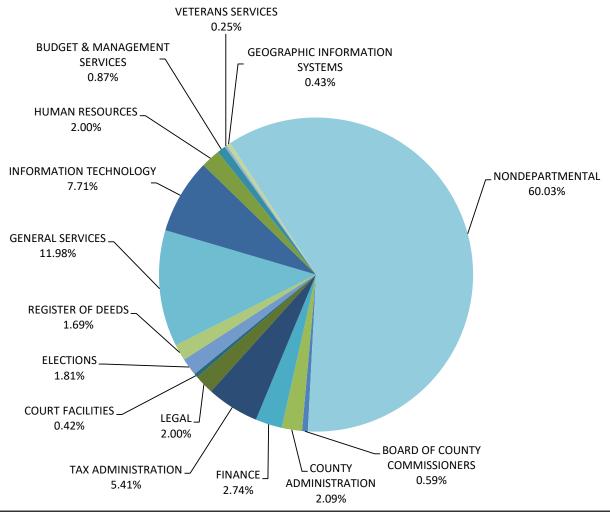


General Government

A function of local government charged with expenditures of the legislative and executive branches, including staff departments, as well as a group of expenditures which are not properly classified under or allocated to specific agencies or activities.

General Government Approved Budget



	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
Business area	Actual	Original	12 Month	Department	Commissioner
	Expenditures	Budget	Estimate	Requested	Approved
BOARD OF COUNTY COMMISSIONERS	\$ 589,824	\$ 877,025	\$ 827,834	\$ 648,936	\$ 648,936
COUNTY ADMINISTRATION	\$ 1,756,751	\$ 2,154,548	\$ 1,971,432	\$ 2,263,180	\$ 2,287,180
FINANCE	\$ 2,421,265	\$ 2,796,320	\$ 3,002,567	\$ 3,442,199	\$ 3,002,033
TAX ADMINISTRATION	\$ 5,729,148	\$ 7,034,801	\$ 6,391,104	\$ 7,253,279	\$ 5,925,787
LEGAL	\$ 1,928,672	\$ 2,229,224	\$ 2,147,418	\$ 2,283,283	\$ 2,194,061
COURT FACILITIES	\$ 354,019	\$ 467,340	\$ 442,641	\$ 457,305	\$ 457,305
ELECTIONS	\$ 1,579,327	\$ 1,541,306	\$ 1,749,556	\$ 2,792,029	\$ 1,979,443
REGISTER OF DEEDS	\$ 1,551,839	\$ 1,746,545	\$ 1,635,217	\$ 1,852,649	\$ 1,852,649
GENERAL SERVICES	\$ 11,185,965	\$ 12,883,587	\$ 11,632,029	\$ 13,361,616	\$ 13,132,908
INFORMATION TECHNOLOGY	\$ 6,814,116	\$ 7,484,042	\$ 7,372,142	\$ 8,537,438	\$ 8,447,272
HUMAN RESOURCES	\$ 1,805,776	\$ 2,118,826	\$ 2,092,514	\$ 2,272,489	\$ 2,187,567
BUDGET & MANAGEMENT SERVICES	\$ 488,455	\$ 600,627	\$ 461,482	\$ 775,119	\$ 952,877
VETERANS SERVICES	\$ 175,802	\$ 248,066	\$ 199,826	\$ 270,052	\$ 270,052
GEOGRAPHIC INFORMATION SYSTEMS	\$ 427,945	\$ 438,833	\$ 438,833	\$ 452,044	\$ 467,619
NONDEPARTMENTAL	\$ 61,040,546	\$ 60,731,374	\$ 62,620,197	\$ 65,645,382	\$ 65,778,335
OVERALL RESULT	\$ 97,849,450	\$ 103,352,464	\$ 102,984,793	\$ 112,307,000	\$ 109,584,024

BOARD OF COUNTY COMMISSIONERS

MISSION

The mission of Durham County government is to provide fiscally responsible, quality services necessary to promote a healthy, safe, and vibrant community.

DEPARTMENT DESCRIPTION

The Durham County Board of 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 every four years concurrent with the Presidential election. 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.

Total Revenues Net Expenditures	\$0 <i>\$257,065</i>	\$0 <i>\$527,935</i>	\$0 <i>\$500,759</i>	\$0 <i>\$285,649</i>	\$0 <i>\$285,649</i>
Revenues					
Total Expenditures	\$257,065	\$527,935	\$500,759	\$285,649	\$285,649
Operating	\$97,381	\$357,977	\$335,384	\$112,477	\$112,477
Personnel	\$159,684	\$169,958	\$165,376	\$173,172	\$173,172
Expenditures					
	Exp/Rev	Budget	Estimate	Requested	Approved
Summary	Actual	Original	12 Month	Department	Commissioner
	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018

2016-17 ACCOMPLISHMENTS

- The Board of County Commissioners welcomed new members Heidi Carter and James Hill following the November election
- The Board of County Commissioners elected Wendy Jacobs as its Chair and James Hill as Vice-Chair
- Durham County administered a successful \$170 million bond referendum for Durham Public Schools, Durham Technical Community College, Museum of Life and Science and Durham Library
- Durham County Received a NACo Achievement Award for the Misdemeanor Diversion Program. The program continues to grow and has been replicated by at least four other counties
- Durham County was recognized with the 2016 Top Projects award from Water and Wastes Digest for its Rougemont Critical Water Infrastructure project
- Durham County's My Brother's Keeper Durham hosted the 2017 <u>Cities United</u> Regional Convening, Urgency of Now: Shattering Biases. Building Equity
- Durham County launched the Bull City United effort which follows the national Cure Violence model of treating violence as a public health issue
- Durham County was the first Government to refund Build American Bonds in North Carolina. BAB's are General
 Obligation Bonds that are issued on a taxable basis and carry a government subsidy that reduces the actual interest
 paid to the equivalent of a tax-exempt rate
- Durham County continued to preserve open space and farmland by preserving more than 3,581 acres representing the George Tilley and Douglas Daye farms
- Durham County awarded a 2017 Achievement Award for its program titled "Social Services Mobile Application" in the category of Human Services

CLERK TO THE BOARD

MISSION

The mission of the Durham County Clerk to the Board's Office is to provide permanent official, records required by North Carolina General Statutes for present and future generations; to provide the Durham Board of County Commissioners (BOCC) a guided focus and direction through meeting agendas; and to provide for citizen participation and involvement in County Government through the oversight of 43 volunteer boards and commissions appointed by the BOCC.

DEPARTMENT 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 43 active 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.

		2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Summary	Actual	Original	12 Month	Department	Commissioner
		Exp/Rev	Budget	Estimate	Requested	Approved
•	Expenditures					
	Personnel	\$258,992	\$271,840	\$258,286	\$283,270	\$283,270
	Operating	\$73,767	\$77,250	\$68,788	\$80,017	\$80,017
	Total Expenditures	\$332,759	\$349,090	\$327,074	\$363,287	\$363,287
•	Revenues					
	Total Revenues	\$0	\$0	\$0	\$0	\$0
	Net Expenditures	\$332,759	\$349,090	\$327,074	<i>\$363,287</i>	<i>\$363,287</i>
	FTEs	4.00	4.00	4.00	4.00	4.00

2017-18 BUDGET HIGHLIGHTS

• The FY 17-18 Approved Budget maintains current levels of service.

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
Clerk to the Board				
# of meetings advertised according to the open				
meetings law	682.00	647.00	755.00	725.00
# of quarterly vacancies for boards and commissions	94.00	60.00	125.00	89.00
# of volunteer appointments made quarterly	102.00	105.00	139.00	105.00
# of volunteer member applications received	135.00	180.00	222.00	175.00
% of agendas distributed to BOCC at least four (4)				
business days prior to meeting	100.00%	100.00%	100.00%	100.00%
% of calendars sent to media at least 48 hours prior to				
meeting date	100.00%	100.00%	100.00%	100.00%
# of agenda packets prepared	32.00	38.00	38.00	37.00
% of approved documents posted on the website within				
48 hours	100.00%	100.00%	100.00%	100.00%
% Minutes distributed within 40 days of a meeting	0.00%	0.00%	0.00%	0.00%

Measure: # of agenda packets prepared

Description: Measures the number of agenda packets prepared by the Clerk's Office for meetings including Joint Boards, Crime Cabinet, Regular Session and Worksession meetings.

Measure: # of meetings advertised according to the open meetings law

Description: Ensures that the public and the media are made aware of all meetings within the appropriate time period. State statute dictates that all official meetings be open to the public.

Measure: # of quarterly vacancies for boards and commissions

Description: This measure allows staff to monitor resignations and term endings. Also, this allows staff to detect resignation trends in order to reduce unnecessary board membership turnover.

Measure: # of volunteer appointments made quarterly

Description: Measures how many appointments are made to the County's 40+ boards and commissions. State statutes dictate that the County Commissioners shall appoint members to various boards, committees, commissions, and authorities to assist in the operation of county government.

Measure: # of volunteer member applications received

Description: This measure allows staff to determine which vacancy advertising methods are most effective in reaching citizens. Staff can better analyze applicant data due to the recently implemented online application submission system and strive for equitable broadcasting.

Measure: % of agendas distributed to BOCC at least four (4) business days prior to meeting

Explanation: Because the agendas are prepared electronically, they can be uploaded, revised, and viewed in real time in the most efficient manner.

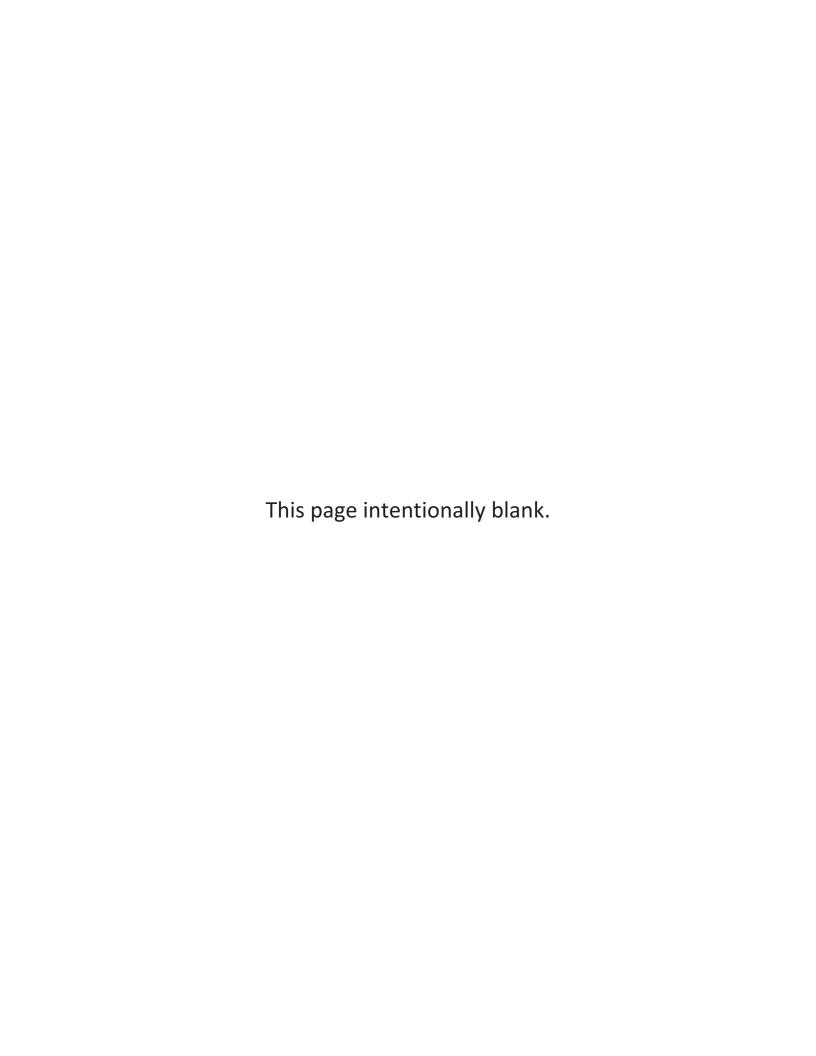
Description: Measures how often the Board has documentation prior to their meetings. This allows any necessary updates to be made and questions to be answered prior to the meeting date. Also, this allows Citizens to be made aware of matters that will come before the Board.

Measure: % of approved documents posted on the website within 48 hours

Description: This allows the public the ability to view minutes, videos and agenda in a timely manner after approval.

Measure: % of calendars sent to media at least 48 hours prior to meeting date

Description: Measures whether the County is in accordance with the Open Meetings Law. State statute dictates that all official meetings be open to the public.



COUNTY MANAGER

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.

DEPARTMENT 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.

	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
Summary	Actual	Original	12 Month	Department	Commissioner
	Exp/Rev	Budget	Estimate	Requested	Approved
Expenditures					
Personnel	\$1,380,892	\$1,803,566	\$1,646,320	\$1,915,448	\$1,969,448
Operating	\$375,859	\$350,982	\$325,112	\$347,732	\$317,732
Total Expenditures	\$1,756,751	\$2,154,548	\$1,971,432	\$2,263,180	\$2,287,180
Revenues					
Intergovernmental	\$29,790	\$33,192	\$33,192	\$34,228	\$34,228
Total Revenues	\$29,790	\$33,192	\$33,192	\$34,228	\$34,228
Net Expenditures	\$1,726,961	\$2,121,356	\$1,938,240	<i>\$2,228,952</i>	\$2,252,952
FTEs	16.00	16.00	16.00	17.00	17.00

2017-18 BUDGET HIGHLIGHTS

• 1 vacant position was realigned to create a graphic designer/training position to support the County's overall demand for increased internal and external publications, web-development and graphics design. The position will assist with training efforts to expand departmental internal capacity for web design and publication development. This investment will mitigate some of the expenses currently occurring through contracted services.

PROGRAM BUDGET	FY2016-17 Approved Budget	FY2016-17 Approved FTE	FY2017-18 Department Requested Budget	FY2017-18 Department Requested FTE	FY2017-18 Commissioner Approved Budget	FY2017-18 Commissioner Approved FTE
County Manager						
Community Engagement and						
Partnerships	\$732,695	5.08	\$768,525	5.08	\$768,525	5.08
Executive Leadership and Management	\$1,089,650	7.59	\$1,156,962	7.59	\$1,180,962	8.59
Internal Audit	\$275,842	3.00	\$278,622	3.00	\$278,622	3.00
State and Legislative Affairs	\$56,361	0.33	\$59,071	0.33	\$59,071	0.33
Grand Total	\$2,154,548	16.00	\$2,263,180	16.00	\$2,287,180	17.00

Community Engagement and Partnerships

Program Purpose: The purpose of the Community Engagement and Partnerships program is to create a two-way process that drives effective decision making to enhance the quality of life for our community members.

Program Description: Community Engagement and Partnerships provides information and education about programs and services provided by Durham County Government. We use a variety of communications techniques including social media, printed materials, broadcast videos, blogs, online forums and regular meetings across the community to ensure that residents receive timely communication about the operations of Durham County.

Executive Leadership and Management

Program Purpose: The purpose of Executive Leadership and Management is to provide effective leadership in the community and in the organization by facilitating the work of the Board, supporting strategic planning and departmental operations, creating a culture of innovation, and encouraging leadership development within the organization.

Program Description: Executive Leadership and Management provides internal oversight of County policies, practices, procedures and service delivery.

Internal Audit

Program Purpose: The purpose of the Internal Audit program is to provide systematic, independent and objective examination of internal controls in county activities to ensure the effectiveness, efficiency and integrity of the operation.

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.

State and Legislative Affairs

Program Purpose: The purpose of the State and Legislative Affairs program is to protect, advocate, serve, remain lawful, support policy making, work collaboratively, guard against unfunded mandates, support legislation that benefits our community members and operations, and seek legislative funding for residents to enhance their quality of life.

Program Description: Legislative Affairs provides advocacy between Durham County Commissioners, administration and state and federal lawmakers to ensure that Durham County's perspectives are included as a part of major legislation being introduced and ultimate enacted. We work intentionally with the advocates from NCACC and other urban communities on similar areas of interest.

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
Community Engagement and Partnerships				
% of residents satisfied or very satisfied with County				
efforts to keep them informed about local issues	not available	46.00%	37.00%	37.00%
% of residents satisfied or very satisfied with the level				
of public involvement in local decisions	not available	36.00%	29.00%	29.00%
# of news releases distributed	not available	not available	135.00	135.00
Executive Leadership and Management				
% of residents who state they are very satisfied or satisfied in overall value received for local taxes and				
fees (Resident Survey)	not available	36.00%	33.00%	33.00%
Maintain Triple A rating	yes	yes	yes	yes
State and Legislative Affairs				
# of legislative proposals responded to by Durham County staff	not available	not available	82.00	65.00

Community Engagement and Partnerships

Measure: % of residents satisfied or very satisfied with County efforts to keep them informed about local issues;

Measure: % of residents satisfied or very satisfied with the level of public involvement in local decisions

Description: Measures how well the County develops and implements a layered communication strategy that results in information sharing at the interpersonal, group, organizational, and public communication levels.

Explanation: Data reflects the effectiveness of communication mechanisms generating citizen participation in local government processes.

Measure: # of news releases distributed

Description: Durham County Public Information prepares and distributed a myriad of high level news releases that inform

county residents on key issues, public safety information and major policy initiatives enacted.

Explanation: Data generally reflects news releases that are issued from this office and posted on main website.

Executive Leadership and Management

Measure: % of residents who state they are very satisfied or satisfied in overall value received for local taxes and fees

(Resident Survey)

Description: Measures how well the County is determining and delivering services that are a priority in the Community.

Explanation: Data reflects resident satisfaction with the County's fiscal responsibility.

Measure: Maintaining AAA bond rating

Description: Measures the County's effectiveness in meeting its financial obligations.

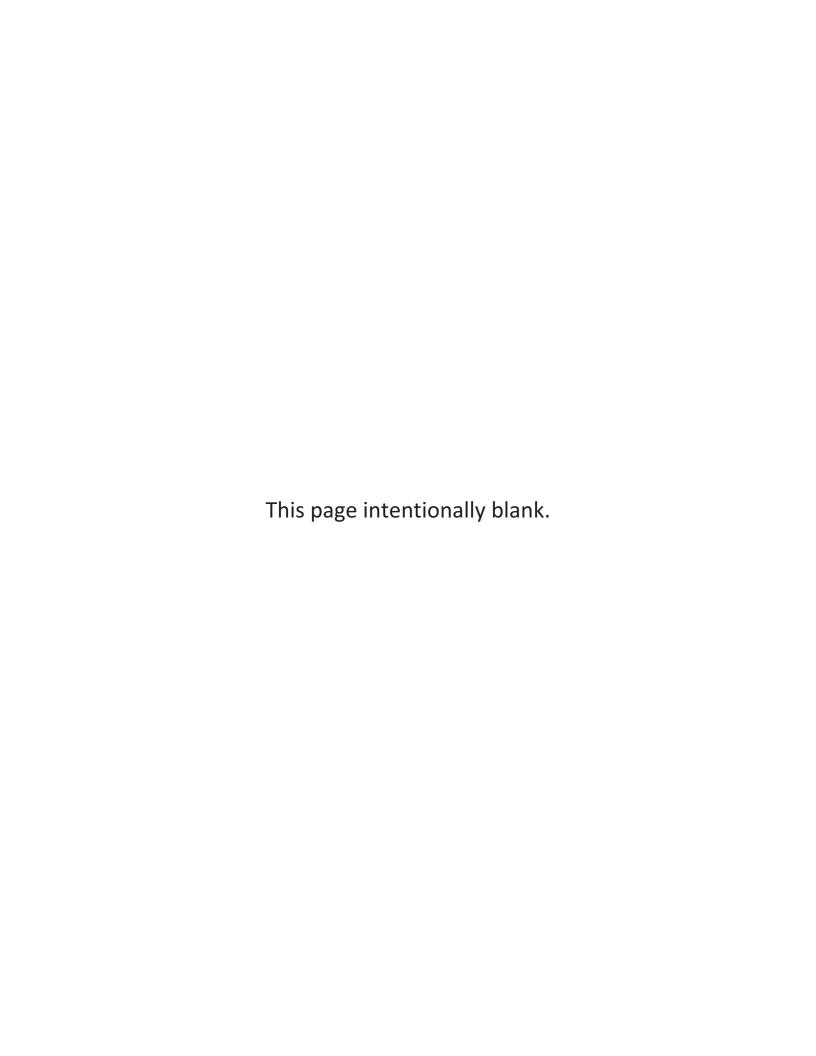
Explanation: Data is available annually.

State and Legislative Affairs

Measure: # of legislative proposals responded to by Durham County staff.

Description: Staff works to maintain positive working relationships with state and federal lawmakers to ensure that proposed legislative issues are thoroughly vetted and that any potential impacts on Durham County operations are shared, regardless of the outcome of the final legislation.

Explanation: Data is only available for the period in which the General Assembly and Congress are in session. Typically contacts with state lawmakers are more robust than with the state's Congressional delegation.



FINANCE

MISSION

The mission of the Finance Department is to provide financial security and stability for county government's financial information. The Finance Department strives 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.

DEPARTMENT 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 the General Statutes. 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.

otal Expenditures evenues Taxes Licenses & Permits Intergovernmental Investment Income Rental Income	\$2,421,265 \$74,665,168 \$494,067 \$2,937,414 \$746,006 \$8,100	\$2,796,320 \$75,085,530 \$490,000 \$2,400,000 \$140,000 \$8,100	\$3,002,567 \$77,604,097 \$490,000 \$2,716,374 \$565,777 \$8,100	\$3,442,199 \$79,238,374 \$490,000 \$2,400,000 \$400,000 \$8,100	\$3,002,033 \$80,835,787 \$490,000 \$2,500,000 \$400,000 \$8,100
evenues Taxes Licenses & Permits	\$74,665,168 \$494,067	\$75,085,530 \$490,000	\$77,604,097 \$490,000	\$79,238,374 \$490,000	\$80,835,787 \$490,000
evenues Taxes	\$74,665,168	\$75,085,530	\$77,604,097	\$79,238,374	\$80,835,787
evenues					
•	\$2,421,265	\$2,796,320	\$3,002,567	\$3,442,199	\$3,002,033
	40 404 000	40 -00 000	40.000.00	40 440 400	40.000.000
Capital	\$0	\$0	\$441,924	\$300,000	\$0
Operating	\$591,665	\$819,500	\$682,102	\$855,467	\$805,467
Personnel	\$1,829,600	\$1,976,820	\$1,878,542	\$2,286,732	\$2,196,566
kpenditures					
,	Exp/Rev	Budget	Estimate	Requested	Approved
Summary	Actual	Original	12 Month	Department	Commissioner
•	penditures	Exp/Rev penditures	Summary Actual Original Exp/Rev Budget penditures	Summary Actual Original 12 Month Exp/Rev Budget Estimate penditures	Summary Actual Original 12 Month Department Exp/Rev Budget Estimate Requested penditures

2017-18 BUDGET HIGHLIGHTS

- The payroll process is a continuous process in that there is relatively no down time. Holidays place even more stress on the process. Time off and vacations present unique challenges because the current staffing level is not sufficient to meet the demands of the office.
 - o A new payroll clerk will provide staff with necessary redundancy, lower workloads, and provide for more effective succession planning for this vital internal service area.

PROGRAM BUDGET	FY2016-17 Approved Budget	FY2016-17 Approved FTE	FY2017-18 Department Requested Budget	FY2017-18 Department Requested FTE	FY2017-18 Commissioner Approved Budget	FY2017-18 Commissioner Approved FTE
Finance						
Financial Reporting & Control	\$1,705,755	13.30	\$1,824,365	15.30	\$1,684,199	15.30
Minority & Women Owned Businesses	\$223,706	2.30	\$275,376	2.30	\$275,376	2.30
Purchasing	\$475,374	5.85	\$619,596	6.85	\$319,596	5.85
Treasury & Debt Management	\$391,485	2.55	\$722,862	2.55	\$722,862	2.55
Grand Total	\$2,796,320	24.00	\$3,442,199	27.00	\$3,002,033	26.00

Financial Reporting & Control

Program Purpose: The purpose of the Financial Reporting and Control Program is to account for and report the financial activity of the County in compliance with laws, regulations, policies and best practices to provide sound financial management and growth and transparency for the County.

Program Description: The Finance Department reports, provides, and maintains accurate financial records for all the County financial activity. The Financial Reporting and Control program ensures we have strong fiscal control and management, while ensuring adherence to Generally Accepted Accounting Principles (GAAP), Governmental Accounting Standards Board (GASB), State Statues, and County Policy. This results in the Finance Department's attainment of the Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR).

Minority & Women Owned Businesses

Program Purpose: The purpose of the Minority and Women Owned Businesses (MWBE) Program is to develop a diverse and thriving business community by recruiting and attracting MWBEs for increased participation with the County, to review bid proposals for compliance with County MWBE requirements and to track participation to the County's goals.

Program Description: The Minority and Women Owned Businesses (MWBE) Program ensures the County provides the opportunity for minority and women-owned businesses to participate in County projects whenever possible (e.g., increased services provided by minority and/or women-owned businesses to the County).

Purchasing

Program Purpose: The purpose of the Purchasing Program is to procure goods and services at the best price and value and timely to meet the needs of County departments and to ensure strong financial control by monitoring the purchases, contracts and contract process of the County for compliance with laws and policies.

Program Description: The Purchasing program ensures the procurement of goods and services through monitoring County department's purchases of goods and services. The program constantly monitors contracts and contract processes ensuring they are in compliance state laws and statues, and County policies.

Treasury & Debt Management

Program Purpose: The purpose of the Treasury and Debt Management Program is to monitor and manage the County's funds and debt in accordance with laws, policies and principles of sound financial management to safely maximize earnings and minimize interest costs to increase resources available to fund County services and projects.

Program Description: Treasury and Debt management program will maximize earnings while ensuring that funds are invested per State Statutes. This program ensures debt is issued at the lowest interest rate possible. As well, this program ensures the refunding of debt when a lower interest rate or savings can be acquired, hoping to increase resources for funding of County services.

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
Financial Reporting & Control	Aimadi	Aiiiddi	Amuu	Lotiniated
# of findings from audit management letter	0.00	0.00	0.00	0.00
# of payables processed in 7 days	2,138.00	2,271.00	2,444.00	2,399.00
% of cash receipts correct on initial submission by department	Not Available	87.40%	0.00%	95.00%
Attain the Certificate of Achievement for Excellence in Financial Reporting for the CAFR	Yes	Yes	Yes	Yes
Minority & Women Owned Businesses				
\$ amount paid to MWBEs	Not Available	Not Available	\$20,435,722	\$15,000,000
% of participation of goal met	Not Available	Not Available	25.03%	20.00%
Purchasing				
% of contracts executed within 10 business days	Not Available	Not Available	90.18%	90.00%
% of Purchase Orders processed within 3 business days	Not Available	Not Available	88.00%	90.00%
Treasury & Debt Management				
\$ amount of savings due to refunding	Not Available	\$6,321,762	Pending	\$4,000,000
Maintain triple A rating	Yes	Yes	Yes	Yes
total \$ amount of debt managed	\$522,236,191	\$539,590,715	\$0	\$407,986,336

Financial Reporting & Control

Measure: # of findings from audit management letter

Explanation: The expectation is to have no finding during the annual financial audit by our external auditors. This is the expectation for both the financial audit and compliance audit.

Description: This measure is based on the results of the financial audit conducted at the end of the fiscal year. The finance department is evaluated on the financial reporting and monitoring performed for all County departments during the fiscal year.

Measure: # of payables processed in 7 days

Description: This is the number of accounts payable related transactions process in 7 days. Accounts payable has a 7 day turnaround on payments if documentation is submitted correctly initially.

Measure: % of cash receipts correct on initial submission by department

Explanation: The expectation is to have cash receipts processed within 3 business days of initial submission.

Description: Measures how efficient the departments are with submitting cash receipts (deposits) to the Finance department with no issues/errors. This allows all revenues to be posted in a timely matter.

Measure: Attain the Certificate of Achievement for Excellence in Financial Reporting for the CAFR

Explanation: The goal is to receive this annual award each year for financial reporting. This is a reflection of the hard work and dedication of the Finance department.

Description: This measures how well the Finance Department maintains accurate financial records for the Comprehensive Annual Financial Report (CAFR). The Comprehensive Annual Financial Report is reviewed by the external auditors at the end of our fiscal year. Finance submits the CAFR to Government Finance Officers Association (GFOA) for their review; and if we have meet their requirements for financial reporting excellence; we attain the certificate of excellence for our CAFR. Finance has received this prestigious award seventeen consecutive years.

Minority & Women Owned Businesses

Measure: \$ amount paid to MWBEs

Explanation: The goal is to have a reasonable percentage of County funds actually spent on contracts with MWBEs

Description: This measures the actual funds the County has spent through contractors who participate in the MWBE program.

This will help determine if any changes should be made to the annual goals for the WMBE program.

Measure: % of participation of goal met

Explanation: The goal is to have a high percentage of MWBEs to participate in the MWBE program.

Description: This measures the effectiveness of the MWBE program to recruit minority and women owned businesses to meet the participation goals designed to ensure equal opportunities in all contracting opportunities. The County has an aspirational overall annual goal of 25% for MWBE participation in all, but not limited to, construction, architect/engineering, services, and goods.

Purchasing

Measure: % of contracts executed within 10 business days

Explanation: Process all contracts (purchase orders or fund reservations) in 10 days if contracts are initially submitted correctly. **Description:** This measures the effectiveness of the purchasing program to efficiently have all contracts processed fully in 10 business days after initial submission. Ensures all procurement activity is in compliance with applicable State and Federal laws and regulations, local ordinances and approved County policies and procedures. All department are able to achieve their missions, goals, and objectives, and effectively deliver services to the residents of Durham County.

Measure: % of Purchase Orders processed within 3 business days

Explanation: Processed in 3 days if requisitions are initially submitted correctly.

Description: Measures the effectiveness of the purchasing program to efficiently have purchase orders processed fully in 3 business days after initial submission.

Treasury & Debt Management

Measure: \$ amount of savings due to refunding

Explanation: The variability in this amount is dependent on the market during the time of refunding.

Description: Measures how the debt management program saves the County additional funds when debt is refunded.

Measure: Maintain triple A rating

Explanation: Management expectation is to maintain a Triple A rating in order to issue debt and refund debt.

Description: Measures the effectiveness of the debt management program management of County issued and refunded debt.

Measure: total \$ amount of debt managed

Explanation: This amount represents the debt issued for County projects. Also, any refunds issued by the County.

Description: This measures the amount of debt issued and refunded by the debt management program at any given time during

the fiscal year.

TAX ADMINISTRATION

MISSION

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.

DEPARTMENT DESCRIPTION

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, and parking fees. North Carolina General 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.

The Durham County Tax Assessor has direct responsibility of maintaining the cadastre, the appraisal of real, tangible personal property and motor vehicles per North Carolina General Statutes, including administering exemption programs set forth.

		2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Summary	Actual	Original	12 Month	Department	Commissioner
		Exp/Rev	Budget	Estimate	Requested	Approved
•	Expenditures					
	Personnel	\$3,970,499	\$4,271,608	\$3,513,258	\$4,472,256	\$4,208,520
	Operating	\$1,752,555	\$2,716,393	\$2,867,762	\$2,781,023	\$1,717,267
	Capital	\$6,094	\$46,800	\$10,084	\$0	\$0
	Total Expenditures	\$5,729,148	\$7,034,801	\$6,391,104	\$7,253,279	\$5,925,787
•	Revenues					
	Taxes	\$235,824,239	\$236,367,681	\$238,897,604	\$240,286,263	\$243,840,383
	Licenses & Permits	\$21,006	\$20,000	\$20,786	\$20,000	\$20,000
	Investment Income	\$7 <i>,</i> 459	\$0	\$4,179	\$0	\$0
	Service Charges	\$1,810,001	\$1,747,500	\$1,790,121	\$1,862,935	\$1,862,935
	Other Revenues	\$86,913	\$200,000	\$121,135	\$100,000	\$100,000
	Total Revenues	\$237,749,618	\$238,335,181	\$240,833,825	\$242,269,198	\$245,823,318
	Net Expenditures	(\$232,020,470)	(\$231,300,380)	(\$234,442,721)	(\$235,015,919)	(\$239,897,531)
	FTEs	67.00	67.00	67.00	67.00	56.00

^{*}Note: In FY2017-18 the Revaluation Fund Center was moved to the Reappraisal Reserve Fund (see corresponding page for information)

2017-18 BUDGET HIGHLIGHTS

- Per Durham County Board of Commissioner approval of a revised County Fund Balance Policy in FY2016-17, the Revaluation Fund Center that has historically been a part of the General Fund will now be placed into a "Committed for Reappraisal Reserve Fund" per Government Accounting and Standards Board (GASB) best practice.
 - This will follow state statute mandating that the County annually estimate the cost of the next reappraisal and provide a budget that will cover those expenditures.
- North Carolina Vehicle Tax System (NCVTS) expenses have increased due to increased annual renewals and new registration of vehicles within Durham County. This change is reflected in the Tax Departments operating expenditures.
 - There is a 12% increase in this budget from \$330,000 in FY2016-17 to \$370,000 in FY2017-18.
- With the date for the next general reappraisal of property values in Durham County approaching on January 1, 2019, much of the data collection and appraisal work needed to meet this deadline must be completed in the final quarters of the 2017-2018 fiscal year.
 - New reappraisal standards implemented by the NC Department of Revenue on July 28, 2016 will require
 additional resources by the county to remain in compliance. These standards will require a full measure and
 list to ensure that each property is visited and all improvements are re-measured and checked for data
 accuracy.

PROGRAM BUDGET	FY2016-17 Approved Budget	FY2016-17 Approved FTE	FY2017-18 Department Requested Budget	FY2017-18 Department Requested FTE	FY2017-18 Commissioner Approved Budget	FY2017-18 Commissioner Approved FTE
Tax Administration						
Citizen Support	\$1,196,506	12.00	\$1,205,336	12.00	\$1,205,336	12.00
Revenue Collection	\$897,380	9.00	\$904,001	9.00	\$904,001	9.00
Tax Base Assessment	\$3,589,809	35.00	\$3,816,450	35.00	\$3,816,450	35.00
Grand Total	\$5,683,695	56.00	\$5,925,787	56.00	\$5,925,787	56.00

Citizen Support

Program Purpose: The purpose of this program is to provide support services to ensure that the citizens remain at the forefront of our operations as we administer the property tax within Durham County.

Program Description: Citizen Support provides service and assistance to internal & external stakeholders whether walk-in or over the telephone. Also extends administrative assistance to departmental divisions in any capacity needed to ensure program objectives are completed timely and within budget.

Revenue Collection

Program Purpose: The purpose of the Revenue Collection program is to ensure the highest possible revenue collection rate in a timely and transparent manner for the operation of the county, city and fire districts.

Program Description: Revenue Collections holds responsibility of collecting and recording the collection of all property taxes levied annually by the governing boards of Durham County, Durham City, Towns of Chapel Hill, Morrisville and City of Raleigh for the purpose of operating county programs and services. Property taxes include but not limited to real, personal, registered motor vehicles and public service.

Tax Base Assessment

Program Purpose: The purpose of the Tax Base Assessment program is to ensure all taxable property in Durham County is listed and assessed uniformly and accurately per NC statute.

Program Description: Tax revenues are a major source of funding for county services. Statutorily the Assessor has general charge of the listing, appraisal and assessment of all property in the county from which tax revenue is derived.

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
Citizen Support				
#Commercial/Industrial Real Property Appeals Filed				
with Board of Equalization and Review	53.00	Not Applicable	167.00	75.00
# Residential real property appeals filed with Board of				
Equalization & Review	423.00	Not Applicable	724.00	400.00
Revenue Collection				
% Collection rate for current Fiscal Year	99.60%	99.70%	99.78%	99.78%
Tax Base Assessment				
# Businesses audited	582.00	583.00	306.00	500.00
% Valuation projection (v. End of Year Actual)				
accurately provided to governing board for			Pending Final	
determination of county budget	98.85%	98.93%	Data	99.50%

Citizen Support

Measure: # Commercial/Industrial Real Property Appeals Filed with Board of Equalization and Review

Explanation: Any taxpayer who owns or controls [residential] property taxable in the county has the right of appeal annually prior to the adjournment of the Board of Equalization & Review. Data for this activity is measurable during a non-general reappraisal year. Data is pending compilation of annual data for this measure.

Description: This measures the number of commercial/industrial real property appeals filed by property owners with respect to the listing or appraised value of property. Commercial and industrial properties are among the most difficult properties to appraise accurately. As such, property owners submitting a low number of appeals is an indication that values are accurate.

Measure: # Residential real property appeals filed with Board of Equalization & Review

Explanation: Any taxpayer who owns or controls [commercial] property taxable in the county has the right of appeal annually prior to the adjournment of the Board of Equalization & Review. Data for this activity is measurable during a non-general reappraisal year. Data is pending compilation of annual data for this measure.

Description: This number represents the number of residential real property appeals filed by property owners with respect to the listing or appraised value of property. This data is measured during non-reappraisal years and indicates the number of property owners that believe the value of their property exceeds true market value. A small number of appeals suggests a level of confidence that real property is being appraised at market value and the process being used is fair and equitable. Revenue Collection

Measure: % Collection rate for current Fiscal Year

Explanation: Real and personal property taxes are due and payable on September 1 of the fiscal year for which the taxes are levied. January 5 is the last day to pay without incurring interest. Unpaid real and personal property taxes become delinquent on January 6th and enforced collection remedies may begin.

Description: This is a measure of the percentage of property taxes collected for budgetary purposes. Revenue derived from property taxes are a primary source of funding for local governments. A high collection rate is an indication of taxpayers paying their fair share to help fund the services and programs used by the citizens of Durham County.

Tax Base Assessment

Measure: # Businesses audited

Explanation: Statutory duty of the assessor to see that all property not properly listed during regular listing period (Jan.01 thru Jan. 31) be listed, assessed and taxed as discovered property.

Description: This measures the number of businesses audited for compliance of listing personal property assets. Auditing is used to ensure that personal property listings are accurately filed thereby fairly and equitably distributing the tax burden. When property is under-listed or not listed at all then compliant property owners may bear more than their fair share of the tax burden.

Measure: % Valuation projection (v. End of Year Actual) accurately provided to governing board for determination of county budget

Explanation: The assessor's experience in tax base forecasting and analysis of historical tax bases play a major role in the accuracy of the projected totals given.

Description: Measures the accuracy between the estimated tax valuation and actual tax valuation totals. Projected values are provided to Budget Office and governing board for the purpose of setting annual county budget. Valuation estimates are normally requested beginning in early January prior to the end of the property listing period. Additionally, tax relief (exemption) applications and property appeals are being accepted during this timeframe making adjustments to the tax base an unknown. Projecting tax valuations that will determine the county's tax revenue almost eighteen month in advance can be challenging given such variables.

COUNTY ATTORNEY

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 County agencies in carrying out the mission of the County.

DEPARTMENT 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, that are 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.

	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
Summary	Actual	Original	12 Month	Department	Commissioner
	Exp/Rev	Budget	Estimate	Requested	Approved
Expenditures					
Personnel	\$1,766,393	\$2,044,592	\$1,943,647	\$2,103,654	\$2,014,432
Operating	\$162,279	\$184,632	\$203,771	\$179,629	\$179,629
Total Expenditures	\$1,928,672	\$2,229,224	\$2,147,418	\$2,283,283	\$2,194,061
Revenues					
Contrib. & Donations	\$2,800	\$0	\$334	\$0	\$0
Service Charges	\$0	\$2,000	\$0	\$0	\$0
Total Revenues	\$2,800	\$2,000	\$334	\$0	\$0
Net Expenditures	\$1,925,872	\$2,227,224	\$2,147,084	\$2,283,283	\$2,194,061
FTEs	18.00	19.00	19.00	19.00	19.00

2017-18 BUDGET HIGHLIGHTS

• This budget allows the County Attorney to provide the Board of County Commissioners and all other County Government departments with outstanding legal representation in defense of all lawsuits brought against them, as well as legal representation for Social Services related matters.

PROGRAM BUDGET	FY2016-17 Approved Budget	FY2016-17 Approved FTE	FY2017-18 Department Requested Budget	FY2017-18 Department Requested FTE	FY2017-18 Commissioner Approved Budget	FY2017-18 Commissioner Approved FTE
County Attorney						
DSS Legal Services	\$1,226,073	10.00	\$1,255,806	10.00	\$1,166,584	10.00
General Legal Services	\$1,003,151	9.00	\$1,027,477	9.00	\$1,027,477	9.00
Grand Total	\$2,229,224	19.00	\$2,283,283	19.00	\$2,194,061	19.00

DSS Legal Services

Program Purpose: The purpose of DSS Legal Services is to provide legal advice and court representation to the Department of Social Services so that the Department can minimize liability and maximize effectiveness while addressing the needs of its target population.

Program Description: DSS Legal Services provides legal advice and court representation to the Department of Social Services so that the Department can minimize liability and maximize effectiveness while addressing the needs of its target population. General Legal Services

General Legal Services

Program Purpose: The purpose of the General Legal Services Division is to provide legal advice/representation to the Board of Durham County Commissioners, the departments of Durham County Government, as well as various Boards and Commissions, in order to comply with laws and mitigate liability.

Program Description: General Legal Services Division provides legal advice/representation to the Board of Durham County Commissioners, the departments of Durham County Government, as well as various Boards and Commissions, in order to comply with laws and mitigate liability.

PERFORMANCE MEASURES	FY2014-15	FY2015-16	FY2016-17	FY2017-18
FERFORMANCE WIEASORES	Annual	Annual	Annual	Estimated
DSS Legal Services				
Amount of Child Support Money Collected	not available	\$16,970,097	\$17,721,122	\$17,721,122
# of Total AND Cases with Court representation from DSS attorneys	not available	not available	290.00	425.00
# of Total Cases with Court representation from DSS attorneys	not available	not available	1,826.00	2,000.00
General Legal Services				
# of Departments, Boards, and Commissions Advised	not available	not available	36.00	36.00
# of Active Cases/Transaction (cumulative)	not available	not available	868.00	900.00

DSS Legal Services

Measure: Amount of Child Support Money Collected

Explanation:

Description: Measures the amount of child support payments collected by division within the quarter.

General Legal Services

Measure: # of Total AND Cases with Court representation from DSS attorneys

Explanation:

Description: Measures the number of Abuse, Neglect and Dependency (AND) cases, Motions, Responsible Individuals List, and Young Adult Petitions handled by division within the quarter.

Measure: # of Total Cases with Court representation from DSS attorneys

Explanation:

Description: Measures the number of Adult Services, Abuse, Neglect and Dependency (AND), and Child Support cases handled by division within the quarter.

General Legal Services

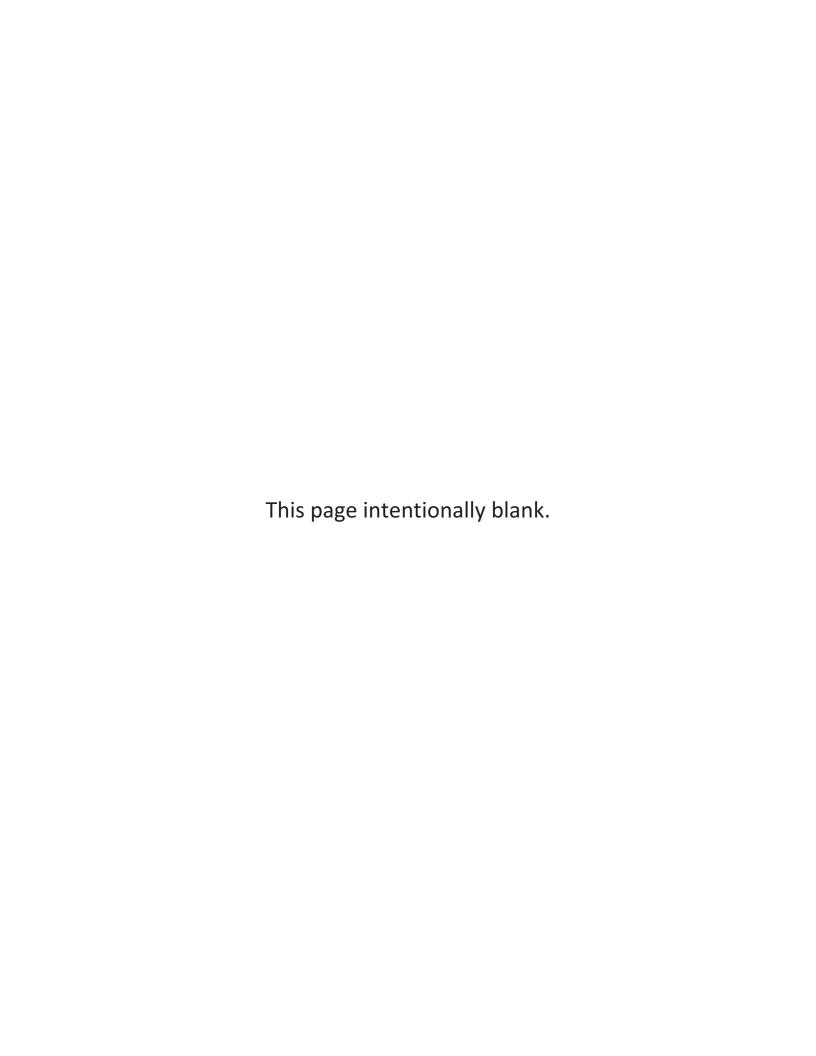
Measure: # of Departments, Boards, and Commissions Advised

Explanation: This measure can fluctuate due to the creation or dissolution of boards and commissions by various entities. **Description:** This includes number of County and City/County departments, Boards and Commissions advised by Legal.

Measure: # of Active Cases/Transaction (cumulative)

Explanation: This measure must be cumulative (over 10 year period) due to the timeline of many cases/matters continuing over more than one year. This data will probably decrease significantly when the backlog of open cases/matters/transactions is cleared by attorneys.

Description: This measure is calculated from any ongoing cases/matters on the Case List listed with no Close Date.



COURT SUPPORTIVE SERVICES

MISSION

The mission of the North Carolina Judicial System is to protect and preserve the rights and liberties of all the people, as guaranteed by the Constitutions and laws of the United States and North Carolina, by providing a fair, independent, and accessible forum for the just, timely, and economical resolution of their legal affairs. Durham County is committed to supporting this mission through varied means, from providing facilities to supporting additional staffing.

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. In FY2016-17 funding was reinstated (last funded in 2008) for one Assistant Public Defender to expedite first court appearances, particularly identifying those with low bond amounts.

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 in Downtown Durham and space located at 3325 Chapel Hill Boulevard, Durham, North Carolina for the Judicial District Manager staff.

		2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Summary	Actual	Original	12 Month	Department	Commissioner
		Exp/Rev	Budget	Estimate	Requested	Approved
•	Expenditures					
	Operating	\$354,019	\$467,340	\$442,641	\$457,305	\$457,305
	Total Expenditures	\$354,019	\$467,340	\$442,641	\$457,305	\$457,305
•	Revenues					
	Total Revenues	\$0	\$0	\$0	\$0	\$0
	Net Expenditures	\$354,019	\$467,340	\$442,641	<i>\$457,</i> 305	\$457,305

2017-18 BUDGET HIGHLIGHTS

- Continue funding for an Assistant District Attorney (ADA) for Jail Population Management
- Continue funding for an Assistant Public Defender (APD) for first appearances for inmates to expedite first court appearances, particularly identifying those with low bond amounts.
- Public Defender's office is receiving funding for:
 - High-capacity document scanner to convert records more efficiently to electronic from hard copy documents
 - Digital recorders to move away from the older style cassette recorders currently being utilized.
- Furniture budgets are still funded at FY2013 levels due to relocation to a new courthouse

District Attorney

Funds Center: 4160311000

		2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Summary	Actual	Original	12 Month	Department	Commissioner
		Exp/Rev	Budget	Estimate	Requested	Approved
•	Expenditures					
	Operating	\$69,818	\$82,628	\$82,860	\$75,615	\$75,615
	Total Expenditures	\$69,818	\$82,628	\$82,860	\$75,615	\$75,615
•	Revenues					
	Total Revenues	\$0	\$0	\$0	\$0	\$0
	Net Expenditures	\$69,818	<i>\$82,628</i>	<i>\$82,860</i>	\$75,615	\$75,615

Clerk of Superior Court

Funds Center: 4160312000

		2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Summary	Actual	Original	12 Month	Department	Commissioner
		Exp/Rev	Budget	Estimate	Requested	Approved
•	Expenditures					
	Operating	\$2,694	\$14,689	\$13,471	\$14,689	\$14,689
	Total Expenditures	\$2,694	\$14,689	\$13,471	\$14,689	\$14,689
•	Revenues					
	Total Revenues	\$0	\$0	\$0	\$0	\$0
	Net Expenditures	<i>\$2,694</i>	<i>\$14,689</i>	\$13,471	\$14,689	<i>\$14,689</i>

Adult Probation and Parole Facilities

Funds Center: 4160314000

Revenues Total Revenues	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$275,376	\$298,777	\$275,376	\$282,565	\$282,565
Operating	\$275,376	\$298,777	\$275,376	\$282,565	\$282,565
Expenditures					
	Exp/Rev	Budget	Estimate	Requested	Approved
Summary	Actual	Original	12 Month	Department	Commissioner
	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018

Public Defender

Funds Center: 4160315000

		2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Summary	Actual	Original	12 Month	Department	Commissioner
		Exp/Rev	Budget	Estimate	Requested	Approved
•	Expenditures					
	Operating	\$999	\$62,817	\$62,746	\$76,007	\$76,007
	Total Expenditures	\$999	\$62,817	\$62,746	\$76,007	\$76,007
•	Revenues					
	Total Revenues	\$0	\$0	\$0	\$0	\$0
	Net Expenditures	\$999	\$62,817	\$62,746	<i>\$76,007</i>	\$76,007

Superior Court

Funds Center: 4160316000

	Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Reguested	2017-2018 Commissioner Approved
•	Expenditures	.,	<u> </u>		'	
	Operating	\$950	\$1,000	\$992	\$1,000	\$1,000
	Total Expenditures	\$950	\$1,000	\$992	\$1,000	\$1,000
•	Revenues					
	Total Revenues	\$0	\$0	\$0	\$0	\$0
	Net Expenditures	\$950	\$1,000	\$992	\$1,000	\$1,000

Department of Juvenile Justice

Funds Center: 4160317000

		2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Summary	Actual	Original	12 Month	Department	Commissioner
		Exp/Rev	Budget	Estimate	Requested	Approved
•	Expenditures					
	Operating	\$3,255	\$6,429	\$6,232	\$6,429	\$6,429
	Total Expenditures	\$3,255	\$6,429	\$6,232	\$6,429	\$6,429
•	Revenues					
	Total Revenues	\$0	\$0	\$0	\$0	\$0
	Net Expenditures	<i>\$3,255</i>	\$6,429	<i>\$6,232</i>	\$6,429	\$6,429

District Court

Funds Center: 4160318000

		2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Summary	Actual	Original	12 Month	Department	Commissioner
		Exp/Rev	Budget	Estimate	Requested	Approved
•	Expenditures					
	Operating	\$927	\$1,000	\$964	\$1,000	\$1,000
	Total Expenditures	\$927	\$1,000	\$964	\$1,000	\$1,000
•	Revenues					
	Total Revenues	\$0	\$0	\$0	\$0	\$0
	Net Expenditures	<i>\$927</i>	\$1,000	\$964	\$1,000	\$1,000

PERFORMANCE MEASURES

Definition: The number of outgoing cases as a percentage of the number of incoming cases.

Purpose: Clearance rate measures whether the court is keeping up with its incoming caseload. If cases are not disposed in a timely manner, a backlog of cases awaiting disposition will grow. This measure is a single number that can be compared within the court for any and all case types, from month to month and year to year, or between one court and another. Knowledge of clearance rates by case type can help a court pinpoint emerging problems and indicate where improvements may be made. Courts should aspire to clear (i.e., dispose of) at least as many cases as have been filed, reopened, or reactivated in a period by having a clearance rate of 100 percent or higher. This measure is used in conjunction with Measure 3 Time to Disposition and Measure 4 Age of Active Pending Caseload to get an accurate picture of how a court is managing its caseload.

CLEARANCE RATES in DURHAM

	1	Preceding F	Current Fiscal Year		
Case Type	FY 12/13	FY 13/14	FY 14/15	FY 15/16	Jul – Mar, FY 16/17
Superior Civil	115%	93%	114%	113%	113%
Superior Criminal Felony	127%	115%	119%	124%	126%
Superior Criminal Misdemeanor					
Appeal	96%	130%	101%	155%	111%
District Civil	121%	94%	127%	101%	107%
District Domestic (no child support)	102%	99%	96%	100%	104%
District Child Support	109%	99%	185%	111%	116%
District Criminal	113%	117%	116%	121%	125%
District Motor Vehicle (criminal)	114%	120%	115%	156%	133%
District Infractions	104%	109%	106%	113%	115%
Magistrates Civil	99%	101%	101%	99%	101%
Clerk Estates	102%	103%	101%	102%	115%
Clerk Special Proceedings	87%	97%	98%	94%	100%

http://www.nccourts.org/County/Durham/Documents/Measure2.pdf

Definition: The percentage of cases disposed or otherwise resolved within established time frames.

Purpose: This measure, used in conjunction with Clearance Rates (Measure 2) and Age of Active Pending Caseload (Measure 4), is a fundamental management tool that assesses the length of time it takes a court to process cases. It compares a court's performance with local, state, or national guidelines for timely case processing. When the data conforms to the State Court Guide to Statistical Reporting, the measure takes into account periods of inactivity beyond the court control (e.g., absconded defendants, cases suspended pending decision on an appeal) and provides a framework for meaningful measurement across all case types. The North Carolina Supreme Court first adopted Time Guidelines for Trial Courts in 1996. The following table provides information on the time to disposition for major case categories in both Superior and District Court.

TIME to DISPOSITION in DURHAM

_	T	6000000000		<u> </u>	I		
\vdash		-	Precer	ling Fisca	l Years		2016-17
\vdash		Goal	FY 12/13			FY 15/16	Jul-Mar
\vdash		-	1 12 15			1 10.10	
S		-					
υ	CIVIL CASES - Percentage Disposed						
P	Within One Year of Filing	90%	74%	75%	66%	68%	62%
E		-					
R	CRIMINAL FELONY CASES - Percentage	-					
Ĥ	Disposed Within One Year of Filing	90%	67%	68%	67%	62%	66%
┢	Disposed Within One Teal of Filling	-	07 70	00 /0	07 70	02 /0	0070
_		-					
R	CRIMINAL MISDEMEANOR APPEAL						
┡	CASES - Percentage Disposed Within 180	000/	-40/		040/	400/	0.50/
С	Days of Transfer	90%	71%	58%	61%	46%	65%
т							
L							
D							
1	CIVIL CASES - Percentage Disposed						
S	Within 18 Months of Filing	98%	94%	97%	80%	97%	98%
т		-					
R	DOMESTIC CASES - Percentage	-					
П	Disposed Within Six Months of Filing	90%	96%	92%	90%	87%	86%
С		-					
т		-					
\vdash	CRIMINAL NON-MOTOR VEHICLE CASES						
С	- Percentage Disposed Within One Year	100%	86%	87%	88%	84%	86%
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NO.	TE: Categories highlighted in blue meet or ex	ceed e	stablished	goal. Whe	n measurii	ng time to	
disp	osition, periods of "inactivity" should be exclude	ded fro	m the calcu	ulation, e.g	., in a crimi	nal case in	
	ch the defendant has absconded, the number						
	d to appear to that point when the defendant i		•				
	number of days a case is stayed while a party						
	Judicial Department's information systems do		_				
	tive periods, and can't exclude inactive days f						\vdash
	itional information on case processing in Durh formance Management System section of the		_				\vdash
	://www.nccourts.org.	NOTUI	Carollia C	ourt Syster	na nome p	aye at	\vdash
nap							

Definition: The age of the active cases pending before the court, measured in days from filing until the time of measurement. **Purpose**: Cases filed but not yet disposed make up the court's pending caseload. Having a complete and accurate inventory of active pending cases as well as tracking their number and age is important because this pool of cases potentially requires court action. Knowing the age of the active cases pending before the court is useful for addressing three related questions: Does a backlog exist? Which cases are a problem? Given past and present performance, what is expected in the future? This measure is used in conjunction with Measure 2 Clearance Rates and Measure 3 Time to Disposition to get an accurate picture of how a court is managing its caseload.

AGE of PENDING CASELOAD in DURHAM

		Preceding Fiscal Years					2016-17
		Goal	FY 12/13	FY 13/14	FY 14/15	FY 15/16	Jul-Mar
S U	CIVIL CASES - Percentage of the Active	0001	740/	700/	749/	740/	909/
E	Pending Caseload Less Than One Year Old	90%	74%	70%	74%	74%	80%
R I O	CRIMINAL FELONY CASES - Percentage of the Active Pending Caseload Less Than One Year Old	90%	75%	74%	71%	77%	70%
? r	CRIMINAL MISDEMEANOR APPEAL CASES - Percentage of the Active Pending Caseload Less Than 180 Days Old	90%	50%	43%	47%	47%	42%
) }	CIVIL CASES - Percentage of the Active Pending Caseload Less Than 18 Months Old	98%	93%	96%	94%	96%	89%
₹ - 	DOMESTIC CASES - Percentage of the Active Pending Caseload Less Than Six Months Old	90%	79%	79%	72%	67%	57%
; r	CRIMINAL NON-MOTOR VEHICLE CASES - Percentage of Active Pending Caseload Less Than One Year Old	100%	94%	92%	90%	95%	95%
e a efer arty ste ging ose	E: The recommended measure of pending cases is bility to identify and screen out those pending cases in dant has absconded and for whom an order for an files for bankruptcy, staying the State court matter terms do not distinguish between active and inactive in data on all pending cases. It is likely that the percent to the State's goals than the percentages above arm and throughout the State, go to the Court Performance.	s which rest has indefin pending centage For ad	n are inactives been issuitely. The congression of Durhan Iditional info	ve, e.g., ca ued, or a ci Judicial De the perce n's active p ormation o	ses in which vil matter in epartment's ntages abordending case n case pro	ch a criminal n which a information ove reflect seload is cessing in	

Carolina Court System's home page at http://www.nccourts.org.
http://www.nccourts.org/County/Durham/Documents/Measure4.pdf

ELECTIONS

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.

DEPARTMENT DESCRIPTION

Program Purpose: The purpose of the Durham County Board of Elections is to administer transparent, impartial and accurate elections for the community and provide services in an efficient and professional manner.

Program Description: The Board of Elections is responsible for conducting all elections within Durham County in accordance with all applicable federal and state laws. This office also establishes and maintains 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; conducting investigations of alleged voting irregularities; and maintaining voter registration records. The Board of Elections also advises the public and media on all aspects of elections and elections services.

	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
Summary	Actual	Original	12 Month	Department	Commissioner
	Exp/Rev	Budget	Estimate	Requested	Approved
Expenditures					
Personnel	\$1,060,281	\$1,014,196	\$1,109,197	\$1,888,835	\$1,342,470
Operating	\$519,046	\$527,110	\$640,359	\$903,194	\$636,973
Total Expenditures	\$1,579,327	\$1,541,306	\$1,749,556	\$2,792,029	\$1,979,443
Revenues					
Service Charges	\$409,076	\$500	\$10	\$485,600	\$485,600
Total Revenues	\$409,076	\$500	\$10	\$485,600	\$485,600
Net Expenditures	\$1,170,251	\$1,540,806	\$1,749,546	<i>\$2,306,429</i>	\$1,493,843
FTEs	7.00	7.00	10.00	11.00	10.00

2017-18 BUDGET HIGHLIGHTS

- Expenditure and Revenue disparity (from FY to FY) related to cyclical nature of elections. This budget includes the expense for two elections planned during this fiscal year:
 - Municipal election in November of 2017 (note there was not one in FY2016-17 hence the revenue difference)
 - o State-wide Primary Election for State and Federal Offices in May of 2018.
- Department Requested Budget does reflect the cost of a potential Special Congressional Election (\$750,077), however this has been removed from the Commissioner Approved Budget pending North Carolina General Assembly Action and Federal Court rulings.
- Increases to the training budget will provide additional certification and training for Elections department staff.
- Three FTEs were added to the Elections office during FY 2016-17 to address staffing workloads, business continuity and bolstered internal controls. Pursuant N.C. General Statutes 163-32, Board of Elections can realign budget funding as deemed appropriate. The three positions including a Deputy Director of Elections, Elections Chief of Staff and GIS Information Specialist are being recognized as a part of this year's budget process.
- Fees for department of Elections have been adjusted to be more in-line with Benchmark counties and other County departments. See Fee Schedule for details.

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
Elections				
% of voter turnout for early voting	35.64%	24.26%	72.59%	23.00%
% of voter turnout on Election Day	59.94%	71.82%	19.49%	74.00%
% of voters voting by absentee ballot	1.89%	1.19%	3.66%	1.00%
% of voters voting by provisional ballot	0.37%	0.78%	0.57%	1.00%
% of voters voting by curbside ballot	2.17%	1.96%	3.69%	1.00%
# of Registered voters	207,040.25	211,667.50	217,367.00	225,000.00
% of Registered voters participating in Election	25.07%	18.61%	68.00%	30.00%

Measure: # of Registered voters

Explanation: This number will fluctuate due to the cyclical nature of elections and voter registration participation. Annual Results reflect the average of quarterly data. The Board of Elections has no control over the numbers provided in this measure as the agency is solely the administrator of elections as set forth by statute. This data is being provided upon request for context purposes only and not to directly impact the county's obligation to fund the board of elections under G.S. 163-37.

Description: This number represents the number of registered voters in the county. The role of the Board of Elections department is to provide efficient, accountable and impartial elections to the voters. The main purpose of the department is to serve solely as an elections administration agency per statutory regulations. The Board of Elections provides only education and support for entities and individuals performing voter registration opportunities. This data is being provided upon request for context purposes only and not to directly impact the county's obligation to fund the board of elections under G.S. 163-37.

Measure: % of Registered voters participating in Election

Explanation: This percentage will fluctuate due to the cyclical nature of elections and voter registration participation. Annual Results reflect the average of quarterly data, and does not reflect significant disparity between the different elections. The Board of Elections has no control over the numbers provided in this measure as the agency is solely the administrator of elections as set forth by statute. This data is being provided upon request for context purposes only and not to directly impact the county's obligation to fund the board of elections under G.S. 163-37.

Description: This number represents the percentage of registered voters who participated in the elections. The role of the Board of Elections department is to provide efficient, accountable and impartial elections to the voters. The main purpose of the department is to serve solely as an elections administration agency per statutory regulations. The Board of Elections provides only education and support for entities and individuals performing voter registration opportunities. This data is being provided upon request for context purposes only and not to directly impact the county's obligation to fund the board of elections under G.S. 163-37.

Measure: % of voter turnout for early voting

Explanation: This measure will fluctuate due to the cyclical nature of elections. The Board of Elections has no control over the numbers provided in this measure as the agency is solely the administrator of elections as set forth by statute.

Description: This measures the percentage of voters who utilize early voting as the voting method of choice. This allows the Board of Elections to determine which voting method is popular with the voters. The Board of Elections can then determine the proper allocation of resources to provide the best service for voters based on the data collected.

Measure: % of voter turnout on Election Day

Explanation: This measure will fluctuate due to the cyclical nature of elections. The Board of Elections has no control over the numbers provided in this measure as the agency is solely the administrator of elections as set forth by statute.

Description: This measures the percentage of voters who utilize election day in-person voting as the voting method of choice. This allows the Board of Elections to determine which voting method is popular with the voters. The Board of Elections can then determine the proper allocation of resources to provide the best service for voters based on the data collected.

Measure: % of voters voting by absentee ballot

Explanation: This measure will fluctuate due to the cyclical nature of elections. The Board of Elections has no control over the numbers provided in this measure as the agency is solely the administrator of elections as set forth by statute.

Description: This measures the percentage of voters who utilize absentee by mail voting as the voting method of choice. This allows the Board of Elections to determine which voting method is popular with the voters. The Board of Elections can then determine the proper allocation of resources to provide the best service for voters based on the data collected.

Measure: % of voters voting by curbside ballot

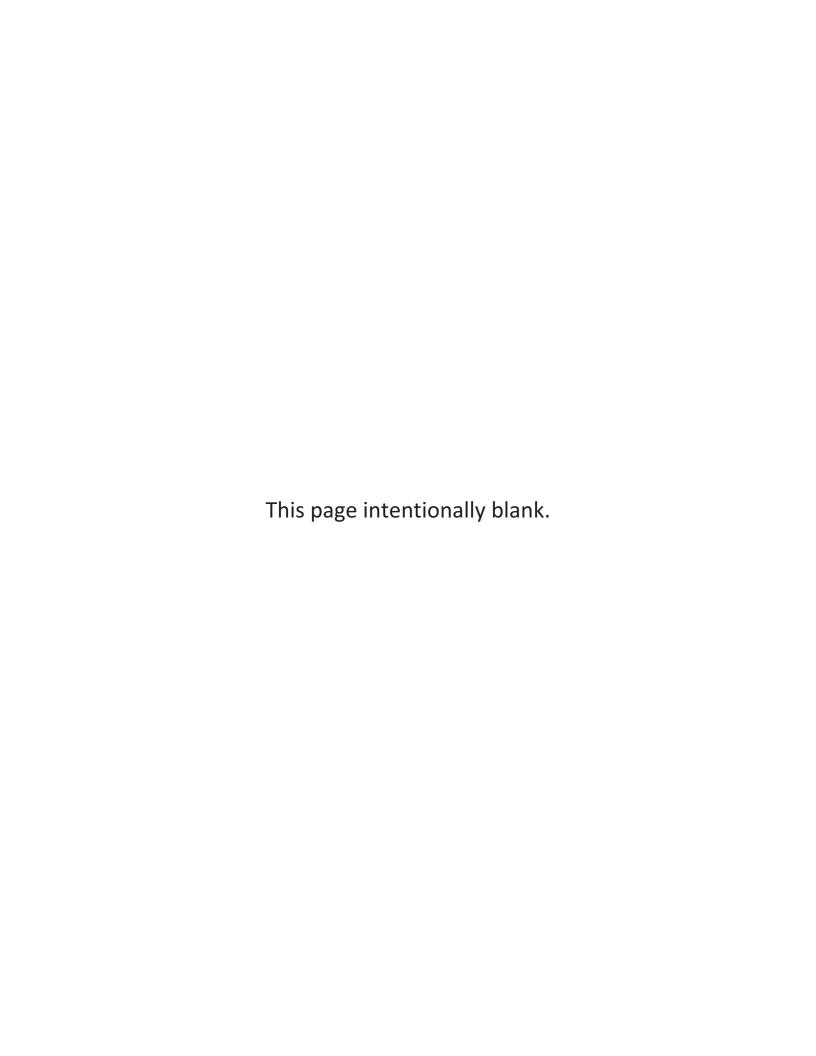
Explanation: This measure will fluctuate due to the cyclical nature of elections. The Board of Elections has no control over the numbers provided in this measure as the agency is solely the administrator of elections as set forth by statute.

Description: This measures the percentage of voters who utilize curbside voting as the voting method of choice. This allows the Board of Elections to determine which voting method is popular with the voters. The Board of Elections can then determine the proper allocation of resources to provide the best service for voters based on the data collected.

Measure: % of voters voting by provisional ballot

Explanation: This measure will fluctuate due to the cyclical nature of elections. The Board of Elections has no control over the numbers provided in this measure as the agency is solely the administrator of elections as set forth by statute.

Description: This measures the percentage of voters who vote a provisional ballot. This allows the Board of Elections to determine how many voters appear to have issues that require additional research prior to finalization of their ballot choices. This data can be used to determine where to focus resources to decrease the number prior to the next election.



REGISTER OF DEEDS

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 principles of the professional organizations for Registers of Deeds.

DEPARTMENT DESCRIPTION

As legal custodian of land transactions, and other documents, the Office of Register of Deeds records and files deeds; deeds of trust; maps/plats; assumed name instruments; certificates for corporations and partnerships; military records, and administers the oath to notaries public, as well as issuing marriage licenses and birth and death certificates, along with delayed birth certificates. The Register of Deeds has the responsibility and liability for recording satisfactions of deeds of trust/ mortgages, and for indexing and cross-indexing documents filed.

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 cents (\$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. 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."

		2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Summary	Actual	Original	12 Month	Department	Commissioner
		Exp/Rev	Budget	Estimate	Requested	Approved
•	Expenditures					
	Personnel	\$1,128,458	\$1,148,458	\$999,908	\$1,153,782	\$1,153,782
	Operating	\$410,666	\$586,087	\$635,309	\$698,867	\$698,867
	Capital	\$12,715	\$12,000	\$0	\$0	\$0
	Total Expenditures	\$1,551,839	\$1,746,545	\$1,635,217	\$1,852,649	\$1,852,649
•	Revenues					
	Service Charges	\$4,989,093	\$4,565,000	\$4,543,756	\$4,680,000	\$4,680,000
	Other Revenues	\$675	\$0	\$119	\$0	\$0
	Total Revenues	\$4,989,768	\$4,565,000	\$4,543,875	\$4,680,000	\$4,680,000
	Net Expenditures	(\$3,437,929)	(\$2,818,455)	(\$2,908,658)	(\$2,827,351)	(\$2,827,351)
	FTEs	18.00	19.00	19.00	19.00	19.00

2017-18 BUDGET HIGHLIGHTS

- Conservation of original deed books will continue to be a focus for FY2017-18. The collection has been inventoried with a detailed list of the condition of each book. We will begin a multi-year project to preserve and minimize further physical deterioration of this historic collection. The funds for this endeavor will come from our Automation and Preservation Account. A total of \$300,000 is included from this fund for the upcoming year.
- Our focus for the past few years has been to complete the conversion of our documents into an electronic format.
 This project has been divided into two different phases. Phase one involved the conversion of Deed Books for years 1881 1962. Phase two will cover our Deed of Trust Books, Corporation and Plat indexes and the import of the phase one indexes. These funds are reflected in our request under Miscellaneous Contracted Services.
- Our Public Service Initiative for the year in partnership with our Veteran Services Office, will be the implementation of the Thank-a-Vet Program. This program is a partnership with our local businesses to celebrate and honor the military service of veterans. The office of the Register of Deeds has always recorded Military Discharge Records (DD214) for service members. As an incentive to file the discharge records, we will provide ID cards which will enable our Veterans to receive discounts from the businesses. The funds for this project will come from reallocation of existing dollars.

PROGRAM BUDGET	FY2016-17 Approved Budget	FY2016-17 Approved FTE	FY2017-18 Department Requested Budget	FY2017-18 Department Requested FTE	FY2017-18 Commissioner Approved Budget	FY2017-18 Commissioner Approved FTE
Register of Deeds						
Real Estate Intake	\$1,312,909	14.00	\$1,388,832	14.00	\$1,388,832	14.00
Vital Records Intake	\$433,636	5.00	\$463,817	5.00	\$463,817	5.00
Grand Total	\$1,746,545	19.00	\$1,852,649	19.00	\$1,852,649	19.00

Real Estate Intake

Program Purpose: As the designated legal custodian, the purpose of the Real Estate program is to record, retrieve and permanently preserve land transactions and other documents for citizens of Durham County in accordance with state statutes. **Program Description:** The Real Estate Department of the Register of Deeds office is responsible for recording and indexing of land records and business documents to include, but not limited to; deeds, deeds of trust and power of attorney. These documents may be recorded and retrieved in-person or electronically. The maintenance, conservations and the preservation of these documents in perpetuity is a statutory requirement for this division of the office.

Vital Records Intake

Program Purpose: The purpose of the Vital Records Intake Program is to record and maintain vital record documents for retrieval and issuance in perpetuity.

Program Description: The Vital Records Department of the Register of Deeds office is responsible for maintenance and issuance of birth, death and marriage certificates as well as military discharge records (DD-214's) and oaths of office for Notaries that take place in Durham County. We are also charged with the maintaining, conservation and preservation of these documents in perpetuity.

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
Real Estate Intake				
% of documents submitted electronically	51.74%	55.32%	258.11%	70.00%
% of Documents completely and accurately recorded				
within 10 Days of presentation	100.00%	100.00%	400.00%	100.00%
Vital Records Intake				
#Total of Vital Records transactions	184,426.00	188,049.00	195,930.00	205,727.00
% of Transaction Received Electronically	2.46%	2.88%	3.25%	5.00%

Real Estate Intake

Measure: % of Documents completely and accurately recorded within 10 Days of presentation

Explanation: The statute allows for 30-day completion of all submitted documents. However, interoffice policy allows for a 10 business day time of completion.

Description: This measure can fluctuate based on shifts in the real estate market. Our customers appreciate quick and efficient service, which includes the fast return of recorded documents.

Measure: % of documents submitted electronically

Explanation: This measure increases daily due to the numerous benefits of E-recording.

Description: This measure is calculated from computer transactions which tracks e-recording separately from other delivery methods. Service is also provided by walk-in request and request through US Mail Service, as well as Fed-ex.

Vital Records Intake

Measure: # Total of Vital Records transactions

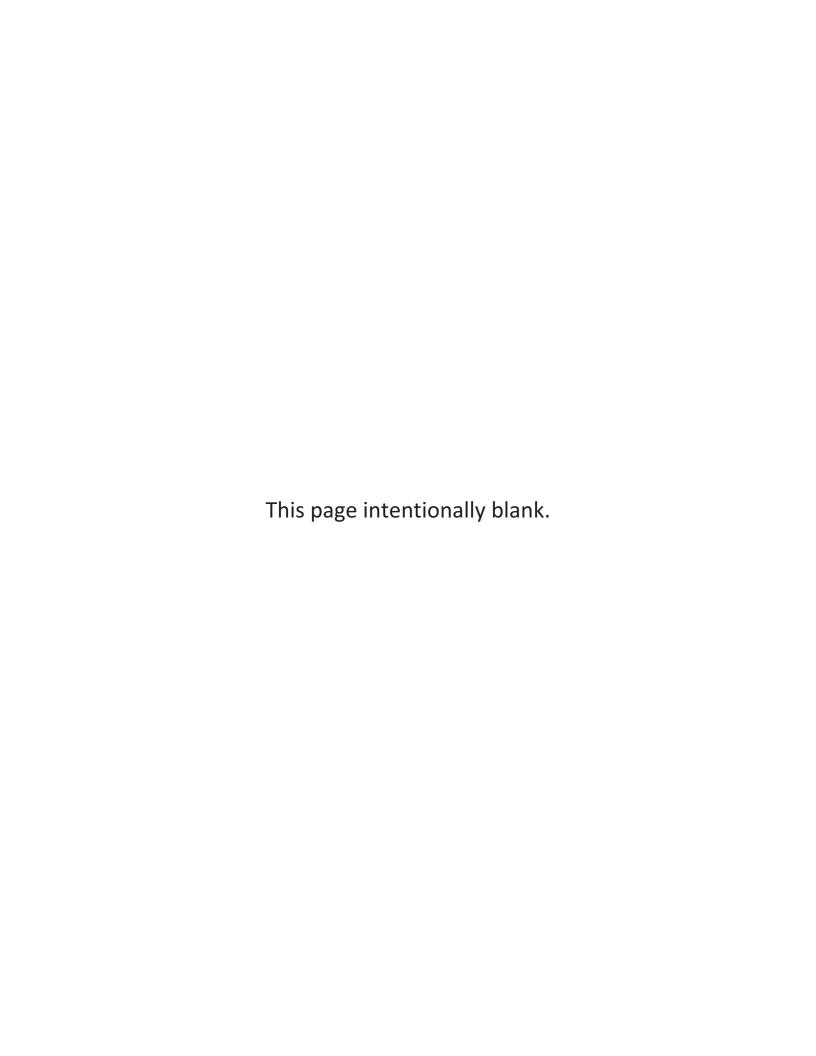
Explanation: This statistical measurement can fluctuate due to unavoidable random external causes such as (holidays, kindergarten registration, summer vacation, tax filing time, or benefits enrollment, etc.).

Description: This measure captures all document transaction types within the Vital Records area. The importance of measuring the number of transactions is to determine the input versus output. This measure is also important to determine if we are operating at or below expected performance with the number of employees providing the service. The number of transactions can also provide statistical information for those interested in the trends in vital records. This measure is pertinent to the budget documents to determine if we are operating with the best efficiencies, while also meeting the expectations of the citizens we serve.

Measure: % of Transaction Received Electronically

Explanation: This statistical measurement can fluctuate due to unavoidable random external causes such as (holidays, kindergarten registration, summer vacation, tax filing time, or benefits enrollment, etc.).

Description: This measurement represents trends in the e-commerce, and allows us to adjust our service provision to meet the needs of our citizens. The citizens are informed of the availability of our e-services, which gives more options to request their documents. This measure is important in order to make determinations on allocating funds to support the increase of e-services to our citizens.



GENERAL SERVICES DEPARTMENT

MISSION

The mission of General Services is to provide safe, quality and timely services to the citizens, customers, and infrastructure of Durham County. The mission of the Durham County Memorial Stadium is to facilitate the safe operation of quality sporting, athletic and entertainment events that enhance the quality of life and contributes to economic benefit of the local community.

DEPARTMENT DESCRIPTION:

The Department of General Services has the responsibility of ensuring that all County facilities and properties are maintained and operated in a safe and proper manner. This Department provides a variety of services including: building and grounds maintenance for County owned and operated facilities; recycling collection for County owned buildings and unincorporated residents; operation of four convenience solid waste disposal sites; Project Management services for County Capital projects; contract administration; operation of the Durham County Memorial Stadium; fleet management for County-owned vehicles; road identification signage; general sign shop for departmental services; pest and mosquito control; and internal mail/courier service.

	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
Summary	Actual	Original	12 Month	Department	Commissioner
	Exp/Rev	Budget	Estimate	Requested	Approved
Expenditures					
Personnel	\$3,396,044	\$3,831,872	\$3,308,461	\$4,307,638	\$4,172,790
Operating	\$7,443,767	\$9,051,715	\$8,278,550	\$9,053,978	\$8,960,118
Capital	\$346,154	\$0	\$45,018	\$0	\$0
Total Expenditures	\$11,185,965	\$12,883,587	\$11,632,029	\$13,361,616	\$13,132,908
Revenues					
Intergovernmental	\$44,708	\$52,807	\$47,308	\$45,000	\$45,000
Rental Income	\$420,031	\$427,136	\$379,838	\$348,187	\$348,187
Service Charges	\$460,024	\$470,450	\$380,006	\$427,665	\$427,665
Other Revenues	\$10	\$0	\$100	\$0	\$0
Total Revenues	\$924,773	\$950,393	\$807,252	\$820,852	\$820,852
Net Expenditures	\$10,261,192	\$11,933,194	\$10,824,777	\$12,540,764	\$12,312,056
FTEs	66.00	67.00	67.00	76.00	73.00

2017-18 BUDGET HIGHLIGHTS

• All initiatives noted below have been funded through a reallocated expenditure review thoroughly completed by General Services Management staff.

Business Services

- Business Services requested additional staff for Administration division to manage their diversified business operations. This Administrative Officer will:
 - Manage the number of billing transactions and contracts required for departmental operations, prepare and manage budget entries, and support the administrative staff.
 - Manage the administrative functions for the Warehouse; which houses 4 Divisions within General Services.
 - Manage and oversee administrative operational functions by coordinating workflow assignments; monitoring operational programs, budget preparation / control, process expenditures, and revenues; developing spreadsheets; analyzing data for reports, accounts and billings, tracking statistic for Management for Results.

Building and Grounds Maintenance

- Staff undertook an extensive study to determine the cost effectiveness of in-house janitorial staff versus contracted services. The overwhelming outcome was an annual savings of \$69,564.13 while also being able to provide these employees a living wage of \$15 an hour. This pilot project will start with the Durham County Courthouse, and will be reviewed during the year for its impact, effectiveness and efficiency.
 - This budget includes the addition of 4 FTEs (1 supervisor and 3 employees) for this pilot project
- General Services greatest demand is for human comfort heat and cooling thus the inclusion of an additional HVAC technician. Best practices indicate that the ratio of maintenance staff to square footage should be 1FTE to 47,000 square feet. Based on the theses statistics, and the 1.8 million square feet that are the responsibility of the Building Division, they should be staffed at 43 technicians.
 - This HVAC position will help with the large amount of work orders produced daily for personal human comfort (heating or air conditioning services). Responsibilities include preventive maintenance on heating, ventilation and air – conditioning system in County leased and owned facilities.
- In FY2017-18 budget the costs (\$545,000) of maintaining the infrastructure of five Durham County Fire and Rescue stations is included in General Services Budget for the first time (in prior years these were handled by a budget amendment.
 - Durham County Fire and Rescue Service District revenue will be transferred to the General Fund to account for the actual expenses incurred by these facilities.

Stadium

- Stadium revenue is projected to be down 16% Loss of Central Intercollegiate Athletic Association (CIAA) due to HB2
- Though HB2 caused the stadium to lose the CIAA, the Stadium Authority and Stadium Manager have focused on local
 event, soccer, lacrosse and track to fill the revenue gap. Pursuit of USA Track and Field event with the support of the
 new Sports Authority will be the marketing focus for the Stadium Manager.
- With the recent changes to HB2 General Services will track the hopeful renewal of prior contracts.

Solid Waste

See Functional Area – Environmental Protection for this Fund Center's summary information

PROGRAM BUDGET	FY2016-17 Approved Budget	FY2016-17 Approved FTE	FY2017-18 Department Requested Budget	FY2017-18 Department Requested FTE	FY2017-18 Commissioner Approved Budget	FY2017-18 Commissioner Approved FTE
General Services						
Building & Grounds Operation	\$9,288,699	49.00	\$7,033,857	55.00	\$6,918,632	54.00
Business Services	\$974,834	11.00	\$3,702,737	13.00	\$3,660,659	12.00
Security	\$2,101,137	2.00	\$2,105,553	3.00	\$2,034,148	2.00
Stadium	\$227,130	1.00	\$227,682	1.00	\$227,682	1.00
Warehouse / Fleet	\$291,787	4.00	\$291,787	4.00	\$291,787	4.00
Grand Total	\$12,883,587	67.00	\$13,361,616	76.00	\$13,132,908	73.00

Building & Grounds Operation

Program Purpose: The purpose of the Buildings and Grounds Operation is to keep Durham County property, facilities and systems in a safe and proper working order for the employees, citizens, and visitors of Durham County.

Program Description: The purpose of the Buildings and Grounds Operation supports 1.9 million square feet of facilities mechanical, electrical, plumbing, and structural systems in a safe and proper working order. Grounds cares for approximately 160 acres of County and abandoned property performing landscaping and vegetation management.

Business Services

Program Purpose: The purpose of the Business Services program is to facilitate the needs of Durham County departments by managing essential elements of administrative, contractual and service functions of General Services Department.

Program Description: Business Services program facilitates the needs of Durham County departments by managing essential elements and administrative functions that include: Internal and external communications, fiscal accountability, contract administration, recordkeeping, facility use, vending services, commodity purchasing, building and equipment acquisitions, building maintenance work order management, mailroom services, roadside identification, and departmental printing.

Security

Program Purpose: The purpose of the Security program is to provide safe and secure facilities for County citizens, employees, and visitors to enjoy a safe environment to conduct business and utilize County services.

Program Description: The Security program provides uniformed contract security officers, access control, and camera systems surveillance to all County facilities. These services provide for the safety and security of County employees, property, and the citizens.

Stadium

Program Purpose: To facilitate the safe operation of quality sporting, athletic and entertainment events that enhance the quality of life and contributes to economic benefit of the local community.

Program Description: Durham County Memorial stadium leases the facility for football, soccer, lacrosse, track and field sporting and entertainment venues.

Warehouse / Fleet

Program Purpose: The purpose of the Vehicle program is to provide a fair and equitable methodology for the acquisition, fueling, replacement and disposal of County owned vehicles and equipment.

Program Description: The Warehouse program facilitates the movement and storage of goods from departments, sale, disposal and reuse of inventory stock (i.e. furniture, furnishing, vehicles etc.). Fleet Services supports the acquisition and disposal County owned vehicles and equipment, purchase and manage the 3 fueling station that supply regular and diesel fuel for County vehicle consumption.

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
Building & Grounds Operation				
Total amount acreage maintained	144.22	143.97	155.55	160.00
Total amount building sq. feet maintained	1,919,278.00	1,863,162.50	1,863,162.50	1,885,298.00
Buildings square feet maintained per FTE (34 FTEs) and				
subsequent chages in staff	66,182.00	60,788.98	55,738.50	53,865.66
Grounds acres maintained per FTE (11 FTEs)				
subsequent changes in staff	13.11	13.74	16.13	14.00
Business Services				
Total \$ contracts generated	Not Available	\$7,057,318	\$9,801,397	\$9,531,915
Stadium				
Number of events	Not Available	203.00	238.00	240.00
\$ net gain / loss from all events	Not Available	\$98,785	\$97,728	\$89,190

Building & Grounds Operation

Measure: Buildings square feet maintained per FTE (34 FTEs) and subsequent charges in staff

Explanation: General Services should be employing 43 trade FTE's to be adequately staffed for building maintenance. We currently have only 34 FTE's for building maintenance.

Description: This measure helps General Services department track the optimal workload for Durham County Staff and plan accordingly. Per the International Facility Management Association's (IFMA) Operations and Maintenance Benchmark Research Report #26, in conjunction with formulas from General Services Administration (GSA), maintenance staffing for trades ratio should be 1 FTE/ 47,000 rentable square feet.

Measure: Grounds acres maintained per FTE (11 FTEs) subsequent changes in staff

Explanation: Currently Durham County has 1 FTE supervisor, 11 FTE grounds maintenance the team should be a minimum of 16 FTEs.

Description: This measure helps General Services department track the optimal workload for Durham County Staff and plan accordingly. Through IFMA and APPA (An educational facilities management group), it is averaged that 10-12 acres should be able to be maintained by a single grounds maintenance FTE. Grounds maintenance considers mowing, seeding, sodding, landscaping, pruning, fertilization, edging, irrigation systems, tree planting, and seasonal duties such as leaf clearing, parking lot maintenance.

Measure: Total amount acreage maintained

Explanation: The fluctuation in acreage is twofold, facilities and surroundings being renovated, and abandoned property being placed under County care for landscaping services.

Description: Provides a basis of County owned and maintained landscaping including ABC stores and abandoned property.

Measure: Total amount building sq. feet maintained

Explanation: The fluctuation in square footage is due to facilities being taken offline for renovation or termination of lease from outside organizations.

Description: Provides a basis of property owned or leased by the County and the workforce required to maintain these properties

Business Services

Measure: Total \$ contracts generated

Explanation: First two quarters of fiscal year are the encumbrances of service contracts for major systems. **Description:** Provides a balance between contracted work and internal services performed by staff.

Stadium

Measure: \$ net gain / loss from all events

Explanation: The losses noted in the second quarter of 2017 is due to HB2 and loss of the CIAA football game which was the major revenue driver.

Description: This is a measure of the total amount of additional expenditure for the geographical area of the stadium which can be directly attributed to staging an event. Based on visitor and organizer spending, Direct economic impact is an assessment of the net increase in spending as a result of the event

Measure: Number of events

Explanation: The number indicated that there were several events scheduled on the same day

Description: Actual number of events scheduled

INFORMATION SERVICES AND TECHNOLOGY

MISSION

The mission of the Information Services & Technology Department is to provide leadership for the sustained, efficient, and effective delivery of information and technology services to enhance service delivery to the County's residents, businesses, employees, and visitors.

DEPARTMENT DESCRIPTION

Department Purpose

As the County's information technology leader we are responsible for maintaining the core IT infrastructure and systems that touch every aspect of county life – from emergency management services to human services, from data and information services to economic development—crossing the full spectrum of governmental operations. IS&T:

- **Enhances and Improves Services** to offer more advance and timely technology implementations and streamline processes
- Works to Expand Strategic Role with Agencies to be more aligned with their needs.
- Invests in Human Capital to cultivate and diversify IS&T's talent resources to best deliver services.
- Provides Robust Infrastructure to protect the County's technology and information assets, and maintain service operations
- Optimizes Countywide Technology Administration to improve IT procurement options and vendor accountability and save the County cost and time

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
Expenditures					
Personnel	\$3,917,054	\$4,322,461	\$4,133,360	\$4,777,232	\$4,687,066
Operating	\$2,811,187	\$3,086,581	\$3,227,031	\$3,163,365	\$3,163,365
Capital	\$85,875	\$75,000	\$11,752	\$596,841	\$596,841
Total Expenditures	\$6,814,116	\$7,484,042	\$7,372,142	\$8,537,438	\$8,447,272
Revenues					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$6,814,116	\$7,484,042	\$7,372,142	\$8,537,438	\$8,447,272
FTEs	44.00	45.00	45.00	46.50	45.50

2017-18 BUDGET HIGHLIGHTS

- Made \$121,495 in various operational cuts and realigned those dollars for other operational purposes.
- A significant portion of Office 365 annual ongoing support is being transferred from the Capital budget to IST's Departmental budget, cost of new dollars to IST's budget for FY 17-18 is \$596,841.
- Included in the FY 17-18 Approved Budget are funds for a 0.5 FTE Senior Business Analyst to support both Laserfiche
 and Open Text by performing the configuration of SAP and Open Text to support the Vendor Invoice Management
 function as well any new functionality required and implemented by Finance. In addition, this will be the first Business
 Analyst position within IS&T/County and will be able to help us in the development of Business Solutions for the
 Enterprise.
- Included in the FY 17-18 Approved Budget are funds for \$75,000 of process improvement consulting to fund transformative / innovative projects that focus on business process improvement only, paperless initiatives, automation within the enterprise, and simplifying how Citizens do business with Durham County Government and specifically those initiatives that can be completed quickly (3-to-6 months) but yield a significant Return on Investment.

PROGRAM BUDGET	FY2016-17 Approved Budget	FY2016-17 Approved FTE	FY2017-18 Department Requested Budget	FY2017-18 Department Requested FTE	FY2017-18 Commissioner Approved Budget	FY2017-18 Commissioner Approved FTE
IS&T						
Business Application Development and Support	\$1,724,705	10.61	\$1,864,586	11.11	\$1,880,429	11.11
Data Management and Information Security	\$903,989	4.68	\$994,085	4.68	\$932,874	4.68
End User (Client) Productivity and Support Services	\$1,525,631	9.10	\$2,194,861	9.10	\$2,213,510	9.10
Leadership and Executive Management	\$1,135,631	8.97	\$1,238,678	9.97	\$1,156,156	8.97
Technology Communications and Infrastructure	\$2,194,086	11.64	\$2,245,227	11.64	\$2,264,303	11.64
Grand Total	\$7,484,042	45.00	\$8,537,437	46.50	\$8,447,272	45.50

Business Application Development and Support

Program Purpose: The purpose of the Business Applications Development and Support program is to provide best-in-class software applications, 3rd party software applications or custom built software applications in order for departments to efficiently manage their internal business processes and be able to deliver services to citizens effectively.

Program Description: The Business Applications Development and Support program provides support, administration, and development of software applications used by the departments within the County, including development of 3rd Party Applications, Durham County Websites, the County Intranet, and our business applications in support of our HR and Financial functions.

Data Management and Information Security

Program Purpose: The purpose of the Data Management and Information Security program is to manage County data and provide a set of technologies, tools and processes to assist departments, decision makers and citizens in using data to understand and analyze organizational performance; this program also provides leadership in the development, delivery and maintenance of an information security program in order to protect the County's cyber security infrastructure.

Program Description: The Data Management and Information Security program manages County data, provides tools for data analysis, and manages the design, development, implementation, operation and maintenance of Countywide information security programs which are designed to protect confidentiality, integrity, and availability of all information assets. Tools associated with this program include; GIS, Open Data, various software for data reporting and analysis.

End User (Client) Productivity and Support Services

Program Purpose: The purpose of the End Users Productivity and Support Services Program is to provide efficient and effective end-user technologies and services, training, service management and service enhancements to ensure County departments and employees can fulfill their business in service to the public.

Program Description: The End Users Productivity and Support Services Program provides service and repair of technology through a county-wide Service Desk, including desktop and audio-visual support for the County, and technology consultation to ensure County departments and employees have the technology they need to meet their business needs.

Project and Business Management

Program Purpose: The Leadership and Executive Management Program provides leadership to other divisions of IS&T and County departments to ensure the successful deployment of business solutions throughout the County, and to provide guidance and support for information technology strategic planning initiatives and governance.

Program Description: The Leadership and Executive Management Program provides guidance and support for all of Information Services & Technology (IS&T) including strategic planning initiatives and governance. This program includes; Budget and Financial Management for IS&T, Project Management, Marketing, Strategic Consulting, Strategic Planning, and Talent Recruitment and Development.

Technology Communications and Infrastructure

Program Purpose: The purpose of the Technology Communications and Infrastructure program is to provide an effective and efficient technology and communication infrastructure that focuses on security, availability, and accessibility, in order to carry out the business needs of the County departments and fulfill citizen services.

Program Description: The Technology Communications and Infrastructure program provides an effective and efficient technology and communication infrastructure in order to carry out the business needs of the County departments and fulfill citizen services. This program includes services such as: Network (wireless / wired internet), Email, Data Center, Telephones, Cabling, Data Storage, and Audio Visual.

DEDECORMANICE MEACLIDES	FY2014-15	FY2015-16	FY2016-17	FY2017-18
PERFORMANCE MEASURES	Annual	Annual	Annual	Estimated
Business Application Development and Support				
# Applications Supported	N/A	150.00	179.00	155.00
# Dconc.gov Page Views	3,235,883.00	4,018,015.00	4,000,246.00	4,000,246.00
# Web Pages Supported	1,200.00	1,500.00	3,000.00	3,307.50
Data Management and Information Security				
# Open Data Page Views	24,458.00	83,000.00	74,392.00	11,208.00
% Data Growth Rate (on premises)	0.00%	30.84%	3.00%	3.00%
End User (Client) Productivity and Support Services				
# Problem Tickets Received	5,411.00	6,735.00	7,795.00	7,248.00
# service request tickets received	7,535.00	6,437.00	7,462.00	6,437.00
% of service requests closed within three business days	72.69%	83.83%	77.00%	90.00%
% of problem tickets closed within one business day	0.00%	77.97%	75.00%	76.00%
Leadership and Executive Management				
# of departmental projects and work requested	N/A	N/A	59.00	60.00
Technology Communications and Infrastructure				
# computers Refreshed Annually	0.00	299.00	148.00	224.00
% network uptime	0.00%	99.40%	99.88%	99.88%

Business Application Development and Support

Measure: # Applications Supported

Description: Indicates the number of software applications supported across the County. Determines the IT infrastructure (servers, storage, etc.), IT security and human resources required to support critical business applications.

Measure: # Dconc.gov Page Views

Explanation: Data reflects an increasing trend for searches for information regarding County services

Description: Page views represent the total number of pages that visitors looked at on the County's site. This measure gives us an indication of how effective the County site is in serving the Citizens of Durham.

Measure: # Web Pages Supported

Explanation: The significant increase in volume is due to the development of the new website

Description: The volume of web pages indicates the level of content management support and technology infrastructure required to sustain the county's web presence.

Data Management and Information Security

Measure: # Open Data Page Views

Description: A measure that indicates the total number of pages that visitors are looking at on the City/County Open Data Platform and gives us some indication of the most popular datasets on the open data portal.

Measure: % Data Growth Rate (on premises)

Explanation: The FY 2016 data growth rate is inflated due to a major data migration that occurred.

Description: Indicates the electronic data growth rate for the County and drives storage and technology infrastructure

requirements.

End User (Client) Productivity and Support Services

Measure: # Problem Tickets Received

Explanation: IS&T resolves 3 to 4 trouble tickets per county employee per year. This ensures the functionality of technology

needed for employee productivity.

Description: Indicator of technology service repairs provided to County employees.

Measure: # service request tickets received

Explanation: Service requests amount to approx. 3 or 4 per County FTE per year.

Description: Indicator of technology service requests (non-problem related) received by the service desk.

Measure: % of problem tickets closed within one business day

Explanation: The majority of service requests were resolved in timely manner.

Description: Resolving service requests in a timely manner ensures the efficiency of technology support and positive impact to

employee productivity.

Measure: % of service requests closed within three business days

Explanation: The majority of service requests were resolved in a timely manner

Description: Resolving service request in a timely manner ensures the efficiency of technology support and the positive impact

to employee productivity.

Leadership and Executive Management

Measure: # of departmental projects and work requested

Explanation: IS&T has played an increasing role in providing project management services and ensuring the successful

implementation of technology.

Description: A measure of the number of projects and other work requested by the County departments that may take 3-days or

more to complete and drives the level of support required by the IT organization to support such request.

Technology Communications and Infrastructure

Measure: # computers Refreshed Annually

Explanation: Measure of technology quality and whether it is current

Description: Indication of whether computer equipment is current and up to date

Measure: % network uptime

Explanation: Network Services have been reliable and available.

Description: Indicates the reliability of the network services provided to the County. Sustaining network availability is a quality of

service indicator and impacts the business departments and employee productivity.

HUMAN RESOURCES

MISSION

The mission of the Human Resources Department is to advance the organizational goals of the County and the needs of the community through the recruitment, development and retention of a highly skilled, motivated and diverse workforce.

DEPARTMENT DESCRIPTION

The Human Resources Department maximizes the County's human capital investment by removing barriers to productivity. This goal is achieved through: (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, fair and consistent application of processes and procedures; (E) Training and Development – improving and expanding workforce capability and professional development; (F) Benefits Management – ensuring a comprehensive, competitive and cost effective benefit plan; (G) Records Management – maintaining an efficient and legal records system; and (H) Performance Review – providing specific feedback to motivate employees, improve performance and reward results.

	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
Summary	Actual	Original	12 Month	Department	Commissioner
	Exp/Rev	Budget	Estimate	Requested	Approved
Expenditures					
Personnel	\$1,522,074	\$1,724,027	\$1,648,069	\$1,873,278	\$1,792,036
Operating	\$283,702	\$394,799	\$444,445	\$399,211	\$395,531
Total Expenditures	\$1,805,776	\$2,118,826	\$2,092,514	\$2,272,489	\$2,187,567
Revenues					
Other Revenues	\$40,041	\$25,000	\$16,575	\$30,000	\$30,000
Total Revenues	\$40,041	\$25,000	\$16,575	\$30,000	\$30,000
Net Expenditures	\$1,765,735	\$2,093,826	\$2,075,939	\$2,242,489	\$2,157,567
FTEs	19.00	20.00	20.00	21.00	20.00

2017-18 BUDGET HIGHLIGHTS

• This budget allows Human Resources to fulfill its role as a strategic partner to the Durham County Community and to Durham County Government's Internal Services departments.

PROGRAM BUDGET	FY2016-17 Approved Budget	FY2016-17 Approved FTE	FY2017-18 Department Requested Budget	FY2017-18 Department Requested FTE	FY2017-18 Commissioner Approved Budget	FY2017-18 Commissioner Approved FTE
Human Resources						
Employee Relations	\$580,515	4.75	\$622,507	5.75	\$537,585	4.75
Employee Services (Recruitment)	\$523,851	4.75	\$561,950	4.75	\$561,950	4.75
Human Resources Classification, Compensation and Infmation						
Management Program	\$607,776	6.75	\$651,854	6.75	\$651,854	6.75
Benefits	\$406,684	3.75	\$436,178	3.75	\$436,178	3.75
Grand Total	\$2,118,826	20.00	\$2,272,489	21.00	\$2,187,567	20.00

Employee Relations

Program Purpose: Durham County provides a formal method for employee development and evaluating job performance.

Program Description: Durham County seeks to establish a process for employee and supervisor to define individual work plan expectations, and to discuss demonstrated performance by providing constructive feedback in a timely manner, for a given review period.

Employee Services (Recruitment)

Program Purpose: The purpose of the Recruitment program is to ensure the successful hiring of a qualified, diverse workforce that is capable of carrying out the mission of Durham County Government

Program Description: Recruitment's functional areas of responsibility include: (1) creating and posting job vacancy announcements (2) referring qualified applicants to the hiring manager (3) approving hiring selections (4) onboarding of all new hires and (5) providing consulting services to department heads and hiring managers as it relates to developing recruitment strategies that align with the County's strategic plans.

Human Resources Classification, Compensation and Information Management Program

Program Purpose: The purpose of the Classification, Compensation and Information Management program is to ensure all County positions are appropriately classified and to administer a fair, equitable and competitive compensation plan that attracts qualified applicants and rewards and retains competent employees.

Program Description: The program is responsible for the maintenance of all official employee records in accordance with G.S. 153A-98; conducting activities to maintain the County Classification Plan; creating and updating job specifications; performing activities to maintain a competitive Compensation Plan; processing employee personnel actions; ensuring positions are established and evaluated in accordance with County Ordinance, policies and FLSA guidelines; responding to public information requests; implementing and maintaining the Human Resources Information System (HRIS); responding to employees' and applicants' system issues; and providing training.

Benefits

Program Purpose: The purpose of the Benefits program is to provide health and financial benefit options that maintain or improve employees' physical, mental and financial health and thereby enhance their overall personal and professional well-being.

Program Description: The County's comprehensive benefits package contributes to the physical, mental and financial health of its employees and their family members. All full-time employees receive County-paid health, vision, dental, term life and accidental death and dismemberment insurance (with the County paying a pro-rated portion for part-time employees who work at least 50% of their work schedule). In addition, the County pays a portion of the health insurance coverage for employees' family members and pays the entire cost of employee plus family vision coverage. Employees also have the option of purchasing additional life insurance for themselves and their spouses and children, as well as short and long term disability, hospital confinement, long term care and legal insurance. Medical and dependent care flexible spending accounts are available, too. The County knows that a robust set of benefit offerings enhances our ability to attract talented and committed employees in the highly competitive Research Triangle area.

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
Employee Relations				
# of County employees that meet or exceed expectations Employee Services (Recruitment)	not available	not available	1,571.00	1,550.00
Avg. number of days from receipt of hiring selection to conditional offer	not available	not available	2.00	2.00
Number of new job vacancy announcements	not available	not available	304.00	343.00
# of vacancies filled	not available	not available	412.00	466.00
Human Resources Classification, Compensation and Infmation Management Program				
# of Public Information Requests	not available	not available	617.00	625.00
Turnover Rate	11.29%	14.92%	12.63%	12.00%

Employee Relations

Measure: # of County employees that meet or exceed expectations

Explanation: The data provided gives a breakdown of meets and exceeds ratings for FY 2016-17; Quarter 3; January 1st – March 31st. It gives a depiction of what % of money is being spent based on an employee's level of employee performance in the 3rd quarter. In accordance with merit increases granted for FY 2016-17, individuals receiving a meet expectations are eligible for a 2% increase; Exceeds expectation rating are eligible for a 3% increase. This date will assist in budgeting to forecast current and future expenditures. The County Human Resources department rating data provides insight into how employees are performing; align work duties with organizations objective. Essentially, while rewarding employees appropriately for their performance, the County strives to ensure that there is no misuse and/or waste of taxpayer monies for any services/reasons deemed inefficient. In summary, this expectation aligns with the County's Strategic Goal to ensure an Accountable, Efficient and Visionary Government.

Description: Evaluation standards are set by the County which described the overall performance during a set review period. Those standards (i.e. objectives) are based on the specific responsibilities of the assigned position which are critical to the completion of the department mission and alignment with County's Strategic plan. Those functions are categorized as SMART goals. Specific, Measurable, Attainable, Realistic & Timely.

Employee Services (Recruitment)

Measure: Avg. number of days from receipt of hiring selection to conditional offer

Explanation: By making conditional offers quickly, the County is able to solidify job offers before candidates receives job offers from other organizations/companies.

Description: Measure is an indicator of the level of customer service provided by Recruitment. This data is important because the County is competing for qualified candidates.

Measure: Number of new job vacancy announcements

Explanation: This data is important because it reflects the County's ability to retain a qualified workforce.

Description: Measure is an indicator of employee turnover.

Measure: # of vacancies filled

Explanation: This data is important because of the County's commitment to provide promotional/transfer opportunities to existing employees, and to hiring qualified external candidates.

Description: Measure is an indicator of employee turnover and provides data on the number of internal employees who filled vacancies, as well as new hires.

Human Resources Classification, Compensation and Information Management Program

Measure: # of Public Information Requests

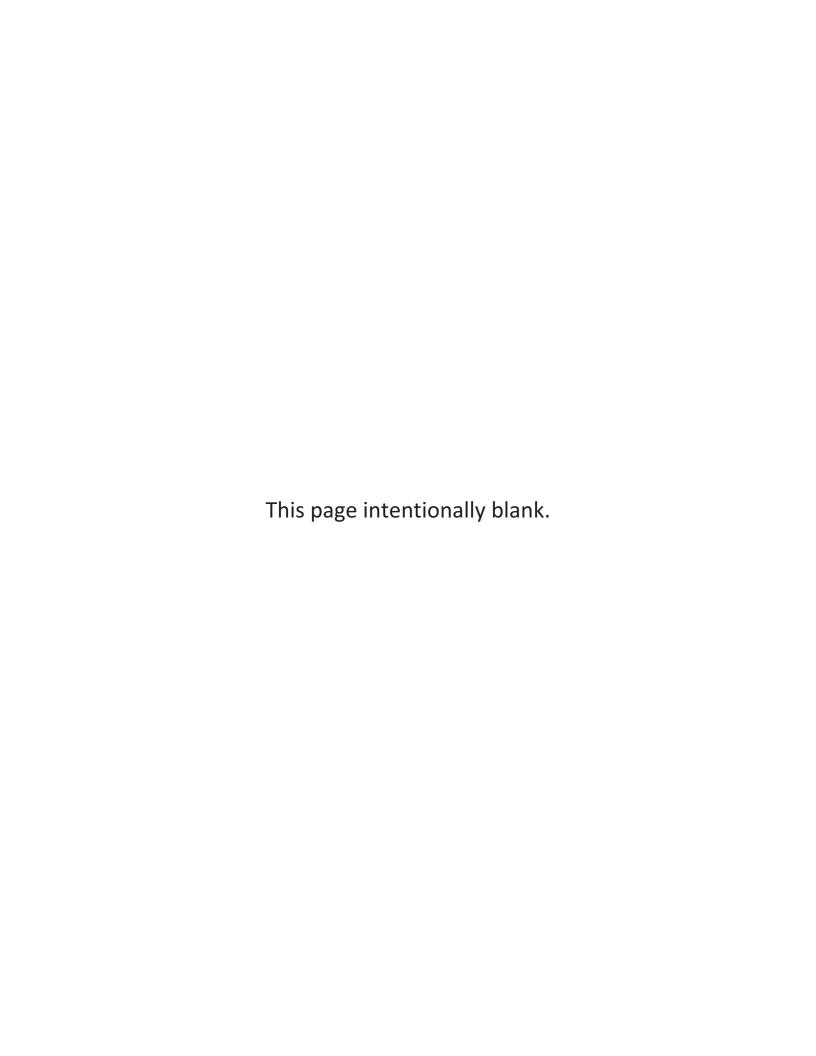
Explanation: The department started tracking employment verification requests and other inquiries in July of 2016. Public information regarding employee workforce data was not tracked until the beginning of this year.

Description: This measures the number of public information requests received from external customers. This includes information requests from the public as outlined in G.S 132-6 and 153A-198, employment verification and survey data.

Measure: Turnover Rate

Explanation: Data reveals that the County overall separation rate for the quarters listed is declining. This measure tracks the separation data for regular status employees only. Temporary, relief and summer youth workers are not included.

Description: This measures the number of employees separating from the County. This information allows the County to avoid potential retention issues by establishing strategies to reduce attrition when voluntary resignation numbers begin to increase above the desired levels.



BUDGET AND MANAGEMENT SERVICES

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.

DEPARTMENT 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.

		2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Summary	Actual	Original	12 Month	Department	Commissioner
		Exp/Rev	Budget	Estimate	Requested	Approved
•	Expenditures					
	Personnel	\$440,487	\$557,553	\$412,371	\$596,565	\$759,323
	Operating	\$47,968	\$43,074	\$49,111	\$178,554	\$193,554
	Total Expenditures	\$488,455	\$600,627	\$461,482	\$775,119	\$952,877
•	Revenues					
	Total Revenues	\$0	\$0	\$0	\$0	\$0
	Net Expenditures	\$488,455	\$600,627	\$461,482	\$775,119	\$952,877
	FTEs	6.00	6.00	6.00	6.00	8.00

2017-18 BUDGET HIGHLIGHTS

- This budget includes annual software costs related to the "Managing For Results" (MFR) program and Strategic Plan refresh.
 - OpenGov software \$99,000
 - o ClearPoint software \$40,000
- The department will be an integral part of data monitoring and customer service initiatives for the Strategic Plan as well as implementing and overseeing the Managing for Results program. To that end two vacant positions and corresponding dollars have been realigned to support MFR and management analysis duties. With two additional vacant positions, along with one vacant Budget Department position, the General Managers will have available support to analyze departmental performance data related issues, support departmental process improvements, and provide significantly more analysis of policy changes and strategic plan outcomes.
 - o The two realigned positions will support MFR related data analysis

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
Budget and Management Services				
# years of continued attainment of GFOA Distinguished				
Budget Presentation award	12.00	13.00	14.00	15.00
Variance between actual and projected expenditures	93.86%	94.18%	93.33%	93.50%
Variance between actual and projected revenues (total)	99.27%	95.40%	94.03%	95.00%
Variance between projected current year property tax				
revenues and actual property tax revenues	100.58%	101.57%	101.08%	101.00%
Variance between projected sales tax revenues and				
actual sales tax revenues	117.92%	106.65%	101.19%	101.00%

Measure: # years of continued attainment of GFOA Distinguished Budget Presentation award

Description: The fact that Durham County has received this award for 13 consecutive years, including FY 2015-16, conveys the importance County Administration and the Board of County Commissioners put on providing County citizens clear and comprehensive information related to the budget process. The annual budget process is where County policies, directed by the Board, meet the funding to support those policies. A comprehensive budget document can link the two areas and provide citizens with an annual view (a blueprint of sorts) of what the County intends to do in the upcoming fiscal year.

Explanation: This measure shows the number of consecutive years that Durham County has received the GFOA (General Finance Officers Association) distinguished budget award. This measure is important because it represents the County's continued adherence to high standards related to annual budget clarity for citizens and the Board of County Commissioners. The annual budget must include appropriate information to create a well-informed view of the annual budget process and funding per GFOA guidelines to meet the award criteria.

Measure: Variance between actual and projected expenditures

Description: Durham County consistently sees actual expenditures as a percentage of budgeted expenditures of around 94%. The reason it is not closer to 100% is largely due to unspent salaries of vacant positions throughout a fiscal year. Any given year Durham County experiences around 10% vacancy levels. These positions are budgeted at 100% (annual) filled costs to make sure dollars are available for all potentially filled positions. Other reasons for a lower than 100% actual expenditure amount are due to savings in operating costs, process improvements, and some purchases not happening in the current fiscal year. It is expected that such actual underspending will happen, and in fact those unspent dollars are used to offset fund balance (savings account) used as a revenue source.

Explanation: This is a measure of how close actual expenditures are to budgeted expenditures for a current fiscal year. This measure is a key insight into how well the Budget Office, and by extension, the County does in comparing how much is planned to be spent versus how much is actually spent. The budgeting process starts some 18 months in advance of the end of the fiscal year being budgeted for. Such a significant lead time in developing budgets means that expenditure estimates can and do vary from actual expenditures. The key is to not be too far off from budgeted amounts.

Measure: Variance between actual and projected revenues (total)

Description: Because revenues are variable, due to economic and other circumstances, the Budget Office tends to be more conservative in budgeting revenue estimates. In other words the County would always prefer to over collect actual revenue and use those funds in future years than under collect actual revenues and have to cut budgeted expenditures during the current fiscal year. In general the Budget Office likes to see this measure percentage somewhere close to or slightly over 100%, meaning actual revenue collected for any given year was more than what was actually budgeted. Any extra revenue collected falls to fund balance (County savings) which can and usually is appropriated and used in the next or a future fiscal year.

Explanation: This is a measure of how close actual revenues are to budgeted revenues for a current fiscal year. This measure is a key insight into how well the Budget Office, and by extension, the County does in comparing how much is planned to be collected in revenues versus how much is actually collected. The budgeting process starts some 18 months in advance of the end of the fiscal year being budgeted for. Such a significant lead time in developing budgets means that revenue estimates can and do vary from actual revenues due to economic and other unforeseen changes. The key is to not be too far off from budgeted amounts.

Measure: Variance between projected current year property tax revenues and actual property tax revenues

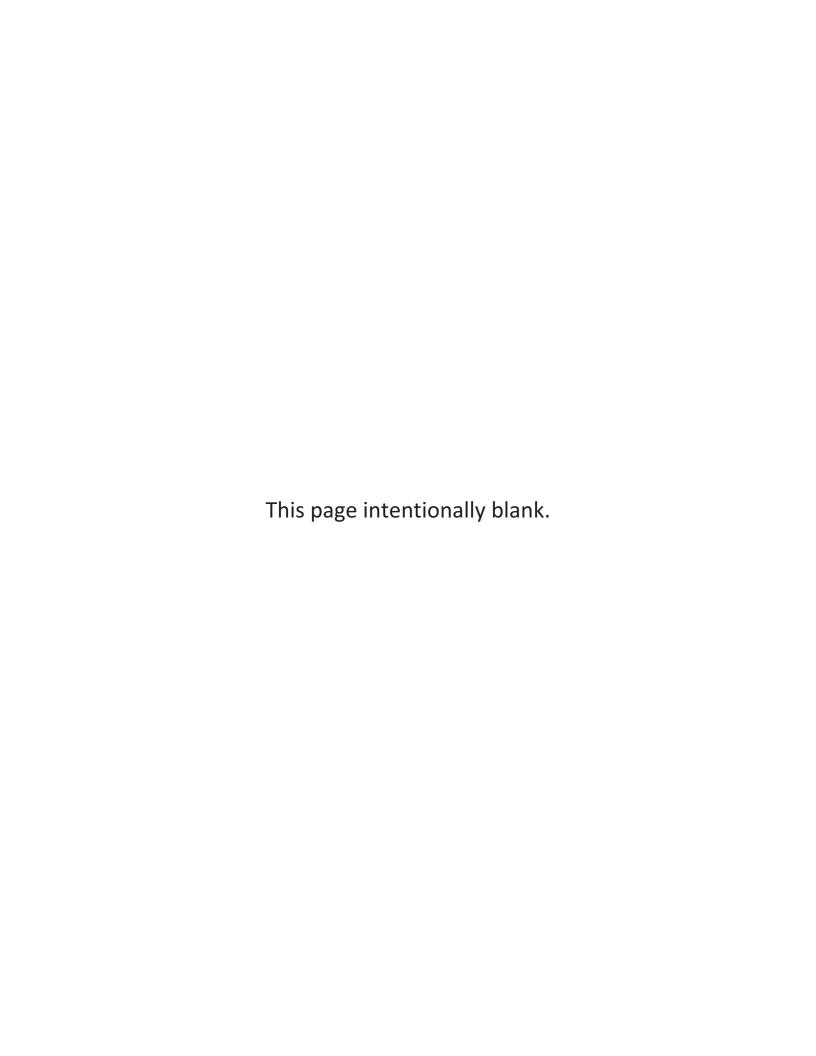
Description: The vast majority of property tax revenue is collected between the second and third quarters of each fiscal year. It is the expectation that the County collect very close to if not over 100% of budgeted property tax revenue. There are two main reasons for a collection percentage of 100%, first is conservative estimates by the Budget Office/County. Such budget estimates for this revenue source are made some 18 months before final actual collections which causes trended analysis to be conservative to make sure budgeted numbers are met. Second, the Durham County Tax department does an excellent job collecting nearly 100% of all billed property tax. In fact the County has set its collection rate at 99.6% for the last two fiscal years due to collection trends. This high collection amount can also provide over collection of property tax revenue.

Explanation: Property tax revenue is the single largest revenue source for Durham County government. This measure shows the predictive capability of the Budget Office/County to collect at least the budgeted amount of property tax by showing the actual amount collected as a percentage of budgeted property tax revenue. The measure is important because this single revenue source funds the largest amount of expenditures within the local government. This is the foundation revenue for the County.

Measure: Variance between projected sales tax revenues and actual sales tax revenues

Description: Current year trending shows slower actual collections than in previous years, however the overall collection of all sales tax is still expected to meet or slightly exceed budgeted sales tax revenue. However this current year trending is significantly different (lower) than previous year's actual sales tax growth and that will cause the Budget Office to review future year sales tax budgeting within a slightly more conservative prism. As with other revenues it is expected that sales tax actual collection be over the budgeted amount (100% plus) as such provides a refill of fund balance (County savings) that was budgeted in each current fiscal year as a revenue sources.

Explanation: Sales tax revenue is the second largest revenue source collected by Durham County, it is also the most variable as it is directly related to economic conditions locally, regionally, statewide, and even nationally. With that in mind it is important that the Budget Office/County develop budget estimates that are representative of previous trending, but also present and future economic outlook. This revenue is budgeted some 14 months before the last month of actual collection which is another reason the amount actually collected be measured against the very early budgeted amount.



VETERANS SERVICES

MISSION

The mission of the Veteran Services Office is to provide professional quality services in advising and counseling local military veterans and their dependents of their rights and entitlement to federal benefits under the laws and regulations administered by the U. S. Department of Veterans Affairs and other various federal, state and local agencies. We also actively assist them with application preparation and presentation of their claims for benefits to these agencies

DEPARTMENT DESCRIPTION

Program Purpose: The purpose of Veterans Services is to provide area veterans, active military members, and their families with services that help them maximize eligible federal, state, and local benefits.

Program Description: Durham County Veteran Services helps veterans, members of the active duty military, and their families as needed. We provide services that include, but are not limited to: benefits counseling, claims preparation and submission, appeals, healthcare, employment, and efforts to prevent and end veteran homelessness. Helping our military, our veterans and their families shows respect and honor to those men and women who serve(d) our country, it also brings financial resources into Durham County via the monetary benefits veterans receive through VA disability and pension payments.

The Veteran Services Officer is a Nationally Accredited Authorized Representative who takes power of attorney to legally represent veterans seeking benefits such as:

- Medical care from the Department of Veterans Affairs Medical Centers
- Financial compensation for service-related injuries or diseases
- Re-open compensation claims for increase in financial benefits or re-evaluation
- Dependency and Indemnity Compensation (DIC) benefits for surviving spouses or child(s) of decease veterans based upon service-connected disability of the deceased veteran or other eligible criteria)
- VA Educational- Vocational and Rehabilitation Employment benefits
- VA Home Loan Guarantee Eligibility and Veteran Adaptive Home Modification
- Veterans Homelessness Programs
- Securing Military Records(DD-214), Awards, Decorations and Certificates
- Making application for NC State Veterans Dependent Scholarship Program For Dependent Children of Eligible Veterans
- Provides outreach services to incapacitated, hospitalized or veterans in nursing home and others

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		2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Summary	Actual	Original	12 Month	Department	Commissioner
		Exp/Rev	Budget	Estimate	Requested	Approved
•	Expenditures					
	Personnel	\$138,952	\$226,404	\$160,094	\$250,869	\$250,869
	Operating	\$36,850	\$21,662	\$39,732	\$19,183	\$19,183
	Total Expenditures	\$175,802	\$248,066	\$199,826	\$270,052	\$270,052
•	Revenues	زازا <u>ز</u> ازا				
	Intergovernmental	\$1,525	\$0	\$0	\$1,525	\$1,525
	Total Revenues	\$1,525	\$0	\$0	\$1,525	\$1,525
	Net Expenditures	\$174,277	\$248,066	\$199,826	\$268,527	\$268,527
	FTEs	3.00	4.00	4.00	4.00	4.00

2017-18 BUDGET HIGHLIGHTS

- The Veteran Services Technician position reclassification is due to organizational restructure in an effort to utilize current assets, resources and personnel to perform the new duties and requirements as established by this department and the United States Department of Veterans Affairs.
- Extended evening hours from 5-7pm on Monday thru Thursday is an effort to reach more veterans.
- The awarding of a USDVA Claim Clinics; weekly benefit clinics focused on educating our veterans, family and our community partners are on schedule.

Veteran Services is also empowering veterans to improve their well-being through enhanced access to Veterans
Affairs claim processing for benefits and services and improved access in moving our veterans and their eligible
dependents from "sickcare" to healthcare

PERFORMANCE MEASURES	FY2014-15	FY2015-16	FY2016-17	FY2017-18
PERFORIVIANCE IVIEASURES	Annual	Annual	Annual	Estimated
Veterans Services				
# of Claims Prepared (Disability, Pension, Aid & Attendance, DIC, Insurance, Burial, Education, Health, and Home Loans)	452.00	580.00	464.00	464.00
\$ Annual amount of claim funds coming into Durham County (Data Received from VA)	\$218,068,000	\$220,049,000	\$220,049	not available
# of Referrals made for at risk and homeless veterans	84.00	83.00	50.00	50.00
# of aged and disabled Veterans reached	not availab	le not availab	le 450.00	450.00
# of Veterans and their families served	1,093.00	1,411.00	1,609.00	1,609.00

Veterans Services

Measure: # of aged and disabled Veterans reached

Explanation: This is a new measure. Department of Veterans Affairs determined that 75 percent of NC veterans are underserved. Our rural aged and disabled Veterans and their caregivers face unique challenges to care, and other VA services such as lack of public transportation, lack of broadband coverage, distance from VA health care facilities and a shortage of care providers. And the number of rural Veterans is growing. Proving community outreach will grant these area veterans' easier and equal access to VA services.

Description: This measure will identify the number of our most vulnerable, underserved aged, and disabled veterans and their eligible family members in our rural and other areas. Outreach to this group will enable them to strengthen their equal access to VA financial benefits, VA healthcare and burial access as well as any other varies and supportive services in the community.

Measure: # of Claims Prepared (Disability, Pension, Aid & Attendance, DIC, Insurance, Burial, Education, Health, and Home Loans)

Description: This measure of tracking is used to identify the number of Veterans and claims prepared for Veterans, their surviving spouses and or dependent children, to whom our office assisted in obtaining, maintaining or retaining ongoing benefits or services (claims include but are not limited to Disability, Pension, Aid & Attendance, DIC, Insurance, Health, Education, and Burial claims). These measures will also be used to help identify our strengths or weakness. Identify if we are reaching our targeted population and are we using our staff and resources improving the lives of our veterans and their families.

Measure: # of Referrals made for at risk and homeless veterans

Explanation: Chronic homelessness in Durham overall has been decreasing. While we cannot completely attribute the decrease in Veterans referrals to that, it is a fair assessment to note that there is some correlation.

Description: Identifies the number of referred Veterans who were homeless or at imminent risk of becoming homeless. This measure will be used to identify referred Veterans who were helped, who were prevented from entering homelessness and those assisted who were homeless, and helped in exiting safely and quickly and were connected to VA and other various supportive services to strengthen their access to permanent housing. These efforts are in support and in honor of our nation's area veterans who served our country who may find themselves on the streets of our community living without hope.

Measure: # of Veterans and their families served

Description: The total number of Veterans served by the Veteran Services office. This measure of tracking is instrumental in assessing current and future staffing needs, space and desired productivity outcomes.

Measure: \$ Annual amount of claim funds coming into Durham County (Data Received from VA)

Explanation: \$78 million were received in VA benefits, an increase of \$6 million from the previous year for Compensation Disability, Pension Disability, Aid and Attendance, Education & Employment Vocational Rehabilitation, Insurance and Dependent Indemnity Compensation(DIC).

Description: These are the total annual dollar amounts of Federal Funds disbursed to Veterans and eligible claimants who reside in Durham County in the forms of compensation, pension, Educational & Employment Vocational Rehabilitation, Insurance and Dependent Indemnity Compensation(DIC).

GEOGRAPHIC INFORMATION SYSTEMS

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.

DEPARTMENT DESCRIPTION

The Geographic Information Systems (GIS) program evaluates and deploys new innovative technology that provides optimal business value to our customers. This program operates under an inter-local agreement between the City and County governments to manage the enterprise Geographic Information System and provide related services to internal and external customers. GIS provides and supports critical spatial analytic services that support decision makers in the City and County of Durham. The GIS program provides mapping services, web application development services, address creation, geo-spatial modeling and analytics, and citizen/business data request. The program maintains the county-wide 911 address database, public safety data layers, the enterprise spatial database, and GIS applications and platforms.

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		2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Summary	Actual	Original	12 Month	Department	Commissioner
		Exp/Rev	Budget	Estimate	Requested	Approved
•	Expenditures					
	Operating	\$427,945	\$438,833	\$438,833	\$452,044	\$467,619
	Total Expenditures	\$427,945	\$438,833	\$438,833	\$452,044	\$467,619
•	Revenues					
	Total Revenues	\$0	\$0	\$0	\$0	\$0
	Net Expenditures	\$427,945	\$438,833	\$438,833	\$452,044	\$467,619

2017-18 BUDGET HIGHLIGHTS

• Funding is included in the FY 17-18 Commissioner Approved budget for an additional 5 ArcGIS Desktop licenses to support the increased demand of software use with a cost to the County of \$15,858.

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
GIS				
% IT overall Satisfaction (Help Desk)	99.00%	100.00%	98.00%	90.00%

Objective: Meet or exceed a 90% or better customer satisfaction rating and complete 90% of all service requests within 24 hours or a due date set with customer.

Initiative: To deliver innovative solutions, and support to meet the business needs of the City. This is done using best practice methodologies while effectively aligning resources and services.

NONDEPARTMENTAL

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:

		2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Summary	Actual	Original	12 Month	Department	Commissioner
		Exp/Rev	Budget	Estimate	Requested	Approved
-	Expenditures					
	Personnel	\$0	\$1,250,209	\$725,000	\$100,000	\$1,567,921
	Operating	\$697,786	\$1,346,841	\$1,335,624	\$1,352,549	\$1,402,306
	Transfers	\$0	\$150,000	\$0	\$450,000	\$200,000
	Total Expenditures	\$697,786	\$2,747,050	\$2,060,624	\$1,902,549	\$3,170,227
•	Revenues					
	Total Revenues	\$0	\$0	\$0	\$0	\$0
	Net Expenditures	<i>\$697,786</i>	\$2,747,050	\$2,060,624	\$1,902,549	\$3,170,227

- Comprehensive Pay Study and potential related adjustments \$817,921
- EMS Paramedic and Sheriff Office Detention Officers FY 2016-17 pay study recommendation \$900,000
- Highway 147 Gateways initiative \$17,000
- MFR Resources \$50,000
- TJCOG dues \$78,249
- UNRBA dues \$90,558
- Urban Ministries annual contribution \$311,130
- My Brother's Keeper Public Allies \$107,019
- Exceptional Service Initiative \$10,000
- SmArt Initiative \$10,000
- Youth Opportunity Initiative \$70,000
- Early childhood initiatives \$93,000
- Library Services \$127,600
- Racial Equity Institute Workshop \$20,000
- Project Graduation \$3,500
- Satisfaction surveys \$25,000
- Made in Durham Initiative \$101,000
- Alliance for Innovation \$8,250
- Non-Profit Funding for housing \$130,000
- County Manager's Contingency Fund \$50,000
- Board of County Commissioners Contingency Fund \$150,000.

TRANSFERS

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	\$37,534,792
Benefits Plan Fund	\$20,841,957
Reappraisal Reserve Fund	\$1,327,492
TOTAL TRANSFERS OUT	\$59,704,241

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) along with several other additional General Fund revenue sources. Transfers to the Capital Finance Fund include:

Total	\$37,534,792
General Fund Transfer	\$418,500
Restricted Fund Balance - Education: Art 46	\$228,270
Restricted Fund Balance - NC Museum of Life & Science Debt Service	\$350,000
NCMLS Designated Occupancy Tax for related debt service	\$500,000
County Occupancy Taxes	\$3,350,000
One-half Cent Sales Taxes (Art. 40, 42, & 46)	\$32,688,022

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 Reappraisal Reserve Fund support the annual and future operating and capital costs related to upcoming County revaluations of real and personal property within Durham County. Any dedicated future funding needs budgeted annually for this revaluation process are transferred from the General Fund to the Revaluation Reserve Fund to ensure that revaluation process can occur in an effective manner.

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

Transfers to General Fund	
Community Health Trust Fund	\$5,578,166
Volunteer Fire District Funds	\$5,373,455
TOTAL TRANSFERS IN	\$10,951,621

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 two Volunteer Fire Districts (Lebanon and Durham County Fire and Rescue) supports county positions and operational costs funded through Fire District property taxes as provided in various interlocal agreements.

		2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Summary	Actual	Original	12 Month	Department	Commissioner
		Exp/Rev	Budget	Estimate	Requested	Approved
•	Expenditures					
	Transfers	\$57,198,770	\$54,581,563	\$57,281,359	\$57,446,309	\$59,704,241
	Total Expenditures	\$57,198,770	\$54,581,563	\$57,281,359	\$57,446,309	\$59,704,241
•	Revenues					
	Other Fin. Sources	\$8,705,513	\$8,521,399	\$6,406,120	\$9,320,439	\$10,951,621
	Total Revenues	\$8,705,513	\$8,521,399	\$6,406,120	\$9,320,439	\$10,951,621
	Net Expenditures	\$48,493,257	\$46,060,164	\$50,875,239	\$48,125,870	\$48,752,620

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 the General Fund or bank financing to support requested needs.

2017-18 BUDGET HIGHLIGHTS

The FY 2017-18 vehicle and equipment needs total \$2,903,867 and include 46 vehicles and various equipment. The majority of these purchases will replace older vehicles and equipment according to our regular replacement cycles.

Vehicles

EMS	Replacement	Sprinter 3500	6	\$1,320,000
Fire	Replacement	Dodge Durango	1	\$31,773
Marshal	New	Ford F150	1	\$38,000
ACCESS	Replacement	Van	1	\$60,000
CJRC	Replacement	Passenger vehicle	1	\$17,465
General Services	New	Roll Off Truck	1	\$156,450
Social	Replacement	Truck	1	\$24,459
Services	керіасеттеті	Mid size sedan	1	\$18,465
Services	New	SUV	2	\$53,238
		Pursuit Vehicles	26	\$689,000
Sheriff	Replacement	Durango's	4	\$130,800
		Dodge Ram Truck	1	\$28,000
Total			46	\$2,567,650

Equipment

Total		\$336,217
Fire Marshal	Vehicle Equipment	\$22,431
EIVIS	2 I Stat machines	\$20,000
EMS	6 mobile radios	\$45,000
Sheriff Vehicle Equipment		\$248,786

Net Expenditu		•	\$0 <i>\$3,278,214</i>	\$0 <i>\$6,296,524</i>	\$0 <i>\$2,903,867</i>
Revenues Total Revenue	· ¢o	ćo.	¢0	ćo	Ė
Total Expendit	ures \$3,143,990	\$3,402,761	\$3,278,214	\$6,296,524	\$2,903,86
Capital	\$2,934,092	\$3,033,192	\$2,867,097	\$5,764,029	\$2,632,650
Operating	\$209,898	\$369,569	\$411,117	\$532 <i>,</i> 495	\$271,21
Expenditures					
	Exp/Rev	Budget	Estimate	Requested	Approved
Summar	Actual	Original	12 Month	Department	Commissioner
	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018