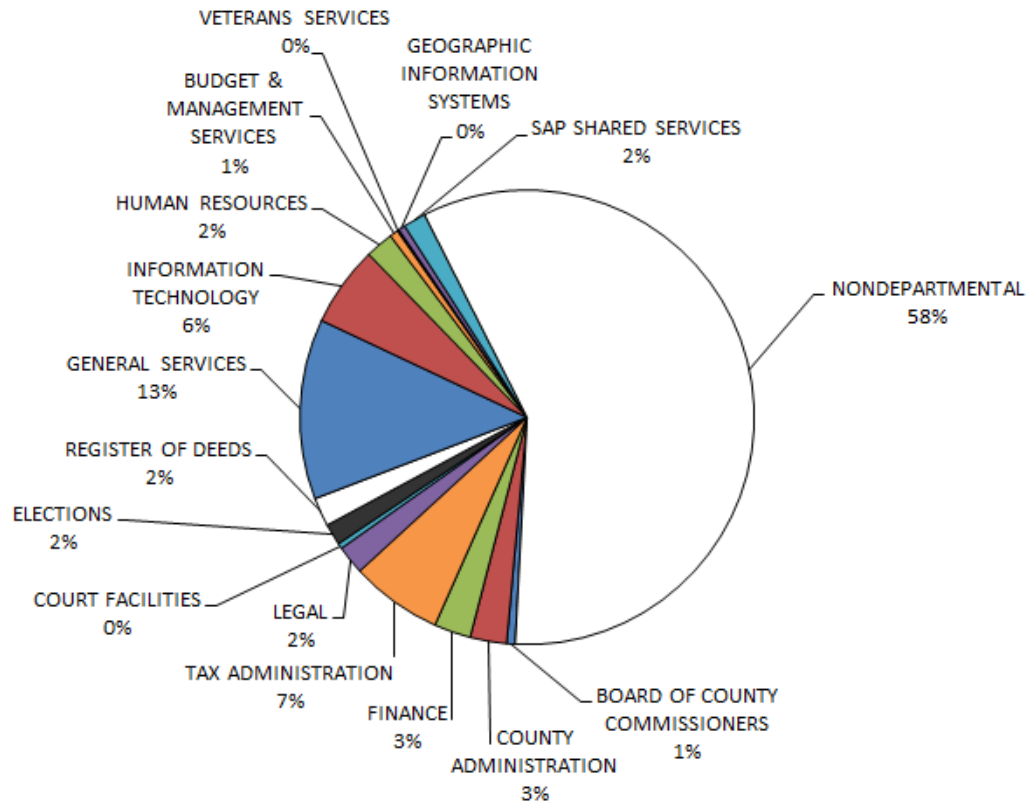


## General Government Approved Budget



Business area	2010-2011 Actual Expenditures	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
BOARD OF COUNTY COMMISSIONERS	\$ 478,499	\$ 451,392	\$ 443,717	\$ 510,199	\$ 494,328
COUNTY ADMINISTRATION	\$ 1,473,486	\$ 1,740,821	\$ 1,785,393	\$ 2,439,374	\$ 2,121,922
FINANCE	\$ 1,902,489	\$ 2,015,831	\$ 1,896,191	\$ 2,258,365	\$ 2,139,818
TAX ADMINISTRATION	\$ 5,916,524	\$ 4,993,399	\$ 5,246,772	\$ 5,560,139	\$ 5,343,258
LEGAL	\$ 1,428,977	\$ 1,591,033	\$ 1,550,772	\$ 1,693,879	\$ 1,670,001
COURT FACILITIES	\$ 324,199	\$ 375,121	\$ 313,474	\$ 314,325	\$ 314,325
ELECTIONS	\$ 874,426	\$ 1,552,941	\$ 1,396,439	\$ 1,149,268	\$ 1,245,673
REGISTER OF DEEDS	\$ 1,512,123	\$ 1,628,445	\$ 1,597,209	\$ 1,672,652	\$ 1,672,652
GENERAL SERVICES	\$ 7,317,268	\$ 9,062,192	\$ 8,695,603	\$ 12,138,868	\$ 10,489,456
INFORMATION TECHNOLOGY	\$ 3,936,930	\$ 4,297,274	\$ 4,316,583	\$ 4,715,414	\$ 4,679,198
HUMAN RESOURCES	\$ 1,356,124	\$ 1,476,383	\$ 1,447,912	\$ 1,610,540	\$ 1,632,003
BUDGET & MANAGEMENT SERVICES	\$ 445,009	\$ 478,009	\$ 446,313	\$ 498,779	\$ 498,779
VETERANS SERVICES	\$ 104,151	\$ 100,222	\$ 98,232	\$ 104,321	\$ 104,937
GEOGRAPHIC INFORMATION SYSTEMS	\$ 408,705	\$ 437,613	\$ 437,613	\$ 407,116	\$ 389,292
SAP SHARED SERVICES	\$ 1,040,867	\$ 1,077,611	\$ 1,104,816	\$ 1,427,550	\$ 1,310,484
NONDEPARTMENTAL	\$ 37,154,259	\$ 44,566,384	\$ 50,146,781	\$ 42,615,179	\$ 47,669,348
<b>OVERALL RESULT</b>	<b>\$ 65,674,038</b>	<b>\$ 75,844,671</b>	<b>\$ 80,923,820</b>	<b>\$ 79,115,968</b>	<b>\$ 81,775,474</b>

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# Board of County Commissioners

Business Area: 4110

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$286,225	\$307,207	\$300,806	\$360,311	\$347,740
Operating	\$192,274	\$144,185	\$142,911	\$149,888	\$146,588
<b>Total Expenditures</b>	<b>\$478,499</b>	<b>\$451,392</b>	<b>\$443,717</b>	<b>\$510,199</b>	<b>\$494,328</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$478,499</b>	<b>\$451,392</b>	<b>\$443,717</b>	<b>\$510,199</b>	<b>\$494,328</b>
FTEs	3.00	3.00	3.00	4.00	3.00

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# BOARD OF COUNTY COMMISSIONERS

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## MISSION

The mission of Durham County government is to enhance the quality of life for its citizens by providing education, safety and security, health and human services, economic development, and cultural and recreational resources.

## PROGRAM DESCRIPTION

The Durham County Board of County Commissioners is the county's legislative and policy-making body, consisting of five members serving four-year terms. The Board is elected at-large by a countywide election in November of even-numbered years. Major duties include adoption of the annual budget, establishment of the annual tax rate, appointment of various officials, enactment of policies concerning the operation of the county, and enactment of local ordinances. Also, the Board has authority to call bond referendums.

## 2011-12 ACCOMPLISHMENTS

- The Tax Department continued its aggressive collections and despite the downturn, they collected a very positive 98.88% of taxes;
- The Board made adequate support of Durham Public Schools a priority by fully funding their request of \$110.1 million dollars. Durham County continued to partner with 42 local nonprofit agencies by awarding \$853,667 to those organizations for service delivery. At the end of the process, our Board approved a budget with no property tax increase from the previous year;
- Moody's Investors Service reaffirmed Durham County's top-notch credit rating, after a special review was conducted. Durham County's AAA rating is intact. The AAA rating allows Durham County to borrow money at the lowest rates available which is a tremendous benefit to our taxpayers;
- The Board of Commissioners awarded \$225 thousand dollars in incentives to Syngenta Biotechnology for its \$70 million dollar expansion. This new 147,000 square foot research and development complex will certainly provide a tremendous economic boost to the Durham community and its tax base;
- AW North Carolina, located in Treyburn, received \$2 million worth of incentives from Durham County a few years back. Despite the economic downturn and the hit to the automotive industry, AW currently has about 1,400 people at work thanks to a \$100 million dollar expansion that created more jobs for local workers. Workers laid off during the downturn have now been rehired. That expansion included a new production line crafting transmissions and related parts thanks to the uptick in sales of Toyotas;
- President Barack Obama again visited our Cree LED lighting company in the summer to stress the importance of science and technology, and to emphasize jobs and competitiveness in those areas. Cree is another company that has received economic development funds from Durham County for its initial investment and an expansion;
- Durham County voters approved two sales tax referenda to benefit education and transit. The quarter cent sales and use tax for education will be collected starting this April and will help Durham Public Schools, Durham Technical Community College and the Partnership for Children. According to our estimates the tax will annually produce about \$9.2 million dollars. Of that, Durham Public Schools will receive about 6.1 million dollars to help maintain jobs for school-based personnel and an additional \$2 million dollars to pay debt on recently built school facilities;
- Durham Technical Community College will receive \$825,000 to award need based scholarships to Durham Public School graduates and to Durham residents who seek career training, or retraining. Finally, Durham's Partnership for Children will be provided with nearly \$400,000 to support Transition to Kindergarten, a partnership program with Durham Public Schools which builds a seamless transition to help our youngest children prepare to enter kindergarten;
- The Justice Center construction continues on schedule. The County held a topping out ceremony for the facility last spring as the final floor was erected. The courthouse building will be completed in late summer with move in set for early 2013;
- The first phase of the Human Services Complex on Main Street was completed allowing the Public Health Department and Durham Center to move in the spring. An open house for the two departments was held on May 4. Phase Two of the building and our Social Services Department will join them next year;
- Durham County Engineering's Project Management Division also managed the completion of Phase I and II of the Fiber Optic Connectivity project, major improvements to our Information Technology Department on the 5th floor of the administrative building, and the Justice Center Parking Deck which is now open for use;

# Board of County Commissioners

Funds Center: 4110110000

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$114,543	\$129,682	\$115,195	\$134,621	\$147,344
Operating	\$152,301	\$93,049	\$98,775	\$97,809	\$97,809
<b>Total Expenditures</b>	<b>\$266,844</b>	<b>\$222,731</b>	<b>\$213,970</b>	<b>\$232,430</b>	<b>\$245,153</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$266,844</b>	<b>\$222,731</b>	<b>\$213,970</b>	<b>\$232,430</b>	<b>\$245,153</b>

## 2011-12 ACCOMPLISHMENTS (cont'd)

- Durham County remains committed to sustainability. Two more of our facilities were awarded LEED Certifications: A Silver award for the Durham County Criminal Justice Resource Center major renovation project which reopened a year ago, and a Gold Certification for the new South Regional Library. We now have a total of seven LEED Certified buildings;
- The Triangle Business Journal selected Durham County Government as one of the winners of its first 2011 Healthiest Employers awards, specifically for our wellness programs that help employees identify and manage chronic illnesses;
- The North Carolina Association of County Commissioners recognized Durham County's "Computers 4 Kids" program with its Outstanding County Program Award. This award is presented to innovative county programs that other counties might want to duplicate. "Computers for Kids" is a partnership with Durham Public Schools, United Way of the Greater Triangle and the Volunteer Center of Durham, and is housed in the Department of Social Services.

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# CLERK TO THE BOARD

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## MISSION

The mission of the Clerk to the Board is to provide an official, historical record for present and future generations; to provide the Commissioners a guided focus and direction through agendas; and to provide citizen participation and involvement in county government.

## PROGRAM DESCRIPTION

The County Clerk's Office provides support to the Board of County Commissioners (BOCC) by preparing, maintaining, researching, and transmitting agendas and minutes of official Board proceedings. The Clerk's Office also oversees the appointment process for 51 volunteer Boards and Commissions appointed by the BOCC; and maintains a permanent record of all documents required by North Carolina General Statutes.

The County Clerk oversees the operations of the Clerk's Office, maintains the official County seal, administers oaths, and attests legal documents on behalf of the County. The Clerk is responsible for providing proper meeting notice in keeping with the North Carolina Open Meetings Law.

The Clerk's Office is open to the public during normal business hours (8:30 am to 5:00 pm). The office is located in the Durham County Government Administrative Complex. Internal and external customers may request and receive information from the office.

## 2011-12 ACCOMPLISHMENTS

- Clerk received Certified Municipal Clerk (CMC) certification from Institute of International Municipal Clerks Association;
- Clerk's Office attended over sixty six (66) BOCC related meetings; prepared and submitted minutes for approval within set time frame 100 percent of time;
- Developed orientation and checklist for new BOCC commissioners;
- Delivered the BOCC agenda packets electronically in PDF format to all County staff which has tremendously decreased our paper copying;
- Co-authored the Procedures for Citizen appointments that the Board approved in October, 2011;
- Implemented new procedures, including administering oath to all new citizen appointments. Between October-March, over 22 citizen appointees received an oath;
- Co-sponsored an orientation program with the County Attorney's Office for all BOCC new citizen board and commission appointments. To date, 31 citizens have received the training. Since its inception, we have received requests from veteran appointees for training;
- Worked with IT to upgrade Granicus contract that will now allow streaming of the BOCC meetings from mobile devices. In the upcoming year, Commissioners will begin receiving the agenda information in iLegislate for the iPad;
- Updated website for Boards and Commissions to give more detailed information;
- Deputy Clerk began educational process with School of Government for certification.

## 2012-13 HIGHLIGHTS

- The Clerk will continue to look at paperless and more efficient methods of transmitting information to the Board and our citizens.

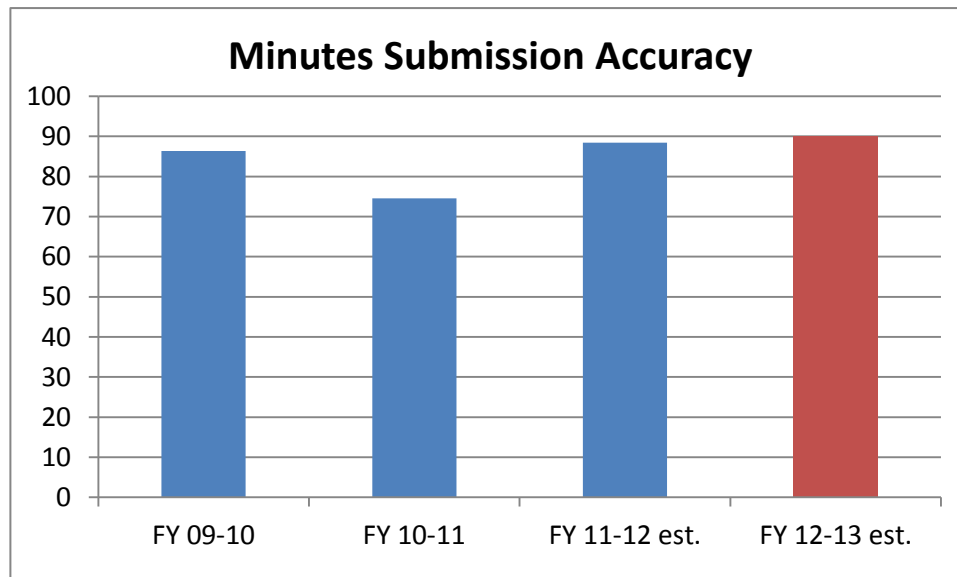
# Clerk to the Board

Funds Center: 4110115000

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$171,682	\$177,525	\$185,611	\$225,690	\$200,396
Operating	\$39,973	\$51,136	\$44,136	\$52,079	\$48,779
<b>Total Expenditures</b>	<b>\$211,655</b>	<b>\$228,661</b>	<b>\$229,747</b>	<b>\$277,769</b>	<b>\$249,175</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$211,655</b>	<b>\$228,661</b>	<b>\$229,747</b>	<b>\$277,769</b>	<b>\$249,175</b>
FTEs	3.00	3.00	3.00	4.00	3.00

## 2012-13 PERFORMANCE MEASURE

**Performance Measure:** Minutes Submission Accuracy



**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

As a recordkeeping office, one which is often accessed by the public, records are expected and must present accuracy in grammar, punctuation, and historical accounts. Minutes are permanent, legal records of actions taken during a Board meeting; therefore, accuracy is essential for recounting true events. Presenting minutes to the Board for approval without errors demonstrates a high level of precision to ensure that records (i.e. Board meeting minutes) are kept at a high standard for public access and viewing.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

Minute submission schedule has been amended to reflect new deadline dates to allow adequate time for proofreading and revisions.

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# County Administration

Business Area: 4120

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$1,201,376	\$1,224,209	\$1,110,632	\$1,513,126	\$1,387,454
Operating	\$272,110	\$516,612	\$674,761	\$926,248	\$734,468
<b>Total Expenditures</b>	<b>\$1,473,486</b>	<b>\$1,740,821</b>	<b>\$1,785,393</b>	<b>\$2,439,374</b>	<b>\$2,121,922</b>
▽ <i>Revenues</i>					
Intergovernmental	\$0	\$0	\$0	\$31,804	\$31,804
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$31,804</b>	<b>\$31,804</b>
<b>Net Expenditures</b>	<b>\$1,473,486</b>	<b>\$1,740,821</b>	<b>\$1,785,393</b>	<b>\$2,407,570</b>	<b>\$2,090,118</b>
FTEs	11.00	11.00	12.00	14.00	12.00

## 2012-13 HIGHLIGHTS

### County Manager

- The Urban Ministries contract \$164,440
- Annual dues payment and local match portions for the Triangle J Council of Governments (TJCOG)
- ICMA Intern. The City of Durham will reimbursement 50% of the cost.
- Project Graduation
- Anchor Awards
- Neighborhood College

### Public Information Broadcasting

- Interlocal Agreement with the City of Durham for Durham County Government Programming
- Contract with Velasquez Digital Media Communications to broadcast the Board of County Commissioners' meetings
- Contract with Pelican Studios to produce the Durham County TV show, hosted by the Chairman of the Board of County Commissioners to air on Durham Government TV 8.

### Internal Audit

- Maintained current levels of service.

### Strategic Plan

- Funding for first year initiatives

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# COUNTY MANAGER

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## MISSION

The mission of the County Manager's Office is to provide overall management and coordination of all county operations and to effectively and efficiently implement all Board of County Commissioners' policies and directives.

## PROGRAM DESCRIPTION

The County Manager's Office identifies, recommends and monitors financial, capital, human and strategic resources to meet current and future needs of Durham County. This office ensures that budgeted service levels are provided to Durham County residents in a satisfactory and timely manner.

As chief executive officer, the County Manager is mandated by the laws of North Carolina to direct and supervise all county offices, departments, boards, commissions and agencies under the general control and direction of the Board of County Commissioners.

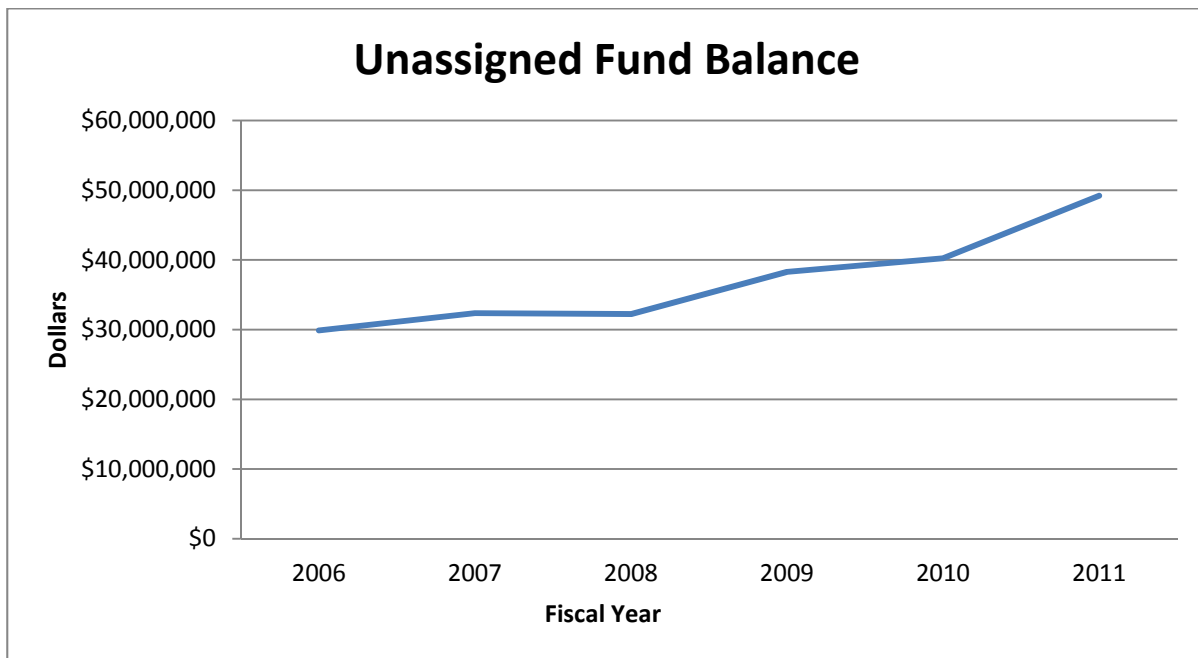
The Manager's Office is open to the public Monday through Friday from 8:30 a.m. to 5:00 p.m., excluding holidays. The office is located in the Durham County Government Administrative Complex. All persons may request and receive information from this office.

## 2011-12 ACCOMPLISHMENTS

- The Manager's Office facilitated completion and Board approval of a County Strategic Plan, including new mission and vision statements as well as five key goals. Initiatives for FY12-13 as well as upcoming years have been identified to move the County towards achieving its goals as measured by key outcome measures.
- A new Strategic Initiatives Manager was hired to help facilitate implementation.
- As part of strategic plan implementation, the County launched a website redesign and rebranding process to be completed and unveiled in early FY12-13. Many other initiatives led by the Manager's Office and other departments are under way as well.
- Prepared "Board of County Commissioners Candidate's Website" of relevant materials for 14 persons seeking elected office.
- Phase II of the new Human Services Complex should be completed in the coming fiscal year, allowing DSS to relocate from several facilities to this central location.
- The County completed the sale of the Carmichael Building, which currently houses some DSS functions on N. Duke St., to Duke University for \$6.8 million with the ability to lease back the space until the Human Services Complex construction is complete.
- Construction of the new state-of-the-art Durham County Courthouse is nearly complete, with occupancy expected early 2013.
- The County maintained its AAA bond rating with all three credit rating agencies, putting in the top 1% of counties in the U.S. in this respect.
- Provided information to the County Commissioners which led them to put sales tax referenda to support public transportation and local education on the November 2011 ballot. Both measures passed.
- In the first full year of operation under new management and following extensive renovations, the Durham Convention Center required less than half the operating support it required in its last full year of operations (FY09-10).

## 2012-13 PERFORMANCE MEASURES

**Performance Measure:** Fund Balance Management



### Story Behind the Last Two Years of Performance

Maintenance of a healthy level of fund balance is one of the indicators of the financial stability of the county. The North Carolina Local Government Commission recommends that local governments maintain a minimum fund balance of 8% of total general fund expenditures. Durham County's goal is to maintain the undesignated fund balance in a range of 15-20% of general fund expenditures. At the end of the current fiscal year, fund balance available for appropriation for the general fund was \$93,335,936 or 25.7 percent of total general fund expenditures, compared to fiscal year 2010 which was \$75,467,968 or 21.37 percent of total general fund expenditures. The net change in fund balance for fiscal year 2011 was an increase of over \$15.8 million with an increase in the fund balance available as a percentage of expenditures as well. The primary reasons for the increases are the revenue collections were over 102 percent of budget while expenditures were only 93.71 percent of budget and restricted fund balance decreased by over \$2.2 million with unrestricted fund balance increasing by over \$18.1 million. The net change in fund balance increased by over \$6.4 million in fiscal year 2011 from fiscal year 2010. The primary reasons for the increase in the net change in fund balance are the increase in excess of revenues over expenditures of over \$7 million, the decrease in the issuance of installment purchases by over \$800 thousand, the minor increase in transfers of over \$400 thousand and a small increase in transfers out of almost \$200 thousand.

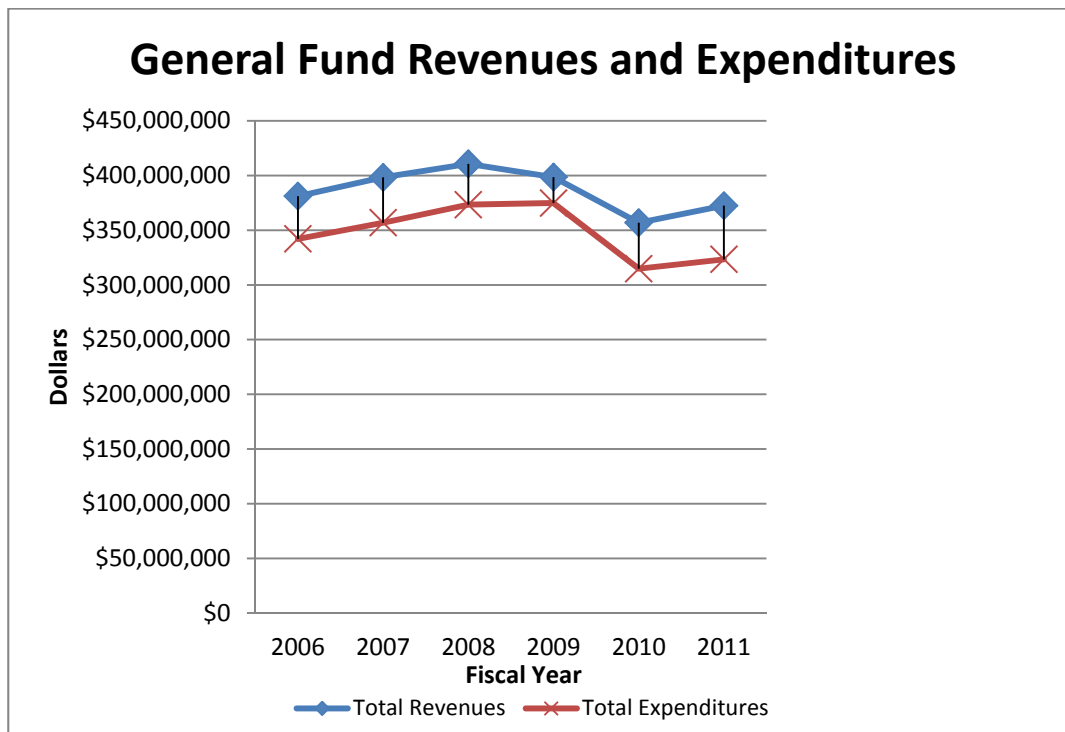
There are five basic categories of funds dealing with fund balances: Non-spendable, restricted, committed, assigned and unassigned. Non-spendable funds cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact. Restricted funds are restricted to specific purposes externally imposed by creditors or imposed by law. Committed funds can only be used for specific purpose imposed by majority vote of the Durham County's Board of Commissioners. Any changes or removal of specific purposes requires majority vote by the Board. The county has no discriminatory authority with either the non-spendable and restricted fund balances. Unassigned fund balance is the only source that the county may use for general appropriations.

	Audited FY Ending 6/30/2006	Audited FY Ending 6/30/2007	Audited FY Ending 6/30/2008	Audited FY Ending 6/30/2009	Audited FY Ending 6/30/2010	Audited FY Ending 6/30/2011
	2006	2007	2008	2009	2010	2011
Non-spendable	677,533	767,010	802,015	790,316	810,373	869,092
Restricted Fund Balance	25,557,710	27,586,231	32,479,932	27,353,153	27,702,979	25,392,181
Committed Fund Balance	4,912,289	12,865,309	12,053,302	18,151,896	26,675,483	33,904,565
Assigned Fund Balance	14,232,400	19,209,735	17,548,466	7,592,000	6,203,505	8,148,653
Unassigned Fund Balance	29,881,008	32,375,511	32,229,265	38,300,379	40,241,722	49,205,996
<b>Total Fund Balance</b>	<b>75,260,940</b>	<b>92,803,796</b>	<b>95,112,980</b>	<b>92,187,744</b>	<b>101,634,062</b>	<b>117,520,487</b>

**Strategies: What do you propose to do to improve program performance?**

The county plans to continue the philosophy of making conservative revenue estimates while liberally estimating expenditures, allowing it to continue to see incremental increases in the fund balance. The county's goal is never to spend any appropriated fund balance during any fiscal year unless the appropriation is specifically earmarked for a non-recurring expenditure.

**Performance Measure: Revenues and Expenditures Management**



**Story Behind the Last Two Years of Performance**

Citizens are better off when the county's revenues are exceeding expenditures; when the county is able to meet all of its financial obligations; when property taxes are not continually raised; and when government is providing high levels of services. The county is delivering the service well if county revenues not only cover expenditures but also generate a surplus, permitting incremental increases in the county's fund balance.

	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>
<b>General Fund</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Total Revenues	381,161,002	398,357,881	410,763,108	398,565,676	356,864,244	372,482,660
Total Expenditures	342,123,072	356,860,759	373,328,462	374,809,528	314,831,306	323,375,838
<b>Excess of revenues over expenditures</b>	<b>39,037,930</b>	<b>41,497,122</b>	<b>37,434,646</b>	<b>23,756,148</b>	<b>42,032,938</b>	<b>49,106,822</b>

**Strategies: What do you propose to do to improve program performance?**

The county implemented new financial management software during FY 2006-07. The software has greatly enabled the county's ability to administer the day-to-day management of the county's budget and its integration and coordination with investments, human resources, budgeting and capital financing functions.

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# PUBLIC INFORMATION BROADCASTING

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## MISSION

Durham County Government is committed to airing relevant government meetings and events and to producing quality TV programs for citizens to view on Durham Government TV 8.

## PROGRAM DESCRIPTION

The goal of this program is to produce a wide array of informational programming to help Durham County citizens understand the operations of their local government. In addition, citizens are able to view their elected Board of County Commissioners as they meet to conduct the county's business on their behalf.

## 2011-12 ACCOMPLISHMENTS

- Produced daily TV show - "In Touch with Durham County" – on Channel 8 and taped on location in the community, e.g. Durham County Administration Building. Show topics included: Neighborhood College, Low Fat Low Cal Holiday Food Preparation, Recycling Ambassadors, 2011 Elections, Review of the Year that Was in County Government.
- Produced informational TV segment on November 2011 ½ and ¼ cent sales tax referenda for Transportation and Education.
- Expanded programming for large screens in lobby and second floor lobby of Administration building along with other county locations to broadcast photos of recent events, announcements, special awards, public service announcements, department highlights, contact information, new strategic initiative presentations, special events, TV programs and BOCC meetings (live events only)
- Produced special programs on New Budget, Durham County Strategic Initiative, "Eat Smart Durham" cooking show featuring students from Durham County Junior Iron Chef Program and Durham County Nutritionist for TV 8.
- Produced special events with departments: National County Government Week with Public Health focus: health related booths and an exercise/dance flash mob on the CCB Plaza, launch of electric vehicle charging stations at Main Library.
- Upgraded emailed news releases with Constant Contact, and continued to use social media Twitter and Facebook to communicate with citizens.
- Extended an Interlocal agreement with the City of Durham to air replays of Durham County Commissioner meetings several days a week, Bull City Streets, In Touch with Durham County and other programs.
- Collaborated with Durham County Public Health to develop new TV segments to support major grant for Diabetes education. New segments will be added to Durham County's portfolio of original programming.

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# INTERNAL AUDIT

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## MISSION

The mission of Internal Audit is to determine that various county departments, programs, activities and operations are:

- Carrying out activities and programs authorized or required by the Board of County Commissioners, the County Manager, state or federal regulations or other authoritative sources;
- Conducting programs and using resources in an economical and efficient manner;
- Conducting programs as planned to yield results which are consistent with established goals and objectives;
- Identifying, measuring, classifying and reporting financial and operating events in an accurate and timely manner in accordance with effective internal controls and authoritative pronouncements; and
- Safeguarding assets.

## PROGRAM DESCRIPTION

Internal Audit reports to the County Manager as well as receives oversight from an independent oversight committee specifically tasked to provide guidance and advice on audit matters. The primary audit guidance is the Generally Accepted Government Auditing Standards (GAGAS) as promulgated by the Comptroller General of the United States. These standards set rules for objectivity, training and education requirements; audit planning; evidence gathering; audit documentation; and reporting. The standards also mandate that every three to five years a peer review be conducted by a recognized audit team to determine if the quality of audits and audit administration meets the proscribed standards and that procedures are adequate to achieve the audit objective.

In line with the established GAGAS requirements, Internal Audit will continue to ensure that reports are clear and concise; findings can be understood in layman's terms; audit documentation is such that a reviewer can determine the reasons for reported conclusions and recommendations; and that reports clearly state the objectives, scope, methodology and recommendations used in the audit process. Additionally, Internal Audit will ensure that recommendations correct the underlying causes of findings and that the recommendations are efficient as well as effective.

**Funds Center:** 4120123000

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$171,038	\$179,282	\$153,401	\$273,018	\$195,414
Operating	\$5,161	\$9,791	\$5,827	\$14,112	\$14,112
<b>Total Expenditures</b>	<b>\$176,199</b>	<b>\$189,073</b>	<b>\$159,228</b>	<b>\$287,130</b>	<b>\$209,526</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$176,199</b>	<b>\$189,073</b>	<b>\$159,228</b>	<b>\$287,130</b>	<b>\$209,526</b>
FTEs	2.00	2.00	2.00	3.00	2.00

## 2011-12 ACCOMPLISHMENTS

- Audit work completed this fiscal year involved internal control reviews. For example, an audit was completed to determine if Durham Center compliance activity was sufficient to assure that service providers are monitored in accordance with State requirements. Such audits provide assurance of program quality, compliance, and achievement of stated objectives.
- Two DSS investigations were completed, both of which resulted in improvements in County operations involving human resource policies and practices. As a result, temporary employment hiring practices and HR policy statements are undergoing review and revision.

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# STRATEGIC PLAN

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## MISSION

Durham County provides fiscally responsible, quality services necessary to promote a healthy, safe and vibrant community.

## VISION

Durham County: a thriving, vibrant, diverse community with abundant opportunity for all residents to live, work, learn, play and grow.

## Core Values: Ace-It

Accountability, Commitment, Exceptional Customer Service, Integrity, Teamwork and Collaboration

## Creating the Strategic Plan

In the fall of 2010, the Durham Board of County Commissioners took steps to begin a strategic planning process. The BOCC initiated the process after determining that County government needed to create overarching goals and priorities to guide the organization forward. County leadership, elected leaders and staff alike agreed that all departments and all employees needed a Strategic Plan to align everyone in the same direction. The BOCC developed mission and vision statements and soon the County launched a full-blown planning process. Consultants for the strategic planning process were Lou O'Boyle and Kathy Keeley with Zelos, Inc., of Midlothian, Va., and Dr. Tyrone Baines and Michael Palmer of Durham.

Before enlisting staff teams to begin drafting the Strategic Plan, Durham County reached out to community leaders, residents and employees to get their impressions of the County's strengths and weaknesses and capture their suggestions for how to move the County forward. Information gathering included the following during the summer and fall of 2011:

- 1,686 responses to resident survey
- 964 responses to employee survey
- 42 responses to Spanish-language resident survey
- 28 external stakeholder interviews
- 6 resident focus groups
- 2 employee focus groups
- 5 youth focus groups

Information gathered from the organizational analysis process was shared with staff teams and helped guide the formation of goals, objectives and other components of the Strategic Plan. The following 5 goals were established:

Goal 1 - Community and Family Prosperity and Enrichment

Goal 2 - Health and Well-being for All

Goal 3 - Safe and Secure Community

Goal 4 - Environmental Stewardship

Goal 5 – Accountable, Efficient and Visionary Government

## Implementing the Strategic Plan

The Implementation Team, led by the County Manager, will be responsible for implementation of the Strategic Plan. The team will guide the process, from selecting key priorities, to creating budget alignment, to tracking data. The team also will work to ensure the Strategic Plan aligns with key communications, technology and human resources functions.

The main purpose of the Strategic Plan Implementation Team is to make sure the Strategic Plan is used throughout County government as the guiding document for current and future actions, decisions and priorities.



# Strategic Plan

Funds Center: 4120124000

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$0	\$0	\$0	\$57,871	\$57,871
Operating	\$0	\$0	\$0	\$164,295	\$217,295
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$222,166</b>	<b>\$275,166</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$222,166</b>	<b>\$275,166</b>
FTEs	0.00	0.00	1.00	1.00	1.00

## 2012-13 HIGHLIGHTS

- Launch an integrated economic development and job creation strategy with specific milestones and deliverables, including phases, timeline and scope
- Work with community partners to support re-engagement efforts for disconnected youth
- Beautify Durham County by focusing efforts on one prominent gateway into Durham County, public art at the new Courthouse, and two additional public art projects at other public buildings
- Leverage funding to support TV show on diabetes and associated illnesses
- Funds to help support television / other video media and learning extenders to increase physical activity and improved nutritional behaviors
- Provide training for agencies, faith-based organizations and the greater community on how to provide appropriate response
- Increase CPR awareness and certifications
- Create an AED inventory and identify targeted hotspots for AED placement and purchase equipment
- Implement the Green business challenge
- Convene BOCC listening sessions to improve transparency and collaboration with stakeholders.
- Establish a Leadership Academy
- Implement a "Mystery Shopping" program to assess and improve levels of service provided by county staff
- Complete first phase of new Web site
- Develop a comprehensive branding and marketing strategy to improve knowledge, recognition and access to services
- Improve and expand outreach for recruitment, selection and retention of members of boards and commissions
- Implement a "Mystery Shopping" program to assess and improve levels of service provided by county staff
- Strategic Plan Process support

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# FINANCE

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## MISSION

The mission of the Finance Department is to provide the county's financial information for financial security and stability for county government. The Finance Department is to provide complete, accurate, effective and efficient financial information for management and all user departments; ensure compliance with federal, state and local legislation; maintain an attitude of teamwork; and provide customer service to internal departments and the community. The department is committed to contributing to the prosperity of county government through active investment management, debt management, and financial planning and monitoring.

## PROGRAM DESCRIPTION

The primary purpose of the Finance Department is to establish and maintain a centralized countywide system of financial planning, reporting and control. The department provides for proper accounting and reporting of financial activities to ensure compliance with Generally Accepted Accounting Principles (GAAP) and state law. The Finance Department also is responsible for the administration of the investment program and debt issuance. Other functions of the department include purchasing, payroll, accounts payable and cash receipts.

The Finance Department prepares the Comprehensive Annual Financial Report (CAFR) and coordinates the annual audit by independent Certified Public Accountants. The department also is responsible for the single audit requirement and serves as the liaison between county officials and rating agencies.

## 2011-12 ACCOMPLISHMENTS

- Maintained bond ratings from Moody's Investors Services, Inc., Standard and Poor's and the North Carolina Municipal Advisory Council of Aaa, AAA and 90(equivalent to AAA), respectively.
- Achieved the Government Finance Officers Association Certificate of Excellence in Financial Reporting for FY2011 Comprehensive Annual Financial Report (CAFR). The County maintained the highest rating "Proficient" in all areas of reporting.
- Completed a \$64,670,000 General Obligation Bond refunding issue.
- Completed a \$63,780,000 Limited Obligation bond issue.
- Continued to work with DSS to change some of its operating procedures.
- Worked with Budget and Engineering for our annual closing of completed capital projects.
- Outperformed the Treasury Bill yield of .38% with Durham County's investment portfolio with a .51% yield.
- Completed first full year with new SWAP, semi-annual earnings are up \$150,000 plus.
- Developed an on-line bid process for disposal of surplus property made available to internal departments, nonprofits and the public
- Implemented a county-wide contracts management and monitoring process.
- Completed our FY2011 audit with no management comments for the second year in a row

## 2012-13 OBJECTIVES

- Conduct comprehensive Volunteer Fire Department audits
- Conduct MWBE study and update

# Finance

Funds Center: 4130131000

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$1,532,765	\$1,573,495	\$1,527,194	\$1,663,082	\$1,625,535
Operating	\$369,724	\$442,336	\$368,997	\$595,283	\$514,283
<b>Total Expenditures</b>	<b>\$1,902,489</b>	<b>\$2,015,831</b>	<b>\$1,896,191</b>	<b>\$2,258,365</b>	<b>\$2,139,818</b>
▽ <i>Revenues</i>					
Taxes	\$44,546,245	\$44,291,087	\$50,555,252	\$56,785,751	\$57,788,235
Licenses & Permits	\$390,081	\$400,000	\$451,434	\$400,000	\$400,000
Intergovernmental	\$2,782,348	\$1,930,348	\$1,930,348	\$1,376,000	\$1,230,000
Investment Income	\$232,469	\$350,000	\$300,846	\$300,000	\$300,000
Rental Income	\$6,725	\$4,600	\$5,913	\$5,600	\$146,811
Service Charges	\$0	\$0	\$6,415	\$81,415	\$206,415
Other Revenues	\$5,090,000	\$6,871,514	\$6,880,833	\$25,000	\$38,723
Other Fin. Sources	\$0	\$7,145,653	\$0	\$7,300,000	\$8,377,860
<b>Total Revenues</b>	<b>\$53,047,868</b>	<b>\$60,993,202</b>	<b>\$60,131,041</b>	<b>\$66,273,766</b>	<b>\$68,488,044</b>
<b>Net Expenditures</b>	<b>(\$51,145,378)</b>	<b>(\$58,977,371)</b>	<b>(\$58,234,850)</b>	<b>(\$64,015,401)</b>	<b>(\$66,348,226)</b>
FTEs	21.00	21.00	21.00	22.00	21.00

## 2012-13 PERFORMANCE MEASURES

**Performance Measure:** Reduce Interest Expense

**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

Prior to FY2012 Durham County had a practice of issuing 100% of the debt needed to fund it's construction projects on the front end. This process resulted in the following:

- Higher interest rates paid during the construction period.
- Early increases in property tax rates
- Debt service beginning before the project is started.
- Arbitrage issues

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

We researched the statutes, talked with our colleagues and became creative. This resulted in the following changes:

- The use of BAN's (Bond Anticipation Notes) to fund the projects during the construction period.
- Use of variable rate short term funding (interest only payments).
- Use of reimbursement funding and avoid all arbitrage issues
- Create interest savings during the construction period thus reducing the level of tax increase required to service debt.

**Performance Measure:** Reduce Request for Proposal (RFP) Processing Time

**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

The County had a policy that required a minimum of thirty (30) days administrative lead time for processing RFPs. This meant the minimum time it takes to receive a department's scope of work to actually putting a proper RFP out on the streets. The process resulted in the following:

- Delay in services needed by departments
- Inadequate scope of work due to rushed or improper planning
- Increase in panic purchase requests
- Appearance that all RFPs actually take 30 days to get it out on the streets

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

We talked with our colleagues and realized that RFP processing time is dependent on many variables such as the size of the purchasing department, the dollar threshold in which bidding is required, the complexity of the scope, and the time of the year. This resulted in making the following changes:

- Instead of a required policy, made it a purchasing goal to process RFPs in less than 30 days.
- Developed a Guide to Drafting an Effective Scope of Work (SOW).
- Revised the RFP bid template for easier use and consistency by departments.
- Get more involved with departments early on in the planning process.

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# TAX ADMINISTRATION

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## MISSION

The mission of the **Tax Assessor** is to create and maintain the cadastre, appraise, assess and bill in a timely manner all real property, tangible personal property and motor vehicles for purposes of ad valorem taxation. Develop land records/cadastral mapping, appraisal, assessment and listing systems that provide the public easy access with accurate information.

The mission of the **Tax Collector** is to collect and account for all taxes, assessments and fees levied by Durham County, the City of Durham and the portion of the Town of Chapel Hill within Durham County, together with providing courteous, timely and efficient service.

The mission of **Tax Administration Customer Relations Division** is to ensure that professional customer service is provided.

## PROGRAM DESCRIPTION

The **Tax Assessor** consists of Land Records/Cadastral Mapping, Real Property Appraisal (Annual and General Reappraisal/Revaluation) and Tangible Personal Property and Motor Vehicles.

### **Land Records/Cadastral Mapping**

Land Records Division is responsible for creation and maintenance of the Durham County cadastre (107,949 parcels). Information is obtained through Register of Deeds, Clerk of Superior Court Estates Division, Department of Transportation, City/County Planning and City of Durham Public Works Engineering Division. As required by North Carolina General Statute, Land Records Division reviews all plats prior to Register of Deeds recordation and maintains the Geographic Information System (GIS) cadastral layer. Creation and maintenance of the cadastre (register and spatial) numbers approximately 20,000 records annually.

### **Appraisal Division (Real Property - Annual and General Reappraisal/Revaluation)**

Appraisal Division has direct responsibility for ad valorem real property appraisals (107,949 parcels). Appraisal tasks include annual cycle and general reappraisal. Valuation, based on market value as of the County's most recent general reappraisal, exceeds \$27 billion. Appraisal Division administers Present-Use Program and defends Assessor's opinion of value before the Durham County Board of Equalization and Review and North Carolina Property Tax Commission. Land Records/Cadastral Mapping and Appraisal function as an integrated unit.

### **Tangible Personal Property and Motor Vehicle Division**

Appraisal of business and individual personal property, manufactured homes and motor vehicles is the responsibility of Tangible Personal Property and Motor Vehicle Division. This division assesses \$3.1 billion of taxable personal property representing 10,152 business accounts, 661 manufactured homes, 4,059 boats/motors, 2465 unregistered vehicles and motor vehicles in the number of 196,737 with an assessed value of \$1.6 billion. Fee based billing (dog/cats) includes 49,481 pets of over \$1 million.

The Durham City/County **Tax Collector** has direct responsibility for collecting and recording the collection of all property taxes levied annually by the Durham County Commission, Durham City Council, Chapel Hill Town Council, and Raleigh City Council (Real Estate, Tangible Personal Property, and Motor Vehicles). Additionally, Tax Collector responsibilities include; collecting beer and wine license taxes, fire and special district taxes, special assessments for water, sewer and street improvements, gross receipts tax, parking fees and user fees together with fee based billing of animals (dogs/cats). State statutes provide the Tax Collector authority to collect delinquent taxes by powers of foreclosure on real estate, wage garnishment, personal property attachment, Sheriff's levy personal property seizure, debt setoff program (seizure of state income tax refunds), and advertising liens. Moreover, NCGS 20-50.4(a) - Motor Vehicles Delinquent Property Taxes, provides the Tax Collector authority to "block" registration of a licensed vehicle if local property taxes on that vehicle are delinquent.

The **Customer Relations Workgroup** provides direct and indirect response to all incoming phone calls, emails, faxes, and walk-in taxpayers and visitors. Customer Relations Workgroup receives tax and fee payments daily between the hours of 8:30 am and 5:00 pm. Moreover, Customer Relations assists callers with Tax Administration website navigation and/or directs callers to the website for specific forms and expanded help. The workgroup goal strives to satisfy all outside inquires thus avoiding redirection to other areas of the department.

# Tax Administration

Funds Center: 4140130000

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$3,737,988	\$3,767,126	\$3,678,234	\$3,874,956	\$3,891,145
Operating	\$2,178,536	\$1,226,273	\$1,551,150	\$1,469,183	\$1,452,113
Capital	\$0	\$0	\$17,388	\$216,000	\$0
<b>Total Expenditures</b>	<b>\$5,916,524</b>	<b>\$4,993,399</b>	<b>\$5,246,772</b>	<b>\$5,560,139</b>	<b>\$5,343,258</b>
▽ <i>Revenues</i>					
Taxes	\$210,210,501	\$205,822,388	\$209,517,680	\$210,029,965	\$210,079,965
Licenses & Permits	\$20,412	\$20,000	\$1,710	\$20,000	\$20,000
Service Charges	\$1,890,662	\$1,468,500	\$1,577,256	\$1,577,454	\$1,577,454
Other Revenues	(\$13,364)	\$50,000	\$200,338	\$200,000	\$200,000
<b>Total Revenues</b>	<b>\$212,108,210</b>	<b>\$207,360,888</b>	<b>\$211,296,984</b>	<b>\$211,827,419</b>	<b>\$211,877,419</b>
<b>Net Expenditures</b>	<b>(\$206,191,686)</b>	<b>(\$202,367,489)</b>	<b>(\$206,050,212)</b>	<b>(\$206,267,280)</b>	<b>(\$206,534,161)</b>
FTEs	66.00	66.00	66.00	66.00	67.00

## 2011-12 ACCOMPLISHMENTS

- Completed identification, coding and physical review of all property ( real and personal) in new Business Improvement District (BID)
- Expanded subdivision database to include historical Land Records plats
- Create and maintain Cadastre (register and graphical); Land Records/Cadastral Mapping
- Analysis of Real Estate sales for subject year including appraisal physical characteristics review and neighborhood delineation review in preparation of future revaluation
- Implementation of Phase 3 of Real Estate "Mobile Field Office"
- Appraise Real Estate annual cycle new construction, land, and such in a timely fashion according to Property Tax Calendar (UNC School of Government)
- Appraise Tangible Personal Property; business, individual, and such in a timely fashion according to Property Tax Calendar (UNC School of Government)
- Appraise Motor Vehicles in a timely fashion according to Property Tax Calendar (UNC School of Government)
- Completed Board of E&R online appeal review system
- Expanded Real Property Appraisal in-house training program
- Completed the integration of mailing Solid Waste decals with real property annual tax bills to reduce mailing cost for County General Services.
- Discovery and audit program resulted in increase of Business Personal Property assessed valuation.
- Implemented an Email Notification System for Property Tax Billing. Overall collection rate; 98.88%
- Total dollars collected \$223,578,794.14 (including prior year collections)
- Received LGFCU Productivity Award for License Plate Recognition,
- Continued collection of Animal tax (dogs/cats) from Animal Control to Tax Department
- Continued use of Northgate Mall and 200 E Main Street payment kiosks (Tax Department)
- Held monthly Real Estate foreclosure sales
- Audit of Business Personal Property returns net of 1.7 million dollars in additional revenue.
- Completed implementation of Debt Setoff Program (Seizure of State Income Tax Returns) for Public Health to participate.

- Assignment of delinquent motor vehicle accounts to outside collection agency
- Continued implementation of ONETax “Case” module – increased agent use of module
- Increased use of bank attachments as primary enforcement measure for delinquent Real Estate bills
- Implemented “Mass Bank Attachments” process (ability to garnish multiple delinquent accounts employed by a subject employer)
- Enhancement of Collector’s section of Tax Administration website including advertisement of delinquent personal property
- Utilized ESC (Employment Security Commission) file import to obtain delinquent taxpayer’s employer information for use of wage garnishment of delinquent taxes
- Implement mass pre-foreclosure processes for collection of delinquent taxes

## **2012-13 WORK OBJECTIVES**

- Successful implementation of HB 1779 including approximately six (6) months of dual billings (in-house and N.C. State computer systems)
- Implement GIS-based analysis and valuation mass appraisal tool (SpatialEst)
- Timely review and bill backlog of annual rabies-vaccination certificates from Animal Control
- Appraise Real Estate annual cycle new construction, land, and such in a timely fashion according to Property Tax Calendar (UNC School of Government)
- Appraise Tangible Personal Property; business, individual, and such in a timely fashion according to Property Tax Calendar (UNC School of Government)
- Appraise Motor Vehicles in a timely fashion according to Property Tax Calendar (UNC School of Government)
- Create and maintain Cadastre (register and graphical); Land Records/Cadastral Mapping
- Continue working with City/County GIS Department to finalize implementation of GIS “Imap” Real Estate browser (includes work orders)
- Continue identification of all Business Personal Property; by physical address, Real Estate parcel reference number, and North American Industry Classification System (NAICS)
- Ongoing analysis of Real Estate sales for subject year including appraisal physical characteristics review and neighborhood delineation review in preparation of future revaluation
- Improve network connectivity between Appraisal “Mobile Field Office” and Durham County computer system
- Enhance existing Appeals module with Windows-based ‘self-serve’ capability
- Expand Appraisal in-house training program (Real and Personal Property)
- Match current collection rate
- Increase prior year collections
- Ensure effective collection measures of delinquent taxes on registered motor vehicles in preparation of HB1779 (Counties lose the ability to block the tag renewal).
- Continue enhancements to Collectors’ area of Tax Administration website
- Standardized use of batch processes (wage garnishment and bank attachments) for collection of delinquent taxes
- Continue monthly foreclosure sales
- Continued use of “In Rem” foreclosure proceedings
- Increase assignment of delinquent motor vehicle accounts to outside collection agency
- Regular meetings with three foreclosure Attorney firms to review cases assigned
- Increase collection of delinquent motor vehicle taxes utilizing “Elsag North America”; Automatic License Plate Recognition (ALPR)
- Continue with in-house staff training and cross training program
- More field calls and follow-up by revenue agents
- Implement mass pre-foreclosure processes for collection of delinquent taxes

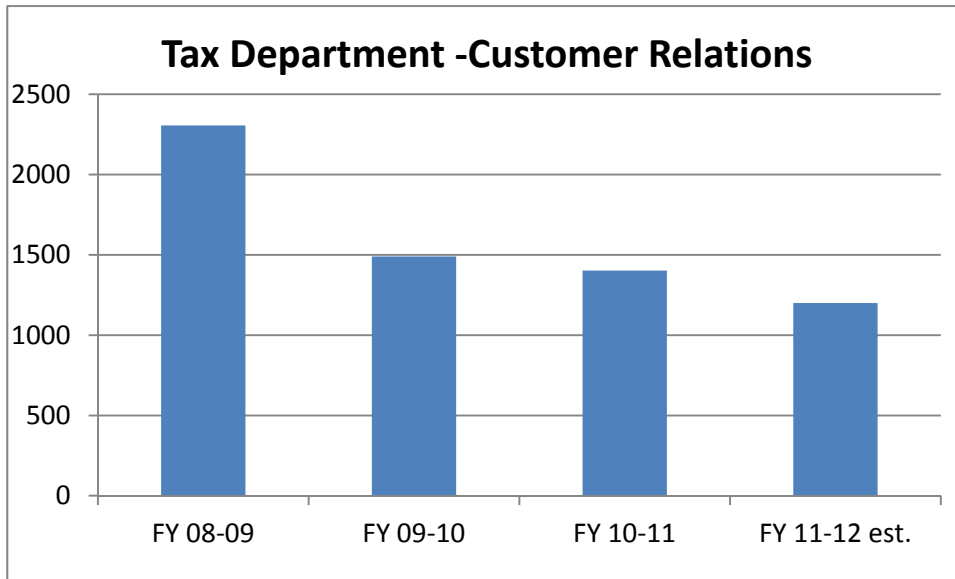


## 2012-13 HIGHLIGHTS

- Added 1 FTE to the tax call center to assist with taking calls for the County newly published general information telephone number.

## 2012-13 PERFORMANCE MEASURES

**Performance Measure:** Number of dropped calls



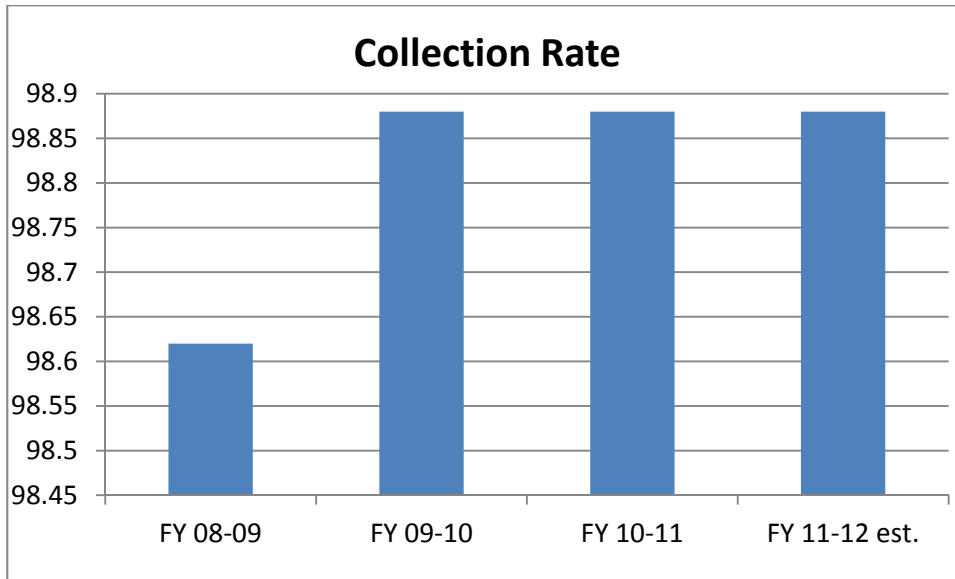
**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

The strategic plan provides direction on the level of customer service expected. Therefore the number of abandoned calls indicates citizens who were not able to reach a customer service representative.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

Continued training of staff, implement further enhancements to website, implementation of a web based work order program for better tracking of customer relation issue

**Performance Measure:** Collection Rate Baselines



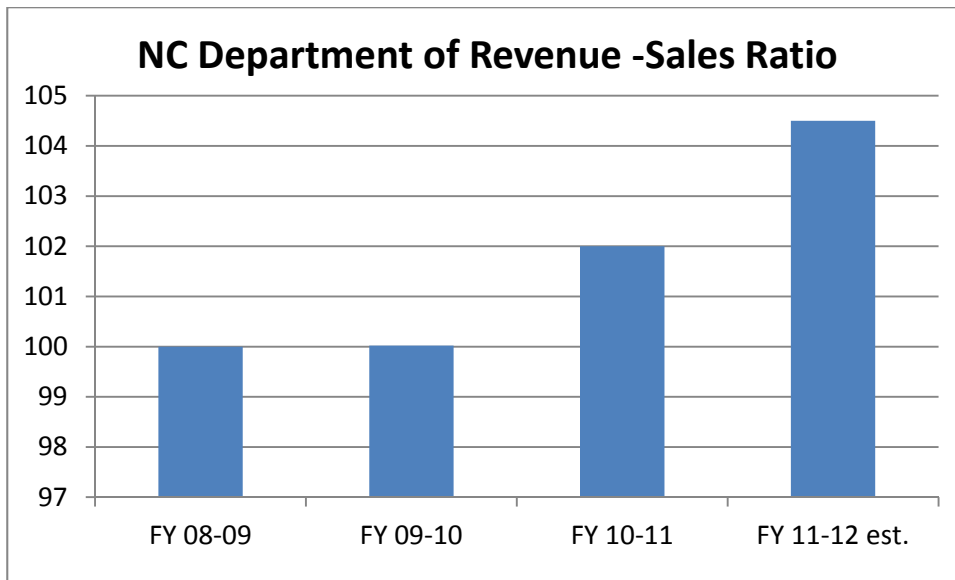
**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

Collection rate is a measure of available tax revenue in comparison to a tax levy. The tax levy is derived from total value of all taxable property in Durham County (as of January 1) multiplied by the tax rate.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

- Implementation of new computer modules and further automated computer software modules.
- Continued use of automated programs recently implemented.
- Electronic License Plate Recognition Program.
- Use of collection agencies.
- Batch processing for purchase of Social Security numbers.
- Collection plan that includes the introduction of new types of automated notices.

**Performance Measure:** Projected Sales Ratio



**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

Sales Ratio Study - North Carolina statute requires all property, real and personal be appraised or valued at its true value in money. The Sales Ratio Study conducted annually by North Carolina Department of Revenue is an indication of tax value relative to current market value.

\* January 1, 2008 - Durham County's most recent reappraisal of all real property.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

Under normal economic circumstances, the further the distance from reappraisal date, you could expect to realize a wider gap between tax value and current market value.

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# LEGAL

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## MISSION

The County Attorney's Office serves as the legal advisor to the Board of County Commissioners; defends the Board of County Commissioners, the county, and the agencies of the county from actions brought against them; and provides legal advice to the county's agencies in carrying out the mission of the county.

## PROGRAM DESCRIPTION

The County Attorney is the legal advisor to the Board of County Commissioners. The County Attorney's Office also provides legal representation to the departments of county government. All defenses of lawsuits, other than workers' compensation cases and medical malpractice cases covered by insurance, filed against the county or its employees are provided by the County Attorney's Office.

Risk Management is a division of the County Attorney's Office. The Risk Management division is responsible for purchasing liability insurance as well as handling claims against the county to resolve them prior to any court action being necessary.

## 2011-12 ACCOMPLISHMENTS

### General Administration Division

- Closed on the acquisition of a 300 acre farmland preservation conservation easement
- Prevailed in every tax case that was litigated before the Property Tax Commission and continued to assist the Tax Department in successfully achieving resolution of tax cases through settlement conferences with tax payers, which avoided costly litigation
- Instrumental in the execution of Inter local Agreements with Cumberland, Johnston and Wake Counties for the formation of a new Mental Health Managed Care Organization (resulting in second largest MCO in the State)
- Successfully defended the County in the Appeal of the Dominion Health Care litigation (lawsuit seeking over 1 Billion Dollars in damages)

### Social Services Division

- Participated in filing an amicus curiae brief to the NC Supreme Court on behalf of the NC Association of DSS Attorneys to overturn a Court of Appeals decision which would have caused systemic disruption to the handling of AND cases
- Have fostered a more collaborative working relationship with DSS administration which has improve our overall service delivery yielding an additional \$150,000 in federal reimbursement and a 20% decrease in average amount of time it takes to complete orders

### Risk Management Division

- Settled numerous Workers' Compensation claims below what the lifetime exposure of the claims would actually cost

## 2012-13 HIGHLIGHTS

- Restored litigation funds
- Increased travel and training
- Decreased books
- Increased contracted services

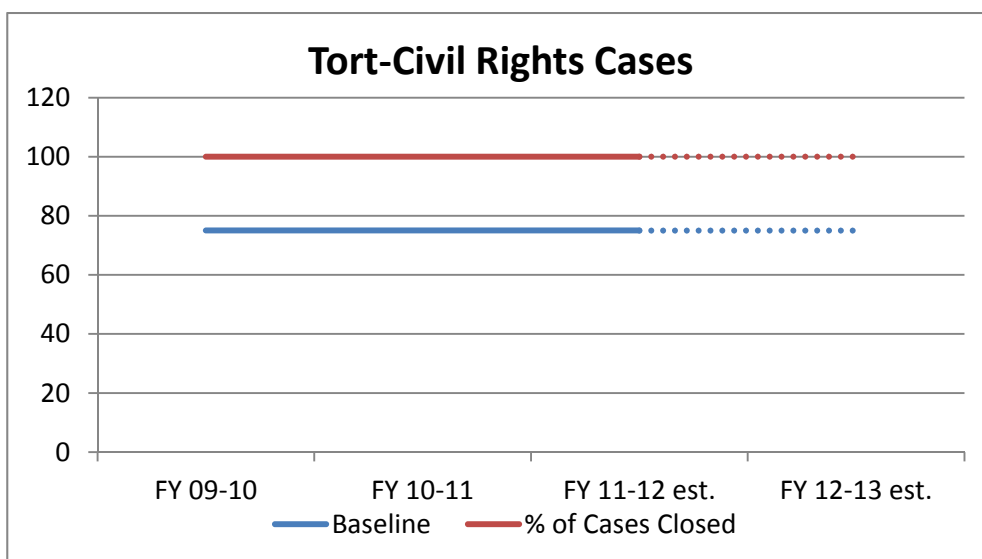
# Legal

Funds Center: 4150160000

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$1,315,840	\$1,493,880	\$1,425,460	\$1,571,212	\$1,547,334
Operating	\$113,137	\$97,153	\$125,312	\$122,667	\$122,667
<b>Total Expenditures</b>	<b>\$1,428,977</b>	<b>\$1,591,033</b>	<b>\$1,550,772</b>	<b>\$1,693,879</b>	<b>\$1,670,001</b>
▽ <i>Revenues</i>					
Service Charges	\$3,778	\$655,000	\$71	\$2,000	\$2,000
<b>Total Revenues</b>	<b>\$3,778</b>	<b>\$655,000</b>	<b>\$71</b>	<b>\$2,000</b>	<b>\$2,000</b>
<b>Net Expenditures</b>	<b>\$1,425,199</b>	<b>\$936,033</b>	<b>\$1,550,701</b>	<b>\$1,691,879</b>	<b>\$1,668,001</b>
FTEs	16.00	17.00	17.00	17.00	17.00

## 2012-13 PERFORMANCE MEASURE

**Performance Measure:** Tort/Civil Rights Performance Measure



**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

Legitimate claims are paid on a predetermined basis without regard to the status of the person. The items which are included in the payments are the same for every claimant without any discrimination based on any reason. If the alleged injured party refuses the settlement offer based on policy, the offer is withdrawn upon the filing of a lawsuit, and no settlement will be made. This has resulted in the efficient handling of claims as most attorneys realize that the County will treat its citizens and employees fairly, but will not pay out monies simply to avoid litigation.

The attorneys who handle these claims have been well versed in the various defenses which are available to counties.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

- Continue with the system that we have in place.
- Continued education of supervisors and employees as to their legal responsibilities

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# Court Supportive Services

Business Area: 4160

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$324,199	\$375,121	\$313,474	\$314,325	\$314,325
<b>Total Expenditures</b>	<b>\$324,199</b>	<b>\$375,121</b>	<b>\$313,474</b>	<b>\$314,325</b>	<b>\$314,325</b>
▽ <i>Revenues</i>					
Other Revenues	\$0	\$0	\$677	\$0	\$0
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$677</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$324,199</b>	<b>\$375,121</b>	<b>\$312,797</b>	<b>\$314,325</b>	<b>\$314,325</b>

## 2012-13 HIGHLIGHTS

- Parking for jurors will be moved to the new Durham County Justice Center Parking Deck in FY2013.

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# COURT SUPPORTIVE SERVICES

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## MISSION

To serve the citizens of Durham County as efficiently as possible within the resources available to provide courtrooms and judicial facilities.

## PROGRAM DESCRIPTION

The judicial system is administered in North Carolina under a uniform court system, the General Court of Justice, which is composed of the North Carolina Supreme Court, the Court of Appeals, Superior Courts and District Courts. An amendment to North Carolina's Constitution, passed in November 1962, placed all courts under the jurisdiction of the state, which now pays all operating expenses of the system, including salaries.

Since the early 1990s, Durham County has contracted with the Administrative Office of the Courts to provide one Assistant District Attorney and one Assistant Public Defender to expedite first court appearances.

The county provides courtrooms, related judicial facilities, furniture and equipment, legal books and jury parking. Court Supportive Services includes budgets for Superior and District Court Judges, the District Attorney's Office, Public Defender, Clerk of Superior Court, Criminal and Civil Magistrates, Guardian ad Litem, Trial Court Administrator and Office of Juvenile Justice. The judicial system provides a constitutionally prescribed forum for the resolution of disputes, including criminal matters, juvenile and domestic matters, small claims and general civil matters by an independent and impartial judiciary.

Fund centers for each of the primary areas have been set up and are as follows: District Attorney, Clerk of Superior Court, Public Defender, Superior Court, District Court, Office of Juvenile Justice and Adult Probation and Parole Facilities. The Adult Probation and Parole Facilities cost center provides funding for office space for the Adult Probation and Parole Program, with space located at 119 Orange Street Mall in Downtown Durham and space located at 3325 Chapel Hill Boulevard, Durham, North Carolina for the Judicial District Manager staff.



## District Attorney

Funds Center: 4160311000

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$46,127	\$69,772	\$33,594	\$6,429	\$6,429
<b>Total Expenditures</b>	<b>\$46,127</b>	<b>\$69,772</b>	<b>\$33,594</b>	<b>\$6,429</b>	<b>\$6,429</b>
▽ <i>Revenues</i>					
Other Revenues	\$0	\$0	\$677	\$0	\$0
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$677</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$46,127</b>	<b>\$69,772</b>	<b>\$32,917</b>	<b>\$6,429</b>	<b>\$6,429</b>

## Clerk of Superior Court

Funds Center: 4160312000

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$14,963	\$22,244	\$9,338	\$22,244	\$22,244
<b>Total Expenditures</b>	<b>\$14,963</b>	<b>\$22,244</b>	<b>\$9,338</b>	<b>\$22,244</b>	<b>\$22,244</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$14,963</b>	<b>\$22,244</b>	<b>\$9,338</b>	<b>\$22,244</b>	<b>\$22,244</b>

## Adult Probation and Parole Facilities

Funds Center: 4160314000

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$236,341	\$243,889	\$243,889	\$251,686	\$251,686
<b>Total Expenditures</b>	<b>\$236,341</b>	<b>\$243,889</b>	<b>\$243,889</b>	<b>\$251,686</b>	<b>\$251,686</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$236,341</b>	<b>\$243,889</b>	<b>\$243,889</b>	<b>\$251,686</b>	<b>\$251,686</b>

## Public Defender

Funds Center: 4160315000

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$5,476	\$6,429	\$2,506	\$6,429	\$6,429
<b>Total Expenditures</b>	<b>\$5,476</b>	<b>\$6,429</b>	<b>\$2,506</b>	<b>\$6,429</b>	<b>\$6,429</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$5,476</b>	<b>\$6,429</b>	<b>\$2,506</b>	<b>\$6,429</b>	<b>\$6,429</b>

## Superior Court

Funds Center: 4160316000

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$19,347	\$19,929	\$19,967	\$14,679	\$14,679
<b>Total Expenditures</b>	<b>\$19,347</b>	<b>\$19,929</b>	<b>\$19,967</b>	<b>\$14,679</b>	<b>\$14,679</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$19,347</b>	<b>\$19,929</b>	<b>\$19,967</b>	<b>\$14,679</b>	<b>\$14,679</b>

## Department of Juvenile Justice

Funds Center: 4160317000

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$0	\$6,429	\$0	\$6,429	\$6,429
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$6,429</b>	<b>\$0</b>	<b>\$6,429</b>	<b>\$6,429</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$0</b>	<b>\$6,429</b>	<b>\$0</b>	<b>\$6,429</b>	<b>\$6,429</b>

# District Court

Funds Center: 4160318000

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$1,946	\$6,429	\$4,180	\$6,429	\$6,429
<b>Total Expenditures</b>	<b>\$1,946</b>	<b>\$6,429</b>	<b>\$4,180</b>	<b>\$6,429</b>	<b>\$6,429</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$1,946</b>	<b>\$6,429</b>	<b>\$4,180</b>	<b>\$6,429</b>	<b>\$6,429</b>

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# ELECTIONS

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## MISSION

To provide free, open, honest and professionally-managed election services to the Durham County community. The Board of Elections is unique among government agencies providing goods and services to citizens. The office has the responsibility for protecting the will of the people; protecting democracy as a concept and form of government; and for establishing fairness and equity for all in the process of self-governance.

## PROGRAM DESCRIPTION

This agency is responsible for processing and maintaining voter registration records and conducting all elections held within Durham County in accordance with all applicable federal and state laws. This office also establishes election precincts; appoints election officials; registers, removes and updates voter records; and examines voter petitions. The duties also include maintaining voting equipment and election records; administering absentee voting; canvassing election returns; issuing certificates of election; providing statistical, demographic and geographical information to citizens and candidates; auditing and publishing campaign finance reports; hearing appeals; and conducting investigations of alleged voting irregularities. The Board of Elections also advises the public and media all on aspects of elections and elections services.

## 2011-12 ACCOMPLISHMENTS

- Published updated precinct workers and help desk manuals. Cost saving was accomplished by printing both manuals in house.
- Maintained an honest and accurate database.
- Managed campaign finance reports and processes.
- Successfully conducted Municipal Primary and Election and Presidential Preference Primary.
- Conducted precinct worker training and trained over 400 people.
- Processed new and updated registrations and preformed daily database maintenance.
- Recruited, hired and trained 70 one stop workers and 400 Election Day workers.
- Conducted one stop voting at 6 locations. Provided day, evening, and weekend voting prior to the election.
- Successfully conducted mandated, public, after election hand eye recounts of randomly selected precincts which positively verified the accuracy and reliability of our voting system.
- Spoke to numerous civic and political groups about democracy and voting.
- Conducted mandated voter registration drives at all local high schools.
- Completed extensive geocode database changes required because of redistricting.

# Elections

Funds Center: 4170210000

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
<i>Expenditures</i>					
Personnel	\$618,222	\$928,834	\$821,186	\$755,070	\$810,500
Operating	\$256,204	\$624,107	\$575,253	\$394,198	\$435,173
<b>Total Expenditures</b>	<b>\$874,426</b>	<b>\$1,552,941</b>	<b>\$1,396,439</b>	<b>\$1,149,268</b>	<b>\$1,245,673</b>
<i>Revenues</i>					
Intergovernmental	\$14,580	\$0	\$0	\$0	\$0
Service Charges	\$209	\$203,688	\$172,068	\$0	\$0
<b>Total Revenues</b>	<b>\$14,789</b>	<b>\$203,688</b>	<b>\$172,068</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$859,637</b>	<b>\$1,349,253</b>	<b>\$1,224,371</b>	<b>\$1,149,268</b>	<b>\$1,245,673</b>
FTEs	7.00	7.00	7.00	7.00	7.00

## 2012-13 HIGHLIGHTS

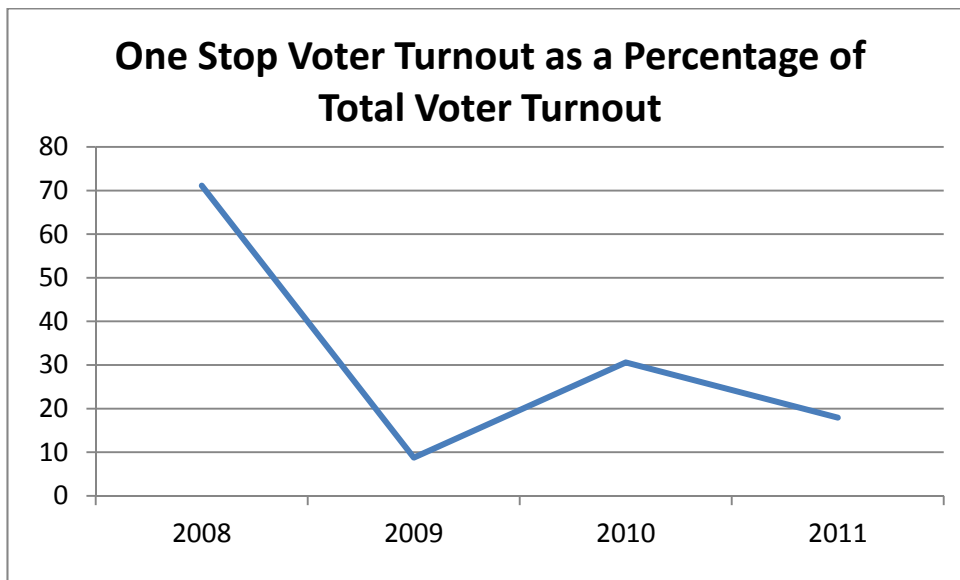
- Additional funds appropriated for one election (FY 11-12 included four elections.)

## 2012-13 OBJECTIVES

- Continue to earn and maintain the public's trust.
- Continue to set the standard for customer service.
- Successfully conduct computerized one stop no excuse absentee voting.
- Successfully conduct the 2012 General Election.
- Continue to maintain up to date geo-coding so all of our jurisdictional boundaries are always legal, current, and accurate.
- Continue to diligently, accurately and legally maintain our voter registration database.
- Maintain an informative and user friendly website.
- Appoint and train new precinct officials.
- Educate and inform the public on the new voting laws and procedures.
- Publish and manage campaign reports and reporting schedule.

## 2012-13 PERFORMANCE MEASURES

**Performance Measure:** One Stop Voter Turnout



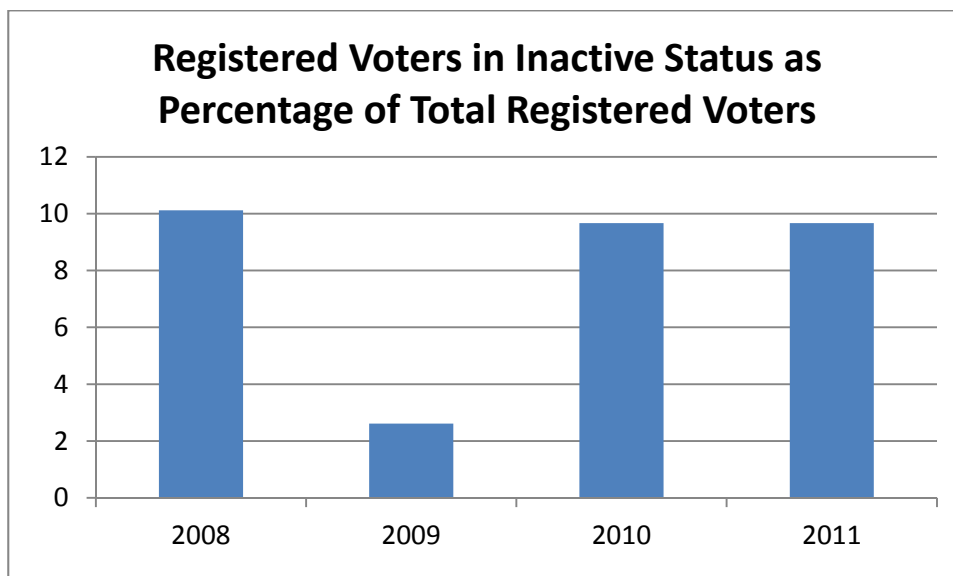
**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

Voter awareness of One Stop voting and voter confidence in One Stop voting has steadily increased since 2002. When compared to voting in precinct on Election Day, early voting is both more convenient for voters and more efficient and cost effective for administrators. In order to meet the demands of the anticipated increase of early voters, the BOE must plan to increase the number of One Stop voting locations.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

The BOE plans to continue advertising and educating voters about the benefits of voting early at a One Stop location with the objective of increasing the percentage of early voter turnout. Specifically, our outreach strategy includes but is not limited to the following actions: ad inserts in Durham County tax bills and Durham City water bills, posters in DATA buses, increased frequency and content of newspaper ads, and communication with political parties, community groups and the media. With more sites supplied with more staff, computers, and booths, early voters should experience minimal waiting time at all Durham County One Stop voting locations. It is important to note the nuance of Election cycles; odd-numbered years have only Municipal Elections and much less voter turnout than even-numbered years with General Elections. The BOE expects the 2012 General Election to have similar turnout numbers as the 2008 General Election. One Stop voting must be appropriately advertised and funded in order to successfully accommodate the shift in Election trends.

**Performance Measure:** Registered Voters in Inactive Status



**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

A registered active voter will change to an inactive voter as a result of voter dormancy followed by returned mailings. Mandated list maintenance is performed in the odd-numbered years as a cleanup measure to keep the BOE database accurate. List maintenance mailings are sent to active voters who have not communicated with the BOE or voted in the preceding two Federal Elections. If two mailing attempts are returned, an active voter becomes an inactive voter. The percentage of Durham County inactive voters hovers around 10%. It is inevitable that voters will continue to move and not update their voter registration address. However, in 2009, inactive voters dropped to below 3%. This is abnormally low due to the record-high participation in the 2008 Presidential Election.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

The Board of Elections strives to maintain an accurate database and does so through widespread communication with the public regarding address updates and through internal processes that follow strict timelines set forth by the State Board of Elections. In addition to list maintenance, the BOE continues to take a proactive approach by contacting voters via National Change of Address mailings. This joint effort between the USPS, state and local county election offices reminds and encourages voters to change their voter registration information when they move. Over 6% of the BOE budget goes toward postage and mailing related expenses.

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# REGISTER OF DEEDS

Business Area: 4180

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
<b>▽ Expenditures</b>					
Personnel	\$989,706	\$968,381	\$992,347	\$1,004,077	\$1,004,077
Operating	\$522,417	\$660,064	\$552,862	\$668,575	\$668,575
Capital	\$0	\$0	\$52,000	\$0	\$0
<b>Total Expenditures</b>	<b>\$1,512,123</b>	<b>\$1,628,445</b>	<b>\$1,597,209</b>	<b>\$1,672,652</b>	<b>\$1,672,652</b>
<b>▽ Revenues</b>					
Service Charges	\$2,536,047	\$2,850,000	\$3,000,935	\$2,800,000	\$2,800,000
<b>Total Revenues</b>	<b>\$2,536,047</b>	<b>\$2,850,000</b>	<b>\$3,000,935</b>	<b>\$2,800,000</b>	<b>\$2,800,000</b>
<b>Net Expenditures</b>	<b>(\$1,023,924)</b>	<b>(\$1,221,555)</b>	<b>(\$1,403,726)</b>	<b>(\$1,127,348)</b>	<b>(\$1,127,348)</b>
FTEs	20.00	20.00	20.00	20.00	20.00

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# REGISTER OF DEEDS

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## MISSION

The mission of the Office of Register of Deeds is to act as the legal custodian of all land title and all land transaction documents in Durham County, as well as Vital Records documents for marriages, births and deaths that occur in Durham County. The office is committed to providing exemplary state-of-the art services to the citizens, legal professionals and other office users. In carrying out this mission, the Durham County Office of Register of Deeds adheres to guidelines as set forth by North Carolina General Statutes, North Carolina state law and the guidelines of the professional organizations for Registers of Deeds.

## PROGRAM DESCRIPTION

As legal custodian of land transactions and other miscellaneous documents, the Office of the Register of Deeds records and files deeds, deeds of trust, maps, assumed name certificates for corporations and for partnerships, and military records. Additionally, the office administers the oath to notaries public as well as issues marriage licenses and delayed birth certificates. The Register of Deeds has the responsibility and liability for canceling deeds of trust and mortgages and indexing and cross-indexing documents filed.

## 2011-12 ACCOMPLISHMENTS

The Honorable Willie L. Covington received the Archives Award from the Federation of Genealogical Societies. The Archives Award is presented to an organization or an individual in recognition of exceptional contributions in the area of archival access, preservation, or services. It recognizes individuals, programs or organizations that have worked to preserve or increase the availability of original historical documents in any format.

### Training/Continuing Education

Register of Deeds staff have logged over 274 hours of training by completing required and elective courses offered by Durham County Human Resources, and through workshops, classes and training seminars offered by the North Carolina Association of Registers of Deeds (NCARD), and the International Association of Clerks, Recorders, Election Officials and Treasurers (IACREOT), our state and international professional organizations. These hours include: one Advanced Certification from NCARD and fourteen (14) renewals of certification by NCARD. Education and training are very important to our area as the duties we are charged to uphold are established by statutory authority and continually updated by legislative initiatives.

### Real Estate

Documents dating back to 1881, the beginning of Durham County, are now being converted to an electronic index. All of our indices have been scanned and are now being check for quality against the original documents. Additional submitters/vendors were added to our E-Recording Module. This module allows document to be submitted electronically then they are interface seamlessly into our Anthem recording system. Over 5000 documents have been submitted using this technology during the current fiscal year.

### Vital Records

The Vital Records Restoration and Conservation project is now completion. Birth, Marriages and Deaths has been be restored to near perfect condition and available in-house for use by the public, legal professionals and genealogical researches by a computerize database.

## 2012-13 Objectives

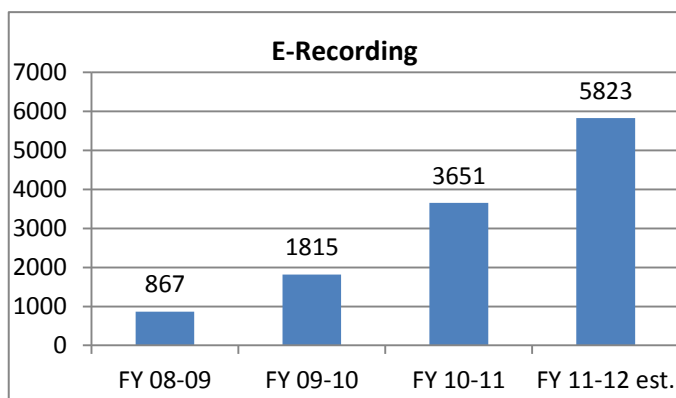
- New functionalities are being implemented in order to support the Indexing Standards. In preparation for the implementation (effective July 1), our website and public access were upgraded along with the desktops for each of our employees.
- Our current software system will be upgraded to the latest platform in the coming year and will allow us to streamline our office processes and increase our office productivity by improving accuracy in the document management process.
- Our Vital Records, Restoration, Conservation and Digitizing of Vital Records Capital project continues toward completion. Our DD214 military records are now a part of this effort and will be scanned, digitized and indexed by the first quarter of 2012/2013.

# Register of Deeds

Funds Center: 4180220000

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
<b>▼ Expenditures</b>					
Personnel	\$989,706	\$968,381	\$992,347	\$1,004,077	\$1,004,077
Operating	\$333,274	\$310,064	\$303,927	\$468,575	\$468,575
<b>Total Expenditures</b>	<b>\$1,322,980</b>	<b>\$1,278,445</b>	<b>\$1,296,274</b>	<b>\$1,472,652</b>	<b>\$1,472,652</b>
<b>▼ Revenues</b>					
Service Charges	\$2,371,779	\$2,500,000	\$2,700,000	\$2,600,000	\$2,600,000
<b>Total Revenues</b>	<b>\$2,371,779</b>	<b>\$2,500,000</b>	<b>\$2,700,000</b>	<b>\$2,600,000</b>	<b>\$2,600,000</b>
<b>Net Expenditures</b>	<b>(\$1,048,799)</b>	<b>(\$1,221,555)</b>	<b>(\$1,403,726)</b>	<b>(\$1,127,348)</b>	<b>(\$1,127,348)</b>
FTEs	20.00	20.00	20.00	20.00	20.00

## 2012-13 PERFORMANCE MEASURES



**Performance Measure:** Increasing the use of “on-line” services such as E-Recording and On-Line Marriage Applications

**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

E-Recording allows our customers to process documents without physically being in the office; this process complies with our mission to provide exemplary and state of the art service to our customers. We are able to process these documents more efficiently and in a paperless environment, which assist in the effort of Durham County to provide a green friendly environment. Tracking the performance measurement

of e-recordings allows us to maintain a high accuracy rate, and provide recording services as mandated. E-recording has increased its market for those whom operate in the interest of time management, and saving on gas and postage.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

We would like to continue to add trusted submitters to our E-Recording Module. By increasing the number of recordings submitted electronically, we decrease the number of paper documents we process, and therefore we are able to serve our walk in customer more efficiently.

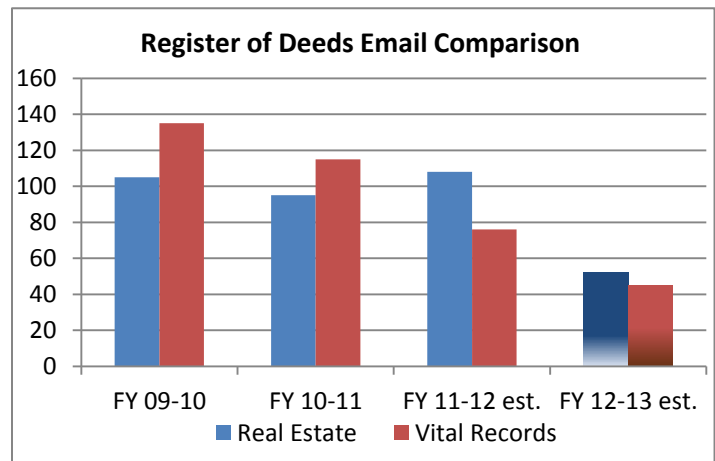
**Performance Measure: ROD Email Comparison**

**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

Our goal with this objective is to improve the quality of the information on our website. If the quality of the information is improved, we should receive fewer requests for information from the public via email. We want the information presented by our department to be helpful and easily accessible. By addressing the issue of website content improvement we are showing our customer's that we are listening to their questions and concerns

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

We are currently reviewing and restructuring the information on our website. We are also researching how we can link our site to other departments and organizations which can provide the answers to some of questions we receive.



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# REGISTER OF DEEDS AUTOMATION

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## PROGRAM DESCRIPTION

The Automation Enhancement and Preservation Fund account was established in 2002 by the North Carolina General Assembly. Ten percent (10%) of the fees collected pursuant to G.S. 161-10 and retained by the county, or three dollars and twenty center (\$3.20) in the case of fees collected pursuant to G.S. 161-10(a) (1a) for the first page of a deed of trust or mortgage, shall be set aside annually and placed in a non-reverting Automation Enhancement and Preservation Fund. The proceeds of this fund, at the direction of the Register of Deeds, shall be expended on computer or imaging technology and needs associated with the preservation and storage of public records in the office of the Register of Deeds.

This fund center was established to track the revenues collected and expended pursuant to G.S. 161-10 and G.S. 161-10(a) (1a) on computer and imaging technology and the needs associated with the preservation and storage of public records in the office of the Register of Deeds. The statute further provides that "Nothing in this section shall be construed to affect the duty of the board of county commissioners to furnish supplies and equipment to the office of the Register of Deeds."

**Funds Center:** 4180230000

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$189,143	\$350,000	\$248,935	\$200,000	\$200,000
Capital	\$0	\$0	\$52,000	\$0	\$0
<b>Total Expenditures</b>	<b>\$189,143</b>	<b>\$350,000</b>	<b>\$300,935</b>	<b>\$200,000</b>	<b>\$200,000</b>
▽ <i>Revenues</i>					
Service Charges	\$164,268	\$350,000	\$300,935	\$200,000	\$200,000
<b>Total Revenues</b>	<b>\$164,268</b>	<b>\$350,000</b>	<b>\$300,935</b>	<b>\$200,000</b>	<b>\$200,000</b>
<b>Net Expenditures</b>	<b>\$24,875</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 2012-13 HIGHLIGHTS

- We will use funds from the Automation cost center to redact personal information and identifiers from older documents housed on the ROD web server.
- We will also continue our effort to create an electronic index for our older real estate indices, which has been a very labor intensive effort.
- A Grab and Go Kit will also be purchased from this fund, this kit is part of our disaster recovery plan and will allow us to function from a remote location if the need arises.

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# GENERAL SERVICES DEPARTMENT

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## MISSION

The mission of General Services is to provide quality maintenance services to our customers in a safe and cost-effective manner.

## PROGRAM DESCRIPTION

### Administration

General Services Administration is responsible for the planning, organization, control, management, and staffing of the General Services Department. The department is responsible for the solid waste /conservation efforts of the County; maintenance and repairs to all County facilities and properties; project management services for County capital projects; contract administration, mail courier services; signage for County roads; stadium operations and animal control services. Administration Division is made up of the Director, Assistant Director, Administrative Officer II, Quality Control/Contract Compliance Officer, Project Facilitator, Administrative Assistance, Fleet Management & Inventory Control and Staff Assistant. The General Services Department is open from 7:30 am to 5:00 pm and is located at 310 South Dillard Street, Durham, North Carolina.

### Public Buildings

Costs of maintenance and repair of all major facilities owned or operated by Durham County is budgeted within this cost center. A total of 1,454,670 building square feet consisting of 1,358,254 (county-owned), 52,206 (county-leased), and 44,210 (ABC Board) is maintained by General Services. Activities performed in this program include, but are not limited to, plumbing, heating/air conditioning and electrical services; minor renovations to county facilities; energy management and utilities; and miscellaneous contracts for janitorial, elevators, chiller/heating, ventilating and air condition (HVAC), water treatment, etc.

### Pest Control

The Pest Control Program provides services for county-owned buildings and mosquito control services for areas within the geographical boundaries of Durham County. Duties include; spraying or releasing chemical solutions or toxic gases and setting traps to kill pests and vermin, such as mice, termites, bed bugs and roaches, which infest buildings and surrounding areas. Activities include regular scheduled spraying of approximately 70 county properties, including ABC stores, and EMS facilities for the control of pest and the prevention of mosquito breeding by cutting, clearing, cleaning, larviciding, and herbiciding of drainage areas. The program provides public assistance for violation, orders of abatement, and educational information under the guidance of the North Carolina Department of Pest Management.

### Mailroom

The mailroom provides the pick-up and delivery of interdepartmental mail, and the metering and processing of out-going US Mail. Activities in this organization include pick-up, delivery and processing US Mail, Federal Express and UPS request. The Division meters and charge-backs postal charges to each departments; bulk purchase and provides courier services weekly or as needed to members of the Board of County Commissioners.

### Grounds Maintenance

Costs of maintenance and repair of all major landscaping requirements for facilities owned or operated by Durham County is budgeted within this cost center. A total of 3.2 million acres of property is supported by the Grounds Division. Activities performed in this division include, but is not limited to: minor renovations, landscaping services, fencing, miscellaneous contracted service, parking lot maintenance, striping, and stadium support.

# General Services Department

Business Area: 4190

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$2,081,987	\$2,342,375	\$2,170,376	\$2,401,197	\$2,788,566
Operating	\$5,192,908	\$6,719,817	\$6,472,627	\$8,630,146	\$7,264,911
Capital	\$42,373		\$52,600	\$1,107,525	\$435,979
<b>Total Expenditures</b>	<b>\$7,317,268</b>	<b>\$9,062,192</b>	<b>\$8,695,603</b>	<b>\$12,138,868</b>	<b>\$10,489,456</b>
▽ <i>Revenues</i>					
Intergovernmental	\$47,457	\$42,876	\$50,847	\$50,570	\$50,570
Rental Income	\$114,868	\$125,000	\$107,159	\$115,000	\$115,000
Service Charges	\$489,765	\$514,898	\$496,892	\$548,200	\$608,200
<b>Total Revenues</b>	<b>\$652,090</b>	<b>\$682,774</b>	<b>\$654,898</b>	<b>\$713,770</b>	<b>\$773,770</b>
<b>Net Expenditures</b>	<b>\$6,665,178</b>	<b>\$8,379,418</b>	<b>\$8,040,705</b>	<b>\$11,425,098</b>	<b>\$9,715,686</b>
FTEs	41.00	44.00	47.00	59.00	60.00

## 2012-13 HIGHLIGHTS

### Administration

- Funding for the Mayor's Summer Youth Worker Program
- The new Human Services Facility Phase 2 will come on line in the first quarter of 2013. This will require the department to solicit janitorial services and transfer security staff from DSS main and Duke Street to new facility. Utilities budget has been augmented to support this phase coming on line.
- New Courthouse will come on line January, 2013. Twelve new positions (12 FTEs) will be required to support this facility as well as the jail and judicial building parking garage.

### Public Buildings

- Utilities rate increases and new County facilitates coming on line \$538,911
- Modernization of the elevator in the Administration Building \$255,018
- Replace the property room conveyor belt and chain in the jail \$35,425
- Replace the underground natural gas supply line and install isolation valves to the kitchen and boiler room in the jail \$51,548
- Upgrade the Andover computer system in the jail \$65,936
- Repair the Southern Steel service lost gate operator with a slide operator HD at the jail \$13,543
- New and replacement vehicles and lifts \$173,585 (moved to the vehicle and equipment loan)
- Forklift for the warehouse \$40,000 (moved to the vehicle and equipment loan)
- Cutter for the sign shop \$8,910 (moved to the vehicle and equipment loan)

### Pest Control and Mailroom

- Maintained current levels of service.

## 2011-12 ACCOMPLISHMENTS

- Developed and monitored the vendor files and competitive bidding documentations for compliance regulations.
- Implanted consistent invoice authorization procedures to ensure correct funding codes are utilized.
- Expanded the plan filing system to include all new buildings coming on line, and to archive the information for any buildings that are being vacated but not demolished.
- Worked closely with Engineering to obtain warranty information, as built drawings and the remainder of the close-out documents to complete or filing system.
- Monitored staffing training in each of our renovated and new buildings coming on line.
- Crossed trained on-call personnel in all areas of the new buildings for them to be able to react properly in case of an after-hours emergency
- Implementation of Inventory Control policies, and procedures for the General Services Department
- Upgraded work order system to web based application.
- Created internal newsletter to keep field staff informed of critical issues.
- Stabilized Whitted School for future development activities
- Established a Key Policy, Uniform Policy and Fire Alarm Policy for Durham County General Services
- Completed the Administration Complex Chiller Installation Project
- Trained General Service's staff on the North Carolina Building Code and Fire Code.
- Overseen, maintained and supported the Court House parking structure, construction and commissioning.
- Maintained INCON fuel tank system for Ramseur St. fuel station.
- Follow-up on the construction, and progress of phase 2 of the Human Services Complex.
- Completed 3,056 work orders as of Jan. 31, 2012, out of 3,182 assigned as of same date
- Human Services Complex phase 1, assist staff as needed for support during warranty period.
- Created a tracking inventory system in the warehouses, stock and supply rooms.
- Provided mosquito control services and educational materials to county residents as requested.
- Provided monthly pest control services to approximately 70 county facilities.
- Performed Pesticide Safety courses for County employees.
- Retention and detection ponds samples for storm water management, that is associated with the newly developed Human Services, Memorial Stadium and Court House Parking Structure.
- Survey potential mosquito-breeding site, to locate temporary and long-term larval breeding.
- Worked with County Staff on reducing first class mail and maximizing pre-sort mailing, generating a saving of 1.05 percent.
- Relocated the mail service group in the new Human Services facility to better function and deliver County wide services
- Set up separate mailing bins in the Human Services facility to help minimize time that could be consumed by sorting.
- Established Outgoing mail bins for the Human Services facility.
- Ensured consistency of the day-to-day operation of handling outgoing mail, and interoffice mail in the New Human Services Complex.
- Maintained current mail services and courier to 41 County facilities.
- Maintained landscaping/grounds maintenance at the new library at Lowes Grove and Southwest.
- Install 3 yards of stone for the walking trail at the Animal Control Facility.
- Analyzed Emergency Management driveway repair to prevent water runoff.
- Support all stadium events
- Received and planted 25 Ornamental cherry trees donated by local agency at the Main Library and Stadium
- Graphically designed pharmacy logo for installation at the Center for Senior Life
- Developed signage for Judicial parking structure, special event for the Rockets.
- Maintained INCON fuel tank system for Ramseur St. fuel station.
- Hired CJRC 2 candidates.
- Constructed the footing for 550 gallon cistern at the Butterfly garden
- Completed 3,056 work orders as of Jan. 31, 2012, out of 3,182 assigned as of same date
- Constructed French drain at the Stadium to create runoff.
- Highway 55 removed 2.5 tons of debris from an abandoned property
- Removed dead horse off Channel Road in cooperation with the Animal Control Division
- Created a tracking inventory system in the warehouses, stock and supply rooms.



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# COUNTY STADIUM

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## MISSION

The mission of the Durham County Memorial Stadium is to facilitate the safe operation of quality sporting and entertainment events that enhance the quality of life on the local community.

## PROGRAM DESCRIPTION

The Durham County Memorial Stadium has an artificial turf football field lined for both football and soccer, new score board, an eight lane track, upgraded 8,500 capacity seating and an entirely new press box, suites, on-site manager's office, renovated locker rooms and upgraded concessions and ticket booths. A modern facility designed to host local, national entertainment and sporting events and enhance Durham County's sports economic development contributions. The Memorial Stadium is located at 750 Stadium Drive, Durham, North Carolina.

## 2011-12 ACCOMPLISHMENTS

- Successful facilitated three (3) major track meets
  - Mid East N.C. High School Track Meet in May, 2011
  - Hosted the Durham Striders Development which attracted over 1,100 participants
  - Facilitated the N.C. USA TF Junior Olympics in June which attracted top runners
- Began implementing the Stadium Marketing Plan
- Developed Stadium Marketing Fact/Sell Sheet
- Increased Stadium revenue
- Successful facilitated in conjunction with the National Guard Armory the Veterans' annual Stand Down Event

## 2012-13 WORK OBJECTIVES

- Increase Stadium revenue by fifteen (15%) percent
- Continue branding Stadium for a competitive, comprehensive and integrated look
- Complete Stadium five (5) year Strategy Plan in conjunction with the Durham County Strategic Plan
- Increase web presence and easy of surging for information concerning Stadium events and information

## 2012-13 HIGHLIGHTS

- Pave driveways on the north side of the Stadium \$48,354
- Connect the north side and south side concourse with a connecting sidewalk \$26,488
- Modify the two concession areas with a preparation kitchen, grills, and fryers and necessary venting \$55,000. This conversion will allow vendors to cook and will thus make the venue more conducive to a long term contract and would generate additional revenue estimated at \$10,000 in the first year.

# County Stadium

Funds Center: 4190470000

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$44,608	\$72,060	\$70,677	\$74,277	\$74,277
Operating	\$100,175	\$153,333	\$120,868	\$244,268	\$244,268
Capital	\$7,745	\$0	\$0	\$134,000	\$0
<b>Total Expenditures</b>	<b>\$152,528</b>	<b>\$225,393</b>	<b>\$191,545</b>	<b>\$452,545</b>	<b>\$318,545</b>
▽ <i>Revenues</i>					
Rental Income	\$114,868	\$125,000	\$107,159	\$115,000	\$115,000
Service Charges	\$0	\$0	\$9,354	\$10,000	\$20,000
<b>Total Revenues</b>	<b>\$114,868</b>	<b>\$125,000</b>	<b>\$116,513</b>	<b>\$125,000</b>	<b>\$135,000</b>
<b>Net Expenditures</b>	<b>\$37,660</b>	<b>\$100,393</b>	<b>\$75,032</b>	<b>\$327,545</b>	<b>\$183,545</b>
FTEs	0.00	0.00	1.00	1.00	0.00

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# Information Technology

Business Area: 4200

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$2,477,722	\$2,611,277	\$2,563,396	\$2,831,940	\$2,788,224
Operating	\$1,459,208	\$1,685,997	\$1,753,187	\$1,883,474	\$1,890,974
<b>Total Expenditures</b>	<b>\$3,936,930</b>	<b>\$4,297,274</b>	<b>\$4,316,583</b>	<b>\$4,715,414</b>	<b>\$4,679,198</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$3,936,930</b>	<b>\$4,297,274</b>	<b>\$4,316,583</b>	<b>\$4,715,414</b>	<b>\$4,679,198</b>
FTEs	32.00	33.00	33.00	34.00	33.00

## 2012-13 HIGHLIGHTS

- Increases to contracted services, training, and maintenance appropriations to take advantage of new technologies and create more efficient technology solutions for County business processes.

## 2011-12 ACCOMPLISHMENTS

- Expanded Laserfiche and use of document management through several departments to over 740 employees; increased storage and improved functionality to provide extensive search capabilities.
- Updated and improved numerous Health and Social Services applications to the current .Net platform; migrated applications from the AS400 main frame eliminating legacy systems and maintenance cost.
- Implemented numerous new systems in the Health department following the move to the new building increasing automation, improving workflows and customer service.
- Designed, planned and implementing fiber backbone connection to the County network, local area and wireless networks for the new Justice Center supporting the Sheriff and the Durham County courts
- Continued network infrastructure implementation support during the second phase of the Health and Human Services building for the future move of the Department of Social Services.
- Redesigned County Intranet giving DC Info an updated, intuitive and logical organization, attractive design, advanced capabilities, flexibility and ease of use and maintenance.
- Expanded and updated the virtual server environment to continue progress made improving reliability, efficiency, flexibility to meet new requirements while reducing computer hardware and power requirements in the datacenter.
- Deployed E911 system allowing emergency services to locate and respond to the specific location within our buildings that are the source of emergency calls from the networked telephone system.
- Supported the implementation of automated parking control and management, security surveillance, credit card processing, and electric car charging stations in the newly opened court house parking deck.
- Improved email spam filtering, network and system management, and continued the technology life-cycle plan; refreshed over 700 computers, 40 servers, and other infrastructure maintaining a reliable, effective and efficient technology foundation for Durham County Government.

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# INFORMATION TECHNOLOGY

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## MISSION

Plan, implement, and support information technologies for Durham County Government to serve its citizens.

## PROGRAM DESCRIPTION

### Department Purpose

The Information Technology Department provides engineering and support of the Durham County network infrastructure, desktop support, telecommunications support, and applications development and support to the agencies of Durham County Government.

The first priority of the IT Department is to support the existing computers and applications used by county agencies to provide services to Durham County citizens. The goal is to provide a stable, predictable, and reliable computing environment. A second and perhaps more important priority of the IT Department's objectives is to advise, plan, implement, and manage new uses of technology to improve the ability of Durham County agencies to provide effective and efficient services to citizens.

### Organization Description

Information Technology is organized into three divisions, Development and Support, Network Engineering and Support, and Administration.

The Development and Support division consists of a professional staff, including programmers, programmers/analysts, and systems analysts. This group is responsible for the support of existing applications, including Internet and Intranet websites as well as the project management, analysis, design, and programming to define and implement new applications.

The Network Engineering and Support teams are network professionals with certifications from Microsoft and other networking, hardware, and software vendors. They are responsible for designing and supporting Durham County Government's network, network servers, application servers, desktop workstations, and communications. The IT Department's Help Desk is the first-line support, recording and often solving technical network problems and forwarding other trouble reports to appropriate IT Department staff for resolution. This team also is responsible for the day-to-day support of personal computer hardware and software and the coordination of live applications across agencies inside and outside county government.

The Administration group supports the other divisions of the IT Department as well as other county departments through fiscal and contract management; managing purchasing, receivables, and payables processes; recruiting; planning; and budgeting, etc. Administration also is responsible for user relations with all departments, coordination, project management, overall management of all telecommunications services/billing, Internet Phone (IP) equipment configuration/installation, and voicemail configuration/enhancements countywide.

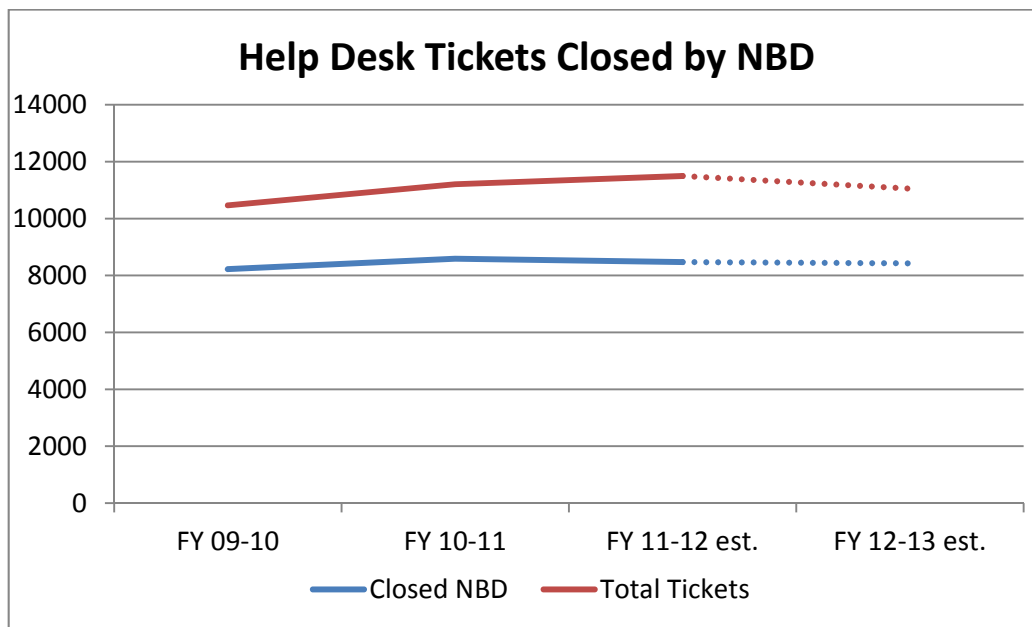
# Information Technology

Funds Center: 4200191000

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$2,477,722	\$2,611,277	\$2,563,396	\$2,831,940	\$2,788,224
Operating	\$838,371	\$1,002,419	\$1,072,587	\$1,156,617	\$1,156,617
<b>Total Expenditures</b>	<b>\$3,316,093</b>	<b>\$3,613,696</b>	<b>\$3,635,983</b>	<b>\$3,988,557</b>	<b>\$3,944,841</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$3,316,093</b>	<b>\$3,613,696</b>	<b>\$3,635,983</b>	<b>\$3,988,557</b>	<b>\$3,944,841</b>
FTEs	32.00	33.00	33.00	34.00	33.00

## 2012-13 PERFORMANCE MEASURES

**Performance Measure:** Help Desk Tickets Closed by Next Business Day



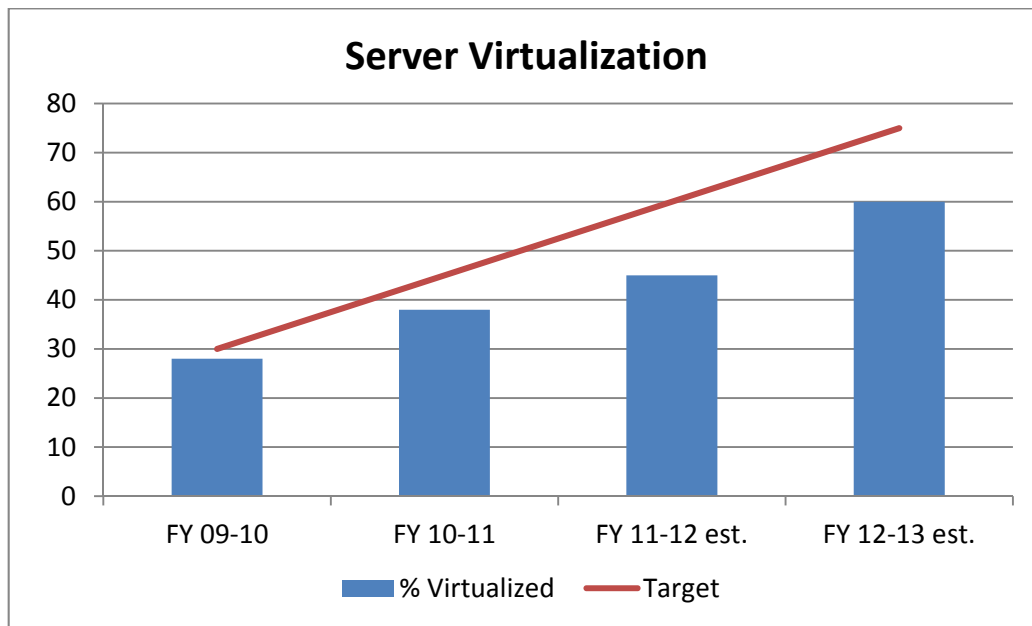
**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

Measuring total tickets, and closed tickets by next business day allows us to gauge workload for the IT department as a whole, workload for the different sections of the department, and workload for individuals within the department. This allows us to ensure that we have adequate staff to meet the needs of the County as a whole. Measuring closed tickets by next business day gives us the ability to track compliance with service level agreements, and gives the ability to meet expectations of the County users.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

In FY 2012-13 we will be upgrading our Helpdesk software, Track-IT, to allow IT professionals in the field to monitor support calls via mobile devices. We are also looking at initiatives to provide more self-service options to our County users.

**Performance Measure: Server Virtualization**



**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

Virtualization of our servers began almost four years ago and has significantly reduced hardware and maintenance requirements, increased the efficiency and ability of our datacenter, and improved disaster recovery capabilities. Server virtualization has reduced the total cost of ownership of the County server environment; not only reducing the cost of implementation, but also reducing the yearly operating cost. Currently, datacenters of our class typically have goals of 60 to 80 percent virtualization. This percentage is expected to increase as the technology matures. Our goal is to consolidate server resources through virtualization as servers reach the end of their production life-cycle, and as new projects come forward with server requirements.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

We have expanded the number of hosts supporting our virtual infrastructure, and in FY 2012-13 IT will continue to virtualize servers with a goal of having a majority of servers in our datacenter virtualized.

## Voice Communications

**Funds Center: 4200192000**

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$620,837	\$683,578	\$680,600	\$726,857	\$734,357
<b>Total Expenditures</b>	<b>\$620,837</b>	<b>\$683,578</b>	<b>\$680,600</b>	<b>\$726,857</b>	<b>\$734,357</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$620,837</b>	<b>\$683,578</b>	<b>\$680,600</b>	<b>\$726,857</b>	<b>\$734,357</b>



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# HUMAN RESOURCES

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## MISSION

The mission of Durham County Government's Human Resources Department is to advance organizational goals by recruiting, developing, and retaining excellent employees.

## PROGRAM DESCRIPTION

The Human Resources Department's purpose is to maximize the county's human resources investment by removing barriers to productivity. The HR Department achieves this goal through the following functional programs: (A) Recruitment and Selection – attracting and hiring the best available candidates; (B) Classification and Compensation – maintaining internal equity and external competitiveness; (C) Employee Relations – maintaining an organizational climate conducive to positive and effective communication; (D) Policy Development – ensuring clear, consistent application of processes and procedures; (E) Training and Development – improving and expanding workforce capability and productivity; (F) Benefits Management – ensuring comprehensive, competitive, and cost-effective coverage; (G) Records Management – maintaining an efficient and legal records system; and (H) Performance Review – providing specific feedback to improve performance and reward for results achieved, thereby providing motivation.

## 2011-12 ACCOMPLISHMENTS

- Received the 2011 Healthiest Employer Award from Triangle Business Journal for the County's wellness initiative
- Wellness initiative featured in March 2012 Local Government Federal Credit Union magazine
- Obtained a federal reimbursement of \$186,520 for the County's participation in the Early Retiree Reinsurance Program established in the Affordable Care Act
- Increased employee Health Risk Assessments (HRA) participation to 85% of benefits eligible employees
- Conducted a comprehensive benchmark study of designated County positions
- Updated and revised the HR policy manual in a user friendly format
- Enhanced the new hire process with E-Verify, an automated system that enables verification of eligibility to work in the U.S.
- Streamlined the New Hire Benefits Enrollment process with online enrollment
- Revised county applications and the applicant screening process consistent with the "Ban the Box" campaign to better enable ex-offenders to compete for jobs opportunities

## 2012-13 WORK OBJECTIVES

- Enhance learning opportunities through an e-solutions delivery system
- Enforce training requirements for all Managers and Supervisors
- Develop a comprehensive organizational succession plan
- Conduct a comprehensive county wide classification study
- Enhance Sap reporting capabilities for end-users
- Continue archiving historical employment records
- Promote the Wellness Initiative to encourage maximum employee participation

## 2012-13 HIGHLIGHTS

- Added 1 FTE for the Perfect Service training initiative.
- Added 1 FTE for a customer service greeter in the Administration Building.

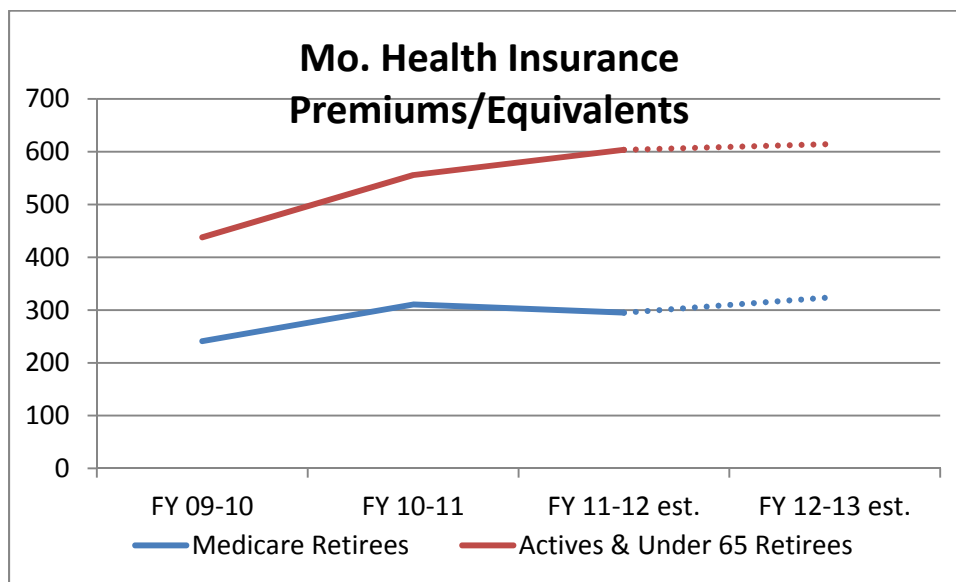
# Human Resources

Funds Center: 4240170000

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$1,195,978	\$1,275,077	\$1,299,569	\$1,326,184	\$1,347,647
Operating	\$160,146	\$201,306	\$148,343	\$284,356	\$284,356
<b>Total Expenditures</b>	<b>\$1,356,124</b>	<b>\$1,476,383</b>	<b>\$1,447,912</b>	<b>\$1,610,540</b>	<b>\$1,632,003</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$1,356,124</b>	<b>\$1,476,383</b>	<b>\$1,447,912</b>	<b>\$1,610,540</b>	<b>\$1,632,003</b>
FTEs	17.00	17.00	17.00	18.00	19.00

## 2012-13 PERFORMANCE MEASURES

Performance Measure: Health Insurance Premiums



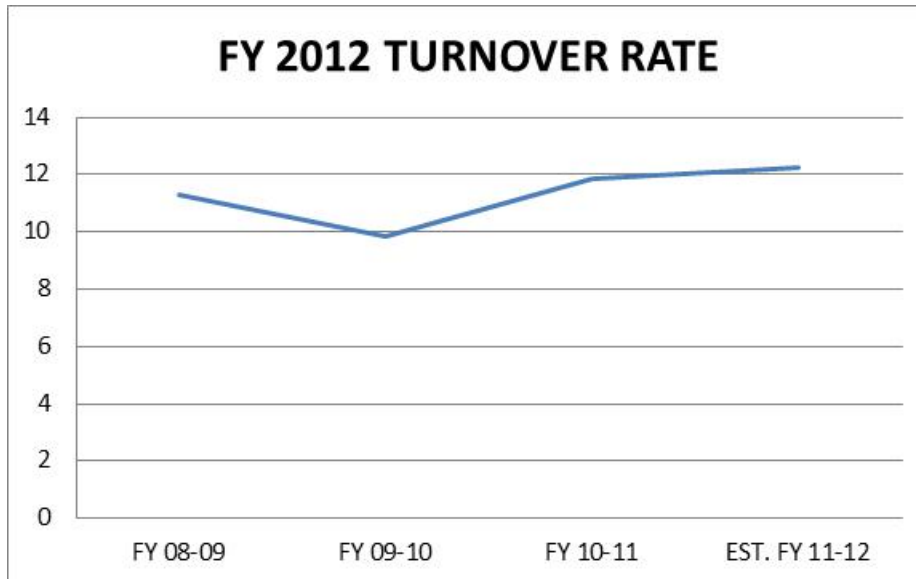
**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

Tracking the average monthly employee (and under 65 retirees) health insurance premium equivalents provides DCG with two opportunities. First, as a self-funded plan the health insurance premium equivalents provide a window into our actual medical and pharmaceutical claim costs as well as our fixed costs. The claim costs are the main factors used by actuaries to determine how much should be budgeted per member per month to cover the costs of inpatient, outpatient, medication, tests and doctors' services for the fiscal year. Watching the average monthly health insurance premium equivalent trend can alert the County to unusual fluctuations that may indicate a need to change our existing benefits structure or cost sharing formula. Second, a sharply increasing average monthly health insurance premium equivalent trend may lead to an evaluation of the type of health insurance provided by the County – for example, replacing the current Preferred Provider Organization (PPO) insurance with a Health Maintenance Organization (HMO) or a high deductible Consumer Driven Health Plan (CDHP) may be warranted to contain rapidly escalating costs. Benefits changes that result from these opportunities can enhance the County's ability to attract and retain qualified candidates by offering affordable and flexible health insurance as a part of their total compensation package.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

Currently Durham County's pharmacy "spend" averages 24%, as compared to the industry average of 12%! Some of these costs are due to non-adherence with a drug regimen and the growth of specialty pharmaceutical prescriptions. We are "carving out" our pharmacy benefit from our current Third Party Administrator Blue Cross/Blue Shield of NC (BCBSNC) and contracting with Prescription Benefits to provide this benefit in FY12-13. In general, Prescription Benefits provides larger cost discounts, lower dispensing fees and no administrative fees compared to BCBSNC's pharmacy benefit manager. They also have specialty Pharmacists on staff, Therapeutic Resource Centers that specialize in key conditions, and their staff actively work to reduce gaps in care and improve employees' healthcare outcomes. Improved employee healthcare outcomes will help us retain our employees rather than lose them due to chronic illness or disability.

**Performance Measure: Turnover Rate**



**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

The mission of Durham County Government's Human Resources Department is to advance organizational goals by recruiting, developing and retaining excellent employees. Considering one of the largest costs organizations face is hiring and retaining qualified, competent employees, tracking and assessing the causes for employee turnover is important because it provides valuable information regarding the reasons employees leave Durham County Government. High turnover is expensive and impacts productivity and morale. In addition, during the exit interview process, the County is able to ascertain information regarding employee satisfaction levels, relating to compensation and benefits. Additionally, it is critical to assess the effectiveness of the recruitment process, performance management system and staff development. Assessing and tracking turnover provides valuable information for the organization to determine the effectiveness of current leadership and identify future training needs.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

In order to improve or maintain the turnover rate, Human Resources will:

- Initiate succession planning activities to help prepare employees for advancement opportunities.
- Work with hiring supervisors to improve the interviewing and selection process.
- Explore methods to ensure the County conducts an exit interview for all separating employees.
- Continue to motivate new employees during the new hire orientation program.
- Encourage supervisors and managers to provide continuous feedback, coaching and counseling to employees while encouraging and supporting employees who exhibit outstanding performance.
- Continue to work with departments to ensure positions are properly classified and employees are compensated for work being performed
- Ensure the County's Classification and Compensation Plan is competitive.
- Continue with efforts to boost employee morale by improving the work environment

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# BUDGET AND MANAGEMENT SERVICES

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## MISSION

The Budget Department is responsible for the efficient and accurate preparation and day-to-day administration of the annual operating budget in accordance with North Carolina General Statute 159. The mission of the Management Services Department is to provide technical and professional support and assistance to the County Manager and county departments.

## PROGRAM DESCRIPTION

The responsibilities of Budget and Management Services include overseeing the annual budget process, assisting departments with preparation of their budgets, analyzing all budget requests, and preparing the County Manager's annual recommended budget. In addition, the Budget Department prepares and maintains the county's Capital Improvement Plan; performs management analyses and program evaluations for the County Manager, Board of County Commissioners, and county departments; and oversees the administration of the county's operating budgets. The Management Services Department also provides revenue and fee analyses, conducts customer service surveys, provides budget and administration support, performs cost reduction and performance review analyses, and coordinates the County's Nonprofit Agency Funding Program and administers other grant programs.

## 2011-12 ACCOMPLISHMENTS

- Received Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award.
- Prepared the annual operating budget for public distribution.
- Placed the county's Recommended and Approved Budget documents on the county's website for public access – [http://www.co.durham.nc.us/departments/bdmg/Budgets/Fiscal\\_Budget\\_Information.html](http://www.co.durham.nc.us/departments/bdmg/Budgets/Fiscal_Budget_Information.html).
- Prepared three quarterly reports for the Board of County Commissioners, County Manager and management staff, monitoring departmental revenues and expenditures during the year.
- Prepared updated budget manual and other materials distributed to departments and agencies on schedule. Placed budget manual on the county intranet site for convenience and cost effectiveness.
- Managed capital project budgets related to the county's 10-year Capital Improvement Program.
- Managed the county's non-profit agency funding application process.
- Participated in development and implementation of the county's Strategic Plan

## 2012-13 HIGHLIGHTS

- The FY 2012-13 budget will allow the Budget and Management Services Department to maintain current service levels.
- The department will contract with an outside agency to assess all FY 2012-13 non-profit grant recipients and provide recommendations to improve the effectiveness of the grant program.
- The department will be an integral part of data monitoring and customer service initiatives for the Strategic Plan.

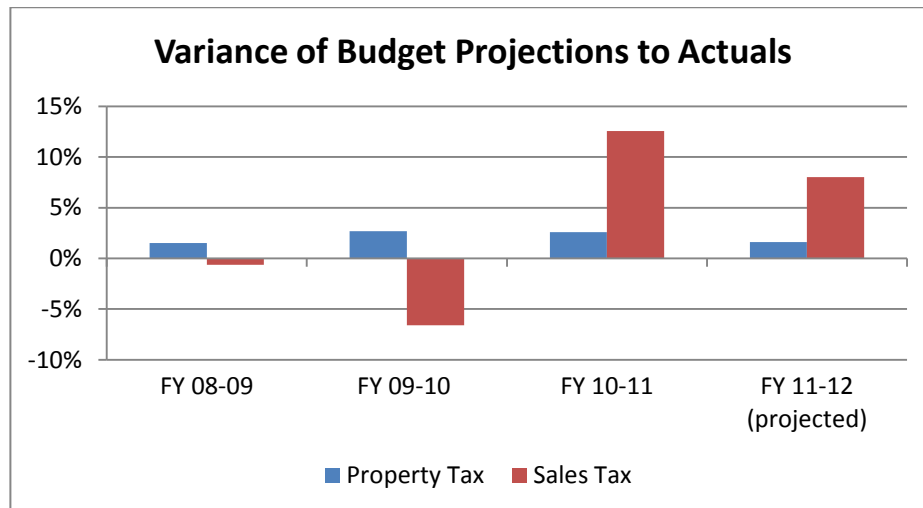
# Budget and Management Services

Funds Center: 4250134000

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
▽ Expenditures					
Personnel	\$427,776	\$443,685	\$424,199	\$453,309	\$453,309
Operating	\$17,234	\$34,324	\$22,114	\$45,470	\$45,470
<b>Total Expenditures</b>	<b>\$445,009</b>	<b>\$478,009</b>	<b>\$446,313</b>	<b>\$498,779</b>	<b>\$498,779</b>
▽ Revenues					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$445,009</b>	<b>\$478,009</b>	<b>\$446,313</b>	<b>\$498,779</b>	<b>\$498,779</b>
FTEs	5.00	5.00	5.00	5.00	5.00

## 2012-13 PERFORMANCE MEASURES

**Performance Measure:** Variance of Budget Projections to Actuals



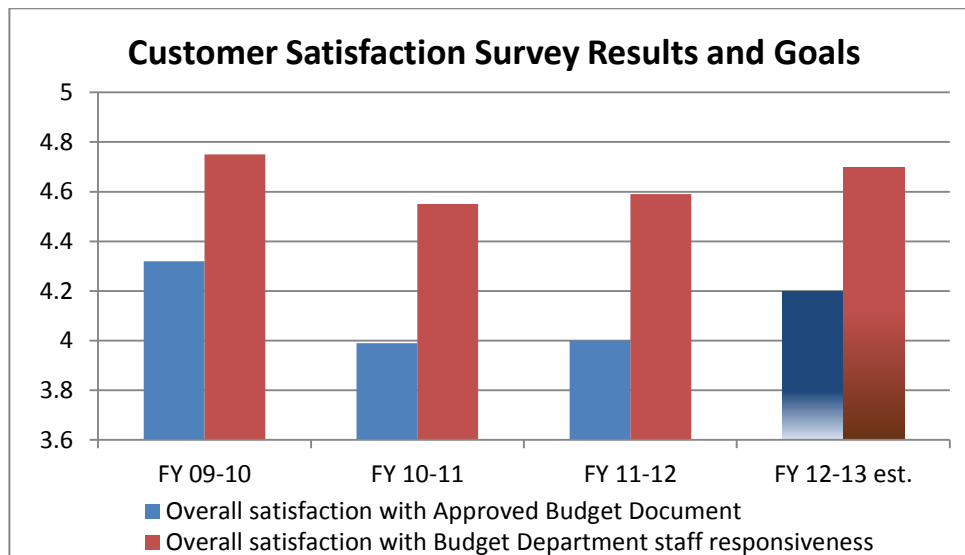
**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

It is important that the Budget and Management Services Department accurately project tax collections so that the County Manager and Board of County Commissioners are able to plan effectively for the future. Knowing how well we are doing in projecting revenues lets the department know if adjustments in data or methodology are necessary.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

The Budget and Management Services Department will continue to closely monitor local and regional trends, as well as pursue new data collection methods and/or partnerships.

**Performance Measure:** Customer Satisfaction



**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

The mission of the Budget and Management Services department is to provide technical and professional support and assistance to the County Manager and county departments. Both the Approved Budget Document and Budget staff responsiveness to customers are directly linked to this mission. The Approved Budget Document provides information about Durham County policies and programs in a clear, easy to understand way. The document can be used in a variety of ways: as a policy guide, a financial plan, an operations guide, and a communications tool. It is important that the customers of the Budget and Management Services feel comfortable using the document to quickly access information and for those customers to have confidence in the accuracy of the information. The Budget staff is expected to assist departments in managing their budgets throughout the year by offering technical assistance for the financial management system as well as explaining the relationship between policy and program goals and the budget behind those policies and programs. Budget staff must have a thorough understanding of state and local budget policies, fiscal trends, and current and future economic concerns, and they must effectively communicate this information to customers.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

As the County continues to implement the Strategic Plan, the Budget and Management Services Department will have to adjust the budget document to reflect the initiatives the County is undertaking in order to achieve the goals of the Strategic Plan. This will enable customers to use the document as a way of understanding the Strategic Plan from an operational standpoint.



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# VETERANS SERVICES

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## MISSION

The mission of the Veterans Services Office in Durham County is to assist veterans, their spouses and their dependents with claims and benefits that are offered to veterans, spouses, and their dependents from local, state, and federal sources.

## PROGRAM DESCRIPTION

The Veterans Services Office's primary rule is to give assistance at all levels to veterans, their spouses and their dependents, addressing problems with the Veterans Administration and occasionally outside organizations. The Veterans Services Office counsels veterans and/or their family members on veterans' rights and benefits offered by the federal, state, and local governments.

This office assists in the preparation of forms and supporting documents necessary to file claims. The Veterans Services Officer is an accredited representative of Durham County and assumes responsibility for the conscientious development and presentation of cases in which he holds power of attorney.

By law, the Veterans Services Officer must provide true statements and evidence subject to proscribed penalties under failure to do so. Aside from the letter of the law, a representative is bound by serious ethical considerations of fair dealing between the claimant, the claimant's representative (Veterans Services Officer) and the government.

## 2011-12 ACCOMPLISHMENTS

- The Veterans Services Department served an estimated 1,300 clients with estimated claims awarded of \$3.5 million for the veteran community of Durham County.
- The 2011 Bull City Veterans Stand Down served an estimated 600 homeless veterans giving the Durham County homeless veteran community access to hot meals, hygiene products, clothing, tote bags, and outreach services such as housing, medical services, job assistance, and Veteran services benefits for veterans and their families.

## 2012-13 HIGHLIGHTS

- The FY 2012-13 Budget appropriates funds for expected client support needs and the hosting of one event for community veterans.

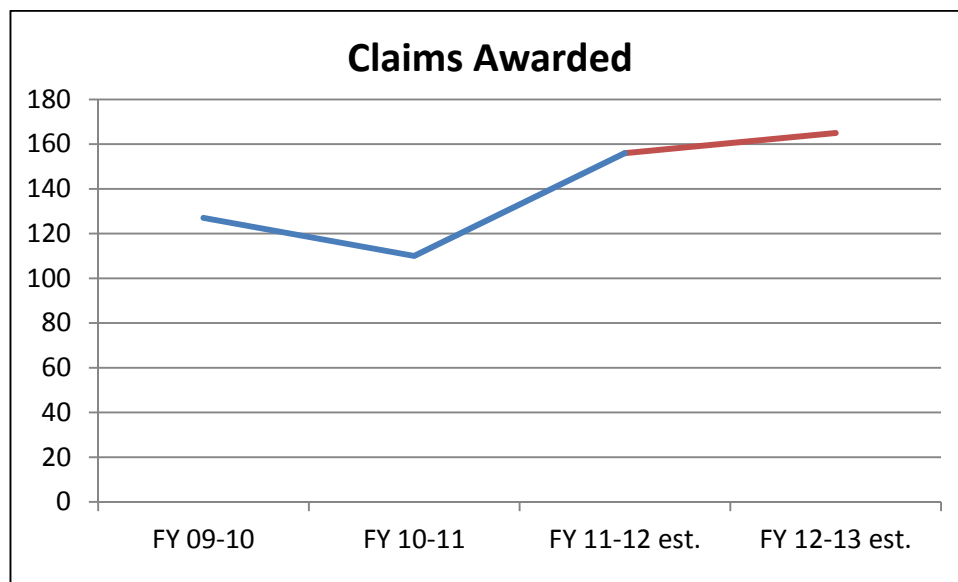
# Veterans Services

Funds Center: 4260160000

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
<b>▽ Expenditures</b>					
Personnel	\$94,007	\$94,541	\$93,120	\$98,388	\$99,288
Operating	\$10,144	\$5,681	\$5,112	\$5,933	\$5,649
<b>Total Expenditures</b>	<b>\$104,151</b>	<b>\$100,222</b>	<b>\$98,232</b>	<b>\$104,321</b>	<b>\$104,937</b>
<b>▽ Revenues</b>					
Intergovernmental	\$8,217	\$0	\$0	\$1,452	\$1,452
<b>Total Revenues</b>	<b>\$8,217</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,452</b>	<b>\$1,452</b>
<b>Net Expenditures</b>	<b>\$95,934</b>	<b>\$100,222</b>	<b>\$98,232</b>	<b>\$102,869</b>	<b>\$103,485</b>
FTEs	2.00	2.00	2.00	2.00	2.00

## 2012-13 PERFORMANCE MEASURES

Performance Measure: Claims Awarded



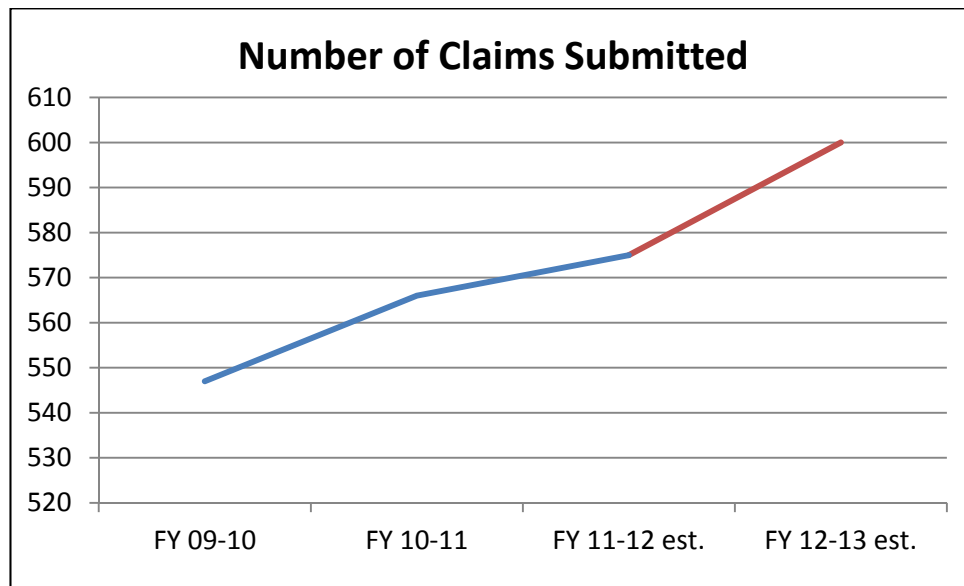
**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

The measure of tracking the claims that are awarded is important to the Veterans services department because it show us the effectiveness of the claims that are submitted. Tracking this performance helps to improve our services by showing how a claim may be more effective for approval.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

We plan to prepare the claims more effectively with all the information needed to adjudicate without any more evidence needing to be sent in. We also plan on educating the veteran more thoroughly on the process of the claim so when the Veterans Administration Regional Office responds to the veterans they can take immediate action, thus making the claim process smoother and more likely to be approved at a fair rating.

**Performance Measure:** Number of Claims Submitted



**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

The measure of claims submitted is important to the overall goal of the Veterans Services Office to track the amount of veterans are aware of Veterans administration benefits they are eligible to apply for and how many are utilizing the service. This performance measure helps to improve the level of service by informing us on measures to plan for future methods of educating the veteran population.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

We plan to educate the veteran population by holding more information session on the Veterans Administration benefits they may be eligible to apply for.

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# GEOGRAPHIC INFORMATION SYSTEMS

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## MISSION

To provide a quality service that improves our customers' productivity and decision making process through the use of technology, efficient system configuration, network and database management, customized and acquired applications, and training.

## PROGRAM DESCRIPTION

The GIS team is responsible for coordinating and managing the overall countywide GIS operation. It is also responsible for system management, database management, technical support, application development, and training. The GIS team operates under the Inter-local Cooperation Agreement, which was amended in December 2005, and provides service to all City and County departments. All County and City departments/agencies currently have the capability of accessing GIS data.

## 2011-12 ACCOMPLISHMENTS

- Developed and enhanced GIS interfaces for internet access:
  - Planning – Development Viewer
  - Durham Public Schools – Enhanced Student Assignment Viewer
  - Tax Assessor's Office – Internal use iMaps profile
  - Durham Center – Phase I map viewer of Medicaid service providers in the Durham Center service area.
- Initiated a two year project to acquire new countywide topographic data, including LiDAR.
- Completed the implementation of multiple Workflow Automation System enhancements for City/County Planning and Inspections.
- Public Outreach – Conducted a GIS introduction for fifth-graders at Holt Elementary School.
- Assisted Board of Elections with analysis of voters affected by NC Senate and House redistricting.
- Assisted Soil and Water Conservation with development of their Nutrient Management Plan for the Falls Lake Watershed.
- Assisted the Environmental Health Division to improve their inventory of on-site waste disposal systems (septic systems and sand filters) for Falls Lake Watershed rules compliance.

## 2012-13 HIGHLIGHTS

- The FY 2012-13 budget includes \$12,216 to complete the process of updating the Topographic (2 foot contour lines) data layer.

# Geographic Information Services (GIS)

Business Area: 4270

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$408,705	\$437,613	\$437,613	\$407,116	\$389,292
<b>Total Expenditures</b>	<b>\$408,705</b>	<b>\$437,613</b>	<b>\$437,613</b>	<b>\$407,116</b>	<b>\$389,292</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$408,705</b>	<b>\$437,613</b>	<b>\$437,613</b>	<b>\$407,116</b>	<b>\$389,292</b>

## 2012-13 OBJECTIVES

- Maintain accessibility to the GIS databases and applications.
- Continue the upgrade of the current GIS web based applications to the Web 2.0 platform.
- Re-establish the GIS User Group and form a GIS Advisory Committee.
- Manage the update of the Topographic data layer.

Performance Indicators	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Estimate	FY 2012-13 Projected
% of Customer rating satisfaction (Bi-annual)	N/A	90.00%	92.00%	92.00%
% IT overall Satisfaction (Help Desk)	N/A	N/A	98.00%	98.00%
# of Tickets closed per technician	77/1	77/1	224/1	224/1
% of Requests completed within 24 hours or by customer approved due date	N/A	90.00%	97.00%	97.00%

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# SAP ENTERPRISE RESOURCE PLANNING

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## MISSION

The mission of SAP Enterprise Resource Planning is to provide a centralized point of contact for all issues relating to SAP systems development, support, service, and planning.

In support of this mission, SAP Enterprise Resource Planning goals are:

- Provide leadership in planning for the effective use of the SAP application system.
- Provide centralized management of SAP support to our users, which are efficient, responsive, courteous and cost effective.
- Effectively coordinate services with other application providers.
- Assist users in obtaining information about support alternatives that fall outside of those provided by the department.

## PROGRAM DESCRIPTION

The SAP Enterprise Resource Planning Department consists of a staff logically grouped by their specialized area of support.

The SAP Help Desk is the central point of contact for SAP Enterprise Resource Planning. The SAP Help Desk personnel provide first-level assistance with initial SAP system set up, administration of employee user IDs and the creation and assignment of work items to the department's second-level support personnel.

The technical specialties include Advanced Business Application Programming (ABAP), SAP security administration, workflow management, business warehouse and portal administration. These team members provide critical "behind the scenes" support to ensure the SAP and Employee Portal systems function properly and are accessible by county employees.

The functional specialties include Financial, Payroll, Human Resources and related disciplines such as Budgeting, Funds Management, Grants Management and Procurement.

## 2011-12 ACCOMPLISHMENTS

- SAP ECC Technical Upgrade
- NETWEAVER Portal Upgrade
- Implemented automated password reset feature
- Human Capital Management (HCM) Enhancement Project support
- Updated SAPGUI on all desktops
- Online 2011 Annual Benefits Value Statement/Total Compensation Statement – saves the County postage and paper costs as well as a reduction in staff effort
- SAP County Cares Configuration
- Enhanced the Funds Reservation Form
- End of year tax processing (W2s and 1099s)
- Identity Access/Entitlement Management Policy Implemented
- Automatic notification of personnel changes to align with Identity Access Management Audit
- Enhanced Personnel Cost Planning Reporting
- SAP e-learning courses
- Automated eligibility date calculation for new hires when enrolling in health plans
- Automated Legal interface
- Configured County's HRA health plan

## 2012-13 HIGHLIGHTS

- The FY 2012-13 Budget appropriates an additional \$114,000 for contractual services for the ongoing maintenance and support of the SAP ERP system during system and functionality upgrades.



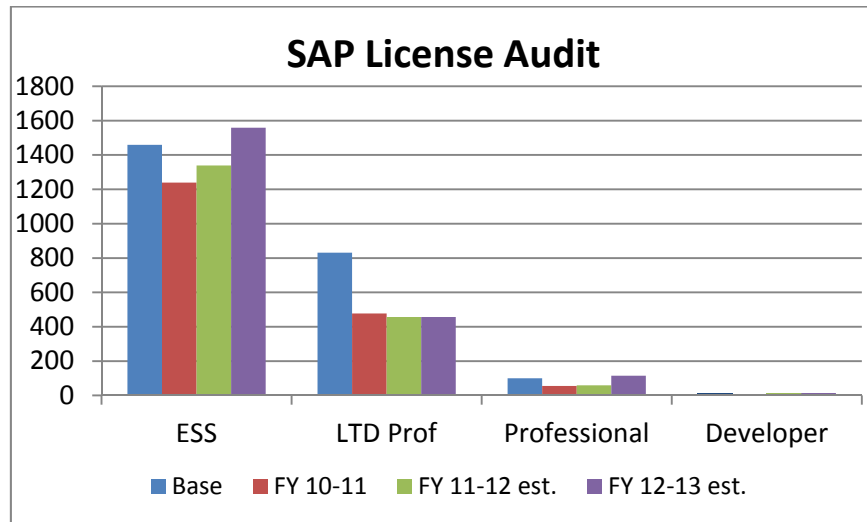
# SAP Enterprise Resource Planning

Funds Center: 4280100000

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$877,570	\$822,370	\$799,234	\$1,031,206	\$848,539
Operating	\$163,297	\$255,241	\$305,582	\$371,345	\$461,945
Capital	\$0	\$0	\$0	\$24,999	\$0
<b>Total Expenditures</b>	<b>\$1,040,867</b>	<b>\$1,077,611</b>	<b>\$1,104,816</b>	<b>\$1,427,550</b>	<b>\$1,310,484</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$1,040,867</b>	<b>\$1,077,611</b>	<b>\$1,104,816</b>	<b>\$1,427,550</b>	<b>\$1,310,484</b>
FTEs	9.00	8.00	8.00	10.00	8.00

## 2012-13 PERFORMANCE MEASURES

Performance Measure: SAP License Audit



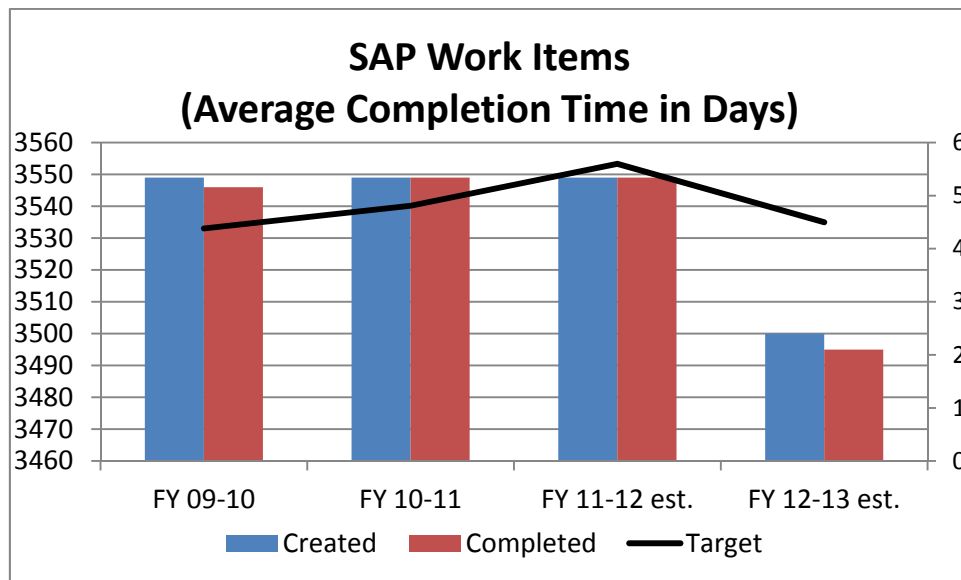
**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

SAP License monitoring and allocation is important because the end user community requires a license in order to access the SAP solution. Without the very basic license, employees will not be able to access their personal information on the Portal, a feature designed just for them. Tracking the license allocation is imperative in order to maintain a high level of service because if the County does not have enough licenses, current functions that have been decentralized would have to become centralized again or the function would have to be removed all together which results in the County operating inefficiently.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

The ongoing audit of the County departments' access as a result of the internal SAP Entitlement audit will insure the refinement of role assignments. Another initiative to be considered is that as the departments plan for additional positions the SAP department is aware of the proposed positions and duties of these positions so that acquiring the appropriate license types can be planned. Obtaining hiring projections for the entire County over a five year time span will assist greatly in planning for the future purchase of licenses.

**Performance Measure: SAP Work Items Completion**



**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

This measure is important to the overall goal or mission of the SAP department because we have continued to support and complete a high volume of work orders and we remain the central point of contact for all SAP work items. Maintaining a high awareness of how we are performing keeps us aware of how well and quickly we are servicing the SAP user community. If we see our numbers are not optimal, we work to improve them so that we can continue to maintain a high level of service. In addition as we monitor work items, we evaluate the conditions under which the increased calls occur to insure that we are handling the processes correctly. We make adjustments to improve when so deemed so that we can continue to serve the SAP community efficiently.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

We will continue to reach out to the SAP user community to make sure that they are aware of the power of the SAP ERP solution and discuss how it can be expanded to meet their needs. Work order statistics give a base for the flow of work regarding the SAP solution, but in order to gauge the significance of the productivity of SAP, one must level set the expectation. If the number of SAP work orders decreases and the time to complete work orders increases, that is a good indication that the users are becoming more proficient in navigating within SAP which results in them taking advantage of functions that make them operate more independently. As the time increases to complete work orders it means that the requests are becoming more complex and take more time to complete. As SAP continues to expand, the training and consulting assistance becomes critical in keeping SAP resources trained in order to complete work orders in a timely manner, which leads to increased confidence of the SAP user community so they will feel comfortable requesting and considering more from the SAP solution.

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# NONDEPARTMENTAL

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## PROGRAM DESCRIPTION

This budget reflects expenditures that are either made on a non-departmental, or county-wide basis, or expenditures that will be distributed to specific departments at a later time. Nondepartmental items funded this year include:

- Miscellaneous contracted services for county-wide contracts \$195,600;
- Personnel cost plan adjustments \$100,000;
- Board of County Commissioners Contingency Fund \$150,000.

# Nondepartmental

Funds Center: 9800981000

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$0	\$341,843	\$0	\$1,450,000	\$100,000
Operating	\$104,874	\$190,730	\$244,318	\$200,000	\$195,600
Transfers	\$0	\$150,000	\$0	\$150,000	\$150,000
<b>Total Expenditures</b>	<b>\$104,874</b>	<b>\$682,573</b>	<b>\$244,318</b>	<b>\$1,800,000</b>	<b>\$445,600</b>
▽ <i>Revenues</i>					
Service Charges	\$810	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$810</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$104,064</b>	<b>\$682,573</b>	<b>\$244,318</b>	<b>\$1,800,000</b>	<b>\$445,600</b>

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# TRANSFERS

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## PROGRAM DESCRIPTION

This budget provides for appropriations of transfers to other funds from the General Fund as well as transfers into the General Fund from other funds.

Transfers from the General Fund will be made to the Capital Finance Fund and Benefits Plan Fund as follows:

Transfers from General Fund	
Capital Finance Fund	\$29,010,002
Benefits Plan Fund	\$16,035,266
<b>TOTAL TRANSFERS OUT</b>	<b>\$45,045,268</b>

Beginning in FY 2004-05, certain dedicated revenues were budgeted directly into the Capital Finance Fund. Those revenue sources are the two one-half cent sales taxes (Article 40 and Article 42) and the county's portion of the occupancy tax. To meet accounting standards, these revenue sources were moved back to the General Fund in FY 2006-07, where they are collected and need to be transferred to the Capital Finance Fund. In 2011 Durham County voters approved a new quarter cent sales tax (Article 46) of which a portion is allocated to support Durham Public School debt service. This portion is collected in the General Fund and is transferred to the Capital Finance Fund similar to Article 40 and Article 42 sales tax. The total amount of the transfer represents the budgeted amount of each of the four individual revenues (see Capital Finance Fund pages). Included in the transfer to the Capital Finance Fund for FY 2012-13 is a transfer of other General Fund revenue to help keep the overall county tax rate flat.

The transfer to the Benefits Plan Fund funds the cost of the employee benefits plan, which includes health care, dental, vision and one times salary life insurance for all fulltime employees plus the cost of health care and life insurance for retirees. The plan also funds a Wellness Clinic, which includes a health risk assessment. The county pays all administrative costs associated with the plan.

Transfers to the General Fund will be made from the Community Health Trust Fund, Volunteer Fire District Funds and Enterprise Fund as follows:

Transfers to General Fund	
Community Health Trust Fund	\$4,071,851
SWAP Fund	\$3,000
Volunteer Fire District Funds	\$1,470,098
Enterprise Fund	\$136,584
Risk Management Fund	\$234,788
<b>TOTAL TRANSFERS IN</b>	<b>\$5,916,321</b>

Revenues in this fund center are transfers in to the General Fund from other funds. The transfer from the Community Health Trust Fund supports health-related needs paid for out of the General Fund. The transfer from the SWAP fund supports financial costs supporting the fund incurred in the General Fund. The transfer from three Volunteer Fire Districts (Lebanon, Bethesda and Redwood) supports county positions funded through Fire District property taxes as provided in various interlocal agreements. The transfer from the Enterprise Fund supports indirect costs in the General Fund for support services rendered to the Enterprise Fund. The Risk Management Fund transfer supports overall General Fund expenditures.

# Transfers

Funds Center: 9800982000

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
▽ <i>Expenditures</i>					
Transfers	\$36,707,631	\$43,066,636	\$49,124,645	\$40,815,179	\$45,045,268
<b>Total Expenditures</b>	<b>\$36,707,631</b>	<b>\$43,066,636</b>	<b>\$49,124,645</b>	<b>\$40,815,179</b>	<b>\$45,045,268</b>
▽ <i>Revenues</i>					
Other Fin. Sources	\$5,438,157	\$5,657,894	\$5,657,894	\$5,690,464	\$5,916,321
<b>Total Revenues</b>	<b>\$5,438,157</b>	<b>\$5,657,894</b>	<b>\$5,657,894</b>	<b>\$5,690,464</b>	<b>\$5,916,321</b>
<b>Net Expenditures</b>	<b>\$31,269,474</b>	<b>\$37,408,742</b>	<b>\$43,466,751</b>	<b>\$35,124,715</b>	<b>\$39,128,947</b>

# VEHICLES AND EQUIPMENT

## PROGRAM DESCRIPTION

This fund center was established for the purpose of accounting for capital assets purchased by the county, such as automobiles and equipment in excess of \$5,000.

Effective in FY 2005-06, the Internal Service Fund used for capital purchases was discontinued and this fund center was created for all vehicle and equipment purchases. As the size of the county's vehicle fleet grew and the number of vehicle replacements, vehicle additions and equipment requests increased, the ability of the Internal Service Fund to support these needs diminished. In order to implement a more consistent replacement schedule as well as fund new purchases, the county now uses bank financing to support requested needs.

## 2012-13 HIGHLIGHTS

The FY 2012-13 bank loan needs are \$2,178,480 and will support 60 vehicles, two ambulance box remounts, and various equipment. Debt service for the bank loan is paid through the Debt Service Fund.

### New vehicles

General Services	New	Pickup Truck (F150)	3	\$71,700
	Replacement	Truck (F350) with Dump Body	1	\$34,695
		Pickup Truck (F150)	2	\$41,900
		Pickup Truck (F350)	2	\$49,390
EMS	Replacement	Ambulance Box Remount	2	\$170,000
		Chevrolet Express	1	\$35,000
		Ambulance	1	\$149,000
		Chevrolet Tahoe	2	\$106,000
Tax	Replacement	Chevrolet Malibu	5	\$105,000
		Chevrolet Malibu (electric)	1	\$36,000
Emergency Management	Replacement	4x4 SUV	1	\$32,000
Fire Marshal	Replacement	4x4 SUV	1	\$32,000
Engineering	Replacement	Nissan Leaf (electric)	1	\$38,500
Criminal Justice Resource Center	Replacement	Mid-size sedan (Hybrid)	1	\$26,000
Sheriff	Replacement	Hybrid	1	\$26,000
		Pursuit Vehicles	34	\$850,000
Youth Home	Replacement	Dodge Caravan	1	27,770
<b>Total</b>			<b>60</b>	<b>\$1,830,955</b>

### New equipment

General Services	Cutter for Sign Shop	\$8,910
	Lift Arm Machine for vehicle	\$16,700
	Lift for F350 Truck	\$7,000
	Forklift for Warehouse	\$40,000
EMS	Zoll Series E Monitors (3) Replacements	\$75,000
	Stryker Stretcher	\$5,000
Sheriff	Vehicle Equipment (35)	\$194,915
<b>Total</b>		<b>\$347,525</b>



# Vehicles and Equipment

Funds Center: 9800983000

Summary	2010-2011 Actual Exp/Rev	2011-2012 Original Budget	2011-2012 12 Month Estimate	2012-2013 Department Requested	2012-2013 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$10,339	\$0	\$186,617	\$0	\$194,915
Capital	\$331,414	\$817,175	\$591,201	\$0	\$1,983,565
<b>Total Expenditures</b>	<b>\$341,754</b>	<b>\$817,175</b>	<b>\$777,818</b>	<b>\$0</b>	<b>\$2,178,480</b>
▼ <i>Revenues</i>					
Other Fin. Sources	\$0	\$817,175	\$777,317	\$0	\$2,178,480
<b>Total Revenues</b>	<b>\$0</b>	<b>\$817,175</b>	<b>\$777,317</b>	<b>\$0</b>	<b>\$2,178,480</b>
<b>Net Expenditures</b>	<b>\$341,754</b>	<b>\$0</b>	<b>\$501</b>	<b>\$0</b>	<b>\$0</b>

Department requested numbers look different because initially all vehicle requests are budgeted in the requesting department, then these requests are moved to the vehicle and equipment funds center as part of the Board of County Commissioners' approved budget.

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